Personality and its Impacts across the Behavioral Sciences:

A Quantitative Review of Meta-Analytic Findings

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Dedication

To my wife, Amanda, our daughters, Willow and Ayla, and my parents, Delwin and Pamela.

Abstract

Personality has consequences. Following the emergence of and scholarly convergence around the Five-Factor Model (FFM), or Big Five, some 35 years ago, research interest in personality traits has exploded across the behavioral sciences. Meta-analyses reporting Big Five (i.e., Emotional Stability, Agreeableness, Conscientiousness, Extraversion, and Openness/Intellect) relations have so proliferated that a quantitative second-order review was needed. The purpose of this dissertation was to conduct such a review. Data were gathered from an exhaustive search (through July 2016) of 167 published Big Five meta-analyses, which reported empirical relations to 712 unique correlate, behavioral, and outcome variables. A multi-hurdle selection process was used to screen variables for study inclusion, and a content-based coding procedure was used to organize variables into a set of four theoretically meaningful "meta-categories"—Well-Being, Performance, Leadership, and Counterproductivity—which were examined in series of three studies.

Study 1 used procedures from first-order and second-order psychometric meta-analysis to estimate univariate relations for the Big Five traits. Empirical effect size benchmarks for interpreting trait relations were also developed. Study 2 built on the prior study by estimating univariate relations for the two metatraits, Stability and Plasticity. Results represent the most comprehensive nomological network of metatrait relations in the literature, and provide evidence of their wide-ranging theoretical and empirical relevance (e.g., Stability was the strongest predictor of Counterproductivity variables, and Plasticity was the strongest predictor of Leadership variables). Finally, Study 3 examined multivariate effects of both Big Five and metatraits models. Dominance analysis was also

used to examine traits' relative contribution to overall prediction. Results indicate that both trait models contributed substantial variance to predicting variables that are consequential and fundamental to human interest, and that most of these variables were multiply determined by at least two or three traits. Together, these studies summarize and advance knowledge about personality and its impacts across the behavioral sciences.

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Introduction

The development of comprehensive, yet parsimonious classificatory systems is a central aim of science. Taxonomies advance science by providing researchers a common language for describing the entities under study, by allowing for the measurement and prediction of variables, and serving as a basis for theoretical concepts in a particular field. Developing a consensual taxonomy of personality traits is arguably the most significant contribution of personality psychology to the wider behavioral sciences. The Five-Factor Model (FFM), or Big Five, is the most prominent taxonomy of traits (John, Naumann, & Soto, 2008), and posits that individuals' personalities differ along five major dimensions: Emotional Stability (or, its converse, Neuroticism), Agreeableness, Conscientiousness, Extraversion, and Openness/Intellect. Factors have emerged across sexes, ages, raters, inventories, cultures, and languages, indicative of the robustness and generalizability of the FFM (Connelly & Ones, 2010; Goldberg, 1993; McCrae & Costa, 1987, 1997).

Emerging findings indicate that hierarchy and structural complexity are intrinsic features of the trait taxonomy (Markon, 2009). Some traits are situated above the Big Five (Digman, 1997; DeYoung, 2006), more traits are located below (e.g., DeYoung, Quility, & Peterson, 2007), and still others are identifiable as compounds traits, which combine features across multiple domains (Connelly, Ones, Davies, & Birkland, 2014; Hough & Ones, 2001). The contemporary multi-level taxonomy is the most accurate and flexible model yet of human personality traits. Not only does it permit the integration of traits that, historically, have been poorly represented in the FFM (e.g., Wilmot, DeYoung, Stillwell, & Kosinski, 2016), but it also helps the field to evolve beyond descriptive

taxonomies toward the development of explanatory theories centering on the Big Five (DeYoung, 2013, 2015; Nettle, 2006; Van Egeren, 2009).

The adoption of the FFM in the 1980s coincided with another pivotal scientific development: *meta-analysis* (Glass, 1976; Schmidt & Hunter, 1977), which is a technique for integrating quantitative research findings across studies. It is fitting that the inevitable convergence of the FFM and meta-analysis would prove to be combustible. Indeed, the meta-analysis of the Big Five and job performance (Barrick & Mount, 1991) enjoys the distinction as the most highly cited paper in applied psychology—a paper that launched a thousand studies. The successive explosion of research interest, in turn, necessitated further quantitative reviews, so many that, as of July 2016, 167 FFM meta-analyses have been published across the behavioral sciences (Cited reference search of PsycINFO and Web of Science, July 2016). Topics of meta-analytic review range widely, including individual health (e.g., physical activity, smoking), academic performance, interpersonal relationships (e.g., marital satisfaction), organizational behavior (e.g., job performance, leadership) and clinical outcomes, among many others. Altogether, the cumulative body of evidence consists of empirical relations to some 712 unique psychological correlates, behaviors, and external outcomes. On one hand, this body of evidence testifies to the scientific import and utility of the FFM. On the other hand, the number and diversity of empirical relations calls out for further quantitative review. Such a review would seek to accomplish two goals: (a) it would provide a comprehensive summary of personality's impacts across the behavioral sciences, and (b) it would integrate results to open the way for new research, which could not be explored except through second-order review. In

view of the need for and promise of such a study, this dissertation is a quantitative review of personality's impacts as reported in meta-analyses across the behavioral sciences.

Literature Review

Personality psychology is the science of the whole individual person (Murray, 1938). Personality arguably represents the apex of psychological science. Insofar as other subfields (e.g., social, cognitive, developmental) inform understanding of the psychology of individual persons, personality subsumes them all (Funder, 2012). Regardless of if one shares Funder's "imperialistic view", psychologists and other behavioral scientists can agree on an overarching goal: Describing, explaining, and predicting individual behavior. Considering the great complexity of human beings, scholars have investigated countless individual difference variables in attempts to understand the whole person. However, few variables have received as much attention, and public interest, as *personality traits.*

Numerous definitions of personality traits have been offered (e.g., DeYoung, 2015; Fleeson, 2012; McAdams & Pals, 2006; Tellegen, 1981; Wilt & Revelle, 2015), and most have much in common. The concise description of traits as "a disposition to exhibit reaction R under condition S" (Tellegen, 1981, p. 219) is a useful starting place. More specifically, personality traits involve dispositional, habitual, and probabilistic, but not necessarily deterministic, tendencies to think, feel, or act in certain ways. However, traits' potential is only actualized in response to stimuli, situations, and environments. Consequently, an intimate interplay exists between traits, behaviors, and environments. This relation has been memorably summarized in the equation, $B = f(P, E)$, which means that behavior is a function of both the person and the environment (Lewin, 1936). Viewed

in this light, traits are not decontextualized entities, but rather general tendencies to respond to general classes of stimuli (DeYoung, 2015).

In the present work, two definitions of personality traits are used, which are based on Fleeson (2012) and DeYoung (2015). Fleeson describes two meanings of *trait*, which are necessary complements. The first and primary meaning refers to the "descriptive" part, whereas the second, and secondary, meaning refers to the "explanatory" part of the trait construct. Concerning the descriptive definition, personality traits are *probabilistic descriptions of relatively stable patterns of affect, behavior, cognition, and desire (ABCDs) in response to classes of stimuli that have been present in human cultures over evolutionary time* (DeYoung, 2015, p. 35; cf. Wilt & Revelle, 2015). This definition describes what a trait *is*, and implies units for use in operational assessment. Concerning the explanatory definition, traits also refer to *typical functional levels of the underlying psychological processes responsible for generating the ABCD states associated with a trait* (p. 37). This second definition acts as a sort of shorthand expression for currently unspecified causal mechanisms and processes underlying traits' psychological function, as well as neurobiological processes that instantiate them (DeYoung, 2015). Although both definitions are valid, shorthand descriptions should be used with caution, due to the relatively unknown and untested nature of their psychobiological causal mechanisms.

In sum, personality traits refer to relative stable patterns of responses to general classes of stimuli, responses of which are caused by relatively stable patterns of evolved psychobiological mechanisms. What that said, how can the potentially endless sets of response patterns be organized in a manageable, yet reasonably comprehensive, manner?

This enterprise of classification occupied most of 20th century personality scholarship, and eventually resulted in the FFM. What follows is a brief discussion of the importance of taxonomies, as well as the historical developments leading up to the consensual model.

Scientific Taxonomies

A goal of scientific taxonomies is defining a set of overarching domains in which many specific instances can be grouped and understood in a simplified way (John et al., 2008). Taxonomies have numerous benefits. A systematic framework for distinguishing, ordering, and naming traits enables researchers to study a few characteristics, rather than examining the legion of attributes that make each individual unique. Taxonomies also facilitate the accumulation and communication of findings by offering a standardized vocabulary for scholars. Finally, taxonomies provide a framework for forming and testing hypotheses (Barrick & Mount, 1991). After decades of research, personality achieved an initial consensus on a general descriptive taxonomy in the "Big Five" (Goldberg, 1981)—a moniker that was selected, not to signify some inherent awesomeness in the dimensions, but rather to emphasize the exceeding breadth and abstraction of these trait factors.

Development of the Big Five Taxonomy

Better and more thorough histories of the development of the FFM are available in the literature (see Digman, 1990; Goldberg, 1993; John et al. 2008). Nevertheless, an abbreviated rendition of the development of the Big Five follows below.

Sir Francis Galton (1884) was among the first to postulate the *lexical hypothesis*, which refers to the proposition that the most significant individual differences in human interactions would come to be encoded as single terms in some, or all, of the languages of

the world. Galton (1884) was one of the first scientists to consult a dictionary to estimate the number of personality-descriptive terms, and others soon followed. Klages (1932) and Baumgarten (1933) conducted lexical studies in German, and Allport and Odbert (1937) used the unabridged English dictionary. Across studies, researchers extracted terms to develop extensive, yet finite, lists of attributes that native speakers considered important and useful to distinguish one individual from another. Allport and Odbert identified some 18,000 descriptive terms and sorted them into four categories: (a) *traits* (i.e., generalized and personalized determining tendencies, consistent and stable modes of individuals' adjustment to the environment), (b) *states* (e.g., temporary states, activities, moods), (c) *evaluative judgments* of conduct and reputation (e.g., excellent, wicked), which presuppose traits, but do not indicate the attribute(s) under evaluation, and (d) *physical characteristics* (e.g., capacities, talents) and other terms deemed personality-irrelevant.

Advances in data reduction techniques were also instrumental to the taxonomy. A pioneer in factor analysis, Thurstone (1934) was the first to find five broad factors from a set of 60 trait adjectives. However, this list was too idiosyncratically assembled to have produced the Big Five structure of today (Goldberg, 1993). Aiming for a more complete taxonomy, Cattell (1943) used Allport and Odbert's list as a starting point. Due to its overwhelming size, Cattell (1943, 1945a, 1945b) culled a subset of 4,500 terms. Then, using literature reviews, as well as semantic and empirical clustering methods, the list was condensed to 35 variables! Variables were factor analyzed, and the resulting factors became the 16 Personality Factors questionnaire (Cattell, Eber, & Tatsuoka, 1970).

The pioneering work of Cattell, and the availability of his variable list, stimulated

others to investigate trait structure. The original discovery of what became the FFM is attributable to Donald Fiske (1949), who analyzed a set of variables developed by Cattell, and found evidence of five factors that replicated across self-, peer- and observer-ratings. Tupes and Christal (1958, 1961, 1992) also found five replicable factors in reanalyses of studies using Cattell's variables, including Fiske (1949). Norman (1963), Borgatta (1964), and Digman and Takemoto-Chock (1981) further replicated this five-factor structure.

To update Allport and Odbert's original list, and to address skepticisms about Cattell's reduction approach, Norman (1967) compiled a new list of English terms, and elaborated descriptive classifications into seven major categories (see John et al., 2008 for further details). Goldberg (1990) used this updated and expanded list to clarify the composition of the Big Five by conducting studies examining factors' generalizability across data sources, methods, and factor rotations (see also Goldberg 1981, 1982). In searches for reliable factors "in addition" to the five, Saucier and Goldberg (1996a, 1996b) and Saucier (1997) reported that only the five factors were consistently replicable.

Devising names to capture the conceptual breadth and abstraction of the Big Five has proven difficult, and remains a topic of debate. Nevertheless, many of Norman's (1963) labels have become accepted. Labels were given to factors in the order in which they emerged from factor analysis. For clarity, descriptive adjectives are also provided. Factor I was called, *Extraversion* (or Surgency); adjectives include: talkative, assertive, and energetic. Factor II was characterized by terms such as cooperative, good-natured, and trustful; hence its label, *Agreeableness*. *Conscientiousness* was the name given to Factor III, due to its associations with terms like dependable, responsible, and orderly.

Factor IV was labeled *Emotional Stability*, as it reflected an absence of negative emotion (e.g., tranquil, unflappable). The label of the fifth and smallest factor has been debated. Although Norman called it, *Culture*, other descriptors such as intellectual, polished, and imaginative are better captured by *Openness/Intellect*, a label that is unpacked shortly.

A limitation of the preceding history is its nearly exclusive focus on taxonomic efforts by personality scholars within the lexical tradition. Much more could be written about the exploits of researchers who studied trait structure using non-English languages (e.g., De Raad, Perugini, Hrebickova, & Szarota, 1998), by using prototypical approaches to trait description (e.g., John, 1990), or by factor analyzing existing questionnaires (e.g., Costa & McCrae, 1992). Among the latter, McCrae and Costa did more than any other team of scholars to build consensus around the FFM as a descriptive model of trait structure (Goldberg, 1993). Through a prodigious outpouring of research throughout the 1980s, McCrae and Costa integrated numerous personality questionnaires into the FFM framework (for a review, see McCrae & Costa, 2003), which was operationalized in their widely used NEO-based scales.[1] By the early 1990s, many influential reviews established the Big Five as the dominant paradigm of phenotypic personality traits (Digman, 1990; Goldberg, 1993; John, 1990). With this taxonomy in place, the first of many Big Five meta-analyses was published (Barrick & Mount, 1991; but for alternative taxonomies, see Hough, 1992; Hough, Eaton, Dunnette, Kamp, & McCloy, 1990). Presently, a handful of general (e.g., Ozer & Benet-Martínez, 2006; Roberts, Kuncel, Shiner, Caspi, & Goldberg,

[1] NEO stands for Neuroticism, Extraversion, and Openness to Experience, which were the three factors the early NEO inventory was designed to measure. Following the advent of the Big Five in lexical research, and evidence for the Agreeableness and Conscientiousness factors, authors expanded their inventory to reflect these additional two dimensions (McCrae & Costa, 1987).

2007) and discipline-specific reviews summarize selected Big Five meta-analytic results (Barrick, Mount, & Judge, 2001; Connelly, Ones, & Chernyshenko, 2014; Judge, Klinger, Simon, & Yang, 2008; Ones, Dilchert, Viswesvaran, & Judge, 2007).

Criticism of the Big Five

Though there is a consensus about the FFM as the most parsimonious descriptive taxonomy of traits, the model is not without limitations or critics. Relevant criticisms are detailed below. First, the Big Five has been criticized for its atheoretical development, its usage of non-scientific "folk" language in taxonomic construction, and its dependence on factor analysis, which predominantly used simple structure (i.e., orthogonal) rotations (Block, 1995). A second criticism is its overemphasis on broad, abstract factors at the expense of more specific, narrow traits, which frequently demonstrate greater predictive utility than their broad domain counterparts, especially for similarly narrow behaviors (Hough, Oswald, & Ock, 2015). A third, related contention is that the Big Five is not "big" enough. Models additional factors have been proposed (e.g., Ashton, Lee, Perugini, Szarota, de Vries, Di Bias, Boies, De Raad, 2004; Hogan, 1986; Tellegen & Waller, 2008). A fourth, final criticism concerns inconsistent replications of Big Five structure in cross-cultural investigations (Saucier, 2009). Evidence shows that the Big Five emerge dependably in northern European languages, but the picture is more complex in non-Western languages (see De Raad & Perugini, 2002). Although factors like the Big Five are recovered in cross-cultural studies, certain factors sometimes fail to emerge (i.e., Openness/Intellect), or one subdivide into two indigenous factors (see John et al., 2008).

In sum, critics contend that the FFM is too abstract, incomplete, insufficiently

generalizable cross-culturally, and lacks a theoretical basis. Certain criticisms are more warranted than others, and some of these are addressed in recent scientific explanation. Namely, the multidimensionality nature of personality traits as evidenced in their (a) hierarchical organization, and (b) lack of simple structure.

Emerging Evidence and Response to Criticism

Hierarchical organization. Emerging evidence indicates that personality is hierarchically organized, and that both 'normal' and 'abnormal' trait models reflect a common underlying general framework (Markon, Krueger, & Watson, 2005). Although the Big Five were originally conceptualized as independent and uncorrelated dimensions, subsequent evidence indicates that they possess a stable higher-order structure composed of two higher-order traits, or *metatraits* (Digman, 1997; DeYoung, 2006); the nature and function of these metatraits are discussed later. Research effects to explicate the structure of traits located *below* the Big Five are also underway. Presently, evidence indicates that each Big Five factor can be subdivided into at least two correlated traits, labeled *aspects*, which seem to have distinct genetic substrates (e.g., DeYoung et al., 2007) and divergent empirical relations (e.g., Kaufman, Quilty, Grazioplene, Hirsh, Gray, Peterson, & DeYoung, 2015). Other scholars are examining the number and nature of narrower traits, labeled *facets* (Connelly et al., 2014; Hough & Ones, 2001). Meta-analyses of facet-level traits indicate that some lower-level traits appear to be "pure" markers of their respective parent domains, whereas others have complex "mixed" relations, which combine features across trait domains and levels (Davies, 2012; Birkland, Connelly, Ones, & Davies, 2017). Hierarchical trait research at the aspect, facet, and item levels, represent vibrant

future directions for personality scholarship (e.g., Judge Rodell, Klinger, Simon, & Crawford, 2015; Mõttus, 2016; Open Peer Commentary and Author's Response, 2016).

Complex structure. At present, trait structure can be organized into at least three hierarchical levels of increasing complexity: (a) *superfactor* (i.e., the two metatraits), (b) *factor* (i.e., the Big Five), and (c) *sub-factor* (i.e., various narrow traits). Hierarchy and complex structure reflect the multidimensional nature of trait constructs (Edwards, 2001). As multidimensional constructs, factors are defined by the *covariance* of their constituent indicators. All traits located below a hierarchical level, therefore, contain both shared and unique variance. Latent traits, which are defined by their covariance, are conceptualized as having causal primacy (Edwards, 2001), although unique variance may have additional predictive utility (Connelly, Wilmot, Hülsheger, Ones, & DeYoung, under review). Practically speaking, the Big Five defined by the covariance of their subordinate level traits. By definition, unique variance associated with sub-factor traits falls "outside" the Big Five factors. This does not imply that unique variance is somehow irrelevant or error. To the contrary, evidence of the predictive utility of lower-level traits is abundant (Hough et al., 2015), and other work shows unique heritable variance is associated with traits at each level of the hierarchy (Jang, McCrae, Angleitner, Riemann, & Livesley, 1998; Jang, Livesley, Angleitner, Riemann, & Vernon, 2002; McCrae, Yamagata, Jang, Riemann, Ando, Ono, … Spinath, 2008). Instead, what it does mean is that the unique variance of narrow traits is less fundamental than the covariance defining the Big Five factors, which likely reflects the primacy of their psychobiological underpinnings (DeYoung, 2010).

Response to criticism. With both hierarchy and complexity in mind, it should be

clear that advocates of the FFM have never intended to reduce the rich tapestry of human personality to a mere five traits (e.g., Shweder & Sullivan, 1990). Instead, proponents have sought to provide a parsimonious descriptive framework for organizing individual differences. Across numerous studies, results consistently show that five domains are the most parsimonious level of adequacy (Goldberg, 1993). Whatever the inadequacies of natural language for scientific systematics, inferring broad dimensions from folk usage does not negatively affect their observed reliability or validity (cf. Markon et al., 2005; Waller, DeYoung, & Bouchard, 2016), and does not prevent the development of more technical language as personality science develops (John et al., 2008).

About added factors, it is too early to decide whether "Big Five plus" models hold sufficient promise to dislodge the FFM. Nevertheless, three conclusions can be drawn. First, alleged factors are indeed additional. They provide evidence for the generalizability of the Big Five plus (or minus) one or two factors (Goldberg, 1983). Second, when more factors have been identified, they rarely replicate across studies done by independent investigators (John et al., 2008).[2] Third, additional factors that are sufficiently locatable at lower-levels of the hierarchy do not merit domain-level status (Condon, 2014; DeYoung, Weisberg, Quilty, & Peterson, 2013). Put differently, in the great metaphorical house of personality traits, multiple stories built on the same general foundation mean something quite different than a distinct, added wing of the building. In sum, De Raad et al. offered an apt and conservative conclusion that remains relevant: "the contours of the Big Five

[2] The main exception is the *Honesty/Humility* factor of the six-factor HEXACO model (cf. Ashton, Lee, DeVries, 2014; Ashton et al., 2004). Nevertheless, this dimension, despite its replicability, is so like a sub-factor trait of the Agreeableness (i.e., the *Politeness* aspect; DeYoung et al., 2007) that its claim to be a unique and distinct sixth dimension of personality is still up for debate (Barford, Zhao, & Smillie, 2015).

model [are] the best working hypothesis of an omnipresent trait structure" (1998, p. 214).

Finally, concerning insufficient theory, this criticism is warranted. Nevertheless, the development of theoretical models centering on the Big Five is not without work. In fact, theoretical accounts based on cybernetics (DeYoung, 2015; Van Egeren, 2009) are among the most useful paradigms for transitioning the field to explanatory theories.

From Trait Descriptions to Explanatory Functions: The Big Five

Cybernetics is the study of goal-directed, adaptive systems. Cybernetic systems are characterized by the inclusion of one or more conscious or unconscious goal that directs the work of the system (DeYoung, 2010, 2015; Van Egeren, 2009). A *goal* is defined as an internal representation of a desired future state (Austin & Vancouver, 1996). Sensory mechanisms provide feedback to the system indicating progress, or a lack thereof, toward its goal. Based on feedback, the system adapts and adjusts its behavior/. Cybernetics is a useful, perhaps essential, approach to understanding living things (Gray, 2004). As such, it may be a promising framework for an integrative theory of personality.

Cybernetic Big Five Theory (CB5T; DeYoung, 2015) posits that personality traits reflect variation in an evolved cybernetic system, which is characterized by a cycle with five stages: (a) *goal activation*, (b) *action selection* (including planning and decision making), (c) *action*, (d) *outcome interpretation* (i.e., recalling and interpreting the state of the world following the action), and, finally (e) *goal comparison* (i.e., evaluating whether the current state matches the goal state). In the first stage, a goal is activated and serves as a guide for the upcoming cycle. In the second stage, a goal-directed action is selected, and is subsequently implemented in the third stage. In stage four, feedback processing,

information analysis, and memory storage systems are used to interpret the state of the world following the action. In the fifth and final stage, the current state is compared to the goal to detect the degree of match (or mismatch). If the goal has been achieved and no mismatch exists, then a new goal will emerge and the cycle will start anew. If a mismatch is detected, however, then the cycle may be repeated with the same goal, or this goal may be abandoned. Though schematized as a cycle for description, cybernetic operations are carried out simultaneously and in parallel (Austin & Vancouver, 1996; DeYoung, 2015).

According to CB5T, traits reflect variation in mechanisms that carry out the five stages of the cybernetic cycle (DeYoung, 2015). Although mechanisms associated with each Big Five trait probably influence multiple cycle stages, the relative importance of each trait likely differs across stages. Table 1 summarizes traits and their functions, as posited in CB5T. An account of each trait's theoretical functioning, its associated sub-factor aspect and facet traits, and selected empirical relations, are detailed below.

Emotional Stability. Emotional Stability (or its opposite, Neuroticism) concerns an individual's typical experience of, and ability to regulate, negative emotion. According to CB5T, its cybernetic function is to trigger defensive responses to real or perceived uncertainty, threat, or punishment (DeYoung, 2015). In the cybernetic system, negative emotions serve as warning signals that goal progress is threatened, or has failed (i.e., goal comparison stage). Warning signals prepare individuals to confront or retreat from threats (Hirsh, Marr, & Peterson, 2012; Van Egren, 2009). One set of responses includes fight-or-flight impulses (i.e., *Volatility* aspect), whereas another involves avoidance and the involuntary inhibition of approach goals and/or actions in response to uncertainty or error

(i.e., *Withdrawal*; DeYoung et al., 2007).

Emotional Stability subsumes traits such as depression, anxiety, negative affect, self-esteem, irritability, and moodiness (Birkland et al., 2017; DeYoung et al. 2007). Adjectives that describe the negative pole, Neuroticism, include: tense, nervous, irritable, and anxious. Negative descriptors are more abundant than those associated with the positive pole, which include: calm, stable, contented. Notable relations include subjective well-being (Steel, Schmidt, & Schultz, 2008), job satisfaction (Heller, Watson, & Ilies, 2004), and a lack of both work-family conflict (Allen, Johnson, Saboe, Cho, Dumani, & Evans, 2012) and substance abuse disorders (Kotov, Gamez, Schmidt, & Watson, 2010).

Agreeableness. Agreeableness constitutes a willingness to get along with others. According to CB5T, the trait captures individual differences in the ability and motivation to coordinate goals with others, and to exercise self-regulation in interpersonal and social contexts (Cortes, Kammrath, Scholar, & Peetz, 2014; DeYoung, 2015; Van Egren, 2009). Agreeableness contrasts a prosocial and communal orientation with antagonism and self-centeredness. The factor includes narrow traits such as cooperation, a lack of aggression, nurturance, and modesty (Davies, 2012; John et al., 2008).

Agreeableness is arguably too tepid a label for a dimension that involves some of the more humane aspects of humanity—with love, kindness, altruism, nurturance, and caring at one end, and hostility, indifference, selfishness, and envy on the other (Digman, 1990). Thus, alternative names include: Friendliness (Guilford & Zimmerman, 1949), Conformity to Social Norms (Fiske, 1949), and Friendly Compliance versus Hostile Noncompliance (Digman & Takemoto-Chock, 1981). Labels reflect the factor's external

relations, including religiosity (Saroglou, 2002) teamwork (Mount, Barrick, & Stewart, 1998), marital satisfaction (Heller et al., 2004), social vocational interests (Barrick, Mount, & Gupta, 2003), and non-antisocial behavior (Jones, Miller & Lyman, 2011).

Conscientiousness. Individuals differ in tendencies to exercise self-control and engage in goal-directed behavior, and these functions are central to Conscientiousness. According to CB5T, Conscientiousness's main function is to protect non-immediate or abstract goals from disruption (DeYoung, 2015). Goal-promotion and protection are vital to the action selection and implementation stages of the cybernetic sequence. Tendencies reflect the functioning of associated narrower traits of achievement striving, cautiousness, dependability, and orderliness (Roberts, Chernyshenko, Stark, & Goldberg, 2005).

Adjectives describing Conscientiousness include organized, thorough, planful, and reliable. In contrast, its negative pole is characterized by disorder, carelessness, frivolity, and irresponsibility. Like Agreeableness, its label is a poor approximation of the essence of Conscientiousness. Alternative names include: Dependability (Tupes & Christal, 1961), Constraint (Tellegen, 1982), Self-Control (Lorr, 1986), and Will (Digman & Takemoto-Chock, 1981). Matters of labels aside, all indicate the individual, interpersonal, and institutional importance of Conscientiousness. Compared to the other Big Five, Conscientiousness has especially notable relations to performance, including both academic (von Strumm, Hell, & Chamorro-Premuzic, 2011) and job performance (Barrick et al., 2001; Schmidt & Oh, 2013). Other notable associations include behavioral contributors to longevity (Bogg & Roberts, 2004), an absence of substance abuse and criminality (Ones & Viswesvaran, 2003), social investment (Lodi-Smith & Roberts,

2007), and conservative political ideology (Sibley, Osborne, & Duckitt, 2012).

Extraversion. Extraversion has long been noted for associations with sensitivity to external rewards, psychological arousal, and positive emotionality (Depue & Collins, 1999; Eysenck, 1973; Gray, 1987; Watson & Clark, 1997). In the context of goal-directed pursuit, Extraversion involves behavioral exploration and engagement with rewards in one's environment (i.e., goals to approach; DeYoung, 2015), which are important to the goal activation and action stages of the cybernetic sequence. Extraversion is separable into two correlated aspect traits, which reflect sensitivities to different types of rewards. The *Assertiveness* aspect captures sensitivity to incentive rewards (i.e., *wanting*), whereas *Enthusiasm* reflects enjoying actual or imagined attainment (i.e., *liking*; DeYoung, 2013).

At the domain level, Extraversion implies an energetic approach toward the social and material world; it subsumes narrow traits such as sociability, activity, assertiveness, sensation seeking, and positive emotionality (Davies, 2012; John et al., 2008). Adjectives describing Extraversion include, talkative, assertive, and energetic. Negative descriptors include, quiet, reserved, detached, and shy. Among external variables, Extraversion has a variety of agentic and approach-oriented relations, including leadership emergence and effectiveness (DeRue, Nahrgang, Wellman, & Humphrey, 2011; Judge, Bono, Illies, & Gerhardt, 2002), subjective well-being (Steel et al., 2008), promotion focused motivation (Lanaj, Chang, & Johnson, 2012), sales performance (Vinchur, Schippmann, Switzer, & Roth, 1998), and training performance (Barrick et al., 2001).

Openness/Intellect. As mentioned above, the defining nature of the fifth factor of personality has a contentious history. Some have preferred the label, *Intellect*, which

concerns tendencies to be thoughtful, clever, and mentally quick (e.g., Goldberg, 1990); others have contended that, *Openness to Experience*, is the more fitting description for this culturally broadminded and artistically engaged trait (McCrae, 1994). However, recent research shows that Intellect and Openness to Experience are distinct, but related aspects, within the same overarching factor (DeYoung, Shamosh, Green, Braver, & Gray, 2009). Hence, the preferred label, *Openness/Intellect*. According to CB5T, its cybernetic function is cognitive exploration and engagement with information, which is critical to outcome interpretation and goal comparison stages. Openness/Intellect's aspects concern different approaches toward gathering and using information. *Intellect* detects logical or causal patterns in abstract and semantic information, whereas *Openness* detects spatial and temporal correlational patterns in sensory and perceptual data (DeYoung, 2015).

Openness/Intellect describes the breadth, depth, imagination, and complexity of an individual's mental and experiential life (John et al., 2008). It subsumes narrow traits such as aestheticism, openness to sensations, introspection, non-traditionalism, and fantasy (Connelly et al., 2014). Descriptors include, original, imaginative, intelligent, and wide interests; opposite markers include commonplace, narrow, and conventional. External relations include intelligence (Ackerman & Heggestad, 1997; Stanek, 2014; DeYoung, 2011), academic performance (Poropot, 2009), investigative and artistic vocational interests (Mount et al., 2003), and leadership emergence (Judge et al., 2002).

From Trait Descriptions to Explanatory Functions: The Metatraits

Investigations of the interrelations among the Big Five show that these factors are not uncorrelated, but possess a stable, higher-order structure comprised of two metatraits

(DeYoung, 2006; Digman, 1997). The first metatrait, *Stability* (or, Alpha), represents the covariance of Emotional Stability, Agreeableness, and Conscientiousness. *Plasticity* (or, Beta) comprises the shared variance of Extraversion and Openness/Intellect (see Figure 1). Since their discovery, the metatraits have appealed to scholars due to their intriguing abstractness, and their seeming capacity to integrate a diversity of early psychological theories (Digman, 1997). More recently, neurobiological bases (DeYoung, Peterson, & Higgins, 2002; DeYoung, 2013) and cybernetic functions have been posited for the metatraits (DeYoung, 2015). Their behavioral linkages have been explored (Hirsh et al., 2009), their heritability investigated (Jang et al., 2002), and their integrative ability for linking normal and clinical trait models has been shown (Markon et al., 2005). Below is a summary of each metatrait's theoretical functioning, and selected empirical relations.

Stability. On their discovery, Digman (1997) suggested that the first metatrait represented a latent, casual variable reflecting basic tendencies to be properly socialized. A history of socialization theories (e.g., Block & Block, 1980; Freud, 1930; Skinner, 1971; Watson, 1929) appear to unite in this trait. Conceptually, individuals who show more emotionally stable, conscientious, and agreeable behaviors toward others are more likely to be integrated into existing social structures, which stands in contrast to their more neurotic, aggressive, and impulsive counterparts (Ones & Viswesvaran, 2001). Further, socialization occurs by embodying roles in key social institutions (e.g., work and marriage), which contribute to trait development (Wood & Roberts, 2006). Further, links to basic values emphasizing the preservation of social stability and respecting norms and traditions provide support for the conceptualization of Stability as a major correlate of

socialization (Fischer & Boer, 2015; Parks-Leduc, Feldman, & Bardi, 2015). With a neurobiological basis in serotonin, and its manifestation in behavioral restraint (Hirsh et al., 2009), Stability appears to reflect stable maintenance of goal-directed psychological functioning that is necessary for individual and social integration (DeYoung, 2015).

Plasticity. The second metatrait has been postulated as an integrative construct for theories of personality growth (Digman, 2007; Mount, Barrick, Scullen, & Rounds, 2005). Theories of self-enlargement and actualization are subsumed under the rubric of Plasticity (Maslow, 1950; Rogers, 1961). Individuals who are more engaged with their environment and open to experiencing the intellectual and cultural possibilities therein are more likely to develop and change in interesting ways than those who tend toward more detached and conventional ways of living. Evidence indicates that Plasticity is associated with behavioral engagement (Hirsh et al., 2009), the ability to adapt, and be adaptive to, one's environment (Gangestad & Snyder, 2000), leadership (Day, Schleicher, Unkless, & Hiller, 2002), and status-related motivations (Flynn, Reagans, Amanatullah, & Ames, 2006). Links to basic values of self-determination, stimulation, and openness to change are also notable (Fischer & Boer, 2015; Parks-Leduc et al, 2015). Plasticity seems to reflect individual differences in tendencies for exploration and engagement with the positive possibilities inherent in unpredictable or unknown situations (DeYoung, 2015). Motivation to seek out rewards and information is governed by dopamine, and substantial evidence suggests that variation in dopaminergic function is at least partially responsible for variation in Plasticity, with dopaminergic response to possible information and rewards related to Openness/Intellect and Extraversion, respectively (DeYoung, 2013).

Concerning theoretical functions, CB5T contends that cybernetic systems must not only maintain stable functioning, but they must also be plastic enough to adapt to changing and irregular environments. Consequently, Stability's overarching function is to preserve coherence and integrity of the system; it protects and assimilates its various goals, goal-directed strategies, and interpretations, from disruptive impulses (DeYoung, 2015). By contrast, Plasticity's functions to explore, engage with, and modify the environment, which serves to expand the system's goals, interpretations, and adaptive strategies. Thus, the two metatraits are complementary tendencies that exist in a dynamic tension. Without plasticity, systemic stability is impossible in the face of environmental change; without stability, excessive plasticity tends toward disintegration and diffusion. Metatraits' opposite poles offer further clarity. The opposite of stability is not plasticity but *instability*; the opposite of plasticity is not stability, but *rigidity* (DeYoung, 2015).

Despite considerable theoretical appeal, the applied utility of the metatraits has been met with skepticism for reasons not the least of which include the absence of quality direct measures (McCrae et al., 2008). Nevertheless, evidence from the industrial-organizational psychology literature shows that this skepticism is misplaced. Several proprietary criterion-oriented personality scales (COPS; e.g., integrity, customer service scales) have been developed to predict work-related criteria. Meta-analyses show that COPS have some of the highest operational validities for predicting performance and counterproductive work behaviors (e.g., theft), which is likely due to their being linear combinations of Emotional Stability, Agreeableness, and Conscientiousness (Ones & Viswesvaran, 2001; Ones, Viswesvaran, & Schmidt, 1993). That is, COPS are Stability

indicators. In addition, other findings show that the principal source of variance in the widely used Self-Monitoring Scale (Snyder, 1974) is identical to Plasticity, which means that the voluminous self-monitoring literature is a largely a record of Plasticity findings (Wilmot et al., 2016). Regarding utility, meta-analysis shows that Plasticity is among the best trait predictors of status-related criteria (Wilmot, Ones, & Barbuto, under review).

Contrary to criticism, the above shows the metatraits have explanatory power and applied utility. This promising line of inquiry could be greatly advanced if nomological networks of external relations could be developed for the metatraits like those for the Big Five. However, compared to the hundreds of existing Big Five meta-analyses, metatrait research remains in its infancy. Indeed, direct measures have been only developed quite recently.[3] Nevertheless, because the metatraits comprise covariance of their constituent Big Five traits, it is possible to estimate their external relations using the present data set. Procedures for estimating relations are discussed in Study 2. With nomological networks in hand, scholars could deploy direct measures to target particularly promising research avenues, or develop relevant hypotheses to investigate unexplored areas.

General Factor of Personality. A third and more controversial higher-order construct is the so-called *General Factor of Personality* (GFP). Some scholars claim that the GFP sits atop the trait taxonomy in a manner analogous to Spearman's *g*, the general factor of intelligence (Rushton, Bons, & Hur, 2008; van der Linden, Nijenhuis, & Bakker, 2010), and is a substantive construct with "deep biological roots, evolutionary, genetic, and neurophysiological" (Musek, 2007, p., 1213; for a conjectured theoretical

[3] See Wilmot, Kostal, Stillwell, and Kosinsk (2015) for a direct measure of Plasticity. See also DeYoung (2010) for International Personality Item Pool (IPIP) items that have promise for metatrait assessment.

basis in life history analysis and *Differential K theory*, see Rushton, 1985, 1990).

Although the statistical presence of a general factor in self-report personality data is inarguable, the *meaningfulness* of GFP is debated due to evidence that it is a within-rater response artifact reflecting good and bad qualities (i.e., evaluative consistency bias; Pettersson, Turkheimer, Horn, & Menatii, 2011; Saucier, 2009). Multi-rater meta-analysis showed that GFP is largely a within-rater evaluative tendency and, that "once controlled, correlations among the Big Five become quite modest" (Chang, Connelly, & Geeza, 2012, p. 408). Further meta-analyses using a within- versus between-inventories design showed that GFP is partly a stable, self-evaluative trait, and partly a set of response tendencies to a specific inventory (Davies, Connelly, Ones, & Birkland, 2015).

Despite conflicting evidence about the substantive nature of GFP as a *descriptive* trait, results illustrate the predictive utility of its *evaluative* nature. Indeed, GFP predicts job performance (van der Linden et al., 2010), and a recent meta-analysis indicates that it largely overlaps with variance from self-report trait measures of emotional intelligence ($r \approx .85$; van der Linden, Pekaar, Bakker, Schermer, Vernon, Dunkel, & Petrides, 2017). Taken together, it is still too early to tell if GFP warrants a spot atop the personality trait hierarchy, or if some other conceptualization of the construct is more appropriate (i.e., the bifactor plus inventory method factor model of Davies et al., 2015, p. 19). Thus, GFP has been omitted from Figure 1, and is not a focal trait of investigation in the present work.[4]

The Present Research

In summary, the Big Five do not represent a theoretical perspective on personality,

[4] Nevertheless, GFP and the matter of its external relations are indirectly addressed in Study 3.

but were derived from analyses of adjective people use to describe themselves and others. Rather than replacing prior systems, the FFM is an integrative model, which incorporates diverse systems of personality description into one common framework (Digman, 1990). Traits are hierarchically organized across at least three levels of abstraction. Despite its (necessary) limitations, research on the FFM has provided scholars with an incredibly useful set of broad dimensions that characterize individual differences. This consensual model provides a powerful framework for formulating and testing hypotheses relating to personality. It has prompted thousands of studies, and more than 100 meta-analyses that report relations to hundreds of unique psychological correlates, behaviors, and outcomes. With such an abundance of research, the need for a second-order review is apparent.

In view of this need, this dissertation examines personality's impacts across the behavioral sciences by conducting a quantitative review of meta-analytic findings. Using meta-analytic data, three studies answer four questions about trait functioning. Study 1 answers the question: For which variables do the Big Five show their strongest *univariate* relations? Study 2 is similar, but answers this question at the *metatrait level*. Finally, Study 3 examines the respective Big Five and metatrait models to answer two additional questions: For which variables do models show the strongest *multivariate* relations? And in this context of multiple prediction, which traits are *relatively more important*? General methods, as well as study-specific hypotheses and methods, are described below.

General Method

Literature Search

Four search strategies were used to locate Big Five meta-analyses appearing between January 1990 and July 2016: (a) using the following search strings in PsycINFO [meta-analy* OR quantitative review OR systematic review).m_titl. AND (personality OR trait OR temperament OR (Five Factor Model) OR FFM OR (Big Five) OR Extraversion OR Openness OR Agreeableness OR Conscientiousness OR (Emotional Stability) OR Neuroticism).mp], and (b) Web of Science [TI=(meta-analy* OR quantitative review OR systematic review) AND TS=(personality OR trait OR temperament OR (Five Factor Model) OR FFM OR (Big Five) OR Extraversion OR Openness OR Agreeableness OR Conscientiousness OR (Emotional Stability) OR Neuroticism)]; (c) gathering studies from reference sections of general and discipline-specific reviews of Big Five meta-analytic findings (i.e., Barrick, Mount, & Judge, 2001; Brandstatter, 2011; Connelly et al., 2014; Judge et al., 2008; Ones et al., 2007; Ones, Viswesvaran, & Dilchert, 2005; Ozer & Benet-Martínez, 2006; Roberts et al., 2007; Schmidt, Shaffer, & Oh, 2008); and (d) conducting manual searches, in July 2016, for in-press articles in outlets that regularly publish meta-analyses (e.g., *Clinical Psychology Review, European Journal of Personality, European Journal of Work and Organizational Psychology, Human Performance, International Journal of Selection and Assessment, Journal of Applied Psychology, Journal of Management, Journal of Personality, Journal of Personality and Social Psychology, Journal of Research in Personality, Journal of Vocational Behavior, Personality and Individual Differences, Personality and Social*

Psychology Review, Personnel Psychology, Psychological Bulletin). The total number of records identified through electronic database searches was 2,482. An additional 21 records were gathered from reference sections and in-press articles. After removing duplicates, 1,262 published and unpublished records were eligible for initial screening.

Article Inclusion Criteria

A study had to meet five criteria to be selected for inclusion in the final database. Specifically, the study had to be: (a) a meta-analysis (i.e., primary studies excluded), (b) published (i.e., unpublished sources such dissertations, theses, and conference papers were excluded), (c) in the English language (i.e., meta-analyses reported in non-English language were excluded), and (d) reporting relations to at least one variable for (e) *all five* Big Five traits (i.e., meta-analyses reporting on a subset of the Big Five were excluded).

After initial screening, 867 records were excluded because they did not report Big Five trait relations, were not meta-analyses, or both. Forty-one unpublished theses and dissertations were also excluded. The decision to exclude unpublished records was made based on two reasons. First, to preserve younger scholars' opportunities to publish their as-of-yet unpublished meta-analyses, and, second, because most of these records were subsequently published as peer-reviewed articles that were included in the final database. Next, 23 records were excluded because they were non-English publications, a criterion that was based on the author's limited linguistic expertise. Of the remaining 331 records, 164 were excluded because they failed to report relations to *all five* Big Five traits. This criterion was specified due to requirements of the data-analytic procedures selected (e.g.,

multiple regression). In the end, 167 published Big Five meta-analyses were chosen for inclusion in the final database. Figure 2 illustrates the article selection process.

Meta-Analytic Database

Data extraction. All meta-analytic data were systematically extracted and coded; Appendix A presents the complete database. First, descriptives for each variable's Big Five relations were extracted. Specifically, the name, source, and description of the focal variable, its total number of independent samples (i.e., *k*), total sample size[5] (i.e., *N*), its mean sample-size weighted observed effect size[6,7,8] (e.g., *r*, *d,* and *z*), and its index of between-studies variance (e.g., standard error, standard deviation, confidence interval, and/or credibility interval).[9] Information about reliabilities of the predictor and/or

[5] Certain meta-analyses reported *k* and *N* information for overall meta-analyses (e.g., leadership; Judge, Bono, Ilies, & Gerhardt, 2002), but did not report *N*s for variables examined in subsequent moderator analyses (e.g., leadership emergence vs. effectiveness). On such occasions, *N*s for subsample *k*s were estimated based on the mean *N* per *k* in the total sample size.

[6] All z-values were converted to correlation coefficients using Fisher's (1915) z-to-r transformation before being recorded in Appendix A; transformed effects are noted accordingly.

[7] Certain meta-analyses (e.g., Low, Harrison, & Lackersteen, 2013) reported Big Five effects according to medical science conventions (i.e., odd ratios or risk or hazard ratios that were adjusted for demographic variables [e.g., gender, race]). When possible, effects were converted to their corresponding non-zero-order correlations (i.e., partial correlations; see Bornstein, Hedges, Higgins, & Rothstein, 2009, Chapter 7). Transformed effects are noted in Appendix A. By comparison, effects reported as standardized regression coefficients were left in that metric. Nevertheless, only zero-order effects were eligible for final analyses.

[8] Certain meta-analyses reported results according to alternative trait taxonomies that are similar, but not identical, to the FFM. In most cases, authors reported sub-factor level traits for Extraversion (e.g., Sociability and Ambition; Hogan & Holland, 2004), Conscientiousness (e.g., Dependability and Achievement; Hough, 1992), and Openness/Intellect (e.g., Intellectance and School Success; Huang, Ryan, Zabel, & Palmer, 2014). In such cases, composite correlations were formed using correlations reported in those specific meta-analyses (Ghiselli, Campbell, & Zedeck, 1981, p. 163).

[9] Indices of between-studies variance reported as either confidence or credibility intervals were converted to observed standard deviation units according to their reported degree of certainty (e.g., 80%, 90%, 95%). For variables using meta-analytic models that do not report between-studies variance (Hedges & Vevea, 1998), but instead reported standard errors or 95% confidence intervals based on *SE*, estimates of observed between-studies standard deviation were estimated using formulae from Hunter and Schmidt (2004, p. 206-7). For variables for which composite correlations had been formed, the mean variance across constituent components was used as an estimate of its variance. Finally, for variables lacking *any* reported index of variability, an estimate of sampling error variance was computed following the approximation formula of Hunter and Schmidt (2004, p. 88). These preceding cases are noted accordingly in Appendix A.

criterion measures (e.g., internal consistency, test-retest, inter-rater) was also coded or estimated.[10] A first-year doctoral student with training in personality and meta-analysis extracted data for all basic descriptives. For quality assurance, the author compared the extracted data to information reported in the published articles, making corrections as needed. Afterward, all conversions and estimates described in the footnotes were made. The objective was for each variable to have a *N*, *k*, effect size, and an estimate of between-studies variance.

To describe characteristics of the variables included in the final database, a series of codes was made. Codes were instrumental in final variable selection, which is detailed later. The most fundamental code was the nature of the reported relation. Specifically, (a) relations to continuous external variables, (b) interrelations among the Big Five, or (c) relations across dichotomous (or polychotomous) categories or groups. Altogether, 576 unique external variables, 97 unique between-group differences variables, and 39 unique types of interrelations among the Big Five were coded using the below coding scheme.

Data coding. Concerning Big Five assessment, variables were coded according to their rating source (i.e., self-, other-, mixed-, or miscellaneous [e.g., aggregated] ratings), and the type of measure used (i.e., omnibus scales and/or scales coded according to the Big Five taxonomy vs. explicit Big Five measures only; e.g., Hurtz & Donovan, 2000). Concerning external variables, rating source was also coded (i.e., self-, other-, objective-reports, or mixed). For variables using informant-ratings, its source was specified (i.e.,

[10] For a description of how reliability coefficients were estimated for meta-analyses reporting corrected effects and standard deviations, but not reporting the actual coefficients used in those corrections, see the Note in Appendix B.

supervisor, peer, subordinate, observer, or miscellaneous [e.g., clinician]). Finally, contextual information (i.e., domain-general vs. work/academic settings) was also coded.

Questions of moderation are frequently of interest in meta-analyses. As a result, variables were coded according to the presence of various moderators. Six categories of moderators were specified. Namely, (a) none, (b) *measurement*-related moderators (i.e., scale-specific [e.g., studies using singular inventories] or response-format [e.g., forced-choice] moderators), (c) *design*-related moderators (e.g., concurrent vs. longitudinal designs), (d) *setting*-specific moderators (e.g., lab vs. field settings), (e) *population*-specific moderators (e.g., males vs. females), and (f) *job*-specific moderators (e.g., managerial, sales jobs). Studies with multiple moderators were noted accordingly.

Beyond moderators, variables were coded based on Campbell's (2012) general framework of individual performance. Namely, (a) *determinants* of behavior (i.e., trait- or state-like abilities, dispositions, attitudes, demographic correlates, or experiences that impact individuals' behavior), (b) *behavior* itself (i.e., observable measurable goal-directed actions under individuals' control), (c) *outcomes* of behavior (i.e., consequences of behavior, but not fully determined by it), (d) a *mix* of behavior and its outcomes, (e) *contextual* variables (e.g., safety climate), and (f) *miscellaneous* (e.g., variables that antecede the Big Five [e.g., parenting style and child personality]).[11]

[11] Additional information was also coded for future research purposes. Specifically, study author(s), year of publication, title of outlet, discipline of outlet (i.e., psychology), sub-discipline of outlet (e.g., I-O psychology), electronic databases and search terms used to collect records for meta-analysis (e.g., PsycINFO), approaches used (if any) to gather unpublished records (e.g., contacting authors of conference presentations), reported study inclusion/exclusion criteria, model of meta-analysis used (i.e., fixed-, random-, mixed-effects), method of meta-analysis used (e.g., Hunter–Schmidt meta-analysis), reported statistical artifacts for predictors and/or criteria (i.e., internal consistency, test-retest, inter-rater reliability, range restriction), statistical corrections (if any) actually implemented, reported meta-analytic moderators

One final code was made indicating whether a variable was the subject of more than one published meta-analyses. Though most variables had unique, independent meta-analyses, a few variables (e.g., job performance) were the subject of multiple meta-analytic studies. To determine whether these meta-analyses were independent (i.e., shared no overlapping constituent studies), their methods and reference sections were scrutinized for evidence of overlap. Meta-analyses that were explicitly updates of earlier reviews, or showed evidence of non-independence, were noted. By contrast, reviews with evidence of non-redundancy were coded and marked for inclusion in second order meta-analyses.

Variable Inclusion Criteria

In sum, a total of 712 unique variables reported across 167 meta-analyses were extracted and coded. In view of the plurality of variables, it was necessary to define other criteria to facilitate the investigation of the focal research questions. As a result, a set of hurdles was specified, which a variable had to overcome to be included in final analyses. Specifically, a variable must (a) have sufficient information for analysis, (b) use self-report Big Five ratings to (c) predict a consequential (non-clinical) criterion variable that (d) permits inferences to the general population, (e) and is sourced from an independent meta-analysis. Variables were dropped from consideration after their first missed hurdle.

Hurdle 1 was that data was *analyzable*. The 91 variables that did not report *k*, *N*, and/or zero-order relations for all five traits were excluded. Hurdle 2, *self-report Big Five*

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present, reported moderators tested (e.g., job complexity), procedures used to test moderation (e.g., hierarchical moderator analysis, meta-regression), and statistical and/or substantive conclusions regarding which moderators were found (e.g., significant Q or I^2-ratios). However, because this information goes beyond the scope of the present study, it is only mentioned, in passing, for completeness.

ratings, was chosen because the overwhelming number of studies used such ratings; thus, the 21 variables that used informant ratings, the 7 that used a mix of self- and informant-ratings, and the 31 that used aggregated ratings, were excluded. Because a major goal of the study was to document personality's validity for consequential attitudes, behaviors, and outcomes, Hurdle 3 was that the focal variable be a consequential (non-clinical) criterion; the 212 variables that reflected trait-like abilities (e.g., general intelligence), trait-like dispositions (i.e., other personality constructs; e.g., self-esteem), experiences (e.g., job experience), demographic correlates, contextual variables, and the handful of miscellaneous variables, were excluded. Further, variables reflecting disorders and/or clinical diagnoses were also excluded based on the following criterion. Namely, Hurdle 4 required that variables *permit inferences to the general population.* This criterion was chosen to maximize the inferential benefits of results, and to conform to constraints of available FFM correlation matrices, which were used in metatrait estimation and multiple regression analyses (for details, see Study 2: Methods). Consequently, the 167 variables examining various moderators (i.e., measurement-, design-, or context-specific) and/or were associated with sub-populations (i.e., population- or job-specific moderators) were cut. Finally, Hurdle 5 specified that variable relations come from *an independent meta-analysis.* As a result*,* when variables with multiple meta-analyses were available, older, smaller in terms of *k* and/or *N*, and/or more narrowly focused studies, were excluded (N = 41). When multiple non-overlapping meta-analyses were found (N = 20), they were combined using second-order meta-analysis (Schmidt & Oh, 2013). In sum, 142 variables passed met multiple-hurdle criteria, and were eligible for inclusion in final analyses.

Variable coding. After culling eligible variables, they were organized into a smaller set of categories that enabled an investigation of focal research questions. To do so, an inductive, content-based coding procedure was used to sort variables into general, yet theoretically meaningful, *meta-categories*. To develop them, the author drew on two superordinate divisions among criteria: *viewpoint* and *valence* (Campbell, 2013a, p. 356). Viewpoint refers to whether a variable primarily reflected the *individual* or *institutional* (i.e., organizational) point-of-view (cf. Cronbach & Gleser, 1965). Valence refers to whether the variable reflected an attitude, behavior, or outcome that *positively* impacted individual or institutional goals, or rather reflected *negative* goal impacts.

Using these distinctions, eligible variables were sorted into five meta-categories. The first meta-category, *Well-Being*, contained variables reflecting attitudes (e.g., happiness, satisfaction) and behaviors (e.g., problem-focused coping) associated with physical or psychological wellness. The second meta-category, *Performance*[12], contained variables indicative of behavioral performance in academic or organizational settings, as well as outcomes of such performance. The third meta-category, *Leadership*, reflected behaviors and outcomes associated with direct interpersonal influence. A fourth group of variables reflected rule-breaking, aggression, substance abuse, and otherwise negatively valenced behaviors and outcomes. *Counterproductivity*, was the term given to this meta-category. Finally, a fifth category, *Miscellaneous*, was specified for variables that did not fit into the preceding four. To evaluate coding accuracy, an independent coder sorted

[12] Although the author advocates the conceptual distinction between performance and its outcomes as described by Campbell and colleagues (Campbell, 1991, 2012; Campbell & Wiernik, 2015; Campbell, McCloy, Oppler, & Sager, 1993), in the present context, the term is employed in a way that corresponds to its more colloquial and popular, and less technical, usage.

variables into the above meta-categories. Results showed evidence of high inter-coder reliability (Cohen's $\kappa = .93$), and all discrepancies were resolved by discussion.

In the end, 142 eligible variables were sorted into four meta-categories of Well-Being ($N_v = 37$), Performance ($N_v = 48$), Leadership ($N_v = 17$), and Counterproductivity ($N_v = 29$). The remaining 11 miscellaneous variables were excluded. Figure 3 illustrated the final variable selection process. Tables 2 to 5 list variables included in final analyses, by meta-category. Descriptions of all variables, and their source(s), are also provided.

As Tables 2 to 5 also indicate, variables were also organized according to two subcategories reflecting their (a) *context* (i.e., domain-general vs. work-related), and (b) *class* (i.e., Campbell's distinction of determinants, behavior, outcomes, and mixes of the latter two classes). Two additional subcategories, which emerged in discussion between the author and the independent coder, were also specified. First, certain work-related variables in the meta-category of Well-Being reflected the presence of well-being (e.g., job satisfaction), but others reflected its absence (e.g., negative work–nonwork spillover). Though all variables were coded in the direction of Well-Being for purposes of analyses, (c) *valence* (i.e., positive or negative) was added as a subcategory. Second, Performance variables were sub-organized by (d) *performance domain* (i.e., applicant, assessment center, academic, job; and outcomes for applicants vs. incumbents, respectively).

Meta-Categories: Definitions and Hypothesized Relations

Having sorted the final variables into four meta-categories, variables' descriptions were used to develop meta-category definitions. Conceptual definitions and empirical evidence from the studies subsumed by them, were used to derive hypotheses, which are

reported in Table 6. To guide the development of definitions and hypotheses, the author drew on CB5T (DeYoung, 2015), which describes traits in terms of their goal-directed functions. Meta-categories were likewise defined in terms of their goal-related contents.

Well-Being. Variables reflecting attitudes (e.g., happiness) and behaviors (e.g., engagement-based coping) associated with psychological or physical wellness comprised the first meta-category. Well-Being was defined as individuals' attitudes (i.e., emotional and cognitive evaluations of one's life) or observable, measureable behaviors that reflect psychological and/or physical health and wellness (cf. Diener, Oishi, & Lucas, 2003). From a CB5T perspective, Well-Being may be thought of as an internal representation of a desired future state, as well an interpretation of one's current state. Theoretically, Well-Being represents a psychologically desirable state because it is both rewarding and non-goal-threatening; as such, it relates to cybernetic functions for Extraversion (i.e., reward-sensitivity) and Emotional Stability (i.e., threat sensitivity). Existing empirical evidence also shows that both positive affect and (an absence) of negative affect are affective bases of subjective well-being (Diener et al., 2003; Steel et al., 2008), and that these constructs have substantive associations with Extraversion and Neuroticism, respectively (Birkland et al., 2017; Davies, 2012). Consequently, it was hypothesized that Emotional Stability and Extraversion will have the strongest relations to Well-Being meta-category variables.

Although Well-Being can be conceptualized as a desired future state, in may also reflect an interpretation of one's present state. Wellness perceptions may not only stem from goal-favorable external circumstances, but also evaluations of sufficient internal resources necessary to attain one's desired ends (Chang, Ferris, Johnson, Rosen, & Tan,

2012; Judge, Erez, Bono, & Thoresen, 2002). Because Stability preserves the coherence and integrity of the cybernetic system, and Plasticity modifies and creates new goals and strategies in response to the environment, effective functioning of *both* metatraits appears necessary for successful adaptation, as well as evaluations of one's ability to successfully adapt. As a result, it was hypothesized that Stability and Plasticity will positively relate to Well-Being, but have weaker relations than the two Big Five level predictors (Table 6).

Performance. The second meta-category was defined as observable, measureable individual behaviors that contribute to institutional goals, and outcomes of successful goal contribution (cf. Campbell, 2012). This definition was selected because associated variables reflected individual performance in academic, work, applicant, assessment center contexts. Institutional goals share commonalities in that they require individuals to show consistent, motivated performance across relatively long periods of time to achieve specific ends. Following successful achievement, individuals are generally rewarded. The Big Five trait whose primary function concerns protecting non-immediate or abstract goals and strategies from disruption, is Conscientiousness. Beyond its theoretical linkage, the trait has a sizable body of evidence showing its relevance for predicting all manner of performance variables (e.g., Barrick et al., 2001; Judge et al., 2015). Conscientiousness, therefore, was hypothesized to be the strongest trait predictor of Performance variables. Additionally, based on theory that Stability is implicated in behavioral restraint (Hirsh et al., 2009), and evidence that COPS, which are linear combinations of Stability traits, are known performance predictors (Ones et al., 2007), it was also hypothesized that Stability will relate positively to variables in the Performance meta-category (see Table 6).

Leadership. The definition of meta-category three resembled the meta-category preceding it. Specifically, it was defined as observable, measureable individual behaviors that involve direct interpersonal influence of others to pursue group goals, and outcomes of successful influence (cf. Campbell, 2013b). Factor analyses of leadership behavior data show that such behaviors reflect two superordinate dimensions, which reflect *task-oriented* (e.g., initiating structure, guiding, directing) and *person-oriented* behaviors (e.g., consideration, support; Bowers & Seashore, 1966; Campbell, 2013b). From a CB5T lens, factors represent behaviors aimed at influencing others toward a desired group goal, and behaviors required to promote group functioning. Extraversion's cybernetic function of behavioral engagement and reward-sensitivity shows the most theoretical correspondence to task-oriented behaviors, whereas Agreeableness' altruism and goal coordination are relevant to person-oriented leadership. Based on theoretical links, and existing evidence (Bono & Judge, 2004; DeRue et al., 2011; Judge et al., 2002), it was hypothesized that Extraversion and Agreeableness will positively predict Leadership variables. That said, arguably a more fundamental basis of leadership is an openness to change, an ability to conceptualize a new goal state, and the verbal facility to communicate this future state, so as to inspire group action (DeRue et al., 2011; Wilmot et al., under review). Functions of behavioral and cognitive exploration, openness to change, and verbal facility are linked to Plasticity (Day et al., 2002; Wilmot et al., 2016). Finally, based on evidence of its noted leadership prediction, it was hypothesized that Plasticity will have the strongest relations to Leadership variables of all traits examined (see Table 6).

Counterproductivity. The final meta-category consisted of variables reflecting undesirable behaviors and outcomes that are detrimental to individuals and organizations alike. Themes across variable descriptions included general inability to productivily cope with challenges or threats to goals (e.g., substance use), antagonistic intent or aggressive behavior toward others (e.g., interpersonal aggression), and negligence, at best, or willful lack of behavioral restraint, at worst, in the face of social norms (e.g., counterproductive work behavior). In view of themes, and drawing on work from the counterproductivity literature (cf. Ones & Dilchert, 2013), the final meta-category was defined as observable, measurable individual behaviors reflecting social and moral impairment that detract from social goals or well-being, as well as the undesirable outcomes of such behavior. Based on existing evidence, Emotional Stability, Agreeableness, and Conscientiousness were all hypothesized to be negatively related to Counterproductivity variables (see Table 6).

Nevertheless, the more relevant hypothesis is that Big Five-level relations will reflect a higher-order source of systematic disruption in *in*Stability. It has been theorized that Stability reflects individual differences in serotonergic function (DeYoung, 2010; DeYoung et al., 2002). Serotonin is crucial for suppressing emotions and behaviors that stem from low-level brain systems (Gray & McNaughton, 2000) and for maintaining energy to carry out behaviors necessary for non-immediate goals (Carver, Johnson, & Joorman, 2008). If such functioning were to be disrupted or impaired, it would likely be manifested in impaired social and moral behavior. As a result, it was hypothesized that Stability would negatively relate to Counterproductivity variables. Further, based on evidence that integrity tests relate negatively to counterproductivity (Ones et al., 1993),

and that Stability variance saturates these tests (Ones, 1993), it was hypothesized that Stability will show the strongest relations of all to Counterproductivity variables (see Table 6). Having culled, coded, and organized the final dataset, and having specified several testable hypotheses, attention was turned to preparing the data for final analyses.

Meta-Analytic Procedures

To analyze meta-analytic data, Hunter and Schmidt's (2004) psychometric meta-analysis procedures were used. Hunter–Schmidt procedures use a random-effects model, which does not assume a common population parameter across studies like fixed-effects meta-analytic models. Random-effects models also relax the constraint that the body of included studies is comprehensive; rather, studies are considered to be a random sample from a larger "super-population" of studies (Hedges, 1992), which permits their results to generalize beyond the present meta-analytic population (Bornstein et al., 2009). In view of the desirability of generalizable results, as well as evidence that nearly all empirical data are heteronymous (Field, 2003), meta-analysis is best suited to random-effects modeling (National Research Council, 1992). A final benefit of such models is that they tend to produce more accurate confidence intervals around point-estimates, which serves to reduce Type I error rates (Schmidt, Oh, & Hayes, 2009).

Among random-effects models, Hunter–Schmidt meta-analyses was selected because it accounts for statistical artifacts (e.g., measurement error) that weaken effects and introduce between-study variance, which is not attributable to population parameters. Put differently, while most meta-analytic methods account for sampling error, and the possibility that studies are drawn from different populations, psychometric meta-analysis

also accounts for between-study differences in measurement precision. In correcting for measurement error, *artifact distributions* of reliability coefficients are used. Artifact distributions refer to distributions of reliability coefficients reported for measures of a construct across studies. Frequency-weighted artifact distributions were constructed for all variables included in final analyses. Distributions were created based on information reported in variables' associated meta-analyses, or from other meta-analyses reported in the literature (e.g., Viswesvaran, Ones, & Schmidt, 1996). Descriptive statistics for all distributions (i.e., k, $\overline{r}_{yy}$, and SD), and their respective sources, are reported in Appendix B.[13] As for measurement imprecision in the Big Five traits and the metatraits, correction information is likewise detailed in Appendix B.[14] Information regarding restriction (or enhancement) in range were reported very sporadically. As a result, variables were not corrected for direct or indirect range restriction.[15] Artifact distributions for unreliability in the predictor and criterion alike were used to correct all meta-analytic correlations and their associated standard deviations, thereby providing more accurate estimates of the population parameters between the Big Five (or the metatraits) and the various variables.

In sum, due to realistic assumptions of random-effect models and the importance

[13] In general, for external variables using self-reports or objective records, coefficients of equivalence (i.e., internal consistency reliability) were used in corrections. By contrast, for variables reporting other-ratings, inter-rater reliability coefficients were used, because they correct for most unsystematic errors in other-ratings (see Ones, Viswesvaran, & Schmidt, 2008; Schmidt, Viswesvaran, & Ones, 2000; Viswesvaran, Ones, Schmidt, Le, & Oh, 2014). For an alternative viewpoint on the practice of using inter-rater reliability (e.g., for supervisory ratings of job performance), see Murphy and DeShon (2000).

[14] For the Big Five and the metatraits alike, the following coefficients of equivalence and stability (i.e., internal consistency reliability minus transient error variance) were used in analyses: Emotional Stability ($\overline{r}_{xx}$ = .72), Agreeableness ($\overline{r}_{xx}$ = .67), Conscientiousness, ($\overline{r}_{xx}$ = .70), Extraversion ($\overline{r}_{xx}$ = .71), Openness/Intellect ($\overline{r}_{xx}$ = .65), Stability ($\overline{r}_{xx}$ = .80), and Plasticity ($\overline{r}_{xx}$ = .75).

[15] Useful discussions about the implications of, and corrections for, direct and indirect range restriction in meta-analysis are available in the literature (see Beatty, Barratt, Berry, & Sacket, 2014; Hunter, Schmidt, & Le, 2006; Le, Oh, Schmidt, and Wooldridge, 2016; and Schmidt et al., 2008).

of accounting for known sources of error, especially unreliable measurement, Hunter–Schmidt meta-analysis was used. Study-specific methods are described in later sections.

Meta-Analytic Statistics

To clarify, no new first-order meta-analyses were conducted in this study. Instead, estimates from existing meta-analyses were updated using a common set of psychometric meta-analytic procedures, so that statistical artifacts would be similarly treated across all contributing meta-analyses. With that said, all meta-analyses produced a common set of statistics. Basic descriptives from Appendix A were used as input, including number of independent samples (k), total sample size (N), mean sample-size weighted observed zero-order correlation ($\overline{r}$), and its associated standard deviation (SD_r). Next, estimates of variance attributable to sampling error and measurement error were calculated, and this artifactual variance was subtracted from the observed variance. The observed correlation was also corrected for attenuation due to statistical artifacts. These corrections were used to estimate the mean population correlation ($\overline{\rho}$), and its associated standard deviation (SD_ρ). Thus, although $\overline{r}$ and $\overline{\rho}$ both represent parameter estimates, the latter was corrected for statistical artifacts, whereas the former was not. Finally, around parameter estimates, confidence intervals and credibility intervals were calculated. Confidence intervals (*CI*s) provide estimates of the boundaries in which the observed correlation can be expected to fall based on the standard error of the observed distribution of between-study effects. Credibility intervals (*CR*s), on the other hand, estimate between-studies heterogeneity (or lack thereof) in population effects, and are computed using SD_ρ. CIs concern estimates of

observed effects, and tend to be smaller given larger pooled samples, but CRs bound true effect distributions, and may be larger (or smaller), depending on their generalizability.

Study 1: Univariate Relations of the Big Five

Study 1: Introduction

Predicting and explaining individual differences in human behavior is a common denominator goal of the various disciplines comprising the behavioral sciences. Modeling human behavior is valuable knowledge, and acquiring this knowledge provided impetus for the thousands of FFM-based studies filling the literature. In view of this shared goal among behavioral scientists, Study 1 was designed to provide answers to a fundamental question. Namely, which consequential variables show the strongest Big Five relations? Put differently, when and where does each trait matter most? Answers are not only critical for prediction, but also for their capacity to enrich theory about personality and the specific criterion of interest. Thus, the purpose of Study 1 was to estimate univariate population correlations for each Big Five trait to all variables in the four meta-categories.

Study 1: Method

Data for Study 1 were the 131 variables sorted into the four meta-categories. Prior to analyses, variables were coded in the direction of their respective meta-category. Next, variables with multiple independent and non-redundant meta-analyses were combined using second-order meta-analysis procedures (Schmidt & Oh, 2013).

Second-order meta-analysis. Inputs for second-order meta-analysis come from first-order meta-analyses, using the basic descriptives described above. The exception is that the estimated population effect (i.e., $\overline{\rho}$), which has been corrected for unreliability in

both predictor and criterion measures, is also entered. Second-order meta-analyses also produce a common set of statistics. First, second-order sampling error is estimated for each first-order meta-analytic observed correlation (i.e., VAR_2). Next, the grand mean second-order population effect (i.e., $\overline{\rho}_M$) is estimated using the coefficients cumulated across first-order meta-analyses. Then, a set of three variances is computed. The first is the mean variance across first-order population correlation estimates (i.e., VAR_{2M}), which has been corrected for first-order sampling and measurement error. The second is the mean expected variance attributable to second-order sampling error (i.e., VAR_{SE}). The third is the difference between the previous two variances (i.e., VAR_{True}). When VAR_{True} is zero (or negative), this means that any remaining variance from first-order meta-analysis can all be accounted for by second-order sampling error. The percentage of variance due to second-order sampling error is also reported (i.e., *%*; Schmidt & Oh, 2013).

For the meta-category of Well-Being, three burnout-related variables were included in second-order meta-analyses. Variables and their associated sources were: Emotional exhaustion (lack of), Depersonalization (lack of), and Personal accomplishment (Swider & Zimmerman, 2010; You, Huang, Wang, & Bao, 2015).

For Performance, the 12 variables included in second-order meta-analyses were as follows: Employment interview: Behavioral/High structure (Salgado & Moscoso, 2002; Roth, Van Iddekinge, Huffcutt, Edison, & Schmit, 2005), Overall job performance (e.g., Darr, 2011; Judge, Rodell, Klinger, Simon, & Crawford, 2013; the three East Asian

samples from Schmidt & Oh, 2013; and Shaffer & Postlethwaite, 2012),[16] Training performance (Barrick & Mount, 1991; Darr, 2011), Adaptive performance (Huang et al., 2015a and b), and Personnel data (Barrick & Mount, 1991; Salgado, 1997), and the seven assessment center dimensions of Communication, Consideration of others, Drive, Influencing others, Organizing and planning, Problem solving, and Stress tolerance (Dilchert & Ones, 2008; Meriac, Hoffman, Woehr, & Fleisher, 2008);.

For Leadership, the three included variables were Transformational leadership, and its sub-dimensions of Intellectual stimulation, and Individualized consideration (Bono & Judge, 2002; Dienert, Homan, Boer, Voelpel, & Gutermann, 2015).[17]

Finally, two Counterproductivity variables included in second-order cumulation: Antisocial behavior (Jones, Miller, & Lyman, 2011; Miller & Lyman, 2001), and Counterproductive work behavior (Berry, Ones, & Sackett, 2007; Darr, 2011).

In total, second-order meta-analyses were conducted for three Well-Being, 12 Performance, three Leadership, and two Counterproductivity variables. Outputs for all second-order meta-analyses are provided in Appendix C, because the relevant parameters (i.e., grand mean population correlations, associated standard deviation) were reproduced in the tables below. Following analyses, the remaining variables' observed meta-analytic effects and standard deviations were corrected for measurement and sampling error, and their respective confidence and credibility intervals were estimated. Tables 7 to 10

[16] Data from Shaffer and Postlethwaite (2012) are reported under the scale type moderator, "Workplace" (p. 458-9, last rows).

[17] One study was included in both meta-analyses (i.e., Judge & Bono, 2001). However, because Dienert et al. (2015) provided full data, this overlapping study was removed and first-order meta-analyses were rerun, prior to second-order cumulation. Results for Dienert et al. (2015) in Appendix A reflect this omitted study.

present meta-analytic results of the Big Five to variables in the four meta-categories. Each of the four tables is further organized according to its relevant subcategories.

Study 1: Results

To answer questions about univariate relations, two additional tables were created for each Big Five trait. The first summarizes relations by meta-category and subcategory. Descriptive statistics include the number of variables (i.e., N_v), the frequency-weighted mean estimated population correlations across variables, and their standard deviations. To provide an index of generalizability, the percentage of variables with 80% credibility intervals excluding zero was also included. Information about the range, median, and first and third quartiles of effects, were provided for all meta-categories. The second set of tables lists each trait's top 25% strongest relations, in absolute magnitude, across meta-categories. It also includes descriptive information about *k*, *N*, and 80% credibility intervals for each relation. Tables 11 to 20 present results for all Big Five traits. Finally, visual representations of each traits' respective relations are presented in Figures 4 to 8.

Empirical benchmarks. To interpret the relative strength of relations, empirical benchmarks were created from the absolute values of population correlations across all Big Five traits for all variables examined (Bosco, Aguinis, Singh, Field, & Pierce, 2015; Hemphill, 2003). Overall, results showed that though relations ranged widely ($\overline{\rho}s$ = .00 to .78), the absolute value of the grand mean population correlation was $\overline{\rho}$ = .17 (*SD* = .12). Values at the first, median, and third quartiles were: $\overline{\rho}$s = .08, .15, and .24, respectively. The above values were subsequently used to create effect size categories for interpreting results. Correlations ranging from .00 to .08 (i.e., Quartile 1) were considered *nil/weak*,

correlations that ranged from .09 to .15 (i.e., Median) were considered *small*, correlations ranging from .16 to .24 (i.e., Quartile 3) were considered *moderate*, and correlations > .24 were considered *strong*. Benchmarks are included in tables summarizing relations.

Emotional Stability. Table 11 shows results for Emotional Stability. Correlations ranged from $\overline{\rho}$ = -.23 to .74. Values at the first quartile, median, and third quartile were: $\overline{\rho}$s = .08, .15, and .25, respectively. The grand mean relation was $\overline{\rho}$ = .17 (*SD* = .17). Though 74% of relations generalized, differences were found across meta-categories.

Well-Being. Emotional Stability had a strong overall correlation of $\overline{\rho}$ = .24 (*SD* = .24) to the 37 Well-Being variables (see Table 11). However, key differences were found between the mean correlation of the 24 attitudinal variables ($\overline{\rho}$ = .36, *SD* = .20, 83%) and that of the 13 behavioral variables ($\overline{\rho}$ = .03, *SD* = .12, 69%); relations were strong for the former, but nil for the latter. Context also moderated results of the attitude subcategory. The mean relation to the eight domain-general variables was very strong ($\overline{\rho}$ = .51, *SD* = .18) and, in all cases, relations generalized. By comparison, the 16 work-related variables showed strong, yet relatively weaker, relations ($\overline{\rho}$ = .28, *SD* = .15, 75%). Finally, valence acted as a further moderator of work-related variables. The positive valence variables had a moderate mean relation ($\overline{\rho}$ = .20, *SD* = .15), if less generalizable (67%), but the mean of the negative valence variables showed a very strong relation ($\overline{\rho}$ = .39, *SD* = .08, 86%).

Table 12 shows the top 25% of Well-Being variables with the strongest relations to Emotional Stability. Variables include: Overall affect ($\overline{\rho}$ = .74), Negative affect (lack of; $\overline{\rho}$ = .72), Quality of life ($\overline{\rho}$ = .66), Happiness ($\overline{\rho}$ = .55), Life satisfaction ($\overline{\rho}$ = .51), the two Burnout variables of Emotional exhaustion (lack of; $\overline{\rho}$ = .51) and Depersonalization

(lack of; $\overline{\rho}$ = .43), Work interference with family (lack of; $\overline{\rho}$ = .41), Work-nonwork spillover: Negative (lack of; $\overline{\rho}$ = .40), and Career satisfaction ($\overline{\rho}$ = .37).

Performance. Emotional Stability showed a small overall correlation ($\overline{\rho}$ = .12, *SD* = .12, 65%) to the 48 Performance variables. The mean correlation for the 39 behavioral variables ($\overline{\rho}$ = .12, *SD* = .12, 64%) resembled that of the nine outcome variables ($\overline{\rho}$ = .09, *SD* = .07, 67%). Performance domain showed some evidence of moderation. The four academic variables had the weakest and least generalizable relations ($\overline{\rho}$ = .07, *SD* = .13, 25%), whereas the 12 assessment center variables had the strongest effects ($\overline{\rho}$ = .16, *SD* = .16, 75%). Means for bob and applicant performance fell in between ($\overline{\rho}s$ = .11 and .12, respectively). Like behaviors, the mean for outcomes differed little across applicant and incumbent subcategories ($\overline{\rho}s$ = .10 and .09; see Table 11).

Table 12 also presents the top 25% of Performance variables with the strongest Emotional Stability relations. Variables include the four assessment center dimensions of Stress tolerance ($\overline{\rho}$ = .61), Consideration of others ($\overline{\rho}$ = .26), Influencing others ($\overline{\rho}$ = .20), and Drive ($\overline{\rho}$ = .23), and as well as Educational success ($\overline{\rho}$ = .26), Employment interview: Conventional/Low Structure ($\overline{\rho}$ = .25), Transfer of training ($\overline{\rho}$ = .21), Teamwork ($\overline{\rho}$ = .21), Overall job performance ($\overline{\rho}$ = .20), Job search outcomes: Job offers ($\overline{\rho}$ = .20), Overall job performance: Peer-ratings ($\overline{\rho}$ = .20), and Firm performance ($\overline{\rho}$ = .17).

Leadership. The mean Emotional Stability relation to the 17 Leadership variables was small ($\overline{\rho}$ = .13, *SD* = .08; see Table 11). Findings were comparable to Performance results, although leadership relations were more generalizable (82% versus 65%). Like

the previous meta-category, no evidence of moderation across behavior ($\overline{\rho}$ = .13, *SD* = .06, 73%) and outcome classes ($\overline{\rho}$ = .13, *SD* = .13, 100%) was observed.

The top 25% of Leadership variables with the strongest relations to Emotional Stability are found in Table 12. Variables include: Leadership ($\overline{\rho}$ = .25), Leadership emergence ($\overline{\rho}$ = .25), Leadership effectiveness ($\overline{\rho}$ = .24), Transformational leadership ($\overline{\rho}$ = .23), and its associated sub-dimension, Charisma ($\overline{\rho}$ = .19).

Counterproductivity. Emotional Stability had a moderate mean relation to the 29 Counterproductivity variables ($\overline{\rho}$ = -.21, *SD* = .13, 79%). The behavioral variable relation approached the upper bound of the moderate effects category ($\overline{\rho}$ = -.22, *SD* = .14, 79%), but the outcome mean approached the lower bound ($\overline{\rho}$ = -.13, *SD* = .09, 80%). Context moderated relations. The mean of the domain-general variables was appreciably stronger ($\overline{\rho}$ = -.25, *SD* = .15, 80%) than that of work-related variables ($\overline{\rho}$ = -.19, *SD* = .10, 75%).

Table 12 presents the top 25% of Counterproductivity variables with the strongest Emotional Stability relations. Variables consist of multiple disengagement-related coping behaviors, including Negative emotion focus ($\overline{\rho}$ = -.56), Withdrawal ($\overline{\rho}$ = -.40), Narrow disengagement ($\overline{\rho}$ = -.38), Substance use ($\overline{\rho}$ = -.38), Broad disengagement ($\overline{\rho}$ = -.37), and Mixed emotion focused coping ($\overline{\rho}$ = -.30). Counterproductive work behavior ($\overline{\rho}$ = -.30) and Procrastination ($\overline{\rho}$ = -.30) also showed negative relations.

Overall, as Figure 4 illustrates, Emotional Stability showed moderate-to-strong relations to variables in the Well-Being and Counterproductivity meta-categories ($\overline{\rho}$s = .24 and -.21). Its strongest relations were found to domain-general attitudes (e.g., Quality of life, Happiness) and negatively valenced work-related variables (e.g., those associated

with burnout and work-life conflict), and maladaptive coping behaviors. Relations to Performance ($\overline{\rho}$ = .12) and Leadership ($\overline{\rho}$ = .13) variables were smaller, by comparison.

Agreeableness. Table 13 presents results for Agreeableness. Relations ranged from $\overline{\rho}$ = -.45 to .49. Values at the first quartile, median, and third quartile were: $\overline{\rho}$s = .08, .16, and .24, respectively. The grand mean was $\overline{\rho}$ = .15 (*SD* = .14), and 79% of effects generalized. Like the preceding, Agreeableness relations differed across meta-categories.

Well-Being. Results presented in Table 13 indicate that Agreeableness showed a moderate correlation to the 37 Well-Being variables ($\overline{\rho}$ = .18, *SD* = .10, 83%). Sizable differences were found across classes. The 24 attitudinal variables had moderate mean relation ($\overline{\rho}$ = .23, *SD* = .08, 88%), whereas the 13 behavioral variables showed a weaker mean relation ($\overline{\rho}$ = .10, *SD* = .08, 85%). Little evidence of moderation was found for context. The domain-general ($\overline{\rho}$ = .25, *SD* = .08, 100%) and work-related variable means were similar ($\overline{\rho}$ = .21, *SD* = .08, 88%). Valence also showed little moderation. The nine positively valenced variables ($\overline{\rho}$ = .22, *SD* = .09, 78%, and the seven negatively valenced variables both had a moderate mean relation ($\overline{\rho}$ = .21, *SD* = .08, 86%).

Table 14 shows Agreeableness' top 25% strongest Well-Being variables relations, including: Happiness ($\overline{\rho}$ = .38), the two Burnout-related variables of Depersonalization (lack of; $\overline{\rho}$ = .34) and Personal accomplishment ($\overline{\rho}$ = .32), Quality of life ($\overline{\rho}$ = .33), the three Organizational commitment variables of Affective ($\overline{\rho}$ = .32), Normative ($\overline{\rho}$ = .28), and General ($\overline{\rho}$ = .26), Marital satisfaction ($\overline{\rho}$ = .31), Negative affect (lack of; $\overline{\rho}$ = .27), and Family interference with work (lack of; $\overline{\rho}$ = .26).

Performance. Agreeableness had a small average correlation to the 48 variables in the meta-category of Performance ($\overline{\rho}$ = .09, *SD* = .14, 69%). The mean relation to the 39 behavioral performance variables was small ($\overline{\rho}$ = .10, *SD* = .14, 72%), but it contrasted sharply with the mean outcome variable relation, which was nil ($\overline{\rho}$ = .03, *SD* = .14, 56%). Among outcomes, applicants had a weak mean relation ($\overline{\rho}$ = .09, *SD* = .24, 67%), which contrasted with the mean of zero for incumbents ($\overline{\rho}$ = .00, *SD* = .08, 50%). Performance domain showed some evidence of moderation. Academic and applicant performance means respectively bookended the range ($\overline{\rho}$ = .06 vs. $\overline{\rho}$ = .12), whereas assessment center and job performance means fell in between at $\overline{\rho}$ = .10 for both classes (see Table 13).

Table 14 also presents the top 25% of Performance variables with the strongest Agreeableness relations. Variables include: Creativity ($\overline{\rho}$ = -.45), Teamwork ($\overline{\rho}$ = .34), the four assessment center dimensions of Influencing others ($\overline{\rho}$ = .34), Drive ($\overline{\rho}$ = .29), Consideration of others ($\overline{\rho}$ = .28), Stress tolerance ($\overline{\rho}$ = .28), Overall job performance rated by Peers ($\overline{\rho}$ = .23) and Subordinates ($\overline{\rho}$ = .22), Overall job performance ($\overline{\rho}$ = .18), Organizational citizenship behavior directed at Interpersonal ($\overline{\rho}$ = .19) and Organizational targets ($\overline{\rho}$ = .18), and Employment interview: Conventional/Low Structure ($\overline{\rho}$ = .18).

Leadership. As Table 13 indicates, the mean Agreeableness relation to the 17 Leadership variables was moderate ($\overline{\rho}$ = .16, *SD* = .09, 59%). The behavior mean was stronger ($\overline{\rho}$ = .18, *SD* = .13, 64%) than the outcome mean ($\overline{\rho}$ = .13, *SD* = .09, 50%).

The top 25% of Leadership variables with the strongest relations to Agreeableness include Transformational leadership sub-dimensions of Idealized influence ($\overline{\rho}$ = .31),

Inspirational motivation ($\overline{\rho}$ = .23), and Individualized consideration ($\overline{\rho}$ = .22), Leadership effectiveness ($\overline{\rho}$ = .21), and Subordinate' satisfaction with leader ($\overline{\rho}$ = .22; see Table 14).

Counterproductivity. Results in Table 13 indicate that Agreeableness had strong negative relations to the 29 Counterproductivity variables ($\overline{\rho}$ = -.22; *SD* = .14, 97%). A striking feature was that 80% credibility intervals excluded zero for all variables, except one. The mean relation to the 24 behavioral variables was moderate-to-strong ($\overline{\rho}$ = -.24; *SD* = .14, 96%), whereas the outcome mean was weaker ($\overline{\rho}$ = -.17, *SD* = .09; 100%). Work-related behaviors had the strongest mean ($\overline{\rho}$ = -.26, *SD* = .15, 89%) in the meta-category, but the domain-general mean was also notable ($\overline{\rho}$ = -.22, *SD* = .15, 80%).

Finally, Table 14 presents the top 25% of Counterproductivity variables with the strongest relations to Agreeableness. Variables include: Antisocial behavior ($\overline{\rho}$ = -.49), Aggression ($\overline{\rho}$ = -.44), Counterproductive work behavior in its Interpersonal ($\overline{\rho}$ = -.48), Organizational ($\overline{\rho}$ = -.34), and general manifestations ($\overline{\rho}$ = -.45), both Unprotected sex ($\overline{\rho}$ = -.32) and High-risk sexual encounters ($\overline{\rho}$ = -.31), and turnover ($\overline{\rho}$ = -.29),

Overall, as Figure 5 shows, Agreeableness related moderately-to-strongly to Counterproductivity variables ($\overline{\rho}$ = -.22). More moderate relations were observed for Well-Being ($\overline{\rho}$ = .18) and Leadership variables ($\overline{\rho}$ = .16). Among subcategories, domain-general and work-related attitudes with positive valence (e.g., Happiness, Organizational commitment: Affective) had the strongest relations. Leadership behavior relations (e.g., dimensions of Transformational leadership) were also notable. By contrast, Performance relations were weak-to-small ($\overline{\rho}$ = .09), especially relations to outcomes ($\overline{\rho}$ = .03).

Conscientiousness. Table 15 shows results for Conscientiousness. Correlations ranged from $\overline{\rho}$ = -.13 to .78; values at the first quartile, median, and third quartile were: $\overline{\rho}$s = .12, .19, and .27, respectively. The grand mean correlation was $\overline{\rho}$ = .19 (*SD* = .13), and an impressive 88% of relations generalized.

Well-Being. Conscientiousness had a moderate overall relation of $\overline{\rho}$ = .22 (*SD* = .12, 95%) to the 37 Well-Being variables. Like Emotional Stability and Agreeableness, notable differences were found between means of the 24 attitudinal variables ($\overline{\rho}$ = .25, *SD* = .10, 92%) and the mean of the 13 behavioral variables ($\overline{\rho}$ = .15, *SD* = .12, 100%; N_v = 24). Context was a substantive moderator among classes. The domain-general mean was strong ($\overline{\rho}$ = .31, *SD* = .11), and all relations generalized; the 16 work-related variables had a moderate-to-strong mean ($\overline{\rho}$ = .22, *SD* = .08, 88%), by comparison. Valence showed little evidence of moderation. The nine positively ($\overline{\rho}$ = .21, *SD* = .10, 78%) and seven negatively valenced ($\overline{\rho}$ = .23, *SD* = .05, 100%) work-related variables showed average relations of moderate magnitudes (see Table 15).

Table 16 shows the top 25% of Well-Being variables with the strongest relations to Conscientiousness. Relations were observed for domain-general variables of Quality of life ($\overline{\rho}$ = .56), Positive affect ($\overline{\rho}$ = .36), Overall affect ($\overline{\rho}$ = .32), Happiness ($\overline{\rho}$ = .31), Life satisfaction ($\overline{\rho}$ = .29), and Marital satisfaction ($\overline{\rho}$ = .28). The work-related variables of Burnout: Personal accomplishment ($\overline{\rho}$ = .37), and Organizational commitment: General ($\overline{\rho}$ = .31), as well as the coping behaviors of Primary control: Problem solving ($\overline{\rho}$ = .42), and Secondary control: Cognitive restructuring ($\overline{\rho}$ = .28), also evidenced strong relations.

Performance. Conscientiousness showed a moderate correlation of $\overline{\rho}$ = .17 (*SD* = .11, 81%) to the 48 Performance variables (see Table 15). The moderate, mean relation for behavioral variables ($\overline{\rho}$ = .18, *SD* = .11, 85%) was appreciably higher than the small mean of the nine outcome variables ($\overline{\rho}$ = .09, *SD* = .09, 67%). Domain of performance had evidence of moderation. The four academic ($\overline{\rho}$ = .27, *SD* = .04) and three applicant performance ($\overline{\rho}$ = .26, *SD* = .14) variables had the strongest relations, and all generalized. Job performance also showed a moderate-to-strong ($\overline{\rho}$ = .21) and consistent (*SD* = .09, 95%) correlation. By comparison, assessment center variables had small relations ($\overline{\rho}$ = .10, *SD* = .11, 58%). Outcome variable means differed across subcategories; the mean for incumbents was small ($\overline{\rho}$ = .12, *SD* = .05), but weaker for applicants ($\overline{\rho}$ = .04, *SD* = .15).

Table 16 presents the top 25% of Performance variables with strongest relations to Conscientiousness, including: Job search behavior ($\overline{\rho}$ = .41), Contextual performance ($\overline{\rho}$ = .37), Educational success ($\overline{\rho}$ = .32), Overall job performance ($\overline{\rho}$ = .32), Transfer of training ($\overline{\rho}$ = .31), Assessment center: Drive ($\overline{\rho}$ = .31), Teamwork ($\overline{\rho}$ = .30), Overall job performance: Peer-ratings ($\overline{\rho}$ = .27), Academic attendance ($\overline{\rho}$ = .26), Technical performance ($\overline{\rho}$ = .26), Academic performance ($\overline{\rho}$ = .25), and Training success ($\overline{\rho}$ = .25).

Leadership. Conscientiousness' mean relation to the 17 Leadership variables was small ($\overline{\rho}$ = .13, *SD* = .14; see Table 15). Evidence of moderation was found for behavioral variables, which had a small mean relation ($\overline{\rho}$ = .10, *SD* = .11; 91%). The mean relation of the outcome variables was of a more moderate magnitude ($\overline{\rho}$ = .17, *SD* = .18, 50%).

Table 16 lists the top 25% of Leadership variables with the strongest relations to Conscientiousness, including Leadership emergence ($\overline{\rho}$ = .34), Consideration ($\overline{\rho}$ = .31), Leadership ($\overline{\rho}$ = .30), Initiating structure ($\overline{\rho}$ = .25), Leadership effectiveness ($\overline{\rho}$ = .16).

Counterproductivity. Conscientiousness had strong relations to the 29 variables in the Counterproductivity meta-category ($\overline{\rho}$ = -.25, *SD* = .14, 97%). Strikingly, only one of these relations failed to generalize. A small difference was found between means of the 24 behavioral ($\overline{\rho}$ = -.26, *SD* = .15, 96%) and five outcome variables ($\overline{\rho}$ = -.23, *SD* = .07, 100%), but both were strong. That said, context produced a sizable moderation effect. The mean relation to the 15 domain-general variables was moderate ($\overline{\rho}$ = -.20, *SD* = .09, 93%), but the work-related mean was very strong ($\overline{\rho}$ = -.35, *SD* = 19; see Table 15).

Concerning the top 25% of Counterproductivity variables with strongest relations to Conscientiousness, Table 16 presents these results. Variables include: Procrastination ($\overline{\rho}$ = -.78), Counterproductive work behavior of General ($\overline{\rho}$ = -.45) and Organizational varieties ($\overline{\rho}$ = -.39), Irresponsible behavior ($\overline{\rho}$ = -.39), Unprotected sex ($\overline{\rho}$ = -.35), Antisocial behavior ($\overline{\rho}$ = -.31), Accidents ($\overline{\rho}$ = -.30), and Alcohol involvement ($\overline{\rho}$ = -.29).

Overall, Overall, as Figure 6 illustrates, Conscientiousness had strong relations to Counterproductivity ($\overline{\rho}$ = -.25), especially to work-related variables ($\overline{\rho}$ = -.35). Moderate relations were found for Well-Being ($\overline{\rho}$ = .22) and Performance meta-categories. Though moderate-to-strong relations were observed for applicant, academic, job performance variables alike ($\overline{\rho}s$ = .21 to .27), assessment center performance had a comparatively lower mean ($\overline{\rho}$ = .10). Finally, moderation occurred across outcome subcategories. For Performance, the mean applicant relation ($\overline{\rho}$ = .04) was weaker than the incumbent mean

($\overline{\rho}$ = .12). For the Leadership meta-category, the mean outcome relation was appreciably stronger than the mean behavior relation ($\overline{\rho}$s = .17 vs. .10, respectively).

Extraversion. Table 17 presents results for Extraversion. Relations ranged from $\overline{\rho}$ = -.27 to .56. First quartile, median, and third quartile values were: $\overline{\rho}$s = .03, .12, and .24, respectively. The grand mean correlation was small ($\overline{\rho}$ = .13, *SD* = .16), and 72% of relations generalized. Again, major differences across meta-categories were observed.

Well-Being. Results in Table 17 indicate that Extraversion showed a moderate relation to Well-Being variables ($\overline{\rho}$ = .22, *SD* = .13, 84%). Some differences were found across classes. The 24 attitudinal variables had a strong mean relation ($\overline{\rho}$ = .24, *SD* = .14, 83%), and the mean for the 13 behavioral variables was slightly more moderate ($\overline{\rho}$ = .20, *SD* = .12, 85%). However, the strongest evidence of moderation was observed within attitudinal variable subcategories. First, context had a sizable effect; the mean relation to domain-general variables was strong ($\overline{\rho}$ = .33, *SD* = .17, 88%), but the work-related mean was more subdued ($\overline{\rho}$ = .19, *SD* = .11, 81%). Valence showed further moderating effects. The mean relation to variables with positive valence was moderate ($\overline{\rho}$ = .22, *SD* = .13, 89%), but it was weaker for variables with negative valence ($\overline{\rho}$ = .15, *SD* = .05, 71%).

Table 18 shows the top 25% of Well-Being variables with the strongest relations to Extraversion. Variables include: Positive affect ($\overline{\rho}$ = .50), Happiness ($\overline{\rho}$ = .49), Quality of life ($\overline{\rho}$ = .48), Overall affect ($\overline{\rho}$ = .43), Life satisfaction ($\overline{\rho}$ = .32), Work-nonwork spillover: Positive ($\overline{\rho}$ = .31), and the Primary control coping variables of Emotional social support ($\overline{\rho}$ = .34), Mixed social support ($\overline{\rho}$ = .33), Instrumental social support ($\overline{\rho}$ = .30), and Secondary control: Cognitive restructuring ($\overline{\rho}$ = .30).

Performance. Extraversion had a small mean relation to the 48 variables in the meta-category of Performance ($\overline{\rho}$ = .14, *SD* = .14, 75%; see Table 17). The mean relation to the 39 behavioral performance variables was small ($\overline{\rho}$ = .14; *SD* = .13; 77%), as was the average relation to outcome variables ($\overline{\rho}$ = .13, *SD* = .16, 67%). Outcome means for applicants ($\overline{\rho}$ = .14, *SD* = .31, 67%) and incumbents ($\overline{\rho}$ = .12, *SD* = .04, 67%) were also small in magnitude. By contrast, performance domain showed moderating effects. The applicant mean was strong ($\overline{\rho}$ = .28, *SD* = .17, 100%), but the academic variables mean was nil ($\overline{\rho}$ = -.01, *SD* = .10, 50%). The assessment center mean was moderate ($\overline{\rho}$ = .18, *SD* = .15, 83%), and the job performance mean slightly weaker ($\overline{\rho}$ = .14, *SD* = .10, 75%).

Table 18 also presents the top 25% of Performance variables with the strongest relations to Extraversion. Variables include: assessment center dimensions of Drive ($\overline{\rho}$ = .56), Influencing others ($\overline{\rho}$ = .33), Organizing and planning ($\overline{\rho}$ = .22), Consideration of others ($\overline{\rho}$ = .21), as well as Job search behavior ($\overline{\rho}$ = .47), Employment interview: Conventional/Low Structure ($\overline{\rho}$ = .24), and variables of Maximal ($\overline{\rho}$ = .34) and Typical performance ($\overline{\rho}$ = .30), Contextual performance ($\overline{\rho}$ = .26), Overall job performance: Peer-ratings ($\overline{\rho}$ = .24), Overall job performance ($\overline{\rho}$ = .23), and Promotions ($\overline{\rho}$ = .19).

Leadership. As Table 17 indicates, the mean Extraversion relation to Leadership variables was moderate ($\overline{\rho}$ = .19, *SD* = .11, 76%). Behaviors had a slightly stronger mean relation ($\overline{\rho}$ = .20, *SD* = .09, 91%) than did outcome variables ($\overline{\rho}$ = .17, *SD* = .16, 50%).

The top 25% of Leadership variables with the strongest Extraversion relations include: Consideration ($\overline{\rho}$ = .36), Leadership emergence ($\overline{\rho}$ = .36), Leadership ($\overline{\rho}$ = .33), Transformational leadership ($\overline{\rho}$ = .29), and its sub-dimension, Charisma ($\overline{\rho}$ = .25).

Counterproductivity. Results in Table 17 indicate that Extraversion showed nil relations to the 29 Counterproductivity variables ($\overline{\rho}$ = .04, *SD* = .09, 48%). Nil relations were observed for the behavioral variable mean ($\overline{\rho}$ = .02, *SD* = .07, 46%), and means of its domain-general ($\overline{\rho}$ = .02, *SD* = .07) and work-related subcategories ($\overline{\rho}$ = .03, *SD* = .08) By contrast, a small relation was found for outcome variables ($\overline{\rho}$ = .12, *SD* = .12, 60%).

Finally, Table 18 presents the top 25% of Counterproductivity variables with the strongest Extraversion relations, including Vehicular ($\overline{\rho}$ = .27), General ($\overline{\rho}$ = .18), and Occupational ($\overline{\rho}$ = .18) addicents, High-risk sexual encounter ($\overline{\rho}$ = .12), and Sexual risk-taking: Aggregate ($\overline{\rho}$ = .08), Mixed emotion focused ($\overline{\rho}$ = .11) and Withdrawal coping ($\overline{\rho}$ = -.07), and antisocial behavior ($\overline{\rho}$ = .07).

Overall, as Figure 7 shows, Extraversion had moderate relations to variables in the Leadership ($\overline{\rho}$ = .19) and Well-Being ($\overline{\rho}$ = .22) meta-categories. Concerning the latter, it had weak relations to negatively valenced variables ($\overline{\rho}$ = .15), but comparatively strong relations to adaptive coping behaviors ($\overline{\rho}$ = .20), especially ones involving social support. Although a small mean Performance relation was found ($\overline{\rho}$ = .14), performance domain evidenced moderation. The means for applicant and assessment center performance were much stronger than the job performance mean, and the nil mean academic performance relation. Extraversion also had robust relations to outcomes across both Performance and Leadership meta-categories (e.g., Promotions, Leadership emergence). Similarly, despite a nil mean Counterproductivity relation, a small effect was found to its outcomes. On inspection, this relation was due to involvement in accidents and sexual risk-taking.

Openness/Intellect. Table 19 presents results for Openness/Intellect. Across variables, relations ranged from $\overline{\rho}$ = -.33 to .41. First quartile, median, and third quartile values were: $\overline{\rho}$s = .03, .09, and .16, respectively. The grand mean correlation was the smallest of all the Big Five traits at $\overline{\rho}$ = .09 (*SD* = .11), and 69% of relations generalized across settings. Nevertheless, notable differences were found across meta-categories.

Well-Being. Results presented in Table 19 indicate that Openness/Intellect had a small mean relation to Well-Being variables ($\overline{\rho}$ = .10, *SD* = .09; 62%). No differences were found across theoretical classes. The 24 attitudinal variables had a mean relation ($\overline{\rho}$ = .10, *SD* = .09) equal to that of the 13 behavioral variables ($\overline{\rho}$ = .10, *SD* = .10); however, classes differed according to generalizability (42% vs. 100%). Moderation was found in determinant subcategories, however. First, context had a small effect. The mean relation for domain-general variables was small ($\overline{\rho}$ = .12, *SD* = .10, 50%), but the work-related mean was weaker ($\overline{\rho}$ = .08, *SD* = .09, 38%). Valence showed a modest moderator effect. Variables with positive valence had a small mean relation ($\overline{\rho}$ = .10, *SD* = .12, 44%), but the mean of negatively valenced variables was weak ($\overline{\rho}$ = .06, *SD* = .05, 29%).

Table 20 shows the top 25% of Well-Being variables with the strongest relations to Openness/Intellect. Variables include: Positive affect ($\overline{\rho}$ = .27), Quality of life ($\overline{\rho}$ = .23), Burnout: Personal accomplishment ($\overline{\rho}$ = .23), Organizational commitment: General ($\overline{\rho}$ = .20), Happiness ($\overline{\rho}$ = .17), and the coping variables of Secondary control: Cognitive restructuring ($\overline{\rho}$ = .22), Primary control: Problem solving ($\overline{\rho}$ = .20), Religious coping ($\overline{\rho}$ = -.17), and both Primary ($\overline{\rho}$ = .16), and Secondary control ($\overline{\rho}$ = .16) coping variables.

Performance. Results presented in Table 19 indicate that Openness/Intellect had a small mean relation to the 48 Performance variables ($\overline{\rho}$ = .13, *SD* = .10, 77%). The mean relation to the 39 behaviors was stronger ($\overline{\rho}$ = .14, *SD* = .08, 85%) than the comparatively weaker relation for the nine outcome variables ($\overline{\rho}$ = .07, *SD* = .13, 44%). Performance domain had some evidence of moderation. Academic performance variables showed the smallest mean relation ($\overline{\rho}$ = .10, *SD* = .09, 75%), and the average relation to the 20 job performance variables was slightly stronger ($\overline{\rho}$ = .12, *SD* = .06, 80%). By comparison, applicant ($\overline{\rho}$ = .18, *SD* = .12, 100%) and assessment center ($\overline{\rho}$ = .17, *SD* = .09; 92%) performance means were more moderate. Lastly, mean outcome relations were similar across applicant ($\overline{\rho}$ = .08, *SD* = .23) and incumbent ($\overline{\rho}$ = .07, *SD* = .07) subcategories.

Table 20 presents the top 25% of Performance variables with the strongest Openness/Intellect relations. Variables include the assessment center dimensions of Drive ($\overline{\rho}$ = .41), Problem solving ($\overline{\rho}$ = .23), Influencing others ($\overline{\rho}$ = .22), as well as the exercise of Case analysis ($\overline{\rho}$ = .23), and Job search behavior ($\overline{\rho}$ = .27) and Employment interview: Conventional/Low Structure ($\overline{\rho}$ = .22). Other relations included the four Organizational citizenship behaviors variables of Interpersonal ($\overline{\rho}$ = .20), Organizational ($\overline{\rho}$ = .20), Aggregate ($\overline{\rho}$ = .17), and Change ($\overline{\rho}$ = .17), and Educational success ($\overline{\rho}$ = .18).

Leadership. As Table 19 shows, the mean Openness/Intellect to Leadership variables was a modest $\overline{\rho}$ = .13 (*SD* = .11, 65%). Behavioral variables had a small mean relation ($\overline{\rho}$ = .12, *SD* = .10, 73%). The outcome relation mean was moderate in magnitude ($\overline{\rho}$ = .16, *SD* = .12), but relations showed less evidence of generalizability (50%).

Table 20 presents the top 25% of Leadership variables with the strongest relations to Openness/Intellect, including the two Transformational leadership sub-dimensions of Inspirational motivation ($\overline{\rho}$ = .26), and Idealized influence ($\overline{\rho}$ = .22). Relations to Leadership, Emergence, and Effectiveness were all identical ($\overline{\rho}$s = .26).

Counterproductivity. Results in Table 19 indicate that Openness/Intellect had a nil mean relation to Counterproductivity variables ($\overline{\rho}$ = .00, *SD* = .12; 66%). Nil relations were found for the behavioral variables mean ($\overline{\rho}$ = -.03, *SD* = .09, 63%) and the domain-general subcategory ($\overline{\rho}$ = .00; *SD* = .09, 67%). However, the work-related variable mean relation was weak-to-small and negative ($\overline{\rho}$ = -.08, *SD* = .08, 56%). A positive, moderate mean relation was found for outcome variables ($\overline{\rho}$ = .16, *SD* = .10, 80%).

Finally, Table 20 presents the top 25% of Counterproductivity variables with the strongest Openness/Intellect relations. Variables include: General ($\overline{\rho}$ = .33) and Vehicular Accidents ($\overline{\rho}$ = .15), Irresponsible behavior ($\overline{\rho}$ = -.24), Turnover ($\overline{\rho}$ = .12), Other-ratings of Counterproductive work behavior ($\overline{\rho}$ = -.16), Aggression ($\overline{\rho}$ = -.14), as well as the coping behaviors of Withdrawal ($\overline{\rho}$ = .14) and Mixed emotion focus ($\overline{\rho}$ = .14).

Overall, Openness/Intellect had small relations to Well-Being, Performance, and Leadership variables ($\overline{\rho}s$ = .10 to .13), as Figure 8 illustrates. Like Extraversion, stronger mean relations were found for applicant and assessment center performance ($\overline{\rho}$s = .18 and .17) than for academic and job performance ($\overline{\rho}$s = .10 and .12). Similar patterns of robust, if smaller, relations were found across Performance and Leadership outcomes. Despite a nil mean relation to Counterproductivity, a moderate relation was found to outcomes. On review, this effect reflected an involvement in accidents and a propensity to turnover.

Study 1: Discussion

The preceding describes univariate trait relations. To enable comparisons *across* traits, and to evaluate their hypothesized relations, Table 21 summarizes relations by meta-category, and Figures 9 to 12 visually depict these relations visually. Across variables, Conscientiousness had the strongest mean correlation ($\overline{\rho}$ = .19).

As Table 21 and Figure 9 show, findings supported hypotheses for Well-Being. Emotional Stability had the strongest overall relation ($\overline{\rho}$ = .24), but the mean Extraversion relation was also moderate ($\overline{\rho}$ = .22). Among subcategories, some notable patterns were observed. First, Emotional Stability's weak mean behavioral variable relation ($\overline{\rho}$ = .03) contrasted sharply with Extraversion's more moderate mean relation ($\overline{\rho}$ = .20). Second, the valence moderator revealed an interaction effect: Emotional Stability had a strong mean relation to negative valenced variables ($\overline{\rho}$ = .39), but Extraversion showed a small relation ($\overline{\rho}$ = .15). By contrast, for positively valenced variables, the mean Extraversion relation was comparatively stronger ($\overline{\rho}$s = .22 vs. .20). Taken together, findings align with Well-Being's goal-contents, which represent a desirable state that is simultaneous rewarding and non-goal threatening. Results also reflect the dual affective bases of Well-Being in both the *absence* of negative affect the *presence* of positive affect, corresponding to Emotional Stability and Extraversion, respectively (Diener et al., 2003; Steel et al., 2008). Finally, for behaviors, which were mostly constructs associated with psychologically adaptive coping, Emotional Stability was a minor predictor. Instead, Extraversion and Conscientiousness showed the strongest mean relations to the variables.

Concerning Performance, Conscientiousness was the strongest predictor ($\overline{\rho}$ = .17; see Table 21 and Figure 10), which supported hypotheses. Among subcategories, the trait had notable relations to academic and job performance ($\overline{\rho}$s = .27 and .21, respectively). Nevertheless, Extraversion, and, to a lesser extent, Openness/Intellect, were associated with stronger mean relations to applicant and assessment center performance. This effect may reflect differences in goal contents across performance domains. For applicant and assessment center performance, variables reflect relatively short-term time intervals, maximal performance motivation, and performance goals focused on making a positive *interpersonal impression*. By contrast, academic and job performance reflect longer-term time intervals, typical motivation, and consistent performance focused on making positive contributions to *institutional* goals. This distinction between interpersonal versus institutional performance is notable, because both of their respective trait determinants were both associated with attaining Performance Outcomes. Extraversion and Openness/ Intellect were the predominant determinants of "*getting noticed*", but Conscientiousness the main predictor of "*getting things done*". Nevertheless, both contribute to "*getting ahead*" at work (Hogan & Holland, 2003). Questions of possible metatrait influence (i.e., Plasticity), as well as relative importance among predictors, are explored in later studies.

Concerning the meta-category of Leadership, Extraversion and Agreeableness had the strongest relations ($\overline{\rho}$s = .19 and .16, respectively), which supported hypotheses. For subcategories, Agreeableness had a relatively stronger relation to leadership behavior, but Conscientiousness had a stronger outcome relation. Nevertheless, Openness/Intellect also showed a comparatively strong outcome relation, which likely reflects the influence of

metatrait Plasticity, and its concerns for, and ability to achieve, status in perceived social and organizational hierarchies (Wilmot et al., under review; see Table 21 and Figure 11).

Finally, for the meta-category of Counterproductivity, Conscientiousness showed the strongest overall relation ($\overline{\rho}$ = -.25). However, the more substantive finding was the positive manifold of moderate-to-strong negative relations for Emotional Stability and Agreeableness reflected in Table 21 and Figure 12, which supported hypotheses. Taken together, maladaptive coping behaviors, interpersonal callousness, and a disregard for moral, social, and institutional norms point to low Stability as the fundamental trait-based source of Counterproductivity. A set of surprising secondary findings were the small-to-moderate *positive* relations of Openness/Intellect and Extraversion to outcomes of Counterproductivity. On examination, relations reflected a propensity for accidents, which may indicate the carelessness of sensation-seeking behaviors à la Extraversion, or a mind preoccupied with introspection and fantasy (Connelly et al., 2014; Davies, 2012).

In summary, results of Study 1 provide answers to questions about the relevance of the Big Five for predicting and explaining variables that have been meta-analytically examined in the behavioral sciences. Empirical effect size benchmarks were developed, univariate Big Five relations examined, and effects of various moderators explored. Results in Table 21, and Figures 9 to 12 especially, present concentrated knowledge in a concise and user-friendly format. Findings have utility for several purposes, including the generation of new hypotheses and research questions, functioning as literature-wide effect size benchmarks, and functioning as priors for use in future Bayesian-based

studies. Nevertheless, with questions raised about possible metatrait effects, as well as traits' relative importance, the investigation was continued in Studies 2 and 3.

Study 2: Univariate Relations of the Metatraits

Study 2: Introduction

As described in the introduction, the Big Five are not uncorrelated, but possess a higher-order structure comprised of two metatraits (Digman, 1997; DeYoung, 2006). Metatrait Stability consists of the covariance of Emotional Stability, Agreeableness, and Conscientiousness, and Plasticity is composed of the shared variance of Extraversion and Openness/Intellect. Stability has been linked to the neurotransmitter serotonin, and appears to reflect the stable maintenance of goal-directed psychological functioning and behavioral restraint necessary for social integration. Plasticity, by comparison, has been linked to dopamine, and appears to reflect exploration and engagement with the positive possibilities inherent in any unpredictable or unknown situation (DeYoung, 2013, 2015; Wilmot et al., 2016). Although metatrait research has great potential, it is more immature than Big Five-level scholarship. This promising line of work could be accelerated greatly if metatraits' nomological networks of empirical relations were developed like those of the Big Five. Fortunately, these relations were estimable from the present data set. As a result, the purpose of Study 2 was to estimate univariate relations of both metatraits to all variables across meta-categories. Although full descriptions of hypothesized relations are presented earlier (see Table 6), a summary follows. At the highest level of abstraction, variation in human personality appears to reflect behavioral engagement and behavioral restraint (Hirsh et al., 2009). Stability was hypothesized to show the strongest relations

among traits examined to variables reflecting restraint *failure* (e.g., Counterproductivity). By comparison, Plasticity was hypothesized to have the strongest relation to Leadership variables, which reflects its tendencies for behavioral and cognitive exploration and engagement with others and with the environment (DeYoung, 2015).

Study 2: Method

Data for Study 2 were comprised of the same 131 variables used in Study 1, and were sorted into and keyed in the direction of their respective meta-categories. Methods of analysis were also identical to the prior study. However, the fundamental difference was that *no* meta-analysis reported metatrait relations. Instead, indirect methods of estimating relations were used. Thus, matters of Big Five meta-matrices, and approaches to estimating metatraits' relations, merit a special discussion.

Big Five meta-matrices. Table 22 presents a description of all extant published meta-analytic interrelations among the Big Five. Data were instrumental to determining which meta-matrix to select for metatrait estimation (Study 2) and multiple regression analyses (Study 3). Table 22 provides information about author(s), year of publication, and descriptions of the population and/or scale, if relevant, to which interrelations belong. The table also summarizes basic descriptives, including the harmonic mean number of independent samples (i.e., k_H), total sample size (i.e., N_H), and the mean sample-size weighted observed correlation across all Big Five traits ($\overline{r}_M$). Information about reported variance data (or not) is also listed. Finally, the source of ratings (i.e., self-, other-, or mixed ratings), scale type used (i.e., omnibus measures and/or measures coded according

to the Big Five taxonomy vs. explicit measures-only), context (i.e., domain-general vs. work-related), and moderator information, if applicable, was coded as detailed earlier.

In view of the plurality of meta-matrices, the decision was made to use the same five-criterion hurdle procedure to select the meta-matrix for inclusion in final analyses. At Hurdle 1, 13 matrices were excluded due to insufficient information reported about *k, N,* or $\overline{r}$ data. Three matrices were excluded at Hurdle 2 due to their use of non-self-report ratings (i.e., two mixed reports, and one informant-report). Three further matrices were eliminated at Hurdle 4, because they pertained to sub-populations in work-based settings. Finally, one matrix was excluded as a duplicate meta-analysis that had been subsumed in the larger, more recent study of van der Linden et al. (2010). After winnowing, the three matrices that remained were the two from Davies et al. (2015), and the matrix reported by Ones, Viswesvaran, and Reiss (1996). Details about these matrices are provided below.

First, the matrix of Ones et al. (1996) is the most frequently used Big Five meta-matrix in the published literature. This matrix was developed from direct measures of the Big Five, as well as indirect measures coded according to the FFM taxonomy. Scales came from published and unpublished studies appearing between the years of 1945 and 1995 (for additional details, see Ones, 1993). The two matrices of Davies et al. (2015) were likewise developed from direct Big Five scales, as well as indirect measures coded according to more refined, contemporary hierarchical taxonomy (Birkland et al., 2017; Connelly et al., 2014; Davies, 2012; Hough & Ones, 2001). Only "global" measures of the Big Five, not measures of sub-factor traits (i.e., facets, aspects), were included. For their *within*-inventories matrix, authors included studies found in more than 200 test

manuals, as well as published studies appearing during the years of 2004-2010 in three journals that regularly report full correlation matrices (i.e., *Personality and Individual Differences*, *Journal of Personality and Social Psychology*, and *Journal of Applied Psychology*). To create their *between*-inventories matrix, authors reviewed test manuals for studies reporting Big Five interrelations across two (or more) personality inventories. For all three finalist meta-matrices, clinical populations, children, informant reports, and ipsative measures, were excluded (Davies et al., 2015, p. 16; Ones et al., 1996, p. 665).

Based on the preceding, the within-inventories matrix of Davies et al. (2015) was preferred to their between-inventories matrix. Though the latter is novel and useful for testing questions of self-report and instrument-specific variance (e.g., the evaluative nature and saturation of the GFP), virtually all meta-analyses in the current database used only singular inventories per investigation in their constituent studies. The matrix of Ones et al. (1996), albeit larger than the within-inventories matrix of Davies et al. (2015) in terms of *k* and *N*, was also excluded, based on the following reasons: (a) the matrix was developed using an earlier, less refined taxonomy of indirect scales, which may have underestimated Big Five intercorrelations (i.e., $\overline{r}_M$ = .11 vs. .19), (b) standard deviations for observed or corrected Big Five correlations were not reported (see Tables 15 and 21 of Ones, 1993), (c) the majority of meta-analyses in the database used global, even direct-only Big Five measures, and (d) the vast majority of studies in the present database were published after the year 2000.

Metatrait estimation. Having selected the within-inventories matrix of Davies et al. (2015), the second decision concerned estimating metatraits' relations using composite

correlations or meta-analytic structural questions modeling (MASEM; Viswesvaran & Ones, 1995). The principle limitation of using composites is that these coefficients reflect the average correlation across their constituent components, not simply the effect of their common factor. Thus, in the present context, composites reflect metatrait variance as well as specific (i.e., non-shared and unique) variance of each constituent Big Five trait. As estimates of metatrait influence, composites will be inflated if general and specific factors predict in the same direction (i.e., enhancing conflation), or attenuated if they predict oppositely (i.e., suppressive conflation; Wilmot, Wiernik, & Kostal, 2015, p. 439).

Though the limitations of composites are notable, they were preferred to MASEM for the following four reasons: (a) composites utilize *observed* data to compute relations (vs. *estimating* latent traits and their external relations), (b) composites are analogous to criterion-oriented personality scales (COPS) used in applied settings (e.g., integrity tests), a family of scales that have only recently begun to be recognized as metatrait indicators (Ones & Viswesvaran, 2001), (c) composites allow their respective multiple correlations and accountable variance to be compared more directly (vs. estimating pseudo-R and R^2 values for latent variables; Kline, 2017), and (d) composites are more computationally straightforward (vs. estimating hundreds of latent variable models). Although a multi-method comparison would be most useful approach, enabling a thorough disentangling of Big Five and metatrait variance, such analyses go well beyond the scope of this already lengthy investigation. In the last analysis, it is worth recalling that metatrait research is so immature relative to Big Five-level scholarship that direct measures have been developed only recently (DeYoung, 2010; Wilmot et al., 2016). Consequently, the limitations of

composites and/or latent variable approaches are far outweighed by the value of having at least *some* network of external relations, where currently there is none.

In summary, the decision was made to use composite correlations of the Big Five to estimate relations for their associated metatraits. To do so, observed (i.e., uncorrected) interrelations among the Big Five,[18] and observed relations to external variables were used in computing composites.[19] Corrections for predictor and criterion unreliability were made afterward. Tables 23 to 26 present meta-analytic relations to variables in the four meta-categories. As in Study 1, each table is further organized by relevant subcategories.

Study 2: Results

To answer questions about metatraits' univariate relations, two additional tables were created for each metatrait. The first summarizes relations by meta-category and sub-category. The second lists the top 25% of the strongest relations, in absolute magnitude, across meta-categories. Descriptives information for *k* and *N* are also provided. However, because metatrait relations were estimated as composites, variance information, and their associated confidence and credibility intervals, were inestimable. To provide some index of potential generalizability, a percentage statistic like that in Study 1 was developed. Specifically, when 80% credibility intervals for metatraits' constituent Big Five traits *all* excluded zero, this was interpreted as likely evidence of generalizability. Thus, values

[18] The mean constituent trait Big Five correlations used in Stability and Plasticity composites were *r*s = .28 and .26, respectively.

[19] It should also be noted that composites do not capture variance associated with possible interactions among each metatraits' constituent Big Five traits. As a result, the external relations reported here may underestimate, to an unknown degree, metatraits' overall predictive potential.

represent conservative, lower-bound estimates of generalizable metatrait relations. Tables 27 to 30, and Figures 13 and 14, present results for Stability and Plasticity.

Empirical benchmarks. As in Study 1, empirical benchmarks for interpreting the relative strength of metatrait relations were developed. The absolute values of population correlations across variables were used in calculations. The grand mean correlation was $\overline{\rho}$ = .20 (*SD* = .13), but correlations ranged widely ($\overline{\rho}$ = .00 to .67). Respective values at the first quartile, median, and third quartile were: $\overline{\rho}$s = .10, .18, and .28. Values were used to develop four categories for interpreting findings. Correlations ranging from .00 to .10 (i.e., Quartile 1) were considered *nil/weak*, correlations that ranged from .11 to .18 (i.e., Median) were considered *small*, correlations ranging from .19 to .28 (i.e., Quartile 3) were considered *moderate*, and correlations > .28 were considered *strong*. Benchmarks were included in tables summarizing metatrait relations.

Stability. Table 27 presents results for Stability. Across variables, correlations ranged from $\overline{\rho}$ = -.20 to .67. First quartile, median, and third quartile values were: $\overline{\rho}$s = .12, .23, and .32, respectively. The overall grand mean correlation was a moderate $\overline{\rho}$ = .22 (*SD* = .18), and 73% of relations generalized across settings. As with the Big Five traits, major differences were observed across the four meta-categories.

Well-Being. Stability had a strong overall correlation of $\overline{\rho}$ = .28 (*SD* = .18, 73%) to the 37 variables constituting the first meta-category (see Table 27). Sizable differences were observed between the mean correlation of the 24 attitudinal variables ($\overline{\rho}$ = .36, *SD* = .14, 90%), and the mean relation of the 13 behavioral variables ($\overline{\rho}$ = .12, *SD* = .12, 62%). Context moderated relations among variable. The mean domain-general variable mean

was very strong ($\overline{\rho}$ = .47, *SD* = .13) and, in all cases, generalized. By comparison, work-related variables had a weaker mean relation ($\overline{\rho}$ = .31, *SD* = .11, 69%). Valence also acted as a moderator. Positively valenced variables had a moderate mean relation ($\overline{\rho}$ = .27, *SD* = .12) and showed less generalizablity (56%), whereas variables with a negative valence had a strong mean relation ($\overline{\rho}$ = .36, *SD* = .07), and in 86% of cases, relations generalized.

Table 28 shows the top 25% of Well-Being variables with the strongest relations to Stability. Variables include: Quality of life ($\overline{\rho}$ = .67), Overall affect ($\overline{\rho}$ = .55), Negative affect (lack of; $\overline{\rho}$ = .54), Happiness ($\overline{\rho}$ = .54), Life ($\overline{\rho}$ = .38) and Marital satisfaction ($\overline{\rho}$ = .39), the three Burnout variables of Emotional exhaustion (lack of), Depersonalization (lack of), and Personal accomplishment ($\overline{\rho}$s = .39, .45, and .43, resepctively), and Family interference with work (lack of; $\overline{\rho}$ = .41).

Performance. Stability showed a small mean relation ($\overline{\rho}$ = .16, *SD* = .12, 44%) to the 48 Performance variables. The mean relation for the behavioral variables ($\overline{\rho}$ = .18, *SD* = .12, 49%) was appreciably stronger than the weak mean outcome variable relation ($\overline{\rho}$ = .10, *SD* = .11, 22%). Performance domain showed moderator effects. The 12 assessment center ($\overline{\rho}$ = .16, *SD* = .15, 42%), four academic ($\overline{\rho}$ = .17, *SD* = .06, 25%), and 20 job performance variables ($\overline{\rho}$ = .18, *SD* = .12, 55%) had moderate means, but the applicant variables had the strongest mean relation ($\overline{\rho}$ = .21, *SD* = .10), and highest percentage of generalizable relations (67%) of Performance behaviors (see Table 27). Finally, relations differed little across applicant and incumbent outcome means ($\overline{\rho}$s = .10 and .09). In both subcategories, evidence of generalizability was scant (0 and 33%, respectively).

Table 28 also presents the top 25% of Performance variables with the strongest Stability relations. Variables include the assessment center dimensions of Stress tolerance ($\overline{\rho}$ = .47), Drive ($\overline{\rho}$ = .35), Influencing others ($\overline{\rho}$ = .29), and Consideration of others ($\overline{\rho}$ = .27), Teamwork ($\overline{\rho}$ = .34), Contextual performance ($\overline{\rho}$ = .33), Organizational citizenship behavior: Interpersonal ($\overline{\rho}$ = .25), Overall job performance ($\overline{\rho}$ = .30), and Overall job performance: Peer-ratings ($\overline{\rho}$ = .30), Job search behavior ($\overline{\rho}$ = .28), Employment interview: Conventional/Low Structure ($\overline{\rho}$ = .27), and Educational success ($\overline{\rho}$ = .26).

Leadership. The mean Stability relation to the 17 Leadership variables was small-to-moderate ($\overline{\rho}$ = .18, *SD* = .09; see Table 27). Unlike the previous meta-category, little moderation was found across classes. Outcomes showed a marginally stronger mean relation ($\overline{\rho}$ = .19, *SD* = .12, 33%) than did the behavioral mean ($\overline{\rho}$ = .18, *SD* = .07, 55%).

The top 25% of Leadership variables with the strongest Stability relations are found in Table 28. Variables include: Consideration ($\overline{\rho}$ = .32), Leadership emergence ($\overline{\rho}$ = .28), Leadership ($\overline{\rho}$ = .27), Leadership effectiveness ($\overline{\rho}$ = .27), and Transformational leadership: Idealized influence ($\overline{\rho}$ = .25).

Counterproductivity. Metatrait Stability showed a strong mean negative relation to the 29 Counterproductivity variables ($\overline{\rho}$ = -.30, *SD* = .11, 76%). The mean relation of the 24 behavior variables was strong ($\overline{\rho}$ = -.31, *SD* = .11, 75%), and the mean for the five outcome variables was more moderate ($\overline{\rho}$ = -.23, *SD* = .08; 80%). For behaviors, context moderated relations. The domain-general variable mean was strong, yet relatively weaker ($\overline{\rho}$ = -.29, *SD* = .09, 80%) than the very strong mean for the nine work-related variables ($\overline{\rho}$ = -.34, *SD* = .14, 67%; see Table 26).

Table 28 also presents the top 25% of Counterproductivity variables with the strongest Stability relations. Variables include: Procrastination ($\overline{\rho}$ = -.53), General, Organizational, and Interpersonal Counterproductive work behaviors ($\overline{\rho}$s = -.49, -.45, and -.42), Antisocial behavior ($\overline{\rho}$ = -.44), and both Negative emotion focused, and Substance use coping ($\overline{\rho}$s = -.39), and Aggression ($\overline{\rho}$s = -.38).

Overall, Stability related strongly to Well-Being and Counterproductivity variables ($\overline{\rho}$s = .28 and -.30, respectively; see Figure 13). Compared to its constituent Big Five traits, Stability demonstrated more uniform relations across meta-categories' respective subcategories. For Well-Being, the strongest mean relation was found for domain-general attitudes, and the weakest, to behaviors. For Counterproductivity, all means were in the moderate-to-strong range. Stability also showed consistent, small-to-moderate relations to behavioral variables in Performance and Leadership meta-categories ($\overline{\rho}$s = .18 for both). However, divergence was observed across their respective outcomes, with Performance showing with the smaller mean relation ($\overline{\rho}$ = .10 vs. .19).

Plasticity. Table 29 presents results for Plasticity. Across variables, relations ranged from $\overline{\rho}$ = -.30 to .58; values at the first quartile, median, and third quartile were: $\overline{\rho}$s = .05, .12, and .22, respectively. The grand mean correlation was a small $\overline{\rho}$ = .13 (*SD* = .15); 54% of relations generalized. Key differences were found across meta-categories.

Well-Being. Results presented in Table 29 indicate that Plasticity had a moderate relation to Well-Being variables ($\overline{\rho}$ = .19, *SD* = .13, 54%). Slight differences were found across classes. The 24 attitudinal variables had a strong mean relation ($\overline{\rho}$ = .20, *SD* = .13, 38%), and the mean relation to the 13 behavioral variables was slightly weaker ($\overline{\rho}$ = .18,

SD = .11, 85%). The strongest moderation occurred across determinant subcategories. First, context had a meaningful effect. The mean domain-general relation was moderate-to-strong ($\overline{\rho}$ = .27, *SD* = .15, 50%), but the work-related mean was small ($\overline{\rho}$ = .17, *SD* = .11, 31%). Within this latter subcategory, valence showed further effects. The positively valenced variables had a moderate mean relation ($\overline{\rho}$ = .20, *SD* = .14, 33%), whereas the mean relation was small for variables with negative valence ($\overline{\rho}$ = .13, *SD* = .05, 29%).

Table 30 shows the top 25% of Well-Being variables with the strongest Plasticity relations. Variables include: Positive affect ($\overline{\rho}$ = .47), Quality of life ($\overline{\rho}$ = .43), Happiness ($\overline{\rho}$ = .40), Overall affect ($\overline{\rho}$ = .30), Work-nonwork spillover: Positive ($\overline{\rho}$ = .34), Burnout: Personal accomplishment ($\overline{\rho}$ = .32), Organizational commitment: General ($\overline{\rho}$ = .30), the coping variables of Secondary control: Cognitive restructuring ($\overline{\rho}$ = .31), as well as Primary control: Problem solving ($\overline{\rho}$ = .29), and Emotional social support ($\overline{\rho}$ = .28).

Performance. Plasticity had a small mean correlation to the 48 Performance variables ($\overline{\rho}$ = .16, *SD* = .13, 63%; see Table 29). The mean relation to the 39 behavioral variables was higher ($\overline{\rho}$ = .17, *SD* = .12, 69%) than the outcome variable mean ($\overline{\rho}$ = .12, *SD* = .17, 33%). The small mean outcome relation for applicants ($\overline{\rho}$ = .13, *SD* = .33, 67%) was marginally higher than the incumbent mean ($\overline{\rho}$ = .11, *SD* = .04, 17%). By contrast, performance domain had notable evidence of moderation. For academic performance, the mean relation was very weak ($\overline{\rho}$ = .05, *SD* = .11, 25%), whereas applicant ($\overline{\rho}$ = .27, *SD* = .17, 100%) and assessment center means were moderate-to-strong ($\overline{\rho}$ = .21, *SD* = .14, 83%). Finally, the mean job performance relation was a modest $\overline{\rho}$ = .15 (*SD* = .07, 65%).

Table 29 also presents the top 25% of Performance variables with the strongest Plasticity relations. Variables include the five assessment center performance variables of Drive ($\overline{\rho}$ = .58), Influencing others ($\overline{\rho}$ = .33), Organizing and planning ($\overline{\rho}$ = .23), Problem solving ($\overline{\rho}$ = .20), and Stress tolerance ($\overline{\rho}$ = .20), as well as Job search behavior ($\overline{\rho}$ = .45), Employment interview: Conventional/Low Structure ($\overline{\rho}$ = .27), Overall job performance of the Maximal, Typical, and general varieties ($\overline{\rho}$s = .36, .24, and .21, respectively), Teamwork ($\overline{\rho}$ = .19), and Organizational citizenship behavior: Change ($\overline{\rho}$ = .19).

Leadership. As Table 29 shows, the mean relation to Leadership variables was moderate ($\overline{\rho}$ = .20, *SD* = .12, 59%). Behavioral variables had a slightly weaker mean relation ($\overline{\rho}$ = .19, *SD* = .10) than the outcome variables mean ($\overline{\rho}$ = .20, *SD* = .16).

The top 25% of Leadership variables with the strongest relations to Plasticity include: Leadership emergence ($\overline{\rho}$ = .37), Leadership ($\overline{\rho}$ = .35), Leadership effectiveness ($\overline{\rho}$ = .31), and the Transformational leadership sub-dimensions of Inspirational motivation ($\overline{\rho}$ = .30) and Charisma ($\overline{\rho}$ = .29; see Table 30).

Counterproductivity. Results in Table 29 indicate that Plasticity had a nil mean relation to the 29 Counterproductivity variables ($\overline{\rho}$ = .03, *SD* = .11, 38%). Nil relations extended across the behavioral variable mean ($\overline{\rho}$ = .00, *SD* = .08, 33%), and the means of the contextual moderator of domain-general ($\overline{\rho}$ = .01, *SD* = .08, 40%) and work-related variables ($\overline{\rho}$ = -.03, *SD* = .08, 22%). By comparison, a small-to-moderate mean relation was found for the five outcome variables ($\overline{\rho}$ = .17, *SD* = .10, 60%).

Finally, Table 30 presents the top 25% of Counterproductivity variables with the strongest Plasticity relations. Variables include: General ($\overline{\rho}$ = .30), Vehicular ($\overline{\rho}$ = .25),

and Occupational Accidents ($\overline{\rho}$ = .16), Irresponsible behavior ($\overline{\rho}$ = -.17), Smoking ($\overline{\rho}$ = .13), High-risk sexual encounter ($\overline{\rho}$ = .11), and Procrastination ($\overline{\rho}$ = .11).

Overall, Figure 14 shows that Plasticity had moderate relations to Leadership and Well-Being variables ($\overline{\rho}$s = .20 and .19). Like Stability, Plasticity showed relatively more uniform relations across meta-categories' subcategories than its constituent traits of Extraversion and Openness/Intellect. For Leadership, both behaviors and outcomes had similarly robust relations. For Well-Being, Plasticity related strongest to domain-general attitudinal variables with positive valence, and engagement-related coping behaviors. Though the Performance mean relation was small ($\overline{\rho}$ = .16), domain acted as a key moderator. Specifically, the shorter-term, maximal effort, interpersonal impression focused domains of applicant and assessment center performance showed substantively stronger relations ($\overline{\rho}$s = .27 and .21, respectively) than the longer-term, typical effort, institutional performance domains of academic and job performance. Finally, despite a nil Counterproductivity relation, a small-to-moderate outcome effect was found ($\overline{\rho}$ = .17).

Study 2: Discussion

As in Study 1, the preceding focused on univariate metatrait relations. To allow for comparisons across metatraits, and to evaluate their hypothesized relations, Table 31 summarizes relations by meta-category, and Figures 15 to 18 visually depict relations.

Across variables, Stability showed a considerably stronger grand mean relation than Plasticity ($\overline{\rho}$s = .23 vs. .16). Both had generally moderate relations to Well-Being variables, which provided support for hypotheses. Stability had relatively stronger mean relations across subcategories, excepting behaviors. For both metatraits, domain-general

relations were stronger than work-related ones, and although valence showed the same interaction effect as at the Big Five-level, means for positively and negatively valenced variables were higher for Stability than for Plasticity (see Table 31 and Figure 15). Altogether, findings reflect the fact that both exploratory and integrative psychological processes and behaviors are required for successful environmental adaptation. Further, well-being perceptions may not only stem from goal-favorable circumstances, but also from positive appraisals of sufficient internal resources to achieve one's objectives.

Concerning the meta-category of Performance, both metatraits showed equivalent overall means ($\overline{\rho}$s = .16). Nevertheless, domain of performance showed a theoretically relevant moderator effect. Stability had relatively stronger relations to long-term, typical-effort, institutional performance (i.e., academic, job), but Plasticity had the preponderant effect for the short-term, maximal-effort, interpersonal impression performance classes of applicant, assessment center performance. Both metatraits had small outcome relations. However, Plasticity showed the stronger mean relation (see Table 31 and Figure 16).

Concerning Leadership, Plasticity had the strongest mean relation across all traits examined ($\overline{\rho}$ = .20), which supported hypotheses. Nevertheless, Stability, which included effects of Agreeableness and Conscientiousness, also had a robust, small-to-moderate relation ($\overline{\rho}$ = .18; see Table 31 and Figure 17). Due to metatraits' comparative relations across Performance and Leadership variables, questions of metatraits' relative predictive importance appear increasingly salient.

Finally, for the meta-category of Counterproductivity, Stability had the strongest mean zero-order relation across all traits examined ($\overline{\rho}$ = -.30). Results support hypotheses

and provide further evidence that low Stability appears to be the predominant trait-based predictor of Counterproductivity. However, a small-to-moderate mean Plasticity relation to outcome variables suggests that *low* Stability and *high* Plasticity may warrant future research (see Table 31 and Figure 18), as this profile may predispose individuals to counter-normative, deviant exploration resulting in unwanted outcomes (e.g., accidents).

In summary, Study 2 makes a major contribution to the literature by estimating, for the first time, nomological networks of external relations for metatrait Stability and Plasticity. Results largely corresponded to the behavioral meta-framework of Hirsh et al. (2009). Namely, Stability showed a strong negative mean relation to Counterproductivity variables, which reflects behavioral restraint *failure*. By comparison, Plasticity related to behavioral engagement variables (i.e., leadership, applicant and assessment center performance). Indeed, networks of attitudinal, behavioral, and outcome variables largely align with metatraits' hypothesized neurobiological underpinnings in serotonin (Stability) and dopamine (Plasticity), respectively (DeYoung, 2015). Nevertheless, relations of similar magnitudes for select categories (e.g., Performance outcomes) highlight the need for examining metatraits' relative performance. Hence, Study 3 was undertaken next.

Study 3: Multivariate Relations and Relative Importance Analyses

Study 3: Introduction

Studies 1 and 2 summarize univariate personality trait relations to consequential attitudes, behaviors, and outcomes that have been meta-analytically cumulated across the behavioral sciences. Despite these advances, a limitation of the preceding studies is their examination of traits' individual effects, rather than their collective impact. Humans are

complex beings whose constituent parts are systemically integrated into one coherent whole. Human behavior is similarly complex, and often the function of more than one determinant (Ahadi & Diener, 1989). Although the nature of univariate trait functioning is essential for understanding trait relations, this knowledge is incomplete outside of the context of all Big Five traits, and both metatraits, working together, as a set. As a result, to assess the summary contribution of both Big Five and metatrait models as systems of interrelated traits, a multiple-determinant approach was used. The purpose of Study 3 was to answer two research questions: (a) For which variables do both Big Five and metatrait models show the strongest multivariate relations, and (b) in this predictive context, which traits are relatively more important contributors?

Study 3: Method

Personality has weathered a history of criticism for purportedly "low validities" (e.g., Guion & Gottier, 1965; Mischel, 1968; Morgeson, Campion, Dipboye, Hollenbeck, Murphy, & Schmitt, 2007a; Morgeson, Campion, Dipboye, Hollenbeck, Murphy, & Schmitt, 2007b). Criticisms frequently focus on traits' univariate relations (or a mean or median relation) to a criterion of interest. However, these relations are misleading metrics of personality's summary importance. Instead, the appropriate index is the *multiple correlation*, which accounts for the simultaneous linear effects of all traits in predicting a criterion (Ones et al., 2007). It has also been argued that multiple R is preferable to the coefficient of determination (i.e., R^2) as an index of multivariate effects, because R^2 "may lead to interpretations that grossly underestimate the magnitude of a relation (Ozer, 1985, p. 307). Squaring a multiple correlation and reporting that it "only accounts for X% of the

variance" is a stock rhetorical trope aimed at summarily dismissing the meaningfulness of an actual effect (see Rosenthal, 1990). As a result, to provide the most appropriate and accurate summary index of personality's multivariate effects, multiple *R* was the focal coefficient of interest in Study 3.

Nevertheless, beyond matters of summary estimates, it was also necessary to examine the relative importance of traits within the context of simultaneous prediction. Multiple *R* can be hard to interpret outside the context of its contributing predictors, and not every trait is relevant for predicting every variable. Consequently, to answer the second questions about traits' relative importance to overall prediction, *dominance analysis* was used (Azen & Budescu, 2003; Budescu, 1993; Budescu & Azen, 2004).

Relative importance analysis. The relative importance of predictors in multiple regression is a simple question that can be challenging to answer. A variety of methods have been proposed to assess variable importance in linear regression, including the method associated with Hoffman (1960) and Pratt (1987), dominance analysis (Azen & Budescu, 2003; Budescu, 1993; Budescu & Azen, 2004), relative weights analysis (Johnson, 2000; Johnson & LeBreton, 2004), and various machine learning methods (see Grömping, 2009 for a review). These methods, to varying degrees, have been extended beyond linear regression to include a variety of multivariate procedures (e.g., Azen & Budescu, 2006; LeBreton, Hargis, Griepentrog, Oswald, & Ployhart, 2007). Germane to the study at hand, Johnson's (2000) relative weights method has seen a surge of research interest, especially in meta-analyses using regression to estimate the relative importance of personality traits (e.g., Chiaburu, Oh, Berry, Li, & Gardner, 2011; DeRue et al., 2011;

O'Boyle, Forsyth, Banks, Story, & White, 2014). Nevertheless, Thomas, Zumbo, Kwan, and Schweitzer (2014) demonstrate that relatively weights analysis is theoretically flawed and susceptible to materially distorted inferences (i.e., rank-order changes in relative weights) compared to dominance analysis, which the authors advocate (p. 336).

Dominance analysis. Dominance analysis is predicated on the goals of ranking predictors, scaling them in meaningful units, and relating scale values to overall measures of model fit in a descriptive fashion (Budescu, 1993). Procedures involve an examination of the variance accounted for R^2 for all possible subset regression models involving p-predictors. If a predictor, X_i, is unequivocally determined to be superior to a competing predictor, X_j, outperforming it in each of the $2^{(p-2)}$ subset regression models, this is referred to as *complete dominance* (Budescu, 1993). A slightly weaker definition is *conditional dominance*, which refers to the dominance, on average, of predictor X_i over X_j in each of the p-families of subset models containing the same number of predictors, k (where $k = 0, 1, 2, ..., p - 1$). However, because most researchers desire to rank order *all* p-predictors, Azen and Budescu (2003) proposed the criterion of *general dominance*, which involves the situation of predictor X_i outperforming its competitor, on average, in all of the p-families of subset models of the same size, k (where $k = 0, 1, 2, ..., p - 1$). Complete dominance implies conditional dominance, which, in turn, implies general dominance, but the converse is not necessarily true with $p \geq 3$ or predictors (Budescu & Azen, 2003). Dominance analysis results are informative and intuitive, and bootstrap methods can be used to assess the stability of results across repeated sampling. Overall, based on the goal of understanding traits' relative importance, the accuracy of dominance

analysis procedures (LeBreton et al., 2007), and the present uncertainty around relative weights analysis (Thomas et al., 2014), dominance analysis was selected as the best choice procedure for assessing traits' relative contribution to linear regression.

In summary, corrected intercorrelations and external relations for the Big Five and the metatraits were used as input in all multiple regression analyses. Tables 32 to 162 report results of Big Five and metatrait models for all variables examined. In each table, optimal regression weights, 95% confidence intervals, multiple R and R^2 values are reported for both trait models to facilitate comparisons. General dominance weights are also reported, and for interpretive ease, weights were rescaled by R^2 to sum to 1. Full output for all Big Five and metatrait model dominance analyses are found in Appendix E.

Study 3: Results

To answer questions about models' multivariate relations and relative importance for their respective traits, three tables and two figures were created for each model. As before, the first table and figure summarize models' relations by meta-category, and the third table lists the top 25% of the strongest multiple correlations for each meta-category; descriptive information about harmonic *k*s and *N*s are also provided. Between the first and third tables, a second table and figure containing information about traits' relative importance based on general dominance were added. Tables summarize unit-weighted[20] and optimally-weighted multiple correlations (cf. Ones et al., 2007), as well as the means and standard deviation of traits' relative importance across all meta-categories, for both

[20] Beyond its function as a metric for comparison, it is possible for the unit-weighted multiple R to be interpreted as a very rough estimate of GFP relations. However, caution is recommended in interpretation, because such estimates reflect a total of *eight* conceptually distinct sources of variance.

models. Big Five model results are presented in Tables 163 to 165 and Figures 19 and 20. Tables 166 to 168 and Figures 21 and 22 present metatrait model findings.

Empirical benchmarks. Table 163 presents Big Five multivariate results. As in Studies 1 and 2, empirical effect size benchmarks for interpreting the strength of Big Five multiple correlations were computed. Relations ranged from R = .141 to .872; first quartile, median, and third quartile values were: Rs = .265, .353, and .441, respectively. The overall grand mean correlation was a moderate $\overline{R}$ = .368 (*SD* = .14). The preceding was used to create four categories for interpreting findings. Multiple correlations ranging from .00 to .27 (i.e., Quartile 1) were considered *weak*, correlations that ranged from .28 to .35 (i.e., Median) were considered *small*, correlations ranging from .36 to .45 (i.e., Quartile 3) were considered *moderate*, and correlations > .45 were considered *strong*. As with the individual Big Five traits, differences in multivariate effects were observed across the four meta-categories.

Big Five model. Table 164 shows that the relative importance of the Big Five across variables was comparable for Conscientiousness (*M* = .27, *SD* = .21), Emotional Stability (*M* = .22, *SD* = .23), Agreeableness (*M* = .20, *SD* = .20), and Extraversion (*M* = .20, *SD* = .17). Openness/Intellect, by contrast, was less important (*M* = .12, *SD* = .13).

Well-Being. The Big Five had a strong moderate mean multiple correlation of $\overline{R}$ = .408 (*SD* = .15) to the 37 variables constituting the first meta-category (see Table 163 and Figure 19). Differences were found between the mean correlation of the 24 attitudinal variables ($\overline{R}$ = .458, *SD* = .15) and the mean of the 13 behavioral variables ($\overline{R}$ = .316, *SD* = .10). Context moderated relations. The mean domain-general relation was very strong

($\overline{R}$ = .599, *SD* = .18). By comparison, work-related variables had a more moderate mean multiple correlation ($\overline{R}$ = .388, *SD* = .08). Valence acted as a slight moderator. The variables with a positive valence had a moderate mean $\overline{R}$ = .388 (*SD* = .08), and variables with negative valence had a slightly weaker, yet moderate, mean $\overline{R}$ = .416 (*SD* = .07).

Emotional Stability (*M* = .35, *SD* = .27) and Extraversion (*M* = .24, *SD* = .20) were two most relatively important predictors of Well-Being variables (59% total), which supported hypotheses. Conscientiousness was the third most important predictor (*M* = .19, *SD* = .15; see Table 164 and Figure 20). This pattern of relative importance was preserved across domain-general attitudes (ES = .53, EX = .19, and C = .14), whereas Agreeableness was relatively more important for work-related variables (ES = .41, A = .18, and C = .17). Valence acted as a further moderator of relative importance for work variables. For variables with positive valence, Extraversion was the predominant predictor (*M* = .27, *SD* = .10; ES = .23, A = .22). By comparison, Emotional Stability dominated variance for negatively valenced variables (*M* = .65, *SD* = .14; C = .16, A = .12). Finally, for behaviors, Extraversion (*M* = .36, *SD* = .24), Conscientiousness (*M* = .24, *SD* = .20), and Emotional Stability (*M* = .16, *SD* = .18) were the most important.

Table 165 shows the top 25% of Well-Being variables with the strongest multiple correlations to the Big Five model. Variables include: Quality of life (*R* = .786), Overall affect (*R* = .781), Negative affect (lack of; *R* = .729), Happiness (*R* = .664), Positive affect (*R* = .591), Life satisfaction (*R* = .552), Burnout: Emotional exhaustion (lack of; *R* = .517), and Primary control: Problem solving (*R* = .486). Patterns of relative importance

generally reflect the primacy of Emotional Stability, and the secondary importance of Extraversion and Conscientiousness, for contributing to Well-Being variables.

Performance. The Big Five model had a small mean multiple correlation ($\overline{R}$ = .321 (*SD* = .13) to the 48 Performance variables. The multiple correlation for behavioral variables ($\overline{R}$ = .336, *SD* = .12) was appreciably stronger than the smaller mean for the outcome variables ($\overline{R}$ = .253, *SD* = .13). Performance domain showed little evidence of moderation. The 20 job performance variables ($\overline{R}$ = .325, *SD* = .10) had the weakest multiple correlation, the three applicant variables showed the strongest ($\overline{R}$ = .385, *SD* = .21), and the assessment center ($\overline{R}$ = .340, *SD* = .16) and academic ($\overline{R}$ = .346, *SD* = .06) means fell in between. Outcome relations, by contrast, differed notably across applicants ($\overline{R}$ = .310, *SD* = .23) and incumbents ($\overline{R}$ = .224, *SD* = .05; see Table 163 and Figure 19).

For Performance, Conscientiousness (*M* = .34, *SD* = .24) was relatively the most important contributor to overall prediction, followed by Extraversion (*M* = .24, *SD* = .20) and Agreeableness (*M* = .24, *SD* = .20; Table 164 and Figure 20). Relative to the more *intra*personal traits of Emotional Stability and Openness/Intellect, Conscientiousness, Extraversion, and Agreeableness are more visible *inter*personal traits (cf. Connelly & Ones, 2001). It should come as little surprise then that these traits were more important contributors to Performance variable variance (70% total). This pattern of relative rank-order importance was preserved for behaviors and outcomes, including subcategories of applicant and incumbent outcomes. However, notable differences were found across performance domains. The domain of job performance mostly followed the general trend,

except for a few minor differences. Although Conscientiousness remained the principle source (M = .39, SD = .21), Agreeableness was a relatively more important predictor (M = .19, SD = .20) than Extraversion (M = .15, SD = .14). By comparison, for academic performance, Conscientiousness dominated (M = .64, SD = .12) and Openness/Intellect was a relatively minor secondary contributor (M = .13, SD = .09). For domains focused on interpersonal impressions formation, Conscientiousness was slightly more important than Extraversion (Ms = .37 vs. .33) for applicant performance, and Openness/Intellect rounded out the top-three (M = .12). In contrast, for assessment center performance, Conscientiousness did not even make the list. Instead, Openness/Intellect (M = .26, SD = .23), Extraversion (M = .23, SD = .18), and Agreeableness were (M = .20, SD = .18) the three relatively important trait predictors (see Table 164 and Figure 20).

Table 165 also presents the top 25% of Performance variables with the strongest Big Five model relations. Variables include the assessment center dimensions of Drive (R = .630), Stress tolerance (R = .628), Influencing others (R = .438), Job search behavior (R = .611), Creativity (R = .588), Educational success (R = .439), Transfer of training (R = .408), Teamwork (R = .372), Contextual performance (R = .421), as well as Maximal (R = .486), Typical (R = .442), and Overall Job Performance (R = .364). In general, results reflect the variability in relative importance across Conscientiousness and Extraversion in predicting performance-relevant variables.

Leadership. The mean Big Five model multiple correlation to the 17 Leadership variables was small ($\overline{R}$ = .325, SD = .11). Some evidence of moderation was found across

classes. Outcomes showed a slightly stronger mean multiple correlation ($\overline{R}$ = .355, *SD* = .13) than did mean for behaviors ($\overline{R}$ = .309, *SD* = .09; see Table 163 and Figure 19).

For Leadership, Agreeableness (*M* = .30, *SD* = .25) was the most important predictor relatively, followed by Extraversion (*M* = .26, *SD* = .14) and Conscientiousness (*M* = .21, *SD* = .19, 76% total; see Table 164 and Figure 20). This rank-order importance pattern was the same for behaviors (A = .35, EX = .28, C = .14), but Conscientiousness moved to the forefront for predicting outcomes (C = .33, EX = .21, A = .21).

Table 165 presents the top 25% of Leadership variables with the strongest Big Five relations. Variables include: Leadership emergence (*R* = .513), Consideration (*R* = .464), Leadership (*R* = .461), Leadership effectiveness: Group performance (*R* = .381), and Transformational leadership: Inspirational motivation (*R* = .376). Overall, relations reflect Extraversion's importance, as well as the differing importance Agreeableness and Conscientiousness, across behavioral and outcome variables, respectively.

Counterproductivity. The Big Five model showed a moderate-to-strong mean multiple correlation to the 29 variables in the Counterproductivity meta-category ($\overline{R}$ = .419, *SD* = .13; see Table 163 and Figure 19). The average relation of the 24 behavior variables was slightly smaller than to the overall multiple correlation, whereas the mean correlation for the outcome variables was incrementally smaller ($\overline{R}$ = .387, *SD* = .12). Context moderated behavioral relations. The mean multiple correlation of domain-general variables was moderate in magnitude ($\overline{R}$ = .406, *SD* = .09), whereas the mean relation to the nine work-related variables was stronger ($\overline{R}$ = .457, *SD* = .19).

Agreeableness (*M* = .29, *SD* = .24) was the most important relative predictor of Counterproductivity variables, followed its associated traits of Conscientiousness (*M* = .28, *SD* = .20), and Emotional Stability (*M* = .24, *SD* = .28, 81% total; see Table 164 and Figure 20). Although this pattern was observed across behaviors, context moderated the rank-order of relative importance. For domain-general behaviors, Emotional Stability (*M* = .38, *SD* = .33) was most important, followed by Agreeableness (*M* = .32, *SD* = .27) and Conscientiousness (*M* = .17, *SD* = .14). For work-related variables, Conscientiousness was the predominant contributor (*M* = .45, *SD* = .22), followed by Agreeableness (*M* = .28, *SD* = .23), and Emotional Stability (*M* = .10, *SD* = .06). For outcome variables, Conscientiousness was the predominant contributor (*M* = .30, *SD* = .07), followed by Openness/Intellect (*M* = .23, *SD* = .16), and Extraversion (*M* = .20, *SD* = .19).

Table 165 also presents the top 25% of Counterproductivity variables with the strongest Big Five relation, including: Procrastination (*R* = .872), disengagement-based coping behaviors of Negative emotion focus (*R* = .576) and Withdrawal (*R* = .504), Antisocial behavior (*R* = .543), General (*R* = .526), and Vehicular Accidents (*R* = .490), and both Interpersonal and General Counterproductive work behaviors (*Rs* = .522 and .517). In general, relative importance results reflect metatrait Stability as manifested in its constituent traits, and the role of Openness/Intellect for Counterproductivity outcomes.

Empirical benchmarks. Table 166 presents metatrait model results. Relations ranged from *R* = .056 to .708. First quartile, median, and third quartile values were: *R*s = .180, .276, and .371, respectively. The grand mean correlation was small ($\overline{R}$ = .287, *SD* = .13). As before, the preceding values were used to create four categories for interpreting

metatrait findings. Multiple correlations ranging from .00 to .27 (i.e., Quartile 1) were considered *weak*, correlations that ranged from .28 to .35 (i.e., Median) were considered *small*, correlations ranging from .36 to .45 (i.e., Quartile 3) were considered *moderate*, and correlations > .45 were considered *strong*.

Metatrait model. Overall, Stability was a relatively more important predictor (*M* = .62, *SD* = .31) than Plasticity (*M* = .38, *SD* = .31; see Table 167 and Figure 21). Like the Big Five model, differences were found across meta-categories.

Well-Being. Results presented in Table 166 and in Figure 21 indicate that the metatrait model had a moderate mean multiple correlation to Well-Being ($\overline{R}$ = .337, *SD* = .14). Differences were found across classes; the 24 attitude variables had a strong mean ($\overline{R}$ = .393, *SD* = .13), but the mean correlation for the 13 behavioral variables was small ($\overline{R}$ = .234, *SD* = .08). The strongest moderator evidence occurred in subcategories. First, context showed a substantive effect. The domain-general mean was very strong ($\overline{R}$ = .503, *SD* = .14), whereas the work-related mean was moderate ($\overline{R}$ = .338, *SD* = .09). Within this latter subcategory, valence showed further, albeit smaller, moderator effects. Positively valenced variables had a moderate mean ($\overline{R}$ = .320, *SD* = .11), but the mean correlation was slightly larger for the negatively valenced variables ($\overline{R}$ = .361, *SD* = .06).

Table 167 and Figure 22 show the relative importance of the two metatraits for Well-Being variables. Overall, Stability was a relatively more important predictor (*M* = .61, *SD* = .32) than Plasticity (*M* = .39, *SD* = .32). Rank-order importance was preserved across all variables, except for behaviors, for which Plasticity was the major predictor

(*M*s = .65 vs. .35). Plasticity was a also relatively more important secondary predictor of work-related variables with positive valence (*M* = .40, *SD* = .29).

Table 168 shows the top 25% of Well-Being variables with the strongest metatrait model relations, including: Quality of life (*R* = .708), Happiness (*R* = .591), Overall affect (*R* = .565), Negative affect (lack of; *R* = .545), Positive affect (*R* = .524), the two Burnout variables of Personal accomplishment (*R* = .471) and Depersonalization (Lack of; *R* = .453), and Life satisfaction (*R* = .439). Overall, relative weights highlight the primacy of Stability for Well-Being variables.

Performance. The metatrait model had a small mean multiple correlation to the 48 Performance variables ($\overline{R}$ = .233, *SD* = .12). The mean relation to the 39 behavioral performance variables was higher ($\overline{R}$ = .247, *SD* = .11) than the comparatively smaller mean outcome correlation ($\overline{R}$ = .174, *SD* = .14). The moderate mean outcome correlation for applicants ($\overline{R}$ = .254, *SD* = .23) was appreciably stronger than the smaller incumbent mean ($\overline{R}$ = .134, *SD* = .06). The moderator of performance domain also showed notable effects. For academic performance, the mean correlation was the weakest ($\overline{R}$ = .193, *SD* = .06), mean multiple correlations for job ($\overline{R}$ = .245, *SD* = .06) and assessment center performance variables ($\overline{R}$ = .253, *SD* = .16) were more moderate, and the applicant performance mean was the strongest ($\overline{R}$ = .309, *SD* = .18; see Table 166 and Figure 21).

Table 167 and Figure 22 present relative importance analyses for Performance variables. Overall, Stability was the marginally more important predictor (*M* = .52, *SD* = .33). However, domain of performance moderated effects across behavioral variables.

Plasticity was the relatively more important predictor of applicant and assessment center performance variables (*M*s = .59 and .69, respectively), whereas Stability was the chief predictor of academic and job performance variables (*M*s = .80 and .65, respectively). Plasticity was also the relatively more important predictor of Performance outcomes (*M* = .60, *SD* = .32). Although the metatraits split the difference for applicant outcomes (S = .51, P = .49), Plasticity dominated the variance for incumbents (*M* = .65, *SD* = .29;).

Table 168 also presents the top 25% of Performance variables with the strongest metatrait model relations. Variables include the assessment center dimensions of Drive (*R* = .605), Stress tolerance (*R* = .473), and Consideration of others (*R* = .288), Job search behavior (*R* = .472), Teamwork (*R* = .351), Contextual performance (*R* = .342), Employment interview: Conventional/Low Structure (*R* = .332), as well as Maximal (*R* = .371) and Overall Job Performance (*R* = .323), Overall job performance: Peer-ratings (*R* = .313), and Educational success (*R* = .279). Relative importance weights largely reflect performance domain (i.e., impression vs. institutional performance goals).

Leadership. As Table 166 and Figure 21 show, the mean multiple correlation to Leadership variables was small ($\overline{R}$ = .244, *SD* = .11). Behaviors had slightly weaker mean relations ($\overline{R}$ = .237, *SD* = .09) than did outcome variables ($\overline{R}$ = .256, *SD* = .15).

Overall, metatraits' relative importance for predicting Leadership variables was equal. Plasticity contributed slightly more toward leadership behaviors (*M* = .51, *SD* = .25), and Stability to outcomes (*M* = .53, *SD* = .32; see Table 167 and Figure 22).

The top 25% of Leadership variables with the strongest relations to metatrait models include Leadership emergence (*R* = .407), Leadership (*R* = .388), Leadership

effectiveness (R = .359), Consideration (R = .356), and Transformational leadership (R = .329; see Table 168). Results of relative weights analysis reflect a balanced contribution.

Counterproductivity. Results in Table 166 and Figure 21 show that the metatrait model had a moderate mean multiple correlation to the 29 Counterproductivity variables ($\overline{R}$ = .338, SD = .11). The mean relation for outcome variables ($\overline{R}$ = .355, SD = .12) was slightly stronger than the behavioral variable mean ($\overline{R}$ = .335, SD = .11). Work-related behavioral variables had a somewhat higher mean relation ($\overline{R}$ = .361, SD = .15) compared to their domain-general variable counterparts ($\overline{R}$ = .319, SD = .08).

Concerning relative importance, results were clear that Stability is the principal predictor of Counterproductivity variables (M = .85, SD = .16). Rank-order dominance was preserved down through the subcategories. Nevertheless, Plasticity was of relatively more secondary importance for outcomes (M = .41, SD = .17; Table 167 and Figure 22).

Finally, Table 168 presents the top 25% of Counterproductivity variables with the strongest metatrait model relations, including: Procrastination (R = .607), General (R = .489) and Vehicular Accidents (R = .446), Antisocial behavior (R = .476), and Counterproductive work behaviors of General, Organizational, and Interpersonal varieties (Rs = .494, .455, and .432, respectively), and substance use coping (R = .412). Results of relative importance analysis illustrate the primacy of Stability, but also the secondary contribution of Plasticity, to predicting outcomes of Counterproductivity.

Study 3: Discussion

Questions of the summary importance of personality traits for predicting and/or explaining variables of interest cannot be appropriately or sufficiently answered without

examining all contributing traits simultaneously. However, beyond indices of summary importance, it is also useful to examine the relative contribution of each trait to overall prediction. The multiple correlation can be difficult to interpret outside the context of its constitute parts, and not every trait predicts every variable. Thus, Study 3 used multiple regression and relative importance analyses, based on general dominance analyses, for all variables using Big Five and metatrait models.

As for overall predictive effects, models showed small-to-moderate multiple correlations to Performance and Leadership variables, but relatively stronger relations to Well-Being and Counterproductivity variables. Naturally, effects were weaker for the metatrait model vis-à-vis the Big Five model, which reflects a loss of information via aggregation, and, as a result, may underestimate metatrait effects. Nevertheless, both models contributed sizable variance to predicting and explaining variables across all four meta-categories: Well-Being (Rs = .408 and .337), Performance (Rs = .321 and .233), Leadership (Rs = .325 and .244), and Counterproductivity (Rs = .425 and .344). Although results are useful, they do not enable direct comparisons of models' relative predictive efficiency. However, results presented in Tables 169 and 170 facilitate such comparisons. In addition, Figure 23 shows comparative model results across meta-categories.

Table 169 presents the ratios of adjusted R^2's for the metatrait model (i.e., the restricted model) to adjusted R^2's for the Big Five model (i.e., the full model). Adjusted R^2 values were used because they account for the differing numbers of predictors in the respective models. Concerning interpretation, as ratios approach 1, results favor the metatrait model as the more parsimonious predictive model. Findings indicate that the

grand mean adjusted R^2 ratio was 63% (*SD* = 24), but ratios ranged widely (6% to 100%). Values at the first quartile, median, and third quartile were: 48%, 65%, and 82%. Overall, findings generally favored the predictive efficiency of the Big Five model. However, Well-Being attitudes (75%) and Counterproductivity outcomes (82%) had relatively high ratios. Nevertheless, when specific variables were examined, results were more revealing.

Table 170 presents results of the top 25% strongest adjusted R^2 ratios for all four meta-categories. Results indicate that ratios for number of key variables approached (or exceeded) 90%, which indicates that the more parsimonious metatrait model was nearly as predictively useful as the Big Five model. Variables included: Burnout: Personal accomplishment and Organizational commitment (Well-Being), Employment interview: Conventional/Low Structure and Organizational citizenship behavior: Aggregate (Performance), Leadership effectiveness and Transformational leadership (Leadership), and Counterproductive work behavior and Accidents (Counterproductivity). Altogether, results show that personality, when conceptualized and operationalized as an interrelated system of traits, contributes sizeable and substantive variance to predicting consequential criteria. Though the Big Five model was a better general predictor across variables, the metatrait model was approximately as useful for select categories of Well-Being and Counterproductivity variables, and even more so for specific individual variables.

Concerning relative importance, two findings are noteworthy. First, for the Big Five, general dominance weights indicated that the primary trait predictor, across meta-category means, contributed approximately 33% of the variance (Well-Being = 35%, Performance = 34%, Leadership = 30%, Counterproductivity = 28%). By comparison,

two traits accounted for *more than half* (56%) of the total variance (Well-Being = 59%, Performance = 53%, Leadership = 56%, Counterproductivity = 57%). Finally, the added contribution of a third trait accounted for 76% (Well-Being = 78%, Performance = 70%, Leadership = 76%, Counterproductivity = 81%). Findings indicate that, although the consequential variables examined are complex and multiply determined (Ahadi & Diener, 1989), most accountable variance was largely explainable by two or three traits.

A second finding is that zero-order correlations tended to be reasonably accurate indicators of traits' relative importance—at least for the top two or three trait predictors. This result is may be attributable to the relatively modest multicollinearity among Big Five traits. That said, Emotional Stability and Extraversion were the two most relatively important predictors of Well-Being variables, and Stability's constituent traits were all approximately equal contributors to Counterproductivity prediction. This latter finding provides further evidence still that Stability is the predominant trait-based predictor of Counterproductivity. Univariate relations also reflected traits' rank-order relative importance for Performance variables. Though Conscientiousness was decidedly primary, domain of performance moderated the relative importance of the secondary predictors. Extraversion and Openness/Intellect (i.e., Plasticity) were relatively more important predictors of performance based on making interpersonal impressions (i.e., applicant, assessment center), whereas the two domains of institutional performance had distinct secondary predictors: Openness/Intellect was relevant for academic (i.e., *intellectual* engagement) and Agreeableness for job performance (i.e., *interpersonal* engagement).

By comparison, univariate relations were poorer indicators of relative Big Five importance for Leadership variables. Extraversion was of secondary importance, and Agreeableness and Conscientiousness alternated between first and third positions, for leadership behaviors and outcomes, respectively (cf. Dilchert, 2007). This surprising finding, in addition to the seemingly ignorable fourth-most-relatively-important influence of Openness/Intellect, could be misinterpreted, if it were not for the hypothesized effect of Plasticity ($\overline{\rho}$ = .20). Instead, by examining both Big Five and metatrait models, the true state of affairs was made manifest: at the Big Five level, metatrait Plasticity's effects were distributed across both of its constituent traits for predicting leadership.

General Discussion

Personality has consequences (Ozer & Benet-Martinez, 2006). Following the emergence of and scholarly convergence around the FFM some 35 years ago, research interest in personality traits has exploded across the behavioral sciences. Meta-analyses examining Big Five trait relations so proliferated that a second-order review was needed. The purpose of this dissertation was to understand personality and its impacts across the behavioral sciences by conducting a quantitative review of meta-analytic findings. To do so, the largest meta-analytic database of Big Five relations was assembled. Data were gathered from an exhaustive search (as of July 2016) of 167 published Big Five meta-analyses, which reported empirical relations to some 712 unique correlate, behavioral, and outcome variables. A multi-hurdle selection process was used to screen available variables for inclusion in final analyses. To qualify for inclusion, a variable had to (a) report sufficient information for analysis, (b) use self-report Big Five ratings (c) to

predict a consequential (non-clinical) criterion variable that (d) permitted inferences to the general population, (e) and be sourced from an independent meta-analysis.

After culling eligible variables, an inductive, content-based coding procedure was used to organize the 131 final variables into a set of general, yet theoretically meaningful, meta-categories: Well-Being, Performance, Leadership, and Counterproductivity. Further relevant subcategories (e.g., context, variable class) were also specified. Meta-categories were conceptually defined in terms of their goal-relevant content, and Cybernetic Big Five Theory (DeYoung, 2015) was used to generate hypotheses about trait relations. A series of studies were used to test hypotheses, and to explore four research questions.

To integrate findings, these four research questions are now revisited. Namely, (a) for which variables do (a) the Big Five traits and (b) the two metatraits show the strongest *univariate* relations (Studies 1 and 2), (c) for which variables do both trait models show the strongest *multivariate* relations, and (d) in this context of multiple prediction, which traits are *relatively more important contributors* to overall prediction (Study 3)?

Univariate Relations of the Big Five

Study 1 tested hypotheses and examined questions about univariate relations of the Big Five traits. Before detailing specific findings, three general contributions of the study are noteworthy. First, by correcting estimates from existing meta-analyses for statistical artifacts (e.g., measurement error) using a common set of psychometric meta-analysis procedures (Hunter & Schmidt, 2004), results reflect more accurate parameter estimates of personality traits' construct-level external relations. This contribution is non-trivial because a substantial number of contributing meta-analyses failed to account for

these artifactual sources of error. Second, this study reports an extensive set of results using second-order meta-analysis (Schmidt & Oh, 2014). By combining independent and non-redundant meta-analyses for 20 variables, results consist of new knowledge and provide the most precise parameter estimates yet for variables' respective trait relations. The third contribution is the development of empirical effect size benchmarks for the Big Five traits' univariate relations. Benchmarks offer a value-specific referential context (Bosco et al., 2015), which will enable future scholars to interpret the relative magnitudes of Big Five relations. Beyond these contributions, hypotheses were tested and new information was generated for each Big Five trait. Key findings are summarized below.

Emotional Stability. According to CB5T, the cybernetic function of Neuroticism (the opposite pole of Emotional Stability) is to trigger defensive responses to real or perceived uncertainty, threat, or punishment. Negative emotions serve as warning signals that progress toward desired goals may be threatened, or has failed (DeYoung, 2015). By contrast, the absence of such emotions may indicate external circumstances that are either non-goal-threatening, or an appraisal of adequate internal resources to achieve one's ends. Accordingly, Emotional Stability was hypothesized to have the strongest relation, among all traits examined, to Well-Being variables; findings supported this hypothesis ($\overline{\rho}$ = .24). However, results of moderator analyses showed relations were attributable to attitudinal (i.e., determinant) variables, rather than their behavioral counterparts ($\overline{\rho}$s = .36 vs. .03). Of attitudes, domain-general ($\overline{\rho}$ = .51) and negatively valenced work-related variables ($\overline{\rho}$ = .39) showed the strongest mean relations. Put simply, Emotional Stability was strongly linked to detecting (and/or determining?) adverse and negative circumstances across life

domains. Regarding other relations, Emotional Stability had moderate negative relations to Counterproductivity variables ($\overline{\rho}$ = -.21), and showed modest relations to behaviors in both the Performance and Leadership meta-categories. Altogether, findings reflect the primacy of Emotional Stability, which is a less interpersonally visible trait (Connelly & Ones, 201) for predicting intrapersonal attitudinal variables, especially those reflecting goal threats. However, the absence of negative emotion also appears to act as a small, yet robust, predictor of desirable behaviors across the remaining three meta-categories.

Agreeableness. Like Emotional Stability, Agreeableness also showed moderate relations to attitudinal Well-Being variables ($\overline{\rho}$ = .23), and moderate negative relations to Counterproductivity variables ($\overline{\rho}$ = -.22). Results supported the hypothesized relation to Leadership variables, particularly leadership behaviors ($\overline{\rho}$ = .18), which reflect behavioral role modeling and individualized consideration of others. General findings across meta-categories, and more specific relations (e.g., Teamwork, a lack of Aggression) correspond to Agreeableness' function of promoting altruism, goal-coordination, and cooperation with others (DeYoung, 2015). Agreeableness, in short, matters for variables that involve "*getting along*" with others (Hogan & Holland, 2003), but also *helping others get along*. That said, it is also noteworthy that the trait had a nil mean relation to variables reflecting extrinsic career success (e.g., Incumbent outcomes). As such, this relation may reflect the familiar truism that "nice guys finish last" (cf. Judge, Livingston, & Hurst, 2012).

Conscientiousness. Conscientiousness showed the strongest grand mean relation among Big Five traits across variables ($\overline{\rho}$ = .19). Indeed, correlations of monotonously moderate magnitudes across meta-categories, subcategories, and variables—88% of

which generalized (!)—are a striking testament to the centrality of Conscientiousness to various domains of consequential human endeavors. Results should not come as much of a surprise, considering the goal-contents of the meta-categories, and Conscientiousness' CB5T-related function of protecting non-immediate or abstract goals and strategies from disruption (DeYoung, 2015). As hypothesized, Conscientiousness showed the strongest relations to Performance variables ($\overline{\rho}$ = .17), especially variables reflecting longer-term, typical-effort, reliable performance that contributes to institutional goals (i.e., academic, job performance). The capacity to successfully accomplish goals and "get things done" is also reflected in Conscientiousness' positive relations to indicators of "getting ahead" at work via successful goal completion (e.g., Incumbent and Leadership outcomes).

Extraversion. The cybernetic function of Extraversion is behavioral exploration and engagement with specific rewards (i.e., goals to approach; DeYoung, 2015). CB5T also specifies that functions associated with sub-factor traits of Extraversion correspond to sensitivities to two different types of rewards. Certain tendencies are associated with *wanting*, and with the incentive desire and energy to go out and get external rewards. Other tendencies reflect *liking*, or experientially enjoying actual or imagined goal attainment (DeYoung, 2013). Further, Extraversion is fundamentally interpersonal. This interpersonal orientation reflects that fact that other people frequently possess, or are instrumental to acquiring, rewards that people high in Extraversion want. It also reflects the fact that social interaction can be a positive and rewarding experience in and of itself. These trait functions are evident in Extraversion's notable relations to Leadership, as well as to variables comprising certain subcategories of Well-Being (i.e., positively valenced

attitudes, adaptive coping behaviors). Finally, it is worth noting that Extraversion showed uniformly small-to-moderate relations to outcomes: Applicant outcomes, Incumbents outcomes, and Leadership outcomes. Thus, Extraversion not only reflects exploration and engagement with specific rewards, but also proficiency in acquiring them. Interestingly, these findings are at odds with claims of recent popular discussions about the power of introversion (Cain, 2013). In view of this evidence to the contrary, a reasonable response to introversion assertions may be a combination of skepticism paired with more nuanced studies focusing on uncovering real and *replicable* moderators (e.g., job type, contexts) of the relation between the Introversion/Extraversion dimension and the criterion of interest.

Openness/Intellect. In contrast to its Big Five counterparts, Openness/Intellect had relatively weak relations to variables across meta-categories. In fact, its strongest three relations (i.e., applicant and assessment center performance, Counterproductivity outcomes) appear to be properly attributable to Plasticity, as its higher-order influence is distributed across its constituent trait. Nevertheless, this should not be misinterpreted to mean that Openness/Intellect does not matter for prediction. Instead, it is should be recalled that the trait's cybernetic function is cognitive exploration and engagement with information. These functions are relatively poorly represented in the goal-contents of the four meta-categories (excepting academic performance, where Openness/Intellect is trait of secondary predictive import). A final consideration is that the construct domain itself is somewhat of a portmanteau of its two sub-factor aspects, Openness and Intellect. As a result, future investigations of Openness/Intellect's consequential validity would be best undertaken using theoretically aligned criteria, and by assessing its two aspects separately

(e.g., DeYoung, 2007). Indeed, what might on the surface appear to be a negligible effect for Openness/Intellect might, in truth, reflect differential aspect relations that partially cancel out in overall scores (cf. Connelly et al., 2013; Kaufman et al., 2015).

Univariate Relations of the Metatraits

Like its predecessor, Study 2 also tested hypotheses and explored equations about the univariate relations of the two metatraits. Study 2 presents one of this dissertation's most important contributions to the literature. Using the theory of composites (Ghisseli et al., 1981) to create estimates of the metatraits from their constituent Big Five traits, and by forming composites from traits' meta-analytic external relations, Study 2 reports the largest and most comprehensive nomological networks of metatraits' external relations anywhere. Indeed, the body of findings developed over 35 years of Big Five scholarship, including thousands of studies and more than 100 meta-analyses, has now been applied to metatraits virtually instantly. The added benefit of empirical effect size benchmarks for the metatrait acts as a useful interpretive context for understanding their univariate relations. In short, findings are immensely informative for theory, research, and practice, and promise to be highly generative. The most notable findings are summarized below.

Stability. CB5T posits that cybernetic systems must not only be able to maintain stable goal-directed functioning, but they must also be sufficiently plastic to adapt to changing and unpredictable environments. The first function is linked to Stability, which is tasked with the role of preserving the overall coherence and integrity of the cybernetic system by protecting its various goals, strategies, and interpretations, from disruptive impulses (DeYoung, 2015). It is further posited that variation in Stability is partially

attributable to serotonin, a neurotransmitter associated with impulse suppression (Gray & McNaughton, 2000), goal-related psychological functioning (Carver et al, 2008), and perceptions of general wellness (Hirsh et al., 2009). Like its associated factor-level trait of Conscientiousness, the uniformity of Stability's moderate, even moderate-to-strong, consequential relations, is striking. Also striking is its grand mean correlation of $\overline{\rho}$ = .23. In fact, Stability seems to predict *everything*, and, on average, it does so notably well. In view of these empirical relations, it is understandable why Stability has been linked to socialization theories (Digman, 1997). Individuals who can psychologically unite their various roles, responsibilities, goals, and constraints, *and* demonstrate emotionally stable, cooperative, and reliable behavior toward others, such persons would rightly be described as integrated—and readily integrable into key social institutions (e.g., family, religious communities; Lodi-Smith & Roberts, 2007). Theoretical functions and empirical relations better explain the operation of the apparently very aptly named, integrity tests (Ones et al., 1993). Such tests, as well as other criterion oriented personality scales, are saturated with Stability variance. Not only are these scales strong performance predictors, but they are even better predictors of deviance (Ones & Viswesvaran, 2001). And that is precisely what was observed for Counterproductivity variables. Together, theory, existing evidence, and current results unanimously point to low Stability as the chief trait-based source of behaviors and outcomes that reflect social and moral impairment, and detract from individual and social goals and wellness.

Plasticity. Like Stability, CB5T posits a neurobiological basis for Plasticity. The metatrait is linked to dopamine, which is associated with motivation to seek out rewards

and information (DeYoung, 2013). Regarding its cybernetic functions, Plasticity reflects individual differences in basic tendencies for exploration and engagement with positive possibilities inherent in any unpredictable or unknown situation, as well as the ability to adapt to the environment by creating new goals and strategies (DeYoung, 2015). Other evidence indicates that Plasticity is associated with interpersonal proficiency and the ability to achieve status in social hierarchies (Gangestad & Snyder, 2000; Wilmot et al., under review). Theoretical and empirical relations led to the hypothesis that Plasticity would be the strongest predictor of leadership, a criterion which involves a motivation for change, as well as the capacity to conceptualize and communicate a desired goal in such a way that it inspires others to take collective action (Campbell, 2013b). Results supported this hypothesis ($\overline{\rho}$ = .20). A related finding was the moderator effect of performance domain. Plasticity had striking relations to applicant and assessment center performance, and the goal-contents of these domains offers a parsimonious explanation. Both domains involve relatively short-term, maximal-performance episodes, the overall goal of which is to influence the impressions of evaluators. "Getting noticed" matters in these contexts, because assessment centers are commonly used, although not exclusively, in managerial selection (Hoffman et al., 2015; Meriac, 2008). Taken together, Plasticity was linked to leadership, proficiency in influence and making interpersonal impressions, and, as relations to Performance and Leadership outcomes show, the ability to "get ahead".

Multivariate Relations and Relative Importance Analyses

Humans are complex beings whose diverse members are systemically integrated into a coherent whole. Similarly, though univariate Big Five and metatrait functioning is

essential for understanding personality's impact, this knowledge is incomplete outside of the context of all Big Five traits, and both metatraits, respectively, working together. As a result, Study 3 conceptualized both as systems of interrelated traits, and operationalized them accordingly. Results provided summary estimates of the validity of personality in the most appropriate metric, multiple *R* (Ozer, 1985). Overall, models contributed sizable variance to predicting and explaining variables of interest to academics, practitioners, and the public alike, including: Happiness (*R*s = .664 and .591), Life satisfaction (*R*s = .552 and .439), Overall job performance (*R*s = .364 and .323), Leadership (*R*s = .461 and .388), Turnover (*R*s = .377 and .358), Antisocial behavior (*R*s = .543 and .476), and Counterproductive work behavior (*R*s = .517 and .494).

As the prior sampling shows, when properly conceptualized and operationalized, personality can function as a substantive predictor of consequential real-world criteria. Nevertheless, the magnitude of effects is difficult to appreciate without a useful external metric. Consequently, for comparative purposes, Table 171 reports relations to selected physiological variables and standardized medical interventions. When comparing these relations to the multiple correlation benchmarks for the Big Five model (see Table 163), the results are striking. Concerning physiological variables, the Big Five model *R* of .265 at the first quartile is comparable to the relation between sex and weight for US adults (*r* = .26; men are heavier). Moreover, the third quartile *R* of .441 is to the identical to the relation of height and weight for US adults (*r* = .44). Concerning medical interventions, the *minimum* Big Five *R* of .141 is as strong as the effect of ibuprofen on pain reduction (*r* = .14), and the *mean R* of .368 is a strong as the effect of Viagra on improved sexual

functioning (r = .38). As results help illustrate, personality's effects on consequential variables are similar to (or greater than) those of interventions in the medical sciences. In short, personality is a powerful predictor. Indeed, it can perform as strongly as Viagra!

Beyond multivariate effects, Study 3 answers practical questions about which trait(s) are relatively more (or less) important contributors to prediction? Questions of relative importance were answered using dominance analysis (Azen & Budescu, 2003; Budescu, 1993; Budescu & Azen, 2004). Across analyses, two themes were observed. First, almost all variables examined were multiply determined (Ahadi & Diener, 1989); nevertheless, most accountable variance was largely explainable by two or three traits. In fact, percentage of variance values of ⅓, ½, and ¾ for each successively added trait may act as a general guideline for estimating likely contributions (and diminishing returns) of including additional trait as predictors. Values may be particularly relevant in situations when survey space is limited. A second finding was that univariate relations tended act as reasonably accurate markers of which traits would rank in the top two or three predictors for a criterion of interest. However, the rank-order of traits' *zero-order* correlations was not necessarily indicative their rank-order *relative importance*. Among specific findings, relative importance analyses also helped to provide further insight into the four meta-categories, as well as their respective subcategories. These findings are detailed below.

Well-Being. The Well-Being meta-category was defined as individuals' attitudes (i.e., emotional and cognitive evaluations of one's life) or observable, measurable behaviors reflecting psychological and/or physical health and wellness (cf. Dienert et al., 2003). Concerning its goal-relevant content, Well-Being represents a psychologically

desirable state because it is both rewarding and non-goal-threatening. Alternatively, it may reflect individuals' appraisal of possessing adequate internal resources to accomplish their objectives (Chang et al., 2012; Steel et al., 2008). In either case (or both), across subcategories, the rank-order of traits' relative importance for predicting Well-being was Emotional Stability, Extraversion, and Conscientiousness. Nevertheless, considerable heterogeneity was observed across subcategories. Three main differences were found.

The first difference was that between attitude and behavior subcategories. Though the same Big Five traits were the most relatively important predictors of psychologically adaptive coping, rank-order importance switched to Extraversion, Conscientiousness, and then Emotional Stability. As Figure 20 shows, this trait profile resembled one predictive of applicant and assessment center performance, and Performance outcomes. Further, as Figure 23, which summarizes relations across all seven traits also shows, when taking the metatraits into account, this profile is clearly dominated by Plasticity, and its constituent traits of Extraversion and Openness/Intellect. Thus, Plasticity is a key contributor to successful adaption, both behavioral and cognitive, to environmental challenges (Conner-Smith & Flachsbart, 2007). Nevertheless, the profile predictive of Well-being *behaviors* differs from the one associated with *attitudinal* appraisals of wellness.

Concerning these attitudinal variables, the second distinction of note was found between domain-general and work-related attitudes. Although the profile among the two subcategories was similar, the work-related profile seemed be dampened, by comparison (Figure 23). Findings suggest that the institutional structure of work and organizational contexts may moderate personality's influence in these settings. Thus, work contexts may

act as a "strong situation" (Meyer, Dalal, & Hermida, 2010) that mitigates the impact of personality on work-related attitudes, or may contain other environmental variables that may exert direct effects on individuals' attitudes (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001; e.g., job demands; Alarcon, 2011; job support; Halbesleben, 2006;). By contrast, when freed from these countervailing environmental forces, the influence of personality on individuals' domain-general attitudes was far greater.

Finally, the third distinction was the observed interaction effect for valence of work-related attitudes. For negatively valenced attitudes, Emotional Stability was the most important predictor, whereas Extraversion was the chief contributor to positively valenced attitudes. However, taking the remaining traits into account, two distinct and interpretable profile patterns were found (see Figure 23). For negatively valenced variables, Stability traits of Emotional Stability, Agreeableness, and Conscientiousness were the major predictors. What is more, this profile was virtually interchangeable with the one predictive of Counterproductive behaviors. This similarity suggests that negative work-attitudes may contribute to expressed deviant behavior at work or vice versa (cf. Berry et al., 2007; Ones & Dilchert, 2013).

In contrast with negatively valenced attitudes, positively valenced variables were associated with a balanced predictive profile with relative influence distributed across *all five* traits (Figures 20 and 23). Findings suggest a balanced metatrait contribution for determining positively valenced attitudes, which supports external (i.e., "rewarding and non-goal-threatening") or internal ("adequate internal resources") explanations for Well-being. A third possibility, however, is a general factor influence. As discussed earlier,

some scholars claim that a General Factor of Personality (GFP) sits atop the Big Five taxonomy like the general factor of intelligence (Musek, 2007; van der Linden et al., 2010, 2016). Though the statistical presence of the GFP is inarguable, its meaningfulness as a substantive descriptive trait is disputed based on evidence that it seems to represent a within-rater response artifact reflecting evaluative valence (i.e., everything is good! [or bad]; Chang et al., 2012; Davies et al., 2015; Pettersson et al., 2011). Results of positively valenced attitudes appears to correspond well to the GFP as an "evaluative consistency bias" interpretation. In the last analysis, the Well-Being meta-category had substantial variability across subcategories. Nevertheless, the empirical thread linking moderators was *metatrait influence*. The major takeaway then is that different metatraits matter more for different Well-Being categories: Stability for work-related attitudes with negative valence, GFP for work attitudes with positive valence, and Plasticity for behaviors.

Performance. The meta-category of Performance was defined as observable, measurable individual behaviors that contribute to institutional goals, as well as outcomes of successful goal contribution (cf. Campbell, 2012). In predicting Performance variables, the top-three traits in rank-order importance were: Conscientiousness, Extraversion, and Agreeableness. This set is notable because they are the most visible traits for informants (e.g., supervisors) to recognize and rate (Connelly & Ones, 2010). Relative importance analyses reflected the primacy of Conscientiousness for "getting things done" in domains of institutional performance (i.e., academic and job performance). By comparison, the Plasticity and its constituent traits were relatively more important for "getting noticed" in domains where interpersonal performance was key (i.e., applicant and assessment center

performance). Finally, evidence indicated that both Conscientiousness and Plasticity were important for attaining performance Outcomes (Figure 24). Together, the combination of Conscientiousness and Plasticity represent two distinct bases for "getting ahead" at work. Indeed, to "get ahead", one must both "get things done" *and* "get noticed."

Leadership. The third meta-category was defined as observable, measurable individual behaviors that involve direct interpersonal influence of others to pursue group goals, as well as outcomes of successful influence (Campbell, 2013b). Arguably, the most important Leadership-related finding was that metatrait Plasticity was its strongest trait predictor, which reflects both the importance of metatrait scholarship, in general, and the impact of Plasticity, in particular (see also, Wilmot et al., under review).

A second finding is that Leadership results, like those for Performance before it, indicate that multi-level trait assessment (i.e., a metatrait plus a theoretically relevant Big Five trait[s]) appears to show promise for personality research and application. Plasticity-plus-Agreeableness was a parsimonious match for leadership behaviors, and Plasticity-plus-Conscientiousness was, once again, the best set for predicting outcomes (Figure 25).

A final finding was the approximately equal relative importance of Stability for Leadership prediction. Indeed, for two key leadership variables, Leadership effectiveness and Transformational leadership, adjusted R^2 ratios were .99 and .93, respectively. These findings mean the metatrait model was just as powerful as, and more parsimonious than, using all Big Five traits for prediction. A possible interpretation is the importance of role modeling behavior to leadership (Campbell, 2013b). An individual high in both Stability and Plasticity is one embraces and can successfully adapt to change, but also maintains

their individual integrity in the face of this uncertainty; these are admirable qualities, and people want to follow leaders who have them, and use them for the benefit of the group.

Counterproductivity. Counterproductivity results contrast starkly with those of Leadership before it. The fourth and final meta-category was defined as observable, measureable individual behaviors that reflect social and moral impairment and detract from social goals or well-being, as well as undesirable outcomes of such behavior (cf. Ones & Dilchert, 2013). The major takeaway is that low Stability appears is the single-best trait-based predictor of Counterproductivity variables. Nevertheless, a multi-level trait assessment strategy may account for additional variance. For deviant behaviors directed at individual targets (e.g., Aggression), Stability-plus-Agreeableness is the most relevant pairing. For behaviors directed at non-person targets (e.g., Counterproductive work behavior: Organizational), the addition of Conscientiousness is most useful. Finally, for work-related attitudes with negative valence, Stability-plus-Emotional Stability seems to be the optimal combination. Concerning combinations, results implicate Plasticity as a contributor of secondary importance to Counterproductivity outcomes. The profile of low Stability and high Plasticity may be a particularly promising direction for future research (cf. Davison & Davenport, 2002). This configuration may predispose individuals to excessive, even deviant, exploration and counter-normative behavior, and undesirable outcomes (e.g., accidents) appear to be one objective result (see Figure 26).

Limitations and Future Research Directions

All studies have their limitations, and the present one is no exception. The present limitations can generally be classified into one of three categories: (a) study selection, (b)

variable selection, and (c) methods of data analysis.

Study selection. Concerning study selection, this work included only studies reporting external relations to *all five* Big Five traits. As a result, important variables including behavioral contributors to mortality (Bogg & Roberts, 2004), study habits and attitudes (Credé & Kuncel, 2008), among others, reporting fewer than all five Big Five trait relations, were omitted. A related limitation is that attention was given to Big Five and metatrait-level relations, but studies reporting sub-factor relations to facet-(e.g., Dudley, Orvis, Lebiecki, & Cortina, 2006) or aspect-level traits (e.g., Judge et al., 2013) were either omitted, or their relations were ignored. Still a further limitation is the omission of constructs that could be considered compound traits and/or seem to otherwise fit poorly in the FFM (e.g., *political skills*: Munyon, Summers, Thompson, & Ferris, 2015), or use other alternative models of personality that include more than five trait constructs (e.g., Ashton et al., 2004; Hogan & Holland, 2003).

The solution to these limitations would to expand the present database to gather *all* personality-relevant meta-analytic data. Targeted meta-analyses could be done to fill holes where most, but not all, Big Five relations are reported. Efforts to expand to aspect, facet, and compound trait relations could also be undertaken. Unpublished meta-analyses that have not been published after a given period (e.g., 10 years), as well meta-analyses reported in non-English languages, could also be included. Eventually, a database might extend beyond the domain of personality to include other major individual difference constructs, including cognitive abilities (Stanek, 2014), vocational interests (Wiernik, 2016), and others. Ultimately, what is envisioned is a vast and open repository of data

drawn from meta-analyses across the behavioral sciences, which report relations to all major individual difference variables. Such a database would be immensely generative for science—but the task of its development promises to be equally immense. That said, it is hoped that the present contribution is a useful starting place for such an undertaking.

Variable selection. A second set of limitations concerns variable selection. The criteria represented by the five-hurdles approach were stringent. In fact, only 25% of available variables made the final cut. As a result, most variables, including clinical disorders, between-group differences (e.g., gender), and various sub-population-level relations (e.g., performance in specific jobs), went unexamined. In fact, several are candidates for second-order meta-analysis. Nevertheless, in view of the large and diverse number of variables, restrictions in scope were needed to make analyses manageable, and their subsequent interpretations coherent. Though the rationale for final variable selection was arguably a well-reasoned approach, others might disagree. Thus, solutions include relaxing Hurdle 3 to examine relations to consider psychological correlates (i.e., the 212 variables reflecting trait-like abilities, dispositions, experiences, demographics), Hurdle 4 could be removed to examine relations to clinical variables, Hurdle 5 could be withdrawn for a more focused study on particular sub-populations of interest (e.g., employees versus managers). Regardless of the question, the full set of contributing meta-analyses are listed in the Reference sections. These studies, as well to the raw data presented in Appendix A, should help to facilitate the exploration of these and other important scientific questions.

A further limitation concerns the inductive, content-based coding procedure used to develop the four meta-categories. Although it is argued strongly that the approach used

was substantive and manifestly useful, one may contend that it should be supplemented with empirical methods. As a result, one approach may involve computing similarities among traits' profiles of relations across external variables (Abdi, 2010; Tucker, 1951), and subjecting these similarity coefficients to cluster analytic procedures (Jain, Murty, & Flynn, 1999). A manageable number of empirical clusters, in addition to their associated patterns of archetypical trait determinants, might offer insights into previously unknown commonalities in the psychological sources of seemingly different variables. Evidence of common profiles across variables, especially variables separated by disciplinary boundaries, would help to foster interconnections across the behavioral sciences, and provide an impetus for multidisciplinary efforts of research, application, and intervention.

Data analysis. The final set of criticisms concerns the data analytic procedures used. The first concerns correcting for measurement error in the Big Five traits. Although it is important to account for statistical artifacts in criteria, accounting for measurement error on the predictor side is not relevant in applied settings, and is subject to debate in the academic literature (e.g., internal consistency reliability may result in overcorrections because the coefficient is the lower bound of reliability; cf. Cortina, 1993). As a result, the reported validities at the *construct*-level are higher than the *operational* validities that would be observed in real-world organizational settings. To address this, Appendix F reports meta-analytic relations and multiple regression for a handful of variables that are relevant for selection or admission decisions (i.e., postsecondary academic performance, overall job performance, leadership, counterproductive work behavior, and turnover).

A second criticism concerns the limitation mentioned in Study 2 regarding the use

of composite correlations to estimate metatrait relations instead of using a latent variable approach. Consequently, using meta-analytic structural equations modeling (MASEM; Viswesvaran & Ones, 1995) is recommended as a useful supplement. To do so, the two-step procedure separating measurement and structural models is advised (Anderson & Gerbing, 1988). That is, the Big Five could act as observed indicators of their respective metatrait, and the two latent metatraits would be freed to correlate. Better still would be to use a multitrait multimethod MASEM approach, which incorporates both the within- and between-inventory matrixes of Davies et al. (2015, see p. 19), which would produce more robust parameter estimates.[21] Regardless, having fit a desired measurement model, parameter estimates should then be constrained before fitting structural models. For each structural model, each metatrait could then be freed to correlate with the focal exogenous variable, which would serve as an indicator of its underlying construct (corrections for unreliability could be made to the variance of the criterion in the MASEM model using 1 - α_{yy}). Multiple regression could then be used to estimate metatraits' joint prediction, and regression weights could be reported, along with bootstrapped standard errors, and the pseudo-multiple *R*. Finally, the added contribution of Big Five traits' unique (i.e., non-shared) effects could also be used to explore issues of incremental validity (e.g., Connelly et al., under review). This evidence would prove particularly useful for developing multi-level strategies for trait application. Beyond that, MASEM result would help to provide a more accurate picture of unique influence of metatrait effects, as well as Big Five effects, helping to disentangle the effects that may be obscured, and alternatively suppressed or

[21] Related latent models (i.e., bifactor model) could also be used to explore questions about the GFP.

enhanced, in forming composite correlations (Wiernik et al., 2016).

Implications of Findings

The purpose of this dissertation was to quantitatively summarize and advance knowledge about personality's impacts across the behavioral sciences. Overall, three findings are notable: (a) the Big Five traits, and the two metatraits, show theoretically consistent and empirical useful univariate relations to external variables, (b) when conceptualized and operationalized as system of interrelated traits, personality models contribute substantial variance to predicting consequential variables of fundamental human interest, and (c) most of these variables are complex and multiply determined by at least two or three personality traits. In view of these general findings, implications and recommendations for theory, research, and practice are briefly detailed below.

Implications for theory. Concerning theory, findings help to refine and extend descriptive and explanatory models of personality. Regarding descriptive models, results reflect the importance of conceptualizing traits as multidimensional constructs, which are hierarchically organized and possess complex structure (Edwards, 2001; Markon, 2009). Although the Big Five provide the FFM with its namesake, this should not be taken to imply that the model, and the underlying trait structure it approximates, begins and ends with five dimensions. To the contrary, hierarchical and complex structure indicates that the model is sufficiently flexible to integrate clinical models of personality (Markon et al., 2005), as well as constructs that, although they may appear poorly represented at the Big Five-level, are, in fact, locatable in the taxonomy other levels (e.g., self-monitoring; Wilmot et al., 2016; trait emotional intelligence; van der Linden et al., 2016). As a result,

continued integrative efforts are recommended. Efforts should include work that unifies and/or translates findings from different theoretical frameworks into a common, general model (e.g., Barford et al., 2015; DeYoung et al. 2013), and seeks to delineate the number, nature, and predictive validity of traits located below (i.e., aspect, facet) or between (i.e., compounds) trait domains (Ones et al., 2005; Hough et al., 2015).

Regarding explanatory models, results indicate that cybernetic approaches to trait functioning have promise (DeYoung, 2015; Van Egren, 2009). Although not a test of the theory proper, the goal-relevant functions of traits as specified by CB5T offered a useful explanatory framework for hypothesis generation and the interpretation of results. CB5T was particularly useful due to its exclusive consideration of the two metatraits, and their respective functions. Theory, in addition to the present evidence, provides compelling evidence that metatrait research is a substantive area of inquiry that merits serious consideration. Metatraits provide a means for refining and integrating other explanatory personality models (e.g., Block, 2002; Block & Block, 1980), and may also be useful in synthesizing insights from older traditions of personality (i.e., "types"; Strus, Cieciuch, & Rowinski, 2014). The metatraits also provide an opportunity for integrative work across psychological disciplines. Concerning basic collaborations, personality and biological psychologists might collaborate to investigate the theorized neurobiological bases of Stability and Plasticity in serotonin and dopamine, respectively. In addition, the social psychological literature could be consulted to enrich theoretical insights about Plasticity (e.g., Gangestad & Snyder, 2000; Wilmot et al., 2016), and I-O scholarship and practice alike could be explored to better understand Stability at work in organizational settings

(e.g., Ones et al., 1993; Ones & Viswesvaran, 2001). In short, findings offer a variety of rich opportunities for theoretical integration, refinement, and advancement.

Implications for research. Findings have implications for primary and meta-analytic research also. Concerning primary research, results show that personality predicts consequential variables, and that traits at multiple levels of the hierarchy need to be thoughtfully considered when designing studies. In fact, traits at different levels may represent optimal combinations for parsimoniously predicting criteria. Making use of the present findings (e.g., relative importance analyses, multiple correlations across both Big Five and metatrait models; see Figure 27), and/or the practice of aligning traits' goal-related cybernetic functions with the goal-related contents of the criteria of interest, should enhance the contribution of these future investigations. In addition, researchers will also need to use measures that directly assess the metatraits. As a result, researchers are encouraged to use the scale developed by Wilmot et al. (2015). Authors used item response theory to build a six-item Plasticity scale from the original Self-Monitoring Scale (Snyder, 1974). Results indicate that the scale is reliable ($\overline{r}_{xx}$ = .77), unbiased in terms of gender and age, and shows theoretically consistent relations to measures of personality and cognitive ability. Although the scale is useful, its original item pool (i.e., SMS) may have limitations; thus, the development of new measures also appears warranted. Recommendations for doing so include culling items from existing item pools (e.g., DeYoung, 2010), and building scales using ideal-point measurement models, which allow for questions of nonlinear relations to be tested (Carter, Dalal, Boyce, O'Connell, & Delgado, 2014; Carter, Dalal, Guan, LoPilato, & Withrow, 2016).

Regarding implications for meta-analysis, the opportunities for expanding this meta-analytic investigation to aspect, facet, and compound traits, has been discussed earlier, and will not be repeated. Nevertheless, a few practical recommendations seem useful. The first concerns encouraging more complete reporting. A substantial number of meta-analyses in this database did not to report information necessary to properly account for statistical artifacts, including between-studies variance, measurement reliability, and, when applicable, restriction (or enhancement) in range. Failure to properly account for known sources of bias can distort the nature of construct-level relations, and lead to erroneous inferences. Consequently, it is recommended that future studies report all key artifact information and the full dataset for studies included in the meta-analysis. Not only does complete reporting facilitate replication, but it may also be useful for second-order meta-analytic cumulation. The second recommendation concerns giving further attention to meta-matrices among personality traits. When extant meta-analytic findings are used to examine questions of traits' predictive validity, data about traits' external relations *and* interrelations should come from the *same population* to ensure that proper inferences are made. Therefore, when using meta-analytic data to test traits' multivariate effects in more specific populations, population-specific meta-matrices will be needed. Gender-specific (e.g., Weisberg, DeYoung, & Hirsh, 2011) and various job-specific matrices (e.g., non-managers vs. manages; Huang et al., 2015) seem particularly useful.

Implications for practice. Finally, regarding implications for practice, results support and extend prior studies showing the relevance of applied personality assessment for organizational purposes (e.g., personnel selection; Ones et al., 2007). What is more,

findings provide impetus for further explorations of the organizational correlates and consequences of Plasticity and Stability. Results indicate that Plasticity matters for managerial selection, leadership behavior and effectiveness, and interpersonal impression formation. Stability, on the other hand, appears critical for determining which individuals will demonstrate counterproductive propensities. Applications of relative importance analysis may also prove useful. Results help to understand the complexity of multiply determined criteria (e.g., overall job performance), and which traits are most useful for parsimonious prediction. Finally, results may also help to answer questions about which weights to assign to which predictors in a selection system (e.g., Darr & Catano, 2016).

Conclusion

The development of the Big Five as a consensual taxonomy of personality traits is the greatest contribution of personality psychology to the behavioral sciences. Although it is by no means a perfect model, for 35 years, it has been immensely generative, resulting in thousands of articles and more than 100 meta-analyses. This dissertation purposed to provide a quantitative review of this illustrious history of research, and detail its impacts. New knowledge was created, its implications were detailed, and promising directions for future research were recommended. In the last analysis, it seems reasonable to conclude that, based on the body of evidence, personality traits are substantive constructs that contribute substantial variance to predicting and explaining variables that are consequential and fundamental to human interest. It is hoped that the results of this study will contribute to another 35 years of meaningful and impactful scholarship, as well as deeper and richer scientific insights into whole individual persons (Murray, 1938).

Tables

Table 1

Personality Traits and their Cybernetic Functions

Trait	Cybernetic Function	Negative Pole
Big Five		
Emotional Stability[a]	(A lack of) defensive responses to uncertainty, threat, and punishment.	Unflappable
Agreeableness	Altruism and cooperation; coordination of goals, interpretations, and strategies with others.	Selfish
Conscientiousness	Protection of non-immediate or abstract goals and strategies from disruption.	Unreliable
Extraversion	Behavioral exploration and engagement with specific rewards (i.e., goals to approach).	Reserved
Openness/Intellect	Cognitive exploration and engagement with information.	Unimaginative
Metatraits		
Stability	Protection of goals, interpretations, and strategies from disruption by impulses.	Unstable
Plasticity	Exploration: creation of new goals, interpretations, and strategies.	Rigid

Note. Reproduced from "Cybernetic Big Five Theory," by C. G. DeYoung, 2015, *Journal of Research in Personality, 56*, p. 42. Copyright 2015 by Elsevier.

[a] = Cybernetic function corresponds to Neuroticism, which is the negative pole of Emotional Stability.

Table 2
Variables Included in Final Analyses by Meta-Category: ***Well-Being***

Variable	Description	Source
Definition	Individuals' attitudes (i.e., emotional and cognitive evaluations of one's life) or observable, measurable behaviors reflecting psychological and/or physical health and wellness.	
Attitudes		
Domain-General		
Happiness	Self-rated measures assessing one's happiness.	Steel et al. (2008)
Overall affect	Self-rated measures assessing frequency of experiencing positive emotion as well as a lack of negative emotion.	Steel et al. (2008)
Positive affect	Self-rated measures assessing frequency of experiencing positive emotions (e.g., excitement).	Steel et al. (2008)
Negative affect (lack of)	Self-rated measures assessing (a lack of) frequency of experiencing negative emotion (e.g., depression, anxiety).	Steel et al. (2008)
Life satisfaction	Self-rated measures assessing one's satisfaction with one's life.	Steel et al. (2008)
Quality of life	Self-rated measures assessing satisfaction with quality of life.	Steel et al. (2008)
Marital satisfaction	Self-rated measures assessing satisfaction with one's marital relationship.	Heller et al. (2004)
Intimate satisfaction: Other-ratings	Partner-rated measures assessing satisfaction with their intimate (marital or non-marital) relationship.	Malouff et al. (2010)
Work-Related		
Job satisfaction	Self-rated measures assessing satisfaction with one's job.	Judge et al. (2002b)
Leader-member exchange	Self-rated measures assessing the quality of exchange relationship with one's leader.	Dulebohn et al. (2012)
Organizational commitment: General	Self-rated measures assessing overall attachment to one's organization.	Choi et al. (2015)
Affective	Self-rated measures assessing emotional attachment to one's organization.	Choi et al. (2015)
Continuance	Self-rated measures assessing one's evaluation of the costs and benefits associated with leaving the organization.	Choi et al. (2015)
Normative	Self-rated measures assessing a felt obligation to remain with one's organization.	Choi et al. (2015)
Work-nonwork	Self-rated measures assessing the degree to which work (or nonwork) role	Michel et al. (2001)

spillover: Positive	participation is made better or enriched by participation in the other role.	
Work-nonwork spillover: Negative (lack of)	Self-rated measures assessing the degree to which work (or nonwork) role participation is (not) made more difficult or hindered by participation in the other role.	Michel et al. (2001)
Family interference with work (lack of)	Self-rated measures assessing the degree to which family role participation (does not) interfere with work role responsibilities.	Allen et al. (2012)
Work interference with family (lack of)	Self-rated measures assessing the degree to which work role participation (does not) interfere with family role responsibilities.	Allen et al. (2012)
Burnout: Emotional exhaustion (lack of)	Self-rated measures assessing (a lack of) low energy, negative affect, and perceptions that one's emotional resources have been depleted due to work stress.	Swider & Zimmerman (2010); You et al. (2015)
Burnout: Depersonalization (lack of)	Self-rated measures assessing (a lack of) attempts to cope with work stress by distancing oneself from others through callous or uncaring responses.	Swider & Zimmerman (2010); You et al. (2015)
Burnout: Personal accomplishment	Self-rated measures assessing self-evaluative feelings of competence and achievement at work.	Swider & Zimmerman (2010); You et al. (2015)
Intent to quit (lack of)	Self-rated measures assessing (a lack of) intention to turnover from one's current organization.	Zimmerman (2008)
Career decision-making difficulties (lack of)	Self-rated measures assessing (a lack of) cognitive and affective difficulties in making career-rated decisions.	Martincin & Stead (2015)
Career satisfaction	Self-rated measures assessing satisfaction with one's career.	Ng et al. (2005)
Behaviors		
Coping: Broad engagement	Self-rated measures assessing a broad category of approach-oriented responses directed at the stressor or reactions it.	Connor-Smith & Flachsbart (2007)
Coping: Primary control	Self-rated measures assessing active attempts to control or change a bad situation or emotional reactions to it.	Connor-Smith & Flachsbart (2007)
Problem solving	Self-rated measures assessing active attempts to resolve a stressor through planning, generation of possible solutions, logical analysis and evaluation of options, implementing solutions, and staying organized and on task.	Connor-Smith & Flachsbart (2007)

Instrumental social support	Self-rated measures assessing problem-focused social support; includes seeking help, resources, or advice about possible solutions to problems.	Connor-Smith & Flachsbart (2007)
Emotional social support	Self-rated measures assessing emotion-focused social support; includes seeking comfort, empathy, and closeness with others.	Connor-Smith & Flachsbart (2007)
Mixed social support	Self-rated measures assessing a combination of instrumental and emotional support.	Connor-Smith & Flachsbart (2007)
Emotion regulation	Self-rated measures assessing active attempts to decrease negative emotions through controlled use of strategies such as relaxation or exercise, or modulating expressions of emotion to ensure that feelings are expressed appropriately.	Connor-Smith & Flachsbart (2007)
Coping: Secondary control coping	Self-rated measures assessing attempts to adapt to a stressor to create a better fit between the self and the environment.	Connor-Smith & Flachsbart (2007)
Distraction	Self-rated measures assessing taking a temporary break from a stressful situation by engaging in an enjoyable activity; does not involve attempts to avoid or deny problems.	Connor-Smith & Flachsbart (2007)
Cognitive restructuring	Self-rated measures assessing finding a more positive or realistic way to think about a bad situation, looking on the bright side, identifying benefits arising from the situation (e.g., personal growth), or finding humor in situation.	Connor-Smith & Flachsbart (2007)
Acceptance	Self-rated measures assessing coming to terms with aspects of the stressor that cannot be changed, learning to live with it or one's limitations, developing a sense of understanding.	Connor-Smith & Flachsbart (2007)
Coping: Religious	Self-rated measures assessing faith in God, praying about the stressor, participating in religious services or activities	Connor-Smith & Flachsbart (2007)
Physical activity	Self-rated measures assessing behavioral engagement in exercise or other physical activities.	Wilson & Dishman (2015)

Table 3
Variables Included in Final Analyses by Meta-Category: ***Performance***

Variable	Description	Source
Definition	Observable, measurable individual behaviors that contribute to institutional goals, as well as outcomes of successful contribution.	
Behaviors		
Applicant Performance		
Employment interview: Conventional/Low Structure	Interviewer-rated measures assessing applicant performance in conventional or unstructured employment interviews	Salgado & Moscoso (2002)
Employment interview: Behavioral/High structure	Interviewer-rated measures assessing applicant performance in behavioral or structured employment interviews.	Salgado & Moscoso (2002); Roth et al. (2005)
Job search behavior	Self-rated measures assessing applicants' effort, intensity, and scope of behaviors in searching for a job.	Kanfer et al. (2001)
Assessment Center Performance		
Dimension	Psychological constructs assessed in assessment center exercises.	
Communication	AC-rated measures assessing the extent to which assesse conveys oral and written information and responds to questions and challenges.	Dilchert & Ones (2009); Meriac et al. (2008)
Consideration of others	AC-rated measures assessing the extent to which assesse actions reflect consideration of others' feelings and needs, as well as awareness of the impact and implications of decisions both inside and outside the organization.	Dilchert & Ones (2009); Meriac et al. (2008)
Drive	AC-rated measures assessing the extent to which assesse originates and maintains a high activity level, sets high performance standards, and persists in their achievement, and expresses the desire to advance to higher job levels.	Dilchert & Ones (2009); Meriac et al. (2008)
Influencing others	AC-rated measures assessing the extent to which assesse persuades others to	Dilchert & Ones (2009);

	do something or adopt a viewpoint that produces desired results, as well as actions stemming from their convictions rather than others' opinions.	Meriac et al. (2008)
Organizing and planning	AC-rated measures assessing the extent to which assesse systematically arranges their work and resources, as well as that of others, for efficient task accomplishment; and the extent to which assesse anticipates and prepares for the future.	Dilchert & Ones (2009); Meriac et al. (2008)
Problem solving	AC-rated measures assessing the extent to which assesse gathers information; understands relevant technical and professional information; effectively analyzes data and information, generates viable options, ideas, solutions; selects supportable courses of action for problems and situations; uses available resources in new ways; and generates and recognizes imaginative solutions.	Dilchert & Ones (2009); Meriac et al. (2008)
Stress tolerance	AC-rated measures assessing the extent to which assesse maintains effectiveness in diverse situations under varying degrees of pressures, opposition, and disappointment.	Dilchert & Ones (2009); Meriac et al. (2008)
Exercise	Exercises comprising assessment center activities.	
Case analysis	AC-rated measures assessing performance in an exercise wherein assesse is given a scenario describing an organizational problem and is then asked to prepare a written set of recommendations about it for higher management.	Hoffman et al. (2015)
In-basket	AC-rated measures assessing assesse performance in an exercise simulating the paperwork that arrives in the mailbox or on the desk of the typical manager.	Hoffman et al. (2015)
Leaderless group discussion	AC-rated measures assessing assesse performance in an exercise wherein an unstructured group is given problems to resolve together in a set period.	Hoffman et al. (2015)
Oral presentation	AC-rated measures assessing performance in an exercise wherein assesse is given a scenario describing an organizational problem and is then asked to prepare a set of recommendations, and deliver them orally to a group of supervisors or peers.	Hoffman et al. (2015)
Role-play	AC-rated measures assessing performance in an exercise wherein assesse has one-on-one conversation with role-player and must effectively resolve a given problem.	Hoffman et al. (2015)

Academic Performance		
Academic performance	Self-reported and objective measures of primary, secondary, or postsecondary grades or grade point average.	Poropat (2009)
Academic performance: Postsecondary	Self-reported and objective measures of postsecondary grades or grade point average.	Richardson et al. (2012)
Academic attendance	Self-rated measures of postsecondary class attendance.	Credé et al. (2010)
Educational success	Self-reported and objective measures of secondary or postsecondary grades or grade point average, and class attendance.	Hough (1992)
Job Performance		
General performance	Supervisor-rated measures assessing training and overall job performance.	Hough (1992)
Overall job performance	Supervisor-rated measures assessing overall job performance.	Darr (2011); Judge et al. (2013); Schmidt et al. (2013); Shaffer & Postlewaite (2012)
Maximal performance	Supervisor-rated or objective measures assessing maximum performance levels in a work-related activity.	Beus & Whitman (2012)
Typical performance	Supervisor-rated or objective measures assessing typical performance levels in a work-related activity.	Beus & Whitman (2012)
Overall job performance: Peer-ratings	Peer-rated measures assessing overall job performance.	Conway et al. (2001)
Overall job performance: Subordinate-ratings	Subordinate-rated measures assessing overall job performance.	Conway et al. (2001)
Training performance	Supervisor-rated measures assessing training performance.	Barrick & Mount (1991)
Training success	Instructor-rated measures, grades, field test scores, or objective measures of training completion.	Hough (1992)
Transfer of training	Self-rated, other-rated, and objective measures assessing the extent to which knowledge and skill acquired in a learning setting was applied to different settings, people, and/or situations, as well as changes from a learning	Blume et al. (2010)

	experience that persist over time.	
Technical performance	Other-rated measures assessing the proficiency with which incumbents perform activities formally recognized as part of their jobs; activities that contribute to the organization's technical core.	Judge et al. (2013)
Contextual performance	Other-rated measures assessing incumbent behaviors that are discretionary/extra-role, not directly or explicitly recognized by the formal reward system, and, that in the aggregate, promotes effective organizational function.	Judge et al. (2013)
Organizational citizenship behavior: Aggregate	A combination of other-rated measures assessing interpersonal, organizational, and/or change-based organizational citizenship behaviors.	Chiaburu et al. (2011)
Global measures	Other-rated measures assessing incumbent contributions to the maintenance and enhancement of organizational context that supports task performance.	Chiaburu et al. (2011)
Interpersonal	Other-rated measures assessing incumbent contributions to the maintenance and enhancement of organizational context that supports task performance, which are primarily directed toward other individuals.	Chiaburu et al. (2011)
Organizational	Other-rated measures assessing incumbent contributions to the maintenance and enhancement of organizational context that supports task performance, which are primarily directed toward the organization.	Chiaburu et al. (2011)
Change	Other-rated measures assessing incumbent contributions to the proactive change and enhancement of the organization by bringing about positive modifications.	Chiaburu et al. (2011)
Adaptive performance	Other-rated measures assessing incumbent proficiency in altering their behavior in response to the demands of a new task, event, situation, or environmental constraints.	Huang et al. (2015)
Teamwork	Other-rated measures assessing cooperativeness with coworkers, ability to work with others in joint efforts, quality of interpersonal relationships, and constructive interpersonal behavior.	Hough (1992)
Creativity	Other-rated and objective measures assessing creativity and innovation, or number of patents.	Hough (1992)

Validity	Other-rated and objective measures assessing training or overall job performance, or outcomes of such performance.	Salgado & Táuriz (2014)
Outcomes		
Applicant Outcomes		
Job offers	Self-reported measures assessing the number of job offers received during the study period.	Kanfer et al. (2001)
Search duration	Self-reported measures assessing the length of time that the individual looked for employment during the study period.	Kanfer et al. (2001)
Employment status	Self-reported measures assessing whether reporting individual had obtained employment by the end of some specified period.	Kanfer et al. (2001)
Incumbent Outcomes		
Status change	Objective measures assessing level changes in job positions.	Barrick & Mount (1991)
Promotions	Objective measures assessing number of promotions received.	Ng et al. (2005)
Salary	Objective measures assessing salary level.	Ng et al. (2005)
Personnel data	Objective measures assessing level changes in job positions, salary, turnover/tenure, and productivity.	Barrick & Mount (1991); Salgado (1997)
Productivity	Objective measures assessing productivity (e.g., volume, units sold).	Barrick & Mount (1991)
Firm performance	Objective measures assessing indicators of firm survival, growth, and profitability.	Zhao et al. (2010)

Table 4

Variables Included in Final Analyses by Meta-Category: ***Leadership***

Variable	Description	Source
Definition	Observable, measureable individual behaviors that involve direct interpersonal influence of others to pursue group goals, as well as outcomes of successful influence.	
Behavior		
Initiating structure	Other-rated measures assessing task-oriented behaviors; involves defining task roles and role relationships among group members, coordinating actions, setting and enforcing performance standards.	DeRue et al. (2011)
Consideration	Other-rated measures assessing relational-oriented; involves showing respect for group members, acting friendly, being open to others' input, and not showing favoritism.	DeRue et al. (2011)
Transformational leadership	Other-rated measures assessing behaviors involving meaningful exchange between leaders and followers that produces vision-driven change.	Bono & Judge (2002); Deinert et al. (2015)
Charisma	A combination of other-rated idealized influence and inspiration motivation.	Bono & Judge (2002)
Idealized influence	Other-rated measures assessing behaviors involving role modeling, identification with the leader, and internalization of leader's vision and values.	Deinert et al. (2015)
Inspirational motivation	Other-rated measures assessing behaviors involving motivating followers, encouraging goal-pursuit, fostering optimism via verbal and symbolic action.	Deinert et al. (2015)
Intellectual stimulation	Other-rated measures assessing behaviors exhorting followers to reframe problems, develop innovative ideas, approach old situations in new ways.	Bono & Judge (2002); Deinert et al. (2015)
Individualized consideration	Other-rated measures assessing behaviors providing followers with opportunities for growth and development, coaching, and personalized consulting.	Bono & Judge (2002); Deinert et al. (2015)

Transactional leadership	Other-rated measures assessing behaviors aimed at monitoring and controlling employees through rational or economic means.	
Contingent reward	Other-rated measures assessing behaviors focused on exchanges of tangible or nontangible support and resources to followers based on their efforts and performance.	Bono & Judge (2002)
Management by exception (lack of)	Other-rated measures assessing behaviors involving setting performance standards and monitoring deviations; taking corrective action as necessary.	Bono & Judge (2002)
Passive leadership (lack of)	Other-rated measures assessing behaviors involving passive (or non-existent) leadership; intervening only when problems become serious.	Bono & Judge (2002)
Outcomes		
Leadership	A combination of leadership emergence and effectiveness.	DeRue et al. (2011)
Leadership emergence	Measures assessing leadership position occupation, other-rated rankings or nominations in leaderless group, sociometric ratings, participation in leadership activities.	Judge et al. (2002a)
Leadership effectiveness	Other-rated measures assessing subordinates' and supervisors' ratings of leadership effectiveness.	Judge et al. (2002a)
Subordinate job satisfaction	Other-rated measures assessing subordinates' job satisfaction.	DeRue et al. (2011)
Satisfaction with leader	Other-rated measures assessing subordinates' satisfaction with leader.	DeRue et al. (2011)
Group performance	Other-rated measures assessing supervisors' ratings of group performance or outcomes indicative of group productivity (e.g., units produced).	DeRue et al. (2011)

Table 5
Variables Included in Final Analyses by Meta-Category: ***Counterproductivity***

Variable	Description	Source
Definition	Observable, measurable individual behaviors reflecting social and moral impairment that detract from social goals or wellness, as well as undesirable outcomes of such behavior.	
Behaviors		
Domain-General		
Coping: Broad disengagement	Self-rated measures assessing a broad category of responses oriented away from the stressor or reactions to the stressor.	Connor-Smith & Flachsbart (2007)
Narrow disengagement	Self-rated measures assessing disengaged responses excluding distraction, substance use, and symptoms of distress.	Connor-Smith & Flachsbart (2007)
Denial	Self-rated measures assessing active attempts to deny or forget about a problem, and hide emotional responses.	Connor-Smith & Flachsbart (2007)
Withdrawal	Self-rated measures assessing intentionally isolating oneself, spending time alone, choosing not to share problems or emotions.	Connor-Smith & Flachsbart (2007)
Coping: Negative emotion focus	Self-rated measures assessing emotion regulation and expression strategies that suggest loss of control (e.g., hitting, throwing objects), distress (e.g., crying, yelling), or hostility.	Connor-Smith & Flachsbart (2007)
Coping: Mixed emotion focus	Self-rated measures assessing responses to emotional distress involving a mix of controlled and uncontrolled emotion regulation and expression strategies.	Connor-Smith & Flachsbart (2007)
Coping: Substance use	Self-rated measures assessing use of alcohol, nicotine, or illegal drugs for coping with stress.	Connor-Smith & Flachsbart (2007)
Smoking	Self-rated measures assessing length or amount of smoking (e.g., years smoked, packs smoked daily).	Malouff et al. (2006)
Alcohol involvement	Self-rated and clinician-rated measures assessing problematic alcohol consumption (e.g., total level of consumption, alcohol-related problems).	Malouff et al. (2007)
Sexual risk-taking: Aggregate	A combination of high-risk sexual encounters, unprotected sex, and/or number of sexual partners.	Hoyle et al. (2000)
High-risk sexual encounter	Self-rated measures assessing sexual intercourse in situations that foster risk of infection or unintended pregnancy (e.g., sex outside of committed	Hoyle et al. (2000)

	relationship, alcohol consumption).	
Unprotected sex	Self-rated measures assessing failure to correctly and consistency use a condom during sexual intercourse.	Hoyle et al. (2000)
Number of sexual partners	Self-rated measures assessing number of individuals with whom one has had sexual intercourse.	Hoyle et al. (2000)
Antisocial behavior	Self-rated, other-rated, and objective measures or clinical interviews assessing forms of criminal and antisocial behavior (e.g., stealing, stalking, bullying), delinquency, and conduct disorder.	Jones et al. (2011); Miller & Lynam (2001)
Aggression	Self-rated, other-rated, and objective measures or clinical interviews assessing various forms of physical aggression or violence.	Jones et al. (2011)
Work-Related		
Procrastination	Self-rated measures assessing postponing, delaying, or putting off tasks or decisions.	Steel (2007)
Absenteeism	Self-rated measures assessing absence or lateness to work.	Li et al. (2014)
Safety performance (lack of)	Self-rated measures assessing behaviors involving failing to use safety equipment, disregarding safety procedures, and evading workplace safety programs.	Beus et al. (2015)
Academic dishonesty	Self-rated measures assessing cheating, plagiarism, or unauthorized help in academic settings.	Giluk & Postlethwaite (2015)
Irresponsible behavior	Other-rated and objective measures assessing poor attendance, disciplinary actions, counterproductive behavior, failure to follow directions, absenteeism, or substance use.	Hough (1992)
Counterproductive work behavior	Self-rated measures assessing deviant behaviors at work (e.g., theft, disciplinary problems, substance abuse, property damage, rule breaking).	Berry et al. (2007); Darr (2011)
Counterproductive work behavior: Other-ratings	Other-rated measures assessing deviant behaviors at work (e.g., theft, disciplinary problems, substance abuse, property damage, rule breaking).	Berry et al. (2012)
Interpersonal	Self-rated and objective measures assessing deviant employee behaviors targeted toward other individuals (e.g., violence, gossip, theft from coworkers).	Berry et al. (2007)
Organizational	Self-rated measures assessing deviant employee behaviors targeted at the organization (e.g., working slowly, damaging property, sharing confidential	Berry et al. (2007)

	information).	
Outcomes		
Turnover/tenure	Objective measures of voluntary quits, discharges, and concurrent tenure (i.e., amount of time current employees have been with the organization).	Barrick & Mount (1991)
Turnover	Objective measures of voluntary quitting and discharge.	Zimmerman (2008)
Accidents	Self-rated and objective archival measures assessing accidents or injuries taking place at work or in non-work settings.	Clarke & Robertson (2005)
Vehicular	Self-rated and objective archival measures assessing non-occupational accidents or injuries taking place in traffic.	Clarke & Robertson (2005)
Occupational	Self-rated and objective archival measures assessing safety incidents resulting in worker injury or property damage at work.	Beus et al. (2015)

Table 6

Summary of Hypothesized Personality Trait Relations by Meta-Category

	Meta-Category			
Trait	Well-Being	Performance	Leadership	Counterproductivity
Big Five				
Emotional Stability	+ +			-
Agreeableness			+	-
Conscientiousness		+ +		-
Extraversion	+ +		+	
Openness				
Metatrait				
Stability	+	+		**- -**
Plasticity	+		+ +	

Note. Bolded and double-signed cells represent the strongest hypothesized Big Five or metatrait relation per meta-category.

Table 7

Study 1: Meta-Analyses of the Big Five to Variables by Meta-Category: ***Well-Being***

Variable	*k*	*N*	$\overline{r}$	SD_r	$\overline{\rho}$	SD_ρ	*95% CI*		*80% CR*		*%VAR*
							LO	*HI*	*LO*	*HI*	
Attitudes											
Domain-General											
Happiness											
Emotional Stability	43	10,076	.45	.08	**.55**	.07	.43	.47	.46	.64	57
Agreeableness	4	441	.30	.08	**.38**	.00	.22	.38	.38	.38	100
Conscientiousness	4	441	.25	.08	**.31**	.00	.17	.33	.31	.31	100
Extraversion	47	11,360	.40	.08	**.49**	.07	.38	.42	.40	.59	54
Openness/Intellect	5	779	.13	.11	**.17**	.10	.03	.23	.04	.29	48
Overall affect											
Emotional Stability	34	7,233	.52	.10	**.74**	.12	.49	.55	.58	.89	75
Agreeableness	6	1,035	.14	.06	**.21**	.00	.09	.19	.21	.21	100
Conscientiousness	5	829	.22	.11	**.32**	.12	.12	.32	.17	.47	55
Extraversion	24	5,168	.30	.11	**.43**	.13	.26	.34	.26	.59	68
Openness/Intellect	7	1,373	.04	.19	**.06**	.26	-.10	.18	-.28	.40	86
Positive affect											
Emotional Stability	112	24,022	.26	.10	**.34**	.10	.24	.28	.21	.47	59
Agreeableness	23	6,040	.12	.09	**.16**	.09	.08	.16	.05	.28	54
Conscientiousness	24	5,976	.27	.11	**.36**	.12	.23	.31	.20	.51	71
Extraversion	117	33,172	.38	.10	**.50**	.11	.36	.40	.35	.64	74
Openness/Intellect	27	7,340	.20	.11	**.27**	.13	.16	.24	.11	.44	72
Negative affect (lack of)											
Emotional Stability	129	35,516	.56	.10	**.72**	.12	.54	.58	.57	.86	83
Agreeableness	27	7,306	.20	.08	**.27**	.07	.17	.23	.17	.36	47
Conscientiousness	28	7,749	.20	.09	**.26**	.09	.17	.23	.14	.37	59

Extraversion	104	30,673	.15	.11	**.19**	.12	.13	.17	.04	.35	73
Openness/Intellect	26	8,008	-.02	.09	**-.03**	.09	-.05	.01	-.15	.09	60
Life satisfaction											
Emotional Stability	71	17,734	.40	.10	**.51**	.11	.38	.42	.38	.65	72
Agreeableness	22	7,459	.14	.07	**.19**	.06	.11	.17	.11	.26	42
Conscientiousness	25	6,685	.22	.09	**.29**	.09	.18	.26	.17	.40	58
Extraversion	67	19,516	.25	.09	**.32**	.09	.23	.27	.21	.44	63
Openness/Intellect	26	9,075	.03	.07	**.04**	.06	.00	.06	-.04	.12	41
Quality of life											
Emotional Stability	16	5,077	.48	.05	**.66**	.03	.46	.50	.61	.70	25
Agreeableness	4	767	.23	.08	**.33**	.06	.15	.31	.25	.40	27
Conscientiousness	4	767	.40	.07	**.56**	.05	.33	.47	.49	.62	25
Extraversion	11	1,999	.35	.05	**.48**	.00	.32	.38	.48	.48	100
Openness/Intellect	6	1,305	.16	.11	**.23**	.13	.07	.25	.07	.39	64
Marital satisfaction											
Emotional Stability	40	7,640	.26	.17	**.32**	.19	.21	.31	.07	.57	84
Agreeableness	19	3,071	.24	.07	**.31**	.00	.21	.27	.31	.31	100
Conscientiousness	6	1,201	.22	.07	**.28**	.02	.16	.28	.25	.31	7
Extraversion	22	3,372	.14	.09	**.17**	.05	.10	.18	.11	.24	22
Openness/Intellect	5	1,154	.08	.07	**.10**	.03	.02	.14	.06	.14	12
Intimate satisfaction: Partner-ratings											
Emotional Stability	19	3,848	.22	.08	**.27**	.05	.18	.26	.20	.34	30
Agreeableness	19	3,848	.14	.10	**.18**	.09	.10	.18	.06	.30	52
Conscientiousness	19	3,848	.12	.07	**.15**	.01	.09	.15	.14	.16	2
Extraversion	19	3,848	.05	.10	**.06**	.09	.01	.09	-.05	.18	51
Openness/Intellect	18	3,566	.02	.12	**.03**	.13	-.04	.08	-.13	.19	65
Work-Related											

Job satisfaction											
Emotional Stability	92	24,527	.24	.14	**.31**	.16	.21	.27	.10	.52	83
Agreeableness	38	11,856	.13	.13	**.17**	.16	.09	.17	-.03	.38	82
Conscientiousness	79	21,719	.20	.18	**.26**	.22	.16	.24	-.02	.55	90
Extraversion	75	20,184	.19	.13	**.25**	.15	.16	.22	.05	.44	79
Openness/Intellect	50	15,196	.01	.12	**.01**	.14	-.02	.04	-.17	.20	77
Leader-member exchange											
Emotional Stability	6	1,456	.10	.14	**.12**	.15	-.01	.21	-.07	.32	79
Agreeableness	9	2,290	.16	.08	**.20**	.07	.11	.21	.12	.29	41
Conscientiousness	9	2,075	.17	.07	**.21**	.04	.12	.22	.17	.26	16
Extraversion	11	2,919	.13	.09	**.16**	.08	.08	.18	.06	.27	55
Openness/Intellect	5	1,249	-.02	.11	**-.03**	.12	-.12	.08	-.18	.12	67
Organizational commitment: General											
Emotional Stability	12	5,521	.16	.10	**.20**	.11	.10	.22	.06	.35	79
Agreeableness	10	2,007	.20	.07	**.26**	.02	.16	.24	.23	.29	6
Conscientiousness	12	2,782	.24	.14	**.31**	.16	.16	.32	.10	.51	80
Extraversion	11	4,835	.23	.10	**.29**	.11	.17	.29	.15	.44	80
Openness/Intellect	8	1,425	.15	.08	**.20**	.04	.09	.21	.15	.25	16
Organizational commitment: Affective											
Emotional Stability	32	10,138	.20	.16	**.26**	.19	.14	.26	.01	.51	89
Agreeableness	29	9,283	.24	.13	**.32**	.16	.19	.29	.12	.52	84
Conscientiousness	38	11,041	.20	.15	**.26**	.18	.15	.25	.03	.49	86
Extraversion	26	7,996	.23	.08	**.30**	.08	.20	.26	.20	.40	54
Openness/Intellect	25	7,797	.07	.15	**.09**	.19	.01	.13	-.15	.34	86
Organizational commitment: Continuance											
Emotional Stability	16	4,912	-.09	.11	**-.12**	.13	-.14	-.04	-.29	.04	73
Agreeableness	14	4,315	.05	.12	**.07**	.15	-.01	.11	-.12	.26	78
Conscientiousness	18	5,407	.02	.09	**.03**	.10	-.02	.06	-.10	.15	59

Extraversion	15	3,564	-.06	.12	**-.08**	.14	-.12	.00	-.26	.10	71
Openness/Intellect	15	3,562	-.06	.11	**-.09**	.13	-.12	.00	-.25	.08	65
Organizational commitment: Normative											
Emotional Stability	15	4,744	.12	.12	**.16**	.14	.06	.18	-.02	.34	79
Agreeableness	13	4,147	.20	.07	**.28**	.06	.16	.24	.20	.36	41
Conscientiousness	16	5,117	.14	.10	**.19**	.11	.09	.19	.04	.33	70
Extraversion	15	3,515	.16	.08	**.22**	.06	.12	.20	.13	.30	36
Openness/Intellect	15	3,513	.08	.10	**.11**	.11	.03	.13	-.02	.25	58
Work-nonwork spillover: Positive											
Emotional Stability	12	7,937	.12	.04	**.16**	.02	.10	.14	.14	.18	8
Agreeableness	2	2,510	.17	.03	**.23**	.02	.13	.21	.21	.26	16
Conscientiousness	3	2,646	.11	.05	**.15**	.05	.05	.17	.08	.21	56
Extraversion	3	4,585	.23	.03	**.31**	.02	.20	.26	.28	.34	35
Openness/Intellect	1	2,130	.18	-	**.25**	-	-	-	-	-	-
Work-nonwork spillover: Negative (lack of)											
Emotional Stability	48	17,465	.30	.09	**.40**	.10	.27	.33	.27	.53	72
Agreeableness	13	5,309	.15	.06	**.21**	.05	.12	.18	.14	.27	35
Conscientiousness	20	6,924	.18	.07	**.24**	.06	.15	.21	.16	.32	45
Extraversion	17	8,094	.09	.06	**.12**	.05	.06	.12	.05	.19	42
Openness/Intellect	11	4,810	.04	.07	**.06**	.07	.00	.08	-.04	.15	53
Family interference with work (lack of)											
Emotional Stability	20	6,566	.27	.13	**.36**	.16	.21	.33	.16	.56	84
Agreeableness	9	3,901	.19	.08	**.26**	.09	.14	.24	.15	.38	66
Conscientiousness	14	4,494	.20	.10	**.27**	.11	.15	.25	.12	.41	71
Extraversion	13	4,849	.07	.06	**.09**	.04	.04	.10	.04	.15	26
Openness/Intellect	9	4,026	.05	.09	**.07**	.11	-.01	.11	-.07	.21	72
Work interference with family (lack of)											
Emotional Stability	27	9,085	.31	.12	**.41**	.15	.26	.36	.23	.60	83

Agreeableness	12	4,514	.17	.08	**.23**	.09	.12	.22	.12	.34	61
Conscientiousness	21	6,427	.16	.12	**.22**	.14	.11	.21	.03	.40	78
Extraversion	14	5,112	.09	.09	**.12**	.10	.04	.14	-.01	.25	67
Openness/Intellect	9	4,026	.02	.11	**.03**	.14	-.05	.09	-.15	.21	81
Burnout: Emotional exhaustion (lack of)[a]											
Emotional Stability	133	41,643	.41	.05	**.51**	.05	-.41	-.40	-.57	-.45	16
Agreeableness	49	13,728	.15	.00	**.20**	.00	-.15	-.15	-.20	-.20	100
Conscientiousness	55	15,758	.14	.03	**.18**	.00	-.15	-.14	-.18	-.18	100
Extraversion	116	36,737	.18	.05	**.23**	.05	-.19	-.17	-.29	-.16	18
Openness/Intellect	47	12,650	.06	.02	**.08**	.00	-.06	-.05	-.08	-.08	100
Burnout: Depersonalization (lack of)[a]											
Emotional Stability	126	38,788	.31	.02	**.43**	.01	-.32	-.31	-.44	-.42	86
Agreeableness	50	13,146	.24	.01	**.34**	.00	-.24	-.23	-.34	-.34	100
Conscientiousness	53	14,319	.20	.01	**.27**	.00	-.20	-.19	-.27	-.27	100
Extraversion	110	33,671	.15	.03	**.21**	.03	-.16	-.14	-.24	-.18	43
Openness/Intellect	46	11,898	.07	.01	**.10**	.00	-.07	-.07	-.10	-.10	100
Burnout: Personal accomplishment[a]											
Emotional Stability	127	37,842	.23	.07	**.31**	.07	-.24	-.22	-.40	-.22	8
Agreeableness	50	11,508	.23	.02	**.32**	.00	-.23	-.22	-.32	-.32	100
Conscientiousness	51	12,524	.27	.06	**.37**	.05	-.29	-.25	-.43	-.31	41
Extraversion	110	32,526	.22	.08	**.30**	.07	-.23	-.21	-.39	-.21	6
Openness/Intellect	48	12,307	.16	.01	**.23**	.00	-.16	-.16	-.23	-.23	100
Intent to quit (lack of)											
Emotional Stability	41	15,075	.23	.10	**.30**	.00	.20	.26	.30	.30	100
Agreeableness	10	3,527	.10	.10	**.14**	.00	.04	.16	.14	.14	100
Conscientiousness	13	4,315	.12	.08	**.16**	.00	.08	.16	.16	.16	100
Extraversion	11	4,654	.07	.08	**.09**	.00	.02	.12	.09	.09	100
Openness/Intellect	12	3,730	-.01	.11	**-.01**	.14	-.07	.05	-.19	.16	84

Career decision-making difficulties (lack of)											
Emotional Stability	23	9,261	.24	.21	**.29**	.25	.15	.33	-.03	.61	95
Agreeableness	18	8,180	.07	.13	**.09**	.15	.01	.13	-.11	.28	87
Conscientiousness	18	8,180	.22	.07	**.27**	.07	.19	.25	.19	.36	59
Extraversion	20	8,463	.13	.12	**.16**	.13	.08	.18	-.01	.33	84
Openness/Intellect	19	8,279	.10	.13	**.13**	.15	.04	.16	-.07	.33	87
Career satisfaction											
Emotional Stability	6	10,566	.29	.05	**.37**	.06	.25	.33	.30	.44	81
Agreeableness	5	4,634	.09	.05	**.12**	.05	.05	.13	.05	.18	57
Conscientiousness	6	10,566	.11	.05	**.14**	.06	.07	.15	.07	.22	78
Extraversion	6	10,566	.22	.06	**.28**	.07	.17	.27	.19	.37	86
Openness/Intellect	7	10,962	.09	.03	**.12**	.02	.07	.11	.09	.15	30
Behaviors											
Coping: Broad engagement											
Emotional Stability	136	24,463	.00	.06	**.00**	.00	-.01	.01	.00	.00	100
Agreeableness	45	11,392	.05	.07	**.07**	.04	.03	.07	.01	.13	19
Conscientiousness	55	14,298	.11	.06	**.15**	.00	.09	.13	.15	.15	100
Extraversion	97	20,995	.15	.08	**.21**	.06	.13	.17	.13	.29	31
Openness/Intellect	49	12,317	.10	.05	**.14**	.00	.09	.11	.14	.14	100
Coping: Primary control											
Emotional Stability	107	20,144	.06	.08	**.08**	.05	.04	.08	.02	.14	17
Agreeableness	39	10,526	.07	.06	**.10**	.00	.05	.09	.10	.10	100
Conscientiousness	44	12,647	.18	.07	**.25**	.06	.16	.20	.18	.32	33
Extraversion	77	17,377	.19	.07	**.26**	.04	.17	.21	.21	.31	16
Openness/Intellect	42	10,937	.11	.07	**.16**	.05	.09	.13	.10	.22	23
Primary control: Problem solving											
Emotional Stability	97	18,940	.13	.05	**.18**	.00	.12	.14	.18	.18	100
Agreeableness	37	10,159	.09	.08	**.13**	.08	.06	.12	.03	.22	44

Conscientiousness	41	10,454	.30	.07	**.42**	.06	.28	.32	.34	.49	33
Extraversion	70	14,844	.20	.06	**.28**	.00	.19	.21	.28	.28	100
Openness/Intellect	38	10,512	.14	.06	**.20**	.02	.12	.16	.18	.22	3
Primary control: Instrumental social support											
Emotional Stability	15	2,702	-.03	.08	**-.04**	.04	-.07	.01	-.09	.01	13
Agreeableness	8	1,568	.08	.07	**.11**	.00	.03	.13	.11	.11	100
Conscientiousness	8	1,568	.08	.07	**.11**	.00	.03	.13	.11	.11	100
Extraversion	12	2,237	.22	.07	**.30**	.00	.18	.26	.30	.30	100
Openness/Intellect	10	1,964	.06	.07	**.09**	.00	.02	.10	.09	.09	100
Primary control: Emotional social support											
Emotional Stability	15	2,599	-.11	.07	**-.15**	.00	-.15	-.07	-.15	-.15	100
Agreeableness	9	1,663	.12	.07	**.17**	.00	.07	.17	.17	.17	100
Conscientiousness	9	1,663	.06	.07	**.08**	.00	.01	.11	.08	.08	100
Extraversion	11	1,936	.25	.07	**.34**	.00	.21	.29	.34	.34	100
Openness/Intellect	9	1,663	.08	.07	**.12**	.00	.03	.13	.12	.12	100
Primary control: Mixed social support											
Emotional Stability	43	10,012	.01	.07	**.01**	.03	-.01	.03	-.03	.06	12
Agreeableness	20	7,207	.11	.06	**.16**	.04	.08	.14	.10	.21	25
Conscientiousness	23	9,110	.09	.06	**.13**	.05	.07	.11	.07	.18	31
Extraversion	35	10,533	.24	.06	**.33**	.03	.22	.26	.29	.38	18
Openness/Intellect	18	6,854	.06	.05	**.09**	.00	.04	.08	.09	.09	100
Primary control: Emotion regulation											
Emotional Stability	30	7,074	.00	.07	**.00**	.03	-.03	.03	-.04	.04	13
Agreeableness	12	4,675	.01	.06	**.01**	.05	-.02	.04	-.04	.07	29
Conscientiousness	13	4,840	.08	.06	**.11**	.04	.05	.11	.06	.17	26
Extraversion	22	5,959	.03	.07	**.04**	.05	.00	.06	-.02	.10	25
Openness/Intellect	14	5,071	.06	.07	**.09**	.07	.02	.10	.00	.17	44

Coping: Secondary control											
Emotional Stability	65	12,474	.03	.06	**.04**	.00	.02	.04	.04	.04	100
Agreeableness	26	8,601	.07	.07	**.10**	.06	.04	.10	.02	.18	39
Conscientiousness	29	8,843	.09	.07	**.13**	.06	.06	.12	.05	.20	34
Extraversion	48	10,793	.15	.09	**.21**	.09	.12	.18	.10	.32	47
Openness/Intellect	29	9,013	.11	.07	**.16**	.06	.08	.14	.08	.24	36
Secondary control: Distraction											
Emotional Stability	41	6,487	-.17	.08	**-.23**	.03	-.19	-.15	-.27	-.20	6
Agreeableness	16	3,541	-.05	.06	**-.07**	.00	-.08	-.02	-.07	-.07	100
Conscientiousness	18	3,638	-.07	.08	**-.10**	.05	-.11	-.03	-.17	-.03	23
Extraversion	29	4,987	.09	.08	**.12**	.04	.06	.12	.08	.17	10
Openness/Intellect	20	4,034	.05	.08	**.07**	.05	.01	.09	.00	.14	23
Secondary control: Cognitive restructuring											
Emotional Stability	43	9,419	.16	.07	**.22**	.03	.14	.18	.18	.26	11
Agreeableness	18	6,648	.14	.05	**.20**	.00	.12	.16	.20	.20	100
Conscientiousness	18	6,754	.20	.05	**.28**	.01	.18	.22	.27	.29	1
Extraversion	32	8,255	.22	.07	**.30**	.05	.20	.24	.24	.37	28
Openness/Intellect	20	7,038	.15	.06	**.22**	.04	.12	.18	.16	.27	24
Secondary control: Acceptance											
Emotional Stability	17	2,827	.10	.07	**.14**	.00	.07	.13	.14	.14	100
Agreeableness	9	1,663	.08	.08	**.11**	.05	.03	.13	.06	.17	16
Conscientiousness	9	1,663	.07	.08	**.10**	.04	.02	.12	.04	.15	16
Extraversion	11	1,936	.02	.08	**.03**	.04	-.03	.07	-.02	.07	11
Openness/Intellect	9	1,663	.07	.08	**.10**	.05	.02	.12	.04	.16	16
Coping: Religious											
Emotional Stability	20	3,564	-.01	.08	**-.01**	.04	-.05	.03	-.06	.03	12
Agreeableness	9	1,901	.12	.07	**.17**	.02	.07	.17	.14	.20	6
Conscientiousness	9	1,901	.09	.07	**.13**	.02	.04	.14	.10	.15	4

Extraversion	13	2,570	.02	.07	**.03**	.00	-.02	.06	.03	.03	100
Openness/Intellect	11	2,297	-.12	.07	**-.17**	.02	-.16	-.08	-.20	-.15	5
Physical activity											
Emotional Stability	82	15,688	.07	.07	**.10**	.00	.05	.09	.10	.10	100
Agreeableness	52	10,815	.00	.07	**.00**	.01	-.02	.02	-.02	.02	1
Conscientiousness	69	9,607	.10	.08	**.14**	.00	.08	.12	.14	.14	100
Extraversion	88	14,641	.11	.08	**.15**	.03	.09	.13	.11	.19	8
Openness/Intellect	51	8,237	.03	.08	**.04**	.02	.01	.05	.02	.07	3

Note. k = number of independent samples, N = total sample size, $\overline{r}$ = mean sample-size weighted observed correlation, SD_r = mean observed standard deviation, $\overline{\rho}$ = estimated population correlation (bold) corrected for unreliability in the predictor and the criterion, SD_ρ = standard deviation of population correlation, *95% CI* = 95% confidence interval around mean observed correlation, *80% CR* = 80% credibility interval around estimated population correlation, *%VAR* = percentage of variance attributable to sampling error and measurement error.

[a] = Results from second order meta-analysis (Schmidt & Oh, 2013). For complete output, see Appendix C.

Table 8

Study 1: Meta-Analyses of the Big Five to Variables by Meta-Category: ***Performance***

Variable	*k*	*N*	$\overline{r}$	SD_r	$\overline{\rho}$	SD_ρ	*95% CI*		*80% CR*		*%VAR*
							LO	*HI*	*LO*	*HI*	
Behaviors											
Applicant Performance											
Employment interview: Conventional/Low Structure											
Emotional Stability	16	1,873	.17	.14	**.25**	.00	.10	.24	.25	.25	100
Agreeableness	18	2,159	.12	.08	**.18**	.00	.08	.16	.18	.18	100
Conscientiousness	18	2,163	.13	.08	**.19**	.00	.09	.17	.19	.19	100
Extraversion	19	2,301	.16	.12	**.24**	.00	.11	.21	.24	.24	100
Openness/Intellect	16	1,945	.14	.11	**.22**	.00	.09	.19	.22	.22	100
Employment interview: Behavioral/High Structure[a]											
Emotional Stability	13	1,828	.03	.02	**.04**	.00	.02	.04	.04	.04	100
Agreeableness	9	1,230	.02	.03	**.02**	.00	.00	.03	.02	.02	100
Conscientiousness	20	3,003	.11	.02	**.16**	.00	.11	.12	.16	.16	100
Extraversion	11	1,375	.09	.01	**.12**	.00	.08	.10	.12	.12	100
Openness/Intellect	9	1,230	.03	.00	**.04**	.00	.03	.03	.04	.04	100
Job search behavior											
Emotional Stability	14	2,603	.05	.09	**.07**	.07	.00	.10	-.02	.16	34
Agreeableness	4	1,099	.11	.07	**.16**	.05	.04	.18	.09	.22	27
Conscientiousness	11	5,433	.30	.05	**.41**	.04	.27	.33	.36	.46	33
Extraversion	7	1,733	.34	.07	**.47**	.06	.29	.39	.39	.54	35
Openness/Intellect	4	1,099	.19	.07	**.27**	.06	.12	.26	.20	.34	31
Assessment Center Performance											
AC dimension: Communication[a]											
Emotional Stability	7	5,516	.06	.02	**.07**	.01	.04	.07	.05	.09	65
Agreeableness	10	6,029	.08	.00	**.11**	.00	.08	.08	.11	.11	100

Conscientiousness	8	5,595	-.05	.00	**-.06**	.00	-.05	-.05	-.07	-.06	24
Extraversion	11	6,097	.02	.05	**.03**	.05	-.01	.05	-.04	.09	19
Openness/Intellect	11	6,470	.03	.08	**.04**	.08	-.02	.08	-.06	.15	7
AC dimension: Consideration of others[a]											
Emotional Stability	6	5,313	.20	.01	**.26**	.01	.19	.21	.25	.28	1
Agreeableness	10	5,943	.20	.14	**.28**	.14	.12	.29	.10	.45	3
Conscientiousness	9	5,822	.07	.01	**.09**	.00	.07	.07	.09	.09	100
Extraversion	11	6,011	.16	.00	**.21**	.00	.16	.16	.21	.21	40
Openness/Intellect	9	5,895	.06	.00	**.08**	.00	.06	.06	.08	.08	100
AC dimension: Drive[a]											
Emotional Stability	5	5,466	.18	.17	**.23**	.17	.03	.33	.01	.44	4
Agreeableness	8	5,726	.22	.10	**.29**	.09	.15	.28	.18	.40	22
Conscientiousness	9	5,960	.24	.13	**.31**	.12	.15	.32	.16	.46	17
Extraversion	11	6,149	.44	.12	**.56**	.12	.37	.51	.41	.71	8
Openness/Intellect	9	5,686	.31	.08	**.41**	.07	.26	.36	.32	.50	11
AC dimension: Influencing others[a]											
Emotional Stability	8	5,759	.16	.15	**.20**	.15	.06	.26	.01	.39	2
Agreeableness	13	6,496	.26	.06	**.34**	.05	.23	.29	.27	.41	5
Conscientiousness	8	5,770	.10	.00	**.13**	.00	.10	.10	.13	.13	100
Extraversion	13	6,830	.26	.05	**.33**	.04	.23	.28	.27	.38	24
Openness/Intellect	12	6,448	.17	.06	**.22**	.05	.14	.20	.16	.29	17
AC dimension: Organizing and planning[a]											
Emotional Stability	8	5,743	.12	.04	**.15**	.04	.09	.15	.10	.19	25
Agreeableness	11	6,302	.07	.07	**.10**	.05	.03	.11	.03	.16	34
Conscientiousness	9	6,192	.17	.13	**.21**	.13	.08	.25	.05	.38	6
Extraversion	12	6,370	.17	.00	**.22**	.00	.17	.17	.21	.22	11
Openness/Intellect	12	6,766	.12	.03	**.16**	.02	.10	.14	.13	.19	45

AC dimension: Problem solving[a]											
Emotional Stability	7	5,516	.09	.00	**.11**	.00	.09	.09	.11	.11	100
Agreeableness	12	6,253	.05	.00	**.07**	.00	.05	.05	.07	.07	100
Conscientiousness	8	5,595	-.03	.07	**-.04**	.07	-.08	.02	-.12	.05	12
Extraversion	12	6,214	.09	.02	**.11**	.00	.08	.10	.11	.11	100
Openness/Intellect	12	6,623	.18	.00	**.23**	.00	.18	.18	.23	.24	15
AC dimension: Stress tolerance[a]											
Emotional Stability	9	5,871	.48	.12	**.61**	.12	.40	.56	.46	.77	1
Agreeableness	9	5,705	.21	.09	**.28**	.09	.15	.27	.16	.39	7
Conscientiousness	5	5,086	.15	.02	**.19**	.00	.12	.17	.19	.19	100
Extraversion	11	6,060	.13	.05	**.17**	.04	.10	.16	.12	.21	46
Openness/Intellect	9	5,705	.12	.03	**.16**	.00	.10	.14	.16	.16	100
AC exercise: Case analysis											
Emotional Stability	3	358	.06	.11	**.08**	.08	-.06	.18	-.02	.18	31
Agreeableness	3	358	-.06	.10	**-.08**	.05	-.17	.05	-.15	-.01	16
Conscientiousness	3	358	.04	.10	**.05**	.05	-.07	.15	-.01	.12	16
Extraversion	3	358	-.03	.10	**-.04**	.05	-.14	.08	-.10	.03	16
Openness/Intellect	2	254	.17	.10	**.23**	.07	.03	.31	.14	.32	25
AC exercise: In-basket											
Emotional Stability	4	717	.04	.09	**.05**	.06	-.05	.13	-.03	.13	31
Agreeableness	4	606	-.02	.10	**-.03**	.08	-.12	.08	-.13	.07	34
Conscientiousness	4	717	.13	.12	**.17**	.12	.01	.25	.01	.33	62
Extraversion	7	1,067	.06	.09	**.08**	.05	-.01	.13	.01	.14	19
Openness/Intellect	5	795	.11	.11	**.15**	.10	.01	.21	.02	.28	49
AC exercise: Leaderless group discussion											
Emotional Stability	11	2,888	.08	.07	**.10**	.04	.04	.12	.05	.15	23
Agreeableness	10	2,563	.00	.09	**.00**	.08	-.06	.06	-.10	.10	52
Conscientiousness	10	2,801	.04	.11	**.05**	.11	-.03	.11	-.10	.20	70

Extraversion	13	3,105	.13	.11	**.16**	.11	.07	.19	.02	.30	66
Openness/Intellect	10	2,801	.09	.07	**.12**	.05	.05	.13	.05	.18	28
AC exercise: Oral presentation											
Emotional Stability	3	602	.06	.07	**.07**	.00	-.02	.14	.07	.07	100
Agreeableness	2	270	-.10	.12	**-.13**	.11	-.27	.07	-.26	.01	49
Conscientiousness	3	602	.09	.08	**.11**	.05	.00	.18	.05	.17	23
Extraversion	3	602	.13	.10	**.16**	.09	.02	.24	.05	.27	52
Openness/Intellect	2	498	.09	.08	**.12**	.06	-.02	.20	.03	.20	38
AC exercise: Role-play											
Emotional Stability	5	1,413	.03	.07	**.04**	.05	-.03	.09	-.02	.10	28
Agreeableness	4	1,087	.01	.08	**.01**	.07	-.07	.09	-.07	.10	42
Conscientiousness	5	1,413	.02	.08	**.03**	.07	-.05	.09	-.06	.11	45
Extraversion	5	1,413	.10	.07	**.13**	.05	.04	.16	.07	.19	29
Openness/Intellect	4	1,309	.11	.08	**.15**	.08	.03	.19	.05	.24	53
Academic Performance											
Academic performance											
Emotional Stability	114	59,554	.01	.14	**.01**	.17	-.02	.04	-.20	.23	84
Agreeableness	109	58,522	.07	.11	**.10**	.05	.05	.09	.03	.16	13
Conscientiousness	138	70,926	.19	.14	**.25**	.00	.17	.21	.25	.25	100
Extraversion	113	59,986	-.01	.14	**-.01**	.18	-.04	.02	-.25	.22	97
Openness/Intellect	113	60,442	.10	.05	**.14**	.00	.09	.11	.14	.14	100
Academic performance: Postsecondary											
Emotional Stability	58	23,659	.01	.10	**.01**	.10	-.02	.04	-.11	.14	65
Agreeableness	47	21,734	.07	.09	**.09**	.00	.04	.10	.09	.09	100
Conscientiousness	69	27,875	.19	.11	**.24**	.00	.16	.22	.24	.24	100
Extraversion	58	23,730	-.04	.10	**-.05**	.07	-.07	-.01	-.14	.04	33
Openness/Intellect	52	23,096	.09	.11	**.12**	.00	.06	.12	.12	.12	100

Academic attendance											
Emotional Stability	6	1,874	-.01	.11	**-.01**	.11	-.10	.08	-.15	.13	73
Agreeableness	6	1,874	.02	.13	**.02**	.14	-.08	.12	-.16	.21	81
Conscientiousness	6	1,874	.22	.11	**.26**	.11	.13	.31	.12	.41	76
Extraversion	8	2,144	-.09	.08	**-.11**	.06	-.15	-.03	-.19	-.03	42
Openness/Intellect	6	1,874	-.02	.08	**-.02**	.07	-.08	.04	-.11	.06	50
Educational success											
Emotional Stability	162	70,588	.20	.05	**.26**	.00	.19	.21	.26	.26	100
Agreeableness	15	7,330	.01	.05	**.01**	.00	-.02	.04	.01	.01	100
Conscientiousness	37	15,650	.24	.05	**.32**	.00	.22	.26	.32	.32	100
Extraversion	69	33,005	.09	.05	**.12**	.00	.08	.10	.12	.12	100
Openness/Intellect	8	3,628	.13	.05	**.18**	.00	.10	.16	.18	.18	100
Job Performance											
General performance											
Emotional Stability	182	35,148	.09	.07	**.15**	.00	.08	.10	.15	.15	100
Agreeableness	87	22,060	.05	.06	**.08**	.00	.04	.06	.08	.08	100
Conscientiousness	85	24,464	.14	.06	**.23**	.00	.13	.15	.23	.23	100
Extraversion	149	34,633	.07	.07	**.12**	.00	.06	.08	.12	.12	100
Openness/Intellect	46	11,297	.01	.06	**.02**	.00	-.01	.03	.02	.02	100
Overall job performance[a]											
Emotional Stability	113	29,732	.13	.07	**.20**	.05	.11	.14	.14	.27	35
Agreeableness	98	26,240	.10	.07	**.18**	.05	.09	.12	.11	.25	32
Conscientiousness	140	55,888	.19	.04	**.32**	.03	.18	.20	.27	.36	30
Extraversion	124	32,674	.14	.08	**.23**	.08	.13	.16	.14	.33	16
Openness/Intellect	98	27,218	.07	.04	**.12**	.04	.06	.08	.08	.17	27
Overall job performance: Maximal											
Emotional Stability	3	1,449	-.12	.05	**-.16**	.00	-.18	-.06	-.16	-.16	100
Agreeableness	4	1,514	.09	.05	**.13**	.00	.04	.14	.13	.13	100

Conscientiousness	5	1,769	.08	.05	**.11**	.00	.04	.12	.11	.11	100
Extraversion	4	1,514	.25	.06	**.34**	.00	.19	.31	.34	.34	100
Openness/Intellect	4	1,514	.18	.06	**.26**	.00	.12	.24	.26	.26	100
Overall job performance: Typical											
Emotional Stability	3	1,449	-.10	.06	**-.13**	.00	-.17	-.03	-.13	-.13	100
Agreeableness	4	1,514	.06	.05	**.08**	.00	.01	.11	.08	.08	100
Conscientiousness	5	1,769	.14	.05	**.19**	.00	.10	.18	.19	.19	100
Extraversion	4	1,514	.23	.06	**.30**	.00	.17	.29	.30	.30	100
Openness/Intellect	4	1,514	.07	.06	**.10**	.00	.01	.13	.10	.10	100
Overall job performance: Peer-ratings											
Emotional Stability	22	5,410	.09	.10	**.20**	.00	.05	.13	.20	.20	100
Agreeableness	17	5,243	.10	.11	**.23**	.00	.05	.15	.23	.23	100
Conscientiousness	12	3,504	.12	.16	**.27**	.00	.03	.21	.27	.27	100
Extraversion	12	3,739	.11	.07	**.24**	.00	.07	.15	.24	.24	100
Openness/Intellect	13	4,835	.02	.07	**.05**	.00	-.02	.06	.05	.05	100
Overall job performance: Subordinate-ratings											
Emotional Stability	6	2,243	.06	.04	**.14**	.00	.03	.09	.14	.14	100
Agreeableness	11	3,568	.08	.14	**.20**	.00	.00	.16	.20	.20	100
Conscientiousness	10	3,790	.01	.06	**.02**	.00	-.03	.05	.02	.02	100
Extraversion	8	2,444	.05	.04	**.12**	.00	.02	.08	.12	.12	100
Openness/Intellect	12	3,685	.04	.06	**.10**	.00	.01	.07	.10	.10	100
Training performance[a]											
Emotional Stability	31	6,027	.06	.03	**.07**	.01	.05	.07	.06	.09	81
Agreeableness	31	6,429	.02	.05	**.03**	.05	.00	.04	-.03	.09	17
Conscientiousness	29	6,329	.12	.01	**.16**	.00	.12	.13	.16	.16	100
Extraversion	29	5,845	.10	.07	**.14**	.05	.08	.13	.07	.21	31
Openness/Intellect	26	5,444	.08	.06	**.10**	.05	.05	.10	.05	.16	35

Training success											
Emotional Stability	69	8,685	.12	.09	**.16**	.00	.10	.14	.16	.16	100
Agreeableness	7	988	.08	.08	**.11**	.00	.02	.14	.11	.11	100
Conscientiousness	22	2,935	.19	.08	**.25**	.00	.16	.22	.25	.25	100
Extraversion	70	8,389	.07	.09	**.09**	.00	.05	.09	.09	.09	100
Openness/Intellect	35	8,744	.02	.06	**.03**	.00	.00	.04	.03	.03	100
Transfer of training											
Emotional Stability	5	653	.16	.10	**.21**	.07	.07	.25	.13	.30	27
Agreeableness	3	218	-.02	.07	**-.03**	.00	-.10	.06	-.03	-.03	100
Conscientiousness	5	433	.23	.12	**.31**	.09	.12	.34	.20	.42	27
Extraversion	3	218	.03	.08	**.04**	.00	-.06	.12	.04	.04	100
Openness/Intellect	4	303	.06	.19	**.08**	.21	-.13	.25	-.19	.36	63
Technical performance											
Emotional Stability	84	19,237	.07	.21	**.09**	.27	.03	.11	-.25	.44	90
Agreeableness	39	16,985	.08	.10	**.11**	.12	.05	.11	-.05	.27	77
Conscientiousness	102	47,729	.19	.10	**.26**	.12	.10	.14	.10	.41	79
Extraversion	57	20,104	.10	.09	**.14**	.10	.11	.15	.01	.26	66
Openness/Intellect	41	16,738	.09	.08	**.13**	.09	-.01	.03	.01	.24	62
Contextual performance											
Emotional Stability	32	13,785	.13	.15	**.19**	.20	.08	.18	-.07	.45	90
Agreeableness	20	3,892	.14	.16	**.21**	.21	.07	.21	-.06	.48	80
Conscientiousness	39	24,034	.25	.10	**.37**	.13	-.05	.01	.19	.54	84
Extraversion	35	6,962	.18	.14	**.26**	.18	.03	.13	.03	.49	76
Openness/Intellect	23	4,225	.03	.10	**.05**	.10	.06	.14	-.09	.18	45
Organizational citizenship behavior: Aggregate											
Emotional Stability	36	8,629	.10	.11	**.14**	.13	.06	.14	-.02	.31	66
Agreeableness	47	10,308	.11	.11	**.16**	.13	.08	.14	.00	.33	63
Conscientiousness	71	14,355	.14	.12	**.20**	.14	.11	.17	.02	.39	67

Extraversion	34	6,700	.07	.12	**.10**	.14	.03	.11	-.08	.28	65
Openness/Intellect	38	7,405	.11	.09	**.17**	.08	.08	.14	.06	.27	38
Organizational citizenship behavior: Global											
Emotional Stability	18	4,303	.11	.13	**.16**	.16	.05	.17	-.05	.37	76
Agreeableness	22	3,875	.10	.12	**.15**	.14	.05	.15	-.03	.33	61
Conscientiousness	30	6,233	.15	.11	**.22**	.13	.11	.19	.06	.38	62
Extraversion	16	2,870	.05	.13	**.07**	.15	-.01	.11	-.12	.27	67
Openness/Intellect	11	2,185	.08	.10	**.12**	.11	.02	.14	-.02	.26	50
Organizational citizenship behavior: Interpersonal											
Emotional Stability	13	3,073	.11	.08	**.16**	.07	.07	.15	.07	.25	35
Agreeableness	19	5,608	.13	.07	**.19**	.06	.10	.16	.12	.27	33
Conscientiousness	28	6,347	.16	.14	**.23**	.18	.11	.21	.00	.47	79
Extraversion	13	3,129	.07	.13	**.10**	.16	.00	.14	-.11	.31	76
Openness/Intellect	10	2,049	.13	.10	**.20**	.11	.07	.19	.06	.34	53
Organizational citizenship behavior: Organizational											
Emotional Stability	10	2,139	.08	.11	**.12**	.12	.01	.15	-.04	.27	62
Agreeableness	15	4,598	.12	.11	**.18**	.14	.06	.18	.00	.36	74
Conscientiousness	20	4,025	.13	.09	**.19**	.08	.09	.17	.08	.30	40
Extraversion	9	2,017	.01	.10	**.01**	.11	-.06	.08	-.12	.15	55
Openness/Intellect	7	1,311	.13	.08	**.20**	.05	.07	.19	.13	.26	19
Organizational citizenship behavior: Change											
Emotional Stability	7	1,732	.06	.10	**.09**	.11	-.01	.13	-.06	.23	60
Agreeableness	8	1,396	-.02	.11	**-.03**	.12	-.10	.06	-.18	.12	52
Conscientiousness	17	2,629	.08	.11	**.12**	.11	.03	.13	-.02	.26	47
Extraversion	6	1,144	.10	.06	**.14**	.00	.05	.15	.14	.14	100
Openness/Intellect	19	3,761	.11	.09	**.17**	.08	.07	.15	.06	.28	39
Adaptive performance[a]											
Emotional Stability	75	9,288	.08	.01	**.10**	.00	.08	.08	.10	.10	100

Agreeableness	77	10,156	.12	.01	**.17**	.00	.12	.12	.17	.17	100
Conscientiousness	75	9,288	.07	.02	**.09**	.00	.06	.07	.09	.09	100
Extraversion	79	9,949	.08	.03	**.11**	.00	.07	.08	.10	.11	97
Openness/Intellect	78	10,343	.05	.00	**.07**	.00	.05	.05	.07	.07	100
Teamwork											
Emotional Stability	31	2,067	.13	.12	**.21**	.00	.09	.17	.21	.21	100
Agreeableness	7	329	.17	.14	**.29**	.00	.07	.27	.29	.29	100
Conscientiousness	14	787	.18	.13	**.30**	.00	.11	.25	.30	.30	100
Extraversion	39	2,307	.08	.13	**.13**	.00	.04	.12	.13	.13	100
Openness/Intellect	1	667	.11	-	**.19**	-	-	-	-	-	-
Creativity											
Emotional Stability	8	442	-.05	.13	**-.08**	.14	-.14	.04	-.26	.11	55
Agreeableness	3	174	-.29	.12	**-.45**	.00	-.43	-.15	-.45	-.45	100
Conscientiousness	4	192	.04	.13	**.06**	.00	-.09	.17	.06	.06	100
Extraversion	7	333	-.03	.14	**-.05**	.10	-.13	.07	-.18	.09	23
Openness/Intellect	1	58	.07	-	**.11**	-	-	-	-	-	-
Validity											
Emotional Stability	82	16,436	.06	.13	**.09**	.00	.03	.09	.09	.09	100
Agreeableness	65	14,740	.04	.13	**.06**	.10	.01	.07	-.06	.19	23
Conscientiousness	96	20,307	.14	.13	**.21**	.00	.11	.17	.21	.21	100
Extraversion	80	17,692	.06	.13	**.09**	.00	.03	.09	.09	.09	100
Openness/Intellect	63	13,539	.09	.12	**.14**	.00	.06	.12	.14	.14	100
Outcomes											
Applicant Outcomes											
Job search outcomes: Job offers											
Emotional Stability	2	260	.17	.11	**.20**	.08	.02	.32	.10	.30	40
Agreeableness	1	134	.29	-	**.35**	-	-	-	-	-	-
Conscientiousness	2	228	.09	.13	**.11**	.11	-.09	.27	-.03	.25	48

Extraversion	1	134	.41	-	**.49**	-	-	-	-	-	-
Openness/Intellect	1	134	.28	-	**.35**	-	-	-	-	-	-
Job search outcomes: Search duration											
Emotional Stability	6	1,600	.01	.08	**.01**	.06	-.05	.07	-.07	.09	41
Agreeableness	2	830	-.08	.07	**-.10**	.06	-.18	.02	-.18	-.02	51
Conscientiousness	4	2,609	-.11	.05	**-.13**	.04	-.16	-.06	-.18	-.08	40
Extraversion	2	830	-.09	.06	**-.11**	.04	-.17	-.01	-.16	-.05	34
Openness/Intellect	2	830	-.07	.07	**-.09**	.06	-.17	.03	-.17	-.01	51
Job search outcomes: Employment status											
Emotional Stability	9	2,681	.08	.08	**.09**	.07	.03	.13	.01	.18	48
Agreeableness	1	478	.01	-	**.01**	-	-	-	-	-	-
Conscientiousness	5	2,534	.12	.06	**.14**	.05	.07	.17	.08	.21	47
Extraversion	1	478	.04	-	**.05**	-	-	-	-	-	-
Openness/Intellect	1	478	-.01	-	**-.01**	-	-	-	-	-	-
Incumbent Outcomes											
Status change											
Emotional Stability	12	3,483	.08	.11	**.09**	.11	.02	.14	-.05	.23	72
Agreeableness	9	2,515	.09	.12	**.11**	.13	.01	.17	-.05	.27	75
Conscientiousness	8	2,698	.11	.06	**.13**	.03	.07	.15	.09	.17	19
Extraversion	15	4,374	.10	.14	**.12**	.15	.03	.17	-.07	.31	83
Openness/Intellect	5	1,766	.09	.05	**.11**	.00	.05	.13	.11	.11	100
Promotions											
Emotional Stability	5	4,575	.10	.05	**.12**	.04	.06	.14	.06	.17	57
Agreeableness	4	4,428	-.04	.03	**-.05**	.00	-.07	-.01	-.05	-.05	100
Conscientiousness	4	4,428	.05	.03	**.06**	.00	.02	.08	.06	.06	100
Extraversion	4	4,428	.16	.06	**.19**	.06	.10	.22	.11	.27	76
Openness/Intellect	5	4,942	.01	.04	**.01**	.03	-.03	.05	-.03	.05	37

Salary											
Emotional Stability	7	6,433	.10	.04	**.12**	.03	.07	.13	.08	.15	33
Agreeableness	6	6,286	-.09	.03	**-.11**	.00	-.11	-.07	-.11	-.11	100
Conscientiousness	6	6,286	.06	.09	**.07**	.10	-.01	.13	-.06	.20	88
Extraversion	7	6,610	.09	.05	**.11**	.05	.05	.13	.05	.16	58
Openness/Intellect	7	6,800	.03	.05	**.04**	.05	-.01	.07	-.02	.10	59
Personnel data[a]											
Emotional Stability	32	6,219	.06	.01	**.08**	.00	.05	.06	.08	.08	100
Agreeableness	28	4,969	.04	.05	**.06**	.04	.02	.06	.01	.12	41
Conscientiousness	35	6,905	.10	.04	**.15**	.01	.08	.11	.13	.16	88
Extraversion	37	7,101	.06	.01	**.09**	.00	.06	.06	.09	.09	100
Openness/Intellect	25	4,401	.03	.04	**.04**	.00	.01	.04	.04	.04	100
Productivity											
Emotional Stability	11	1,436	-.03	.14	**-.04**	.16	-.11	.05	-.24	.16	74
Agreeableness	15	2,082	-.03	.20	**-.04**	.25	-.13	.07	-.36	.28	88
Conscientiousness	14	1,639	.10	.09	**.13**	.00	.05	.15	.13	.13	100
Extraversion	12	1,774	.07	.09	**.09**	.00	.02	.12	.09	.09	100
Openness/Intellect	9	1,060	.00	.09	**.00**	.00	-.06	.06	.00	.00	100
Firm performance											
Emotional Stability	29	4,446	.14	.12	**.17**	.11	.10	.18	.03	.32	56
Agreeableness	4	931	.04	.14	**.05**	.16	-.10	.18	-.15	.25	78
Conscientiousness	24	3,193	.15	.24	**.19**	.28	.05	.25	-.17	.55	87
Extraversion	9	1,476	.08	.14	**.10**	.14	-.01	.17	-.09	.28	69
Openness/Intellect	15	2,461	.15	.16	**.20**	.18	.07	.23	-.04	.43	77

Note. k = number of independent samples, N = total sample size, $\overline{r}$ = mean sample-size weighted observed correlation, SD_r = mean observed standard deviation, $\overline{\rho}$ = estimated population correlation (bold) corrected for unreliability in the predictor and the criterion, SD_ρ = standard deviation of population correlation, *95% CI* = 95% confidence interval around mean observed correlation, *80% CR* = 80% credibility interval around estimated population correlation, *%VAR* = percentage of variance attributable to sampling error and measurement error.

[a] = Results from second-order meta-analysis (Schmidt & Oh, 2013). For complete output, see Appendix C.

Table 9

Study 1: Meta-Analyses of the Big Five to Variables by Meta-Category: ***Leadership***

Variable	*k*	*N*	$\overline{r}$	SD_r	$\overline{\rho}$	SD_ρ	*95% CI*		*80% CR*		*% VAR*
							LO	*HI*	*LO*	*HI*	
Behaviors											
Initiating structure											
Emotional Stability	4	635	.07	.14	**.10**	.17	-.07	.21	-.11	.32	68
Agreeableness	4	635	-.01	.23	**-.02**	.33	-.24	.22	-.44	.41	88
Conscientiousness	4	635	.17	.13	**.25**	.16	.04	.30	.05	.45	65
Extraversion	4	635	.14	.10	**.21**	.09	.04	.24	.09	.33	39
Openness/Intellect	2	843	.01	.12	**.02**	.17	-.16	.18	-.20	.23	83
Consideration											
Emotional Stability	4	635	.11	.15	**.16**	.19	-.04	.26	-.08	.40	73
Agreeableness	4	635	.18	.29	**.27**	.43	-.10	.46	-.27	.82	93
Conscientiousness	4	635	.21	.12	**.31**	.14	.09	.33	.14	.49	60
Extraversion	4	635	.24	.19	**.36**	.26	.05	.43	.02	.69	84
Openness/Intellect	4	635	.03	.12	**.05**	.14	-.09	.15	-.13	.22	56
Transformational leadership[a]											
Emotional Stability	37	5,973	.16	.01	**.23**	.00	.15	.16	.23	.23	100
Agreeableness	38	6,482	.11	.01	**.16**	.00	.10	.11	.16	.16	100
Conscientiousness	35	5,937	.11	.01	**.16**	.00	.11	.11	.16	.16	100
Extraversion	38	6,070	.19	.02	**.29**	.00	.19	.20	.29	.29	100
Openness/Intellect	40	7,279	.12	.03	**.19**	.00	.12	.13	.19	.19	100
Transformational leadership: Charisma											
Emotional Stability	10	1,650	.13	.08	**.19**	.03	.08	.18	.15	.23	8
Agreeableness	9	1,706	.15	.19	**.23**	.27	.03	.27	-.12	.57	86
Conscientiousness	8	1,605	.05	.08	**.07**	.06	-.01	.11	.00	.15	22
Extraversion	9	1,706	.17	.07	**.25**	.00	.12	.22	.25	.25	100
Openness/Intellect	9	1,706	.15	.18	**.23**	.26	.03	.27	-.10	.56	84

Transformational leadership: Idealized influence											
Emotional Stability	6	845	.10	.08	**.15**	.00	.04	.16	.15	.15	100
Agreeableness	6	845	.20	.10	**.31**	.09	.12	.28	.19	.42	34
Conscientiousness	6	845	.08	.08	**.12**	.00	.02	.14	.12	.12	100
Extraversion	5	623	.15	.12	**.22**	.12	.04	.26	.07	.38	46
Openness/Intellect	5	623	.14	.08	**.22**	.00	.07	.21	.22	.22	100
Transformational leadership: Inspirational motivation											
Emotional Stability	6	812	.09	.05	**.13**	.00	.05	.13	.13	.13	100
Agreeableness	6	812	.15	.09	**.23**	.05	.08	.22	.17	.29	12
Conscientiousness	6	812	-.01	.05	**-.01**	.00	-.05	.03	-.01	-.01	100
Extraversion	6	812	.16	.11	**.24**	.11	.07	.25	.10	.37	42
Openness/Intellect	6	812	.17	.10	**.26**	.08	.09	.25	.16	.37	30
Transformational leadership: Intellectual stimulation[a]											
Emotional Stability	15	2,517	.09	.03	**.13**	.00	.08	.11	.13	.13	100
Agreeableness	14	2,573	.09	.02	**.14**	.00	.08	.10	.14	.14	100
Conscientiousness	14	2,573	-.01	.02	**-.02**	.00	-.02	.00	-.02	-.02	100
Extraversion	13	2,319	.12	.05	**.18**	.02	.09	.15	.16	.21	87
Openness/Intellect	14	2,573	.07	.01	**.12**	.00	.07	.08	.12	.12	100
Transformational leadership: Individualized consideration[a]											
Emotional Stability	14	2,395	.06	.02	**.08**	.00	.05	.06	.08	.08	100
Agreeableness	13	2,451	.14	.02	**.22**	.00	.13	.15	.22	.22	100
Conscientiousness	13	2,451	.03	.07	**.04**	.00	-.01	.07	.04	.04	100
Extraversion	12	2,197	.13	.04	**.19**	.00	.11	.15	.19	.19	100
Openness/Intellect	13	2,451	.10	.05	**.16**	.00	.07	.13	.16	.16	100
Transactional leadership: Contingent reward											
Emotional Stability	7	1,532	.08	.09	**.12**	.09	.01	.15	.01	.23	44
Agreeableness	7	1,622	.13	.14	**.20**	.19	.03	.23	-.04	.44	79

Conscientiousness	6	1,469	.02	.07	**.03**	.04	-.04	.08	-.02	.08	16
Extraversion	5	1,215	.11	.07	**.16**	.04	.05	.17	.11	.22	18
Openness/Intellect	6	1,469	.02	.06	**.03**	.00	-.03	.07	.03	.03	100
Transactional leadership: Management by exception (lack of)											
Emotional Stability	7	1,532	.02	.07	**.03**	.03	.03	-.07	-.00	.06	6
Agreeableness	6	1,469	.09	.07	**.14**	.04	.03	.15	.08	.19	18
Conscientiousness	6	1,469	.02	.06	**.03**	.00	-.03	.07	.03	.03	100
Extraversion	5	1,215	.02	.06	**.03**	.00	-.03	.07	.03	.03	100
Openness/Intellect	6	1,469	.03	.06	**.05**	.00	-.02	.08	.05	.05	100
Transactional leadership: Passive leadership (lack of)											
Emotional Stability	8	1,627	.04	.07	**.06**	.00	-.01	.09	.06	.06	100
Agreeableness	7	1,564	.09	.08	**.14**	.07	.03	.15	.05	.22	31
Conscientiousness	7	1,564	.09	.08	**.13**	.07	.03	.15	.05	.22	31
Extraversion	6	1,310	.07	.09	**.10**	.09	.00	.14	-.01	.22	44
Openness/Intellect	7	1,564	-.03	.07	**-.05**	.03	-.08	.02	-.09	-.01	8
Outcomes											
Leadership											
Emotional Stability	51	8,960	.17	.09	**.25**	.08	.15	.19	.15	.35	33
Agreeableness	45	10,507	.05	.08	**.08**	.07	.03	.07	-.01	.17	33
Conscientiousness	39	10,056	.20	.07	**.30**	.05	.18	.22	.23	.37	27
Extraversion	63	12,640	.22	.08	**.33**	.06	.20	.24	.24	.41	29
Openness/Intellect	39	7,762	.17	.09	**.26**	.09	.14	.20	.15	.38	41
Leadership emergence											
Emotional Stability	30	5,010	.17	.08	**.25**	.04	.14	.20	.20	.30	11
Agreeableness	23	5,359	.03	.07	**.05**	.04	.00	.06	.00	.09	12
Conscientiousness	17	3,655	.23	.06	**.34**	.00	.20	.26	.34	.34	100
Extraversion	37	7,215	.24	.07	**.36**	.03	.22	.26	.32	.39	7
Openness/Intellect	20	3,900	.17	.07	**.26**	.01	.14	.20	.25	.28	1

Leadership effectiveness											
Emotional Stability	18	3,006	.16	.08	**.24**	.04	.12	.20	.19	.28	11
Agreeableness	19	4,427	.14	.06	**.21**	.00	.11	.17	.21	.21	100
Conscientiousness	18	3,870	.11	.07	**.16**	.03	.08	.14	.13	.20	7
Extraversion	23	4,485	.17	.07	**.25**	.01	.14	.20	.24	.26	1
Openness/Intellect	17	3,315	.17	.07	**.26**	.01	.14	.20	.25	.28	1
Leadership effectiveness: Subordinate job satisfaction											
Emotional Stability	2	300	.02	.11	**.03**	.10	-.13	.17	-.10	.15	45
Agreeableness	2	300	.01	.13	**.01**	.14	-.17	.19	-.16	.19	60
Conscientiousness	2	300	-.06	.11	**-.08**	.10	-.21	.09	-.20	.05	45
Extraversion	2	300	.06	.11	**.08**	.10	-.09	.21	-.04	.20	45
Openness/Intellect	2	300	.00	.11	**.00**	.10	-.15	.15	-.13	.13	45
Leadership effectiveness: Satisfaction with leader											
Emotional Stability	3	1,078	.06	.08	**.07**	.07	-.03	.15	-.02	.17	57
Agreeableness	2	300	.17	.11	**.22**	.10	.02	.32	.09	.34	48
Conscientiousness	3	1,078	-.02	.07	**-.03**	.06	-.10	.06	-.10	.05	43
Extraversion	3	1,078	.02	.07	**.02**	.06	-.06	.10	-.05	.10	43
Openness/Intellect	3	400	.02	.15	**.03**	.16	-.15	.19	-.18	.23	66
Leadership effectiveness: Group performance											
Emotional Stability	1	50	-.02	-	**-.03**	-	-	-	-	-	-
Agreeableness	2	84	.13	.20	**.20**	.20	-.15	.41	-.05	.45	41
Conscientiousness	5	203	.21	.23	**.31**	.26	.01	.41	-.02	.64	56
Extraversion	3	135	.00	.19	**.00**	.17	-.22	.22	-.22	.22	37
Openness/Intellect	2	117	.09	.17	**.14**	.17	-.15	.33	-.08	.36	41

Note. k = number of independent samples, N = total sample size, $\overline{r}$ = mean sample-size weighted observed correlation, SD_r = mean observed standard deviation, $\overline{\rho}$ = estimated population correlation (bold) corrected for unreliability in the predictor and the criterion, SD_ρ = standard deviation of population correlation, *95% CI* = 95% confidence interval around mean observed correlation, *80% CR* = 80% credibility interval around estimated population correlation, *%VAR* = percentage of variance attributable to sampling error and measurement error.

[a] = Results from second-order meta-analysis (Schmidt & Oh, 2013). For complete output, see Appendix C.

Table 10

Study 1: Meta-Analyses of the Big Five to Variables by Meta-Category: ***Counterproductivity***

Variable	*k*	*N*	$\overline{r}$	SD_r	$\overline{\rho}$	SD_ρ	*95% CI*		*80% CR*		*% VAR*
							LO	*HI*	*LO*	*HI*	
Behaviors											
Domain-General											
Coping: Broad disengagement											
Emotional Stability	86	20,009	-.27	.07	**-.37**	.05	-.28	-.26	-.43	-.31	24
Agreeableness	29	9,063	-.13	.05	**-.18**	.00	-.15	-.11	-.18	-.18	100
Conscientiousness	35	13,236	-.15	.06	**-.21**	.05	-.17	-.13	-.27	-.15	30
Extraversion	57	16,337	-.04	.08	**-.06**	.07	-.06	-.02	-.15	.04	45
Openness/Intellect	29	8,770	-.02	.05	**-.03**	.00	-.04	.00	-.03	-.03	100
Coping: Narrow disengagement											
Emotional Stability	33	5,444	-.28	.07	**-.38**	.00	-.30	-.26	-.38	-.38	100
Agreeableness	10	1,837	-.07	.08	**-.10**	.04	-.12	-.02	-.16	-.04	15
Conscientiousness	11	2,002	-.10	.08	**-.14**	.04	-.15	-.05	-.19	-.08	15
Extraversion	22	3,650	-.04	.07	**-.06**	.00	-.07	-.01	-.06	-.06	100
Openness/Intellect	10	1,964	-.05	.06	**-.07**	.00	-.09	-.01	-.07	-.07	100
Narrow disengagement: Denial											
Emotional Stability	21	3,407	-.18	.07	**-.25**	.00	-.21	-.15	-.25	-.25	100
Agreeableness	6	1,358	-.12	.07	**-.17**	.03	-.18	-.06	-.21	-.13	12
Conscientiousness	6	1,358	-.17	.06	**-.24**	.00	-.22	-.12	-.24	-.24	100
Extraversion	16	2,685	-.02	.07	**-.03**	.00	-.05	.01	-.03	-.03	100
Openness/Intellect	8	1,754	-.07	.07	**-.10**	.03	-.12	-.02	-.14	-.07	7
Narrow disengagement: Withdrawal											
Emotional Stability	7	910	-.29	.07	**-.40**	.00	-.34	-.24	-.40	-.40	100
Agreeableness	4	479	.08	.09	**.11**	.00	-.01	.17	.11	.11	100
Conscientiousness	4	479	.01	.09	**.01**	.00	-.08	.10	.01	.01	100

Extraversion	6	836	-.05	.09	**-.07**	.04	-.12	.02	-.12	-.02	11
Openness/Intellect	4	606	.10	.08	**.14**	.00	.02	.18	.14	.14	100
Coping: Mixed emotion focus											
Emotional Stability	27	3,109	-.22	.09	**-.30**	.02	-.25	-.19	-.32	-.28	2
Agreeableness	8	645	-.09	.11	**-.13**	.00	-.17	-.01	-.13	-.13	100
Conscientiousness	8	645	-.13	.11	**-.18**	.00	-.21	-.05	-.18	-.18	100
Extraversion	20	2,369	.08	.09	**.11**	.00	.04	.12	.11	.11	100
Openness/Intellect	10	1041	.10	.10	**.14**	.03	.04	.16	.10	.19	5
Coping: Negative emotion focus											
Emotional Stability	54	9,994	-.41	.07	**-.56**	.05	-.43	-.39	-.62	-.50	23
Agreeableness	16	4,877	-.09	.06	**-.13**	.03	-.12	-.06	-.16	-.09	10
Conscientiousness	19	6,800	-.14	.06	**-.19**	.04	-.17	-.11	-.25	-.14	25
Extraversion	36	9,392	-.05	.08	**-.07**	.07	-.08	-.02	-.16	.02	40
Openness/Intellect	20	5370	.03	.07	**.04**	.05	.00	.06	-.02	.11	24
Coping: Substance use											
Emotional Stability	24	7,110	-.28	.05	**-.38**	.00	-.30	-.26	-.38	-.38	100
Agreeableness	11	3,279	-.18	.05	**-.26**	.00	-.21	-.15	-.26	-.26	100
Conscientiousness	14	6,810	-.18	.05	**-.25**	.03	-.21	-.15	-.29	-.21	23
Extraversion	17	6,774	-.04	.05	**-.06**	.00	-.06	-.02	-.06	-.06	100
Openness/Intellect	12	2,983	.04	.06	**.06**	.00	.01	.07	.06	.06	100
Smoking											
Emotional Stability	9	4,730	-.10	.10	**-.14**	.12	-.17	-.03	-.30	.02	81
Agreeableness	9	4,730	-.11	.08	**-.16**	.10	-.16	-.06	-.28	-.03	71
Conscientiousness	9	4,730	-.14	.16	**-.19**	.21	-.24	-.04	-.47	.08	93
Extraversion	9	4,730	.09	.14	**.12**	.18	.00	.18	-.11	.36	90
Openness/Intellect	9	4,730	.06	.09	**.09**	.11	.00	.12	-.06	.23	77
Alcohol involvement											
Emotional Stability	19	5,920	-.14	.17	**-.19**	.22	-.22	-.06	-.47	.09	89

Agreeableness	19	5,920	-.18	.07	**-.26**	.06	-.21	-.15	-.33	-.18	38
Conscientiousness	19	5,920	-.21	.14	**-.29**	.18	-.27	-.15	-.52	-.06	85
Extraversion	19	5,920	.04	.11	**.06**	.13	-.01	.09	-.11	.22	73
Openness/Intellect	18	5,723	-.04	.16	**-.06**	.22	-.11	.03	-.33	.22	88
Sexual risk-taking: Aggregate											
Emotional Stability	14	5,686	-.05	.06	**-.07**	.05	-.08	-.02	-.13	-.01	32
Agreeableness	6	2044	-.20	.03	**-.28**	.00	-.22	-.18	-.28	-.28	100
Conscientiousness	5	1,977	-.12	.03	**-.16**	.00	-.15	-.09	-.16	-.16	100
Extraversion	12	5,097	.06	.06	**.08**	.05	.03	.09	.02	.14	35
Openness/Intellect	5	1,977	.00	.04	**.00**	.00	-.04	.04	.00	.00	100
High-risk sexual encounter											
Emotional Stability	11	4,284	-.06	.04	**-.08**	.00	-.08	-.04	-.08	-.08	100
Agreeableness	4	1,164	-.22	.03	**-.31**	.00	-.25	-.19	-.31	-.31	100
Conscientiousness	3	1,097	-.11	.05	**-.15**	.00	-.17	-.05	-.15	-.15	100
Extraversion	10	4,217	.09	.06	**.12**	.05	.05	.13	.06	.18	35
Openness/Intellect	3	1,097	.04	.05	**.06**	.00	-.02	.10	.06	.06	100
Unprotected sex											
Emotional Stability	5	2,562	.00	.09	**.00**	.11	-.08	.08	-.13	.13	76
Agreeableness	2	470	-.23	.06	**-.32**	.00	-.31	-.15	-.32	-.32	100
Conscientiousness	2	470	-.26	.06	**-.35**	.00	-.34	-.18	-.35	-.35	100
Extraversion	4	2,040	.04	.07	**.05**	.07	-.03	.11	-.04	.15	60
Openness/Intellect	2	470	-.01	.06	**-.01**	.00	-.09	.07	-.01	-.01	100
Number of sexual partners											
Emotional Stability	4	1,011	-.12	.05	**-.16**	.00	-.17	-.07	-.16	-.16	100
Agreeableness	4	1,011	-.17	.03	**-.24**	.00	-.20	-.14	-.24	-.24	100
Conscientiousness	3	944	-.08	.06	**-.11**	.03	-.15	-.01	-.15	-.07	13
Extraversion	3	944	.01	.06	**.01**	.03	-.06	.08	-.02	.05	11
Openness/Intellect	3	944	-.06	.06	**-.08**	.03	-.13	.01	-.12	-.05	12

Antisocial behavior[a]											
Emotional Stability	79	30,684	-.17	.06	**-.22**	.06	-.18	-.16	-.30	-.14	2
Agreeableness	44	14,859	-.37	.07	**-.49**	.06	-.39	-.35	-.57	-.41	3
Conscientiousness	44	14,892	-.24	.01	**-.31**	.00	-.24	-.23	-.31	-.31	99
Extraversion	82	31,574	.06	.04	**.07**	.04	.05	.07	.03	.12	3
Openness/Intellect	45	14,895	-.02	.03	**-.02**	.02	-.02	-.01	-.05	.01	23
Aggression											
Emotional Stability	34	10,167	-.17	.06	**-.22**	.00	-.19	-.15	-.22	-.22	100
Agreeableness	32	8,837	-.33	.05	**-.44**	.00	-.35	-.31	-.44	-.44	100
Conscientiousness	35	10,214	-.18	.06	**-.23**	.00	-.20	-.16	-.23	-.23	100
Extraversion	33	9,654	-.03	.06	**-.04**	.07	-.05	-.01	-.12	.05	74
Openness/Intellect	33	9,638	-.10	.06	**-.14**	.00	-.12	-.08	-.14	-.14	100
Work-Related											
Procrastination											
Emotional Stability	59	10,720	-.24	.07	**-.30**	.00	-.26	-.22	-.30	-.30	100
Agreeableness	24	5,001	-.12	.06	**-.15**	.00	-.14	-.10	-.15	-.15	100
Conscientiousness	20	4,012	-.62	.05	**-.78**	.03	-.64	-.60	-.82	-.74	24
Extraversion	18	3,951	.11	.04	**.14**	.00	.09	.13	.14	.14	100
Openness/Intellect	16	3,612	.03	.08	**.04**	.06	-.01	.07	-.03	.11	31
Absenteeism											
Emotional Stability	10	1,326	-.09	.08	**-.11**	.00	-.14	-.04	-.11	-.11	100
Agreeableness	9	1,076	-.05	.08	**-.07**	.00	-.10	.00	-.07	-.07	100
Conscientiousness	13	1,582	-.13	.11	**-.17**	.08	-.19	-.07	-.27	-.06	34
Extraversion	10	1,326	.07	.13	**.09**	.12	-.01	.15	-.07	.25	55
Openness/Intellect	9	1,076	-.03	.08	**-.04**	.00	-.08	.02	-.04	-.04	100
Safety performance (lack of)											
Emotional Stability	19	3,929	-.11	.12	**-.14**	.13	-.16	-.06	-.30	.02	67
Agreeableness	12	4,791	-.20	.06	**-.27**	.05	-.23	-.17	-.33	-.21	36

Conscientiousness	16	3,995	-.21	.09	**-.27**	.09	-.25	-.17	-.38	-.16	55
Extraversion	20	6,378	.07	.10	**.09**	.11	.03	.11	-.05	.23	69
Openness/Intellect	10	2,898	-.01	.06	**-.01**	.02	-.05	.03	-.03	.01	4
Academic dishonesty											
Emotional Stability	16	5,045	-.02	.09	**-.03**	.09	-.06	.02	-.14	.09	61
Agreeableness	13	4,423	-.11	.09	**-.15**	.10	-.16	-.06	-.27	-.02	64
Conscientiousness	16	5,154	-.18	.09	**-.24**	.09	-.22	-.14	-.36	-.12	64
Extraversion	13	4,424	.04	.09	**.05**	.09	-.01	.09	-.07	.17	64
Openness/Intellect	13	4,424	-.06	.08	**-.08**	.08	-.10	-.02	-.18	.02	54
Irresponsible behavior											
Emotional Stability	9	21,431	-.15	.02	**-.23**	.00	-.16	-.14	-.23	-.23	100
Agreeableness	4	24,259	-.08	.01	**-.13**	.00	-.09	-.07	-.13	-.13	100
Conscientiousness	37	59,076	-.25	.02	**-.39**	.00	-.26	-.24	-.39	-.39	100
Extraversion	8	19,623	-.03	.02	**-.05**	.00	-.04	-.02	-.05	-.05	100
Openness/Intellect	2	1,414	-.15	.04	**-.24**	.03	-.21	-.09	-.27	-.21	15
Counterproductive work behavior[a]											
Emotional Stability	10	3,283	-.22	.00	**-.30**	.00	-.22	-.22	-.30	-.30	100
Agreeableness	11	3,899	-.33	.07	**-.45**	.06	-.37	-.29	-.53	-.38	24
Conscientiousness	12	4,361	-.29	.05	**-.39**	.04	-.31	-.26	-.44	-.34	39
Extraversion	8	2,801	-.04	.03	**-.05**	.00	-.06	-.02	-.05	-.05	100
Openness/Intellect	9	3,263	-.08	.03	**-.11**	.00	-.10	-.06	-.11	-.11	100
Counterproductive work behavior: Other-ratings											
Emotional Stability	12	2,975	-.04	.09	**-.06**	.10	-.09	.01	-.18	.06	50
Agreeableness	9	2,246	-.18	.16	**-.28**	.23	-.28	-.08	-.58	.01	85
Conscientiousness	13	3,332	-.15	.13	**-.23**	.18	-.22	-.08	-.46	.00	78
Extraversion	7	1,066	.03	.13	**.05**	.16	-.07	.13	-.15	.25	61
Openness/Intellect	6	890	-.10	.06	**-.16**	.00	-.15	-.05	-.16	-.16	100

Counterproductive work behavior: Interpersonal											
Emotional Stability	10	2,842	-.20	.11	**-.26**	.00	-.27	-.13	-.26	-.26	100
Agreeableness	10	3,336	-.36	.09	**-.48**	.00	-.42	-.30	-.48	-.48	100
Conscientiousness	11	3,458	-.19	.12	**-.25**	.00	-.26	-.12	-.25	-.25	100
Extraversion	8	2,360	.02	.11	**.03**	.11	-.06	.10	-.11	.16	58
Openness/Intellect	8	2,360	-.07	.05	**-.09**	.00	-.10	-.04	-.09	-.09	100
Counterproductive work behavior: Organizational											
Emotional Stability	7	2,300	-.19	.11	**-.25**	.00	-.27	-.11	-.25	-.25	100
Agreeableness	8	2,934	-.25	.08	**-.34**	.00	-.31	-.19	-.34	-.34	100
Conscientiousness	8	2,934	-.34	.08	**-.45**	.00	-.40	-.28	-.45	-.45	100
Extraversion	5	1,836	-.07	.12	**-.09**	.10	-.18	.04	-.22	.04	40
Openness/Intellect	5	1,772	-.03	.07	**-.04**	.09	-.09	.03	-.16	.08	95
Outcomes											
Turnover/tenure											
Emotional Stability	13	1,495	-.01	.17	**-.02**	.23	-.10	.08	-.30	.27	77
Agreeableness	15	1,838	-.06	.09	**-.09**	.00	-.11	-.01	-.09	-.09	100
Conscientiousness	19	2,759	-.09	.11	**-.14**	.00	-.14	-.04	-.14	-.14	100
Extraversion	13	1,437	.03	.14	**.05**	.10	-.05	.11	-.08	.17	21
Openness/Intellect	12	1,628	.08	.19	**.13**	.17	-.03	.19	-.09	.35	32
Turnover											
Emotional Stability	19	1,824	-.16	.10	**-.21**	.00	-.20	-.12	-.21	-.21	100
Agreeableness	15	1,532	-.22	.11	**-.29**	.07	-.28	-.16	-.39	-.20	26
Conscientiousness	17	1,631	-.18	.10	**-.23**	.02	-.23	-.13	-.25	-.22	1
Extraversion	18	1,608	-.03	.11	**-.04**	.04	-.08	.02	-.09	.01	7
Openness/Intellect	16	1,563	.09	.11	**.12**	.06	.04	.14	.05	.20	16
Accidents											
Emotional Stability	23	3,518	-.13	.12	**-.23**	.00	-.18	-.08	-.23	-.23	100
Agreeableness	14	3,528	-.05	.08	**-.09**	.00	-.09	-.01	-.09	-.09	100

Conscientiousness	18	4,550	-.17	.11	**-.30**	.00	-.22	-.12	-.30	-.30	100
Extraversion	30	6,048	.10	.15	**.18**	.00	.05	.15	.18	.18	100
Openness/Intellect	10	1,147	.18	.28	**.33**	.00	.01	.35	.33	.33	100
Accidents: Vehicular											
Emotional Stability	8	1,460	-.06	.05	**-.11**	.00	-.09	-.03	-.11	-.11	100
Agreeableness	7	3,108	-.13	.05	**-.24**	.00	-.17	-.09	-.24	-.24	100
Conscientiousness	9	3,425	-.16	.03	**-.29**	.00	-.18	-.14	-.29	-.29	100
Extraversion	16	4,424	.15	.08	**.27**	.00	.11	.19	.27	.27	100
Openness/Intellect	3	577	.08	.08	**.15**	.00	-.01	.17	.15	.15	100
Accidents: Occupational											
Emotional Stability	15	2,346	-.06	.10	**-.11**	.00	-.11	-.01	-.11	-.11	100
Agreeableness	9	4,239	-.07	.05	**-.13**	.00	-.10	-.04	-.13	-.13	100
Conscientiousness	9	2,163	-.11	.07	**-.20**	.00	-.16	-.06	-.20	-.20	100
Extraversion	16	3,018	.10	.13	**.18**	.00	.04	.16	.18	.18	100
Openness/Intellect	6	1,633	.05	.06	**.09**	.00	.00	.10	.09	.09	100

Note. k = number of independent samples, N = total sample size, $\overline{r}$ = mean sample-size weighted observed correlation, SD_r = mean observed standard deviation, $\overline{\rho}$ = estimated population correlation (bold) corrected for unreliability in the predictor and the criterion, SD_ρ = standard deviation of population correlation, *95% CI* = 95% confidence interval around mean observed correlation, *80% CR* = 80% credibility interval around estimated population correlation, *%VAR* = percentage of variance attributable to sampling error and measurement error.

[a] = Results from second-order meta-analysis (Schmidt & Oh, 2013). For complete output, see Appendix C.

Table 11

Study 1: Summary of Big Five Relations by Meta-Category: ***Emotional Stability***

Category	N_v	*M*	*SD*	*%*	*Min*	*Q1*	*Med*	*Q3*	*Max*
Overall[a]	***131***	***.17***	***.17***	***74***	-.23	.08	.15	.25	.74
Well-Being	**37**	**.24**	**.24**	**78**	-.23	.08	.26	.37	.74
Attitudes	24	.36	.20	83					
Domain-General	8	.51	.18	100					
Work-Related	16	.28	.15	75					
Positive Valence	9	.20	.15	67					
Negative Valence	7	.39	.08	86					
Behaviors	13	.03	.12	69					
Performance	**48**	**.12**	**.12**	**65**	-.16	.07	.11	.18	.61
Behaviors	39	.12	.13	64					
Applicant	3	.12	.11	67					
Assessment Center	12	.16	.16	75					
Academic	4	.07	.13	25					
Job	20	.11	.11	65					
Outcomes	9	.09	.07	67					
Applicant	3	.10	.09	67					
Incumbent	6	.09	.07	67					
Leadership	**17**	**.13**	**.08**	**82**	-.03	.07	.13	.19	.25
Behaviors	11	.13	.06	73					
Outcomes	6	.13	.13	100					
Counterproductivity	**29**	**-.21**	**.13**	**79**	-.56	-.30	-.22	-.11	.00
Behaviors	24	-.22	.14	79					
Domain-General	15	-.25	.15	80					
Work-Related	9	-.19	.10	78					
Outcomes	5	-.13	.09	80					
Benchmark[b]	**131**	**.17**	**.12**	-	.00	.08	.15	.24	.78

Note. N_v = total number of variables per (sub)category, *M* = mean estimated population correlation across variables, *SD* = between-variables standard deviation in population correlations, *%* = percentage of 80% credibility intervals across variables that exclude zero, *Min* = minimum correlation, *Q1* = correlation at the first quartile (i.e., 25th percentile), *Med* = median correlation, *Q3* = correlation at the third quartile (i.e., 75th percentile), *Max* = maximum correlation. Meta-category values bolded for emphasis. For a summary of relations by Big Five trait, see Appendix D.

[a] = Counterproductivity variables reverse-coded to compute overall values.

[b] = Benchmark effects are absolute values of estimated population correlations across all Big Five traits for all variables. Values provide empirical effect size benchmarks for interpreting the strength of external relations. Accordingly, correlations ranging from .00 to .08 (i.e., Quartile 1) are considered *nil/weak*, correlations that ranged from .09 to .15 (i.e., Median) are considered *small*, correlations ranging from .16 to .24 (i.e., Quartile 3) are considered *moderate*, and correlations > .24 are considered *strong*.

Table 12
Study 1: Top 25% Strongest Relations in Absolute Magnitude by Meta-Category: ***Emotional Stability***

Variable	*Class*	$\overline{\rho}$	*k/N; 80% CV*
Well-Being			
Overall affect	D	**.74**	(34/7,233; .58, .89)
Negative affect (lack of)	D	**.72**	(129/35,516; .57, .86)
Quality of life	D	**.66**	(16/5,077; .61, .70)
Happiness	D	**.55**	(43/10,076; .46, .64)
Life satisfaction	D	**.51**	(71/17,734; .38, .65)
Burnout: Emotional exhaustion (lack of)[a]	D	**.51**	(133/41,643; .45, .57)
Burnout: Depersonalization (lack of)[a]	D	**.43**	(126/38,788; .42, .44)
Work interference with family (lack of)	D	**.41**	(27/9,085; .23, .60)
Work-nonwork spillover: Negative (lack of)	D	**.40**	(48/17,465; .27, .53)
Career satisfaction	D	**.37**	(6/10,566; .30, .44)
Performance			
AC dimension: Stress tolerance[a]	B	**.61**	(9/5,871; .46, .77)
Educational success	B	**.26**	(162/70,588; .26, .26)
AC dimension: Consideration of others[a]	B	**.26**	(6/5,313; .25, .28)
Employment interview: Conventional/Low Structure	B	**.25**	(16/1,873; .25, .25)
AC dimension: Drive[a]	B	**.23**	(5/5,466; .01, .44)
Transfer of training	B/O	**.21**	(5/653; .13, .30)
Teamwork	B	**.21**	(31/2,067; .21, .21)
Overall job performance[a]	B	**.20**	(113/29,732; .14, .27)
AC dimension: Influencing others[a]	B	**.20**	(8/5,759; .01, .39)
Job search outcomes: Job offers	O	**.20**	(2/260; .10, .30)
Overall job performance: Peer-ratings	B	**.20**	(22/5,410; .20, .20)
Firm performance	O	**.17**	(29/4,446; .03, .32)
Leadership			
Leadership	B/O	**.25**	(51/8,960; .15, .35)
Leadership emergence	B/O	**.25**	(30/5,010; .20, .30)
Leadership effectiveness	O	**.24**	(18/3,006; .19, .28)
Transformational leadership[a]	B	**.23**	(37/5,973; .23, .23)
Transformational leadership: Charisma	B	**.19**	(10/1,650; .15, .23)
Counterproductivity			
Coping: Negative emotion focus	B	**-.56**	(54/9,994; -.62, -.50)
Narrow disengagement: Withdrawal	B	**-.40**	(7/910; -.40, -.40)
Narrow disengagement	B	**-.38**	(33/5,444; -.38, -.38)
Coping: Substance use	B	**-.38**	(24/7,110; -.38, -.38)
Coping: Broad disengagement	B	**-.37**	(86/20,009; -.43, -.31)
Coping: Mixed emotion focus	B	**-.30**	(27/3,109; -.32, -.28)
Procrastination	B	**-.30**	(59/10,720; -.30, -.30)

Counterproductive work behavior[a]	B	**-.30**	(10/3,283; -.30, -.30)

Note. Class = variable class according to Campbell's (2012) model of performance, D = determinant of behavior or performance, B = behavior or behavioral performance, O = outcome of behavior or behavioral performance, B/O = mix of behavior or behavioral performance and its outcome; $\overline{\rho}$ = estimated population correlation (bold) corrected for unreliability in the predictor and the criterion, *k/N; 80% CV* = total number of studies and total sample size, 80% credibility interval around estimated population correlation. Coefficients with relatively strong absolute magnitudes, but with credibility intervals that overlap zero, have been excluded. For complete output, see Appendix D.

[a] = Results from second-order meta-analysis (Schmidt & Oh, 2013). For complete output, see Appendix C.

Table 13

*Study 1: Summary of Big Five Relations by Meta-Category: **Agreeableness***

Category	N_v	*M*	*SD*	*%*	*Min*	*Q1*	*Med*	*Q3*	*Max*
Overall[a]	***131***	***.15***	***.14***	***.79***	-.45	.08	.16	.24	.49
Well-Being	**37**	**.18**	**.10**	**86**	-.07	.11	.18	.26	.38
Attitudes	24	.23	.08	88					
Domain-General	8	.25	.08	100					
Work-Related	16	.21	.08	81					
Positive Valence	9	.22	.09	78					
Negative Valence	7	.21	.08	86					
Behaviors	13	.10	.08	85					
Performance	**48**	**.09**	**.14**	**69**	-.45	.01	.09	.18	.35
Behaviors	39	.10	.14	72					
Applicant	3	.12	.08	100					
Assessment Center	12	.10	.16	67					
Academic	4	.06	.04	75					
Job	20	.10	.15	70					
Outcomes	9	.03	.14	56					
Applicant	3	.09	.24	67					
Incumbent	6	.00	.08	50					
Leadership	**17**	**.16**	**.09**	**59**	-.02	.14	.20	.22	.31
Behaviors	11	.18	.09	64					
Outcomes	6	.13	.09	50					
Counterproductivity	**29**	**-.22**	**.14**	**97**	-.49	-.29	-.24	-.13	.11
Behaviors	24	-.24	.14	96					
Domain-General	15	-.22	.15	100					
Work-Related	9	-.26	.15	89					
Outcomes	5	-.17	.09	100					
Benchmark[b]	**131**	**.17**	**.12**	-	.00	.08	.15	.24	.78

Note. N_v = total number of variables per (sub)category, *M* = mean estimated population correlation across variables, *SD* = between-variables standard deviation in population correlations, *%* = percentage of 80% credibility intervals across variables that exclude zero, *Min* = minimum correlation, *Q1* = correlation at the first quartile (i.e., 25th percentile), *Med* = median correlation, *Q3* = correlation at the third quartile (i.e., 75th percentile), *Max* = maximum correlation. Meta-category values bolded for emphasis. For a summary of relations by Big Five trait, see Appendix D.

[a] = Counterproductivity variables reverse-coded to compute overall values.

[b] = Benchmark effects are absolute values of estimated population correlations across all Big Five traits for all variables. Values provide empirical effect size benchmarks for interpreting the strength of external relations. Accordingly, correlations ranging from .00 to .08 (i.e., Quartile 1) are considered *nil/weak*, correlations that ranged from .09 to .15 (i.e., Median) are considered *small*, correlations ranging from .16 to .24 (i.e., Quartile 3) are considered *moderate*, and correlations > .24 are considered *strong*.

Table 14
Study 1: Top 25% Strongest Relations in Absolute Magnitude by Meta-Category: ***Agreeableness***

Variable	*Class*	$\overline{\rho}$	*k/N; 80% CV*
Well-Being			
Happiness	D	**.38**	(4/441; .38, .38)
Burnout: Depersonalization (lack of)[a]	D	**.34**	(50/13,146; .34, .34)
Quality of life	D	**.33**	(4/767; .25, .40)
Organizational commitment: Affective	D	**.32**	(29/9,283; .12, .52)
Burnout: Personal accomplishment[a]	D	**.32**	(50/11,508; .32, .32)
Marital satisfaction	D	**.31**	(19/3,071; .31, .31)
Organizational commitment: Normative	D	**.28**	(13/4,147; .20, .36)
Negative affect (lack of)	D	**.27**	(27/7,306; .17 .36)
Organizational commitment: General	D	**.26**	(10/2,007; .23, .29)
Family interference with work (lack of)	D	**.26**	(9/3,901; .15, .38)
Performance			
Creativity	B/O	**-.45**	(3/174; -.45, -.45)
AC dimension: Influencing others[a]	B	**.34**	(13/6,496; .27, .41)
Teamwork	B	**.29**	(7/329; .29, .29)
AC dimension: Drive[a]	B	**.29**	(8/5,726; .18, .40)
AC dimension: Consideration of others[a]	B	**.28**	(10/5,943; .10, .45)
AC dimension: Stress tolerance[a]	B	**.28**	(9/5,705; .16, .39)
Overall job performance: Peer-ratings	B	**.23**	(17/5,243; .23, .20)
Overall job performance: Subordinate-ratings	B	**.20**	(11/3,568; .20, .20)
Organizational citizenship behavior: Interpersonal	B	**.19**	(19/5,608; .12, .27)
Employment interview: Conventional/Low Structure	B	**.18**	(18/2,159; .18, .18)
Organizational citizenship behavior: Organizational	B	**.18**	(15/4,598; .001, .36)
Overall job performance[a]	B	**.18**	(98/26,240; .11, .25)
Leadership			
Transformational leadership: Idealized influence	B	**.31**	(6/845; .19, .42)
Transformational leadership: Inspirational motivation	B	**.23**	(6/812; .17, .29)
Leadership effectiveness: Satisfaction with leader	O	**.22**	(2/300; .09, .34)
Transformational leadership: Individualized consideration[a]	B	**.22**	(13/2,451; .22, .22)
Leadership effectiveness	O	**.21**	(19/4,427; .21, .21)
Counterproductivity			

Antisocial behavior[a]	B	**-.49**	(44/14,859; -.57, -.41)
Counterproductive work behavior: Interpersonal	B	**-.48**	(10/3,336; -.48, -.48)
Counterproductive work behavior[a]	B	**-.45**	(11/3,899; -.53, -.38)
Aggression	B	**-.44**	(32/8,837; -.44, -.44)
Counterproductive work behavior: Organizational	B	**-.34**	(8/2,934; -.34, -.34)
Unprotected sex	B	**-.32**	(2/470; -.32, -.32)
High-risk sexual encounter	B	**-.31**	(4/1,164; -.31, -.31)
Turnover	O	**-.29**	(15/1,532; -.39, -.20)

Note. *Class* = variable class according to Campbell's (2012) model of performance, D = determinant of behavior or performance, B = behavior or behavioral performance, O = outcome of behavior or behavioral performance, B/O = mix of behavior or behavioral performance and its outcome; $\overline{\rho}$ = estimated population correlation (bold) corrected for unreliability in the predictor and the criterion, *k/N; 80% CV* = total number of studies and total sample size, 80% credibility interval around estimated population correlation. Coefficients with relatively strong absolute magnitudes, but with credibility intervals that overlap zero, have been excluded. For complete output, see Appendix D.

[a] = Results from second-order meta-analysis (Schmidt & Oh, 2013). For complete output, see Appendix C.

Table 15

Study 1: Summary of Big Five Relations by Meta-Category: ***Conscientiousness***

Category	N_v	*M*	*SD*	*%*	*Min*	*Q1*	*Med*	*Q3*	*Max*
Overall[a]	***131***	***.19***	***.13***	***88***	-.13	.12	.19	.27	.78
Well-Being	**37**	**.22**	**.12**	**95**	-.10	.14	.22	.28	.56
Attitudes	24	.25	.10	92					
Domain-General	8	.31	.11	100					
Work-Related	16	.22	.08	88					
Positive Valence	9	.21	.10	78					
Negative Valence	7	.23	.05	100					
Behaviors	13	.15	.12	100					
Performance	**48**	**.17**	**.11**	**81**	-.13	.10	.18	.24	.41
Behaviors	39	.18	.11	85					
Applicant	3	.26	.14	100					
Assessment Center	12	.10	.11	58					
Academic	4	.27	.04	100					
Job	20	.21	.09	95					
Outcomes	9	.09	.09	67					
Applicant	3	.04	.15	67					
Incumbent	6	.12	.05	67					
Leadership	**17**	**.13**	**.14**	**76**	-.08	.03	.12	.25	.34
Behaviors	11	.10	.11	91					
Outcomes	6	.17	.18	50					
Counterproductivity	**29**	**-.25**	**.14**	**97**	-.78	-.29	-.23	-.18	.01
Behaviors	24	-.26	.15	96					
Domain-General	15	-.20	.09	93					
Work-Related	9	-.35	.19	100					
Outcomes	5	-.23	.07	100					
Benchmark[b]	**131**	**.17**	**.12**	-	.00	.08	.15	.24	.78

Note. N_v = total number of variables per (sub)category, *M* = mean estimated population correlation across variables, *SD* = between-variables standard deviation in population correlations, *%* = percentage of 80% credibility intervals across variables that exclude zero, *Min* = minimum correlation, *Q1* = correlation at the first quartile (i.e., 25th percentile), *Med* = median correlation, *Q3* = correlation at the third quartile (i.e., 75th percentile), *Max* = maximum correlation. Meta-category values bolded for emphasis. For a summary of relations by Big Five trait, see Appendix D.

[a] = Counterproductivity variables reverse-coded to compute overall values.

[b] = Benchmark effects are absolute values of estimated population correlations across all Big Five traits for all variables. Values provide empirical effect size benchmarks for interpreting the strength of external relations. Accordingly, correlations ranging from .00 to .08 (i.e., Quartile 1) are considered *nil/weak*, correlations that ranged from .09 to .15 (i.e., Median) are considered *small*, correlations ranging from .16 to .24 (i.e., Quartile 3) are considered *moderate*, and correlations > .24 are considered *strong*.

Table 16
Study 1: Top 25% Strongest Relations in Absolute Magnitude by Meta-Category: ***Conscientiousness***

Variable	*Class*	$\overline{\rho}$	*k/N; 80% CV*
Well-Being			
Quality of life	D	**.56**	(4/767; .49, .62)
Primary control: Problem solving	B	**.42**	(41/10,454; .34, .49)
Burnout: Personal accomplishment[a]	D	**.37**	(51/12,524; .31, .43)
Positive affect	D	**.36**	(24/5,976; .20, .51)
Overall affect	D	**.32**	(5/829; .17, .47)
Happiness	D	**.31**	(4/441; .31, .31)
Organizational commitment: General	D	**.31**	(12/2,782; .10, .51)
Life satisfaction	D	**.29**	(25/6,685; .17, .40)
Secondary control: Cognitive restructuring	B	**.28**	(18/6,754; .27, .29)
Marital satisfaction	D	**.28**	(6/1,201; .25, .31)
Performance			
Job search behavior	B	**.41**	(11/5,433; .36, .46)
Contextual performance	B	**.37**	(39/24,034; .19, .54)
Educational success	B	**.32**	(37/15,650; .32, .32)
Overall job performance[a]	B	**.32**	(140/55,888; .27, .36)
Transfer of training	B/O	**.31**	(5/433; .20, .42)
AC dimension: Drive[a]	B	**.31**	(9/5,960; .16, .46)
Teamwork	B	**.30**	(14/787; .30, .30)
Overall job performance: Peer-ratings	B	**.27**	(12/3,504; .27, .27)
Academic attendance	B	**.26**	(6/1,874; .12, .41)
Technical performance	B	**.26**	(102/4,7729; .01, .41)
Academic performance	B	**.25**	(138/70,926; .25, .25)
Training success	B/O	**.25**	(22/2,935; .25, .25)
Leadership			
Leadership emergence	B/O	**.34**	(17/3,655; .34, .34)
Consideration	B	**.31**	(4/635; .14, .49)
Leadership	B/O	**.30**	(39/10,056; .23, .37)
Initiating structure	B	**.25**	(4/635; .05, .45)
Leadership effectiveness	O	**.16**	(18/3,870; .13, .20)
Counterproductivity			
Procrastination	B	**-.78**	(20/4,012; -.82, -.74)
Counterproductive work behavior: Organizational	B	**-.45**	(8/2,934; -.45, -.45)
Counterproductive work behavior[a]	B	**-.39**	(12/4,361; -.44, -.34)
Irresponsible behavior	B/O	**-.39**	(37/59,076; -.39, -.39)
Unprotected sex	B	**-.35**	(2/470; -.35, -.35)
Antisocial behavior[a]	B	**-.31**	(44/14,892; -.31, -.31)
Accidents	O	**-.30**	(18/4550; -.30, -.30)

Alcohol involvement	B	**-.29**	(19/5,920; -.52, -.06)

Note. *Class* = variable class according to Campbell's (2012) model of performance, D = determinant of behavior or performance, B = behavior or behavioral performance, O = outcome of behavior or behavioral performance, B/O = mix of behavior or behavioral performance and its outcome; $\overline{\rho}$ = estimated population correlation (bold) corrected for unreliability in the predictor and the criterion, *k/N; 80% CV* = total number of studies and total sample size, 80% credibility interval around estimated population correlation. Coefficients with relatively strong absolute magnitudes, but with credibility intervals that overlap zero, have been excluded. For complete output, see Appendix D.

[a] = Results from second-order meta-analysis (Schmidt & Oh, 2013). For complete output, see Appendix C.

Table 17

Study 1: Summary of Big Five Relations by Meta-Category: ***Extraversion***

Category	N_v	*M*	*SD*	*%*	*Min*	*Q1*	*Med*	*Q3*	*Max*
Overall[a]	***131***	***.13***	***.16***	***72***	-.27	.03	.12	.24	.56
Well-Being	**37**	**.22**	**.13**	**84**	-.08	.12	.22	.30	.50
Attitudes	24	.24	.14	83					
Domain-General	8	.33	.17	88					
Work-Related	16	.19	.11	81					
Positive Valence	9	.22	.13	89					
Negative Valence	7	.15	.05	71					
Behaviors	13	.20	.12	85					
Performance	**48**	**.14**	**.14**	**75**	-.11	.09	.12	.20	.56
Behaviors	39	.14	.13	77					
Applicant	3	.28	.17	100					
Assessment Center	12	.18	.15	83					
Academic	4	-.01	.10	50					
Job	20	.14	.10	75					
Outcomes	9	.13	.16	67					
Applicant	3	.14	.31	67					
Incumbent	6	.12	.04	67					
Leadership	**17**	**.19**	**.11**	**76**	.00	.10	.21	.25	.36
Behaviors	11	.20	.09	91					
Outcomes	6	.17	.16	50					
Counterproductivity	**29**	**.04**	**.09**	**48**	-.09	-.05	.05	.09	.27
Behaviors	24	.02	.07	46					
Domain-General	15	.02	.07	53					
Work-Related	9	.03	.08	33					
Outcomes	5	.12	.12	60					
Benchmark[b]	**131**	**.17**	**.12**	-	.00	.08	.15	.24	.78

Note. N_v = total number of variables per (sub)category, *M* = mean estimated population correlation across variables, *SD* = between-variables standard deviation in population correlations, *%* = percentage of 80% credibility intervals across variables that exclude zero, *Min* = minimum correlation, *Q1* = correlation at the first quartile (i.e., 25th percentile), *Med* = median correlation, *Q3* = correlation at the third quartile (i.e., 75th percentile), *Max* = maximum correlation. Meta-category values bolded for emphasis. For a summary of relations by Big Five trait, see Appendix D.

[a] = Counterproductivity variables reverse-coded to compute overall values.

[b] = Benchmark effects are absolute values of estimated population correlations across all Big Five traits for all variables. Values provide empirical effect size benchmarks for interpreting the strength of external relations. Accordingly, correlations ranging from .00 to .08 (i.e., Quartile 1) are considered *nil/weak*, correlations that ranged from .09 to .15 (i.e., Median) are considered *small*, correlations ranging from .16 to .24 (i.e., Quartile 3) are considered *moderate*, and correlations > .24 are considered *strong*.

Table 18
Study 1: Top 25% Strongest Relations in Absolute Magnitude by Meta-Category: ***Extraversion***

Variable	*Class*	$\overline{\rho}$	*k/N; 80% CV*
Well-Being			
Positive affect	D	**.50**	(117/33,172; .35, .64)
Happiness	D	**.49**	(47/11,360; .40, .59)
Quality of life	D	**.48**	(11/1,999; .48, .48)
Overall affect	D	**.43**	(24/5,168; .26, .59)
Primary control: Emotional social support	B	**.34**	(11/1936; .34, .34)
Primary control: Mixed social support	B	**.33**	(35/1,0533; .29, .38)
Life satisfaction	D	**.32**	(67/19,516; .21, .44)
Work-nonwork spillover: Positive	D	**.31**	(3/4,585; .28, .34)
Primary control: Instrumental social support	B	**.30**	(12/2,237; .30, .30)
Secondary control: Cognitive restructuring	B	**.30**	(32/8,255; .24, .37)
Performance			
AC dimension: Drive[a]	B	**.56**	(11/6,149; .41, .71)
Job search behavior	B	**.47**	(7/1,733; .39, .54)
Overall job performance: Maximal	B/O	**.34**	(4/1,514; .34, .34)
AC dimension: Influencing others[a]	B	**.33**	(13/6,830; .27, .38)
Overall job performance: Typical	B/O	**.30**	(4/1,514; .30, .30)
Contextual performance	B	**.26**	(35/6,962; .03, .49)
Overall job performance: Peer-ratings	B	**.24**	(12/3,739; .24, .24)
Employment interview: Conventional/Low Structure	B	**.24**	(19/2,301; .24, .24)
Overall job performance[a]	B	**.23**	(124/32,674; .14, .33)
AC dimension: Organizing and planning[a]	B	**.22**	(12/6,370; .21, .22)
AC dimension: Consideration of others[a]	B	**.21**	(11/6,011; .21, .21)
Promotions	O	**.19**	(4/4,428; .11, .27)
Leadership			
Consideration	B	**.36**	(4/635; .02, .69)
Leadership emergence	B/O	**.36**	(37/7,215; .32, .39)
Leadership	B/O	**.33**	(63/12,640; .24, .41)
Transformational leadership[a]	B	**.29**	(38/6,070; .29, .29)
Transformational leadership: Charisma	B	**.25**	(9/1,706; .25, .25)
Counterproductivity			
Accidents: Vehicular	O	**.27**	(16/4,424; .27, .27)
Accidents	O	**.18**	(30/6,048; .18, .18)
Accidents: Occupational	O	**.18**	(16/3,018; .18, .18)
High-risk sexual encounter	B	**.12**	(10/4,217; .06, .18)
Coping: Mixed emotion focus	B	**.11**	(20/2,369; .11, .11)
Sexual risk-taking: Aggregate	B/O	**.08**	(12/5,097; .02, .14)
Antisocial behavior[a]	B	**.07**	(82/31,574; .03, .12)

Narrow disengagement: Withdrawal	B	**-.07**	(6/836; -.12, -.02)

Note. *Class* = variable class according to Campbell's (2012) model of performance, D = determinant of behavior or performance, B = behavior or behavioral performance, O = outcome of behavior or behavioral performance, B/O = mix of behavior or behavioral performance and its outcome; $\overline{\rho}$ = estimated population correlation (bold) corrected for unreliability in the predictor and the criterion, *k/N; 80% CV* = total number of studies and total sample size, 80% credibility interval around estimated population correlation. Coefficients with relatively strong absolute magnitudes, but with credibility intervals that overlap zero, have been excluded. For complete output, see Appendix D.

[a] = Results from second-order meta-analysis (Schmidt & Oh, 2013). For complete output, see Appendix C.

Table 19

Study 1: Summary of Big Five Relations by Meta-Category: ***Openness/Intellect***

Category	N_v	*M*	*SD*	*%*	*Min*	*Q1*	*Med*	*Q3*	*Max*
Overall[a]	***131***	***.09***	***.11***	***69***	-.33	.03	.09	.16	.41
Well-Being	**37**	**.10**	**.09**	**62**	-.17	.04	.09	.16	.27
Attitudes	24	.10	.09	42					
Domain-General	8	.12	.10	50					
Work-Related	16	.08	.09	38					
Positive Valence	9	.10	.12	44					
Negative Valence	7	.06	.05	29					
Behaviors	13	.10	.10	100					
Performance	**48**	**.13**	**.10**	**77**	-.09	.05	.12	.18	.41
Behaviors	39	.14	.08	85					
Applicant	3	.18	.12	100					
Assessment Center	12	.17	.09	92					
Academic	4	.10	.09	75					
Job	20	.12	.06	80					
Outcomes	9	.07	.13	44					
Applicant	3	.08	.23	67					
Incumbent	6	.07	.07	33					
Leadership	**17**	**.13**	**.11**	**65**	-.05	.03	.14	.23	.26
Behaviors	11	.12	.10	73					
Outcomes	6	.16	.12	50					
Counterproductivity	**29**	**.00**	**.12**	**66**	-.24	-.08	-.01	.09	.33
Behaviors	24	-.03	.09	63					
Domain-General	15	.00	.09	67					
Work-Related	9	-.08	.08	56					
Outcomes	5	.16	.10	80					
Benchmark[b]	**131**	**.17**	**.12**	-	.00	.08	.15	.24	.78

Note. N_v = total number of variables per (sub)category, *M* = mean estimated population correlation across variables, *SD* = between-variables standard deviation in population correlations, *%* = percentage of 80% credibility intervals across variables that exclude zero, *Min* = minimum correlation, *Q1* = correlation at the first quartile (i.e., 25th percentile), *Med* = median correlation, *Q3* = correlation at the third quartile (i.e., 75th percentile), *Max* = maximum correlation. Meta-category values bolded for emphasis. For a summary of relations by Big Five trait, see Appendix D.

[a] = Counterproductivity variables reverse-coded to compute overall values.

[b] = Benchmark effects are absolute values of estimated population correlations across all Big Five traits for all variables. Values provide empirical effect size benchmarks for interpreting the strength of external relations. Accordingly, correlations ranging from .00 to .08 (i.e., Quartile 1) are considered *nil/weak*, correlations that ranged from .09 to .15 (i.e., Median) are considered *small*, correlations ranging from .16 to .24 (i.e., Quartile 3) are considered *moderate*, and correlations > .24 are considered *strong*.

Table 20
Study 1: Top 25% Strongest Relations in Absolute Magnitude by Meta-Category: ***Openness/Intellect***

Variable	*Class*	$\overline{\rho}$	*k/N; 80% CV*
Well-Being			
Positive affect	D	**.27**	(27/7,340; .11, .44)
Burnout: Personal accomplishment[a]	D	**.23**	(48/12,307; .23, .23)
Quality of life	D	**.23**	(6/1,305; .07, .39)
Secondary control: Cognitive restructuring	B	**.22**	(20/7,038; .16, .27)
Primary control: Problem solving	B	**.20**	(38/10,512; .18, .22)
Organizational commitment: General	D	**.20**	(8/1,425; .15, .25)
Coping: Religious	B	**-.17**	(11/2,297; -.20, -.15)
Happiness	D	**.17**	(5/779; .04, .29)
Coping: Primary control	B	**.16**	(42/10,937; .10, .22)
Coping: Secondary control	B	**.16**	(29/9,013; .08, .24)
Performance			
AC dimension: Drive[a]	B	**.41**	(9/5,686; .32, .50)
Job search behavior	B	**.27**	(4/1,099; .20, .34)
Overall job performance: Maximal	B/O	**.26**	(4/1,514; .26, .26)
AC dimension: Problem solving[a]	B	**.23**	(12/6,623; .23, .24)
AC exercise: Case analysis	B	**.23**	(2/254; .14, .32)
AC dimension: Influencing others[a]	B	**.22**	(12/6,448; .16, .29)
Employment interview: Conventional/Low Structure	B	**.22**	(16/1,945; .22, .22)
Organizational citizenship behavior: Interpersonal	B	**.20**	(10/2,049; .06, .34)
Organizational citizenship behavior: Organizational	B	**.20**	(7/1,311; .13, .26)
Educational success	B	**.18**	(8/3,628; .18, .18)
Organizational citizenship behavior: Aggregate	B	**.17**	(38/7,405; .06, .27)
Organizational citizenship behavior: Change	B	**.17**	(19/3,761; .06, .28)
Leadership			
Transformational leadership: Inspirational motivation	B	**.26**	(6/812; .16, .37)
Leadership	B/O	**.26**	(39/7,762; .15, .38)
Leadership emergence	B/O	**.26**	(20/3,900; .25, .28)
Leadership effectiveness	O	**.26**	(17/3,315; .25, .28)
Transformational leadership: Idealized influence	B	**.22**	(5/623; .22, .22)
Counterproductivity			
Accidents	O	**.33**	(10/1,147; .33, .33)
Irresponsible behavior	B/O	**-.24**	(2/1,414; -.27, -.21)
Counterproductive work behavior: Other-ratings	B	**-.16**	(6/890; -.16, -.16)
Accidents: Vehicular	O	**.15**	(3/577; .15, .15)
Narrow disengagement: Withdrawal	B	**.14**	(4/606; .14, .14)

Coping: Mixed emotion focus	B	**.14**	(10/1,041; .10, .19)
Aggression	B	**-.14**	(33/9,638; -.14, -.14)
Turnover	O	**.12**	(16/1563; .05, .20)

Note. *Class* = variable class according to Campbell's (2012) model of performance, D = determinant of behavior or performance, B = behavior or behavioral performance, O = outcome of behavior or behavioral performance, B/O = mix of behavior or behavioral performance and its outcome; $\overline{\rho}$ = estimated population correlation (bold) corrected for unreliability in the predictor and the criterion, *k/N; 80% CV* = total number of studies and total sample size, 80% credibility interval around estimated population correlation. Coefficients with relatively strong absolute magnitudes, but with credibility intervals that overlap zero, have been excluded. For complete output, see Appendix D.

[a] = Results from second-order meta-analysis (Schmidt & Oh, 2013). For complete output, see Appendix C.

Table 21

Study 1: Summary of Big Five Relations by Meta-Category: ***Univariate Correlations***

Category	N_v	ES	A	C	EX	OI
		M (*SD*)	*M* (*SD*)	*M* (*SD*)	*M* (*SD*)	*M* (*SD*)
Overall	131	**.17 (.17)**	.15 (.14)	**.19 (.13)**	.13 (.16)	.09 (.11)
Well-Being	37	**.24 (.24)***	.18 (.10)	**.22 (.12)**	**.22 (.13)***	.10 (.09)
Attitudes	24	**.36 (.20)**	**.23 (.08)**	**.25 (.10)**	**.24 (.14)**	.10 (.09)
Domain-General	8	**.51 (.18)**	**.25 (.08)**	**.31 (.11)**	**.33 (.17)**	.12 (.10)
Work-Related	16	**.28 (.15)**	**.21 (.08)**	**.22 (.08)**	**.19 (.11)**	.08 (.09)
Positive valence	9	**.20 (.15)**	**.22 (.09)**	**.21 (.10)**	**.22 (.13)**	.10 (.12)
Negative valence	7	**.39 (.08)**	**.21 (.08)**	**.23 (.05)**	.15 (.05)	.06 (.05)
Behaviors	13	.03 (.12)	.10 (.08)	.15 (.12)	**.20 (.12)**	.10 (.10)
Performance	48	.12 (.12)	.09 (.14)	**.17 (.11)***	.14 (.14)	.13 (.10)
Behaviors	39	.12 (.13)	.10 (.14)	**.18 (.11)**	.14 (.13)	.14 (.08)
Applicant	3	.12 (.11)	.12 (.08)	**.26 (.14)**	**.28 (.17)**	**.18 (.12)**
Assessment Center	12	.16 (.16)	.10 (.16)	.10 (.11)	**.18 (.15)**	**.17 (.09)**
Academic	4	.07 (.13)	.06 (.04)	**.27 (.04)**	-.01 (.10)	.10 (.09)
Job	20	.11 (.11)	.10 (.15)	**.21 (.09)**	.14 (.10)	.12 (.06)
Outcomes	9	.09 (.07)	.03 (.14)	.09 (.09)	**.13 (.16)**	.07 (.13)
Applicant	3	.10 (.09)	.09 (.24)	.04 (.15)	**.14 (.31)**	.08 (.23)
Incumbent	6	.09 (.07)	.00 (.08)	**.12 (.05)**	**.12 (.04)**	.07 (.07)
Leadership	17	.13 (.08)	.16 (.09)*	.13 (.14)	**.19 (.11)***	.13 (.11)
Behaviors	11	.13 (.06)	**.18 (.09)**	.10 (.11)	**.20 (.09)**	.12 (.10)
Outcomes	6	.13 (.13)	.13 (.09)	**.17 (.18)**	**.17 (.16)**	.16 (.12)
Counterproductivity	29	**-.21 (.13)***	**-.22 (.14)***	**-.25 (.14)***	.04 (.09)	.00 (.12)
Behaviors	24	**-.22 (.14)**	**-.24 (.14)**	**-.26 (.15)**	.02 (.07)	-.03 (.09)
Domain-General	15	**-.25 (.15)**	**-.22 (.15)**	**-.20 (.09)**	.02 (.07)	.00 (.09)
Work-Related	9	**-.19 (.10)**	**-.26 (.15)**	**-.35 (.19)**	.03 (.08)	-.08 (.08)
Outcomes	5	-.13 (.09)	**-.17 (.09)**	**-.23 (.07)**	.12 (.12)	**.16 (.10)**

Note. N_v = total number of variables per category or subcategory, *M* = mean between-variables population correlation, *SD* = standard deviation of between-variables population correlations; ES = Emotional Stability, A = Agreeableness, C = Conscientiousness, EX = Extraversion, OI = Openness/Intellect.

Means $\overline{\rho} \geq .17$ in absolute magnitude (i.e., the overall Big Five grand mean correlation) are bolded for emphasis. Hypothesized relations marked by asterisks.

Table 22

Summary of Extant Meta-Analytic Big Five Intercorrelation Matrices

Source	Population/Measure	Basic Descriptives				Big Five		Variable Codes		
		k_H	N_H	$\overline{r}_M$	*SD*	*Rater*	*Scale*	*Context*	*Moderator*	*Hurdle*
Chang et al. (2012)	Informants	25	6,802	.13	1	O	B5	0	M.4	H.2
Davies et al. (2015)	Within-inventories	161	73,057	.19	1	S	0	0	0	0*
	Between-inventories	51	12,607	.13	1	S	0	0	M.2	0
Dienert et al. (2015)	Leaders	21	3,805	.18	1	SO	0	W	M.5	H.2
Hough et al. (1990)	General	162	NR	.06	0	S	0	0	0	H.1
Huang et al. (2005)	Employees, HPI	51	5,531	.25	0	S	0	W	M.1,4	H.4
	Managers, HPI	18	1,864	.26	0	S	0	W	M.1,5	H.4
Meriac et al. (2009)	AC participants	7	1,200	.16	0	S	0	W	M.4	H.4
Mount et al. (2005)	Employees	4	4,000	.25	1	S	B5	0	0	H.5
Ones et al. (1996)	General	392	256,693	.11	0	S	0	0	0	0
Steel et al. (2007)	NEO	32	NR	.20	0	S	B5	0	M.1	H.1
van der Linden et al. (2010)	General	212	144,177	.23	1	SO	B5	0	0	H.2
	Adults	NR	88,305	.18	0	S	B5	0	0	H.1
	Undergraduates	NR	39,595	.19	0	S	B5	0	M.4	H.1
	Employees	NR	10,654	.26	0	S	B5	W	M.4	H.1
	Children	NR	4,045	.30	0	S	B5	0	M.4	H.1
	Informants	NR	2,898	.40	0	O	B5	0	M.4	H.1
	Clinical	NR	747	.14	0	S	B5	0	M.4	H.1
	BFI	NR	51,987	.18	0	S	B5	0	M.1	H.1
	IPIP	NR	56,919	.20	0	S	B5	0	M.1	H.1
	NEO-FFI	NR	19,106	.18	0	S	B5	0	M.1	H.1
	NEO PI-R	NR	34,924	.22	0	S	B5	0	M.1	H.1
	Miscellaneous	NR	29,583	.22	0	S	B5	0	M.1	H.1

Note. k_H = harmonic mean number of independent samples, N = harmonic mean total sample size, $\overline{r}_M$ = mean sample-size weighted observed intercorrelation among the Big Five, *SD* = mean observed standard deviation reported (1 = Yes, 0 = No); *Big Five: Rater*: S = self-ratings, O = other-ratings, S/O = mix of self- and other-ratings; *Scale*: 0 = omnibus or unspecified measures, B5 = direct measures of the Big Five only; *Variable Codes: Moderator*: M.1 = scale- or response format-specific moderator, M.2 = design-specific (e.g., concurrent vs. longitudinal) moderator, M.3 = setting-specific moderator (e.g., lab vs. field); M.4 =

population-specific moderator (e.g., males vs. females), M.5 = job-specific moderator (e.g., sales); *Hurdle*: H.1 = variable has insufficient *k, N,* or $\overline{r}$ data for all Big Five traits, H.2 = variable reports non-self-ratings of the Big Five, H.3 = variable is not an consequential attitude, behavior, or outcome variable (e.g., trait-like dispositional variable), H.4 = variable corresponds to specific sub-population (i.e., not general population), H.5 = duplicate meta-analysis, which is either smaller, older, and/or less comprehensive than alterative meta-analysis, NR = not reported.
* = Meta-matrix selected for inclusion in final analyses.

Table 23
Study 2: Meta-Analyses of the Metatraits to Variables by Meta-Category: ***Well-Being***[a]

Variable	*k*	*N*	$\overline{r}$	$\overline{\rho}$
Attitudes				
Domain-General				
Happiness				
Stability	6	647	.46	**.54**
Plasticity	9	1,458	.33	**.40**
Overall affect				
Stability	8	1,298	.41	**.55**
Plasticity	11	2,170	.21	**.30**
Positive affect				
Stability	32	8,010	.30	**.37**
Plasticity	44	12,020	.37	**.47**
Negative affect (lack of)				
Stability	37	10,201	.44	**.54**
Plasticity	42	12,700	.08	**.10**
Life satisfaction				
Stability	30	8,822	.35	**.43**
Plasticity	37	12,389	.18	**.22**
Quality of life				
Stability	5	1,070	.51	**.67**
Plasticity	8	1,579	.32	**.43**
Marital satisfaction				
Stability	12	2,327	.33	**.39**
Plasticity	8	1,720	.14	**.17**
Intimate satisfaction: Partner-ratings				
Stability	19	3,848	.22	**.26**
Plasticity	18	3,702	.04	**.05**
Work-Related				
Job satisfaction				
Stability	60	17,528	.26	**.32**
Plasticity	60	17,338	.13	**.16**
Leader-member exchange				
Stability	8	1,869	.20	**.23**
Plasticity	7	1,749	.07	**.08**
Organizational commitment: General				
Stability	11	2,888	.28	**.33**
Plasticity	9	2,201	.24	**.30**

Organizational commitment: Affective				
Stability	33	10,103	.30	**.36**
Plasticity	25	7,895	.19	**.24**
Organizational commitment: Continuance				
Stability	16	4,837	-.01	**-.01**
Plasticity	15	3,563	-.08	**-.10**
Organizational commitment: Normative				
Stability	15	4,634	.21	**.27**
Plasticity	15	3,514	.15	**.20**
Work-nonwork spillover: Positive				
Stability	3	3,325	.19	**.23**
Plasticity	2	2,909	.26	**.34**
Work-nonwork spillover: Negative (lack of)				
Stability	20	7,691	.29	**.37**
Plasticity	13	6,034	.08	**.11**
Family interference with work (lack of)				
Stability	13	4,753	.31	**.38**
Plasticity	11	4,399	.08	**.10**
Work interference with family (lack of)				
Stability	18	6,158	.30	**.37**
Plasticity	11	4,504	.07	**.09**
Burnout: Emotional exhaustion (lack of)[b]				
Stability	65	18,713	.32	**.39**
Plasticity	67	18,820	.15	**.18**
Burnout: Depersonalization (lack of)[b]				
Stability	64	17,474	.35	**.45**
Plasticity	65	17,583	.14	**.19**
Burnout: Personal accomplishment[b]				
Stability	63	15,530	.34	**.43**
Plasticity	67	17,857	.24	**.32**
Intent to quit (lack of)				
Stability	15	5,158	.21	**.26**
Plasticity	11	4,141	.04	**.05**
Career decision-making difficulties (lack of)				
Stability	19	8,511	.25	**.28**
Plasticity	19	8,370	.14	**.17**
Career satisfaction				
Stability	6	7,406	.23	**.28**
Plasticity	6	10,760	.20	**.24**

Behaviors				
Coping: Broad engagement				
Stability	63	15,106	.07	**.10**
Plasticity	65	15,526	.16	**.21**
Coping: Primary control				
Stability	52	13,410	.14	**.19**
Plasticity	54	13,425	.19	**.25**
Primary control: Problem solving				
Stability	49	12,151	.24	**.31**
Plasticity	49	12,308	.21	**.29**
Primary control: Instrumental social support				
Stability	9	1,823	.06	**.08**
Plasticity	11	2,092	.18	**.24**
Primary control: Emotional social support				
Stability	10	1,890	.03	**.04**
Plasticity	10	1,789	.21	**.28**
Primary control: Mixed social support				
Stability	26	8,611	.10	**.13**
Plasticity	24	8,304	.19	**.25**
Primary control: Emotion regulation				
Stability	15	5,339	.04	**.05**
Plasticity	17	5,479	.06	**.08**
Coping: Secondary control				
Stability	34	9,693	.09	**.11**
Plasticity	36	9,823	.16	**.22**
Secondary control: Distraction				
Stability	21	4,217	-.13	**-.17**
Plasticity	24	4,460	.09	**.12**
Secondary control: Cognitive restructuring				
Stability	22	7,414	.23	**.30**
Plasticity	25	7,598	.23	**.31**
Secondary control: Acceptance				
Stability	11	1,928	.12	**.15**
Plasticity	10	1,789	.06	**.08**
Coping: Religious				
Stability	11	2,251	.09	**.12**
Plasticity	12	2,426	-.06	**-.08**
Physical activity				
Stability	65	11,525	.08	**.10**
Plasticity	65	10,543	.09	**.12**

Note. k = harmonic mean number of independent samples from constituent Big Five traits, N = harmonic mean total sample size from constituent Big Five traits, $\overline{r}$ = mean sample-size weighted observed composite correlation from constituent Big Five traits, $\overline{\rho}$ = estimated population composite correlation (bold) corrected for unreliability in the predictor and the criterion.
[a] = Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites (see Appendix B). Variances for composite correlations were not estimable.
[b] = Results from second-order meta-analysis (Schmidt & Oh, 2013). For complete output, see Appendix C.

Table 24

Study 2: Meta-Analyses of the Metatraits to Variables by Meta-Category: ***Performance***[a]

Variable	*k*	*N*	$\overline{r}$	$\overline{\rho}$
Behaviors				
Applicant Performance				
Employment interview: Conventional/Low Structure				
Stability	17	2,056	.19	**.27**
Plasticity	17	2,108	.19	**.27**
Employment interview: Behavioral/High Structure[b]				
Stability	13	1,772	.07	**.10**
Plasticity	10	1,298	.08	**.10**
Job search behavior				
Stability	7	2,030	.21	**.28**
Plasticity	5	1,345	.33	**.45**
Assessment Center Performance				
AC dimension: Communication[b]				
Stability	8	5,705	.04	**.05**
Plasticity	11	6,278	.03	**.04**
AC dimension: Consideration of others[b]				
Stability	8	5,679	.22	**.27**
Plasticity	10	5,952	.14	**.18**
AC dimension: Drive[b]				
Stability	7	5,710	.29	**.35**
Plasticity	10	5,908	.47	**.58**
AC dimension: Influencing others[b]				
Stability	9	5,989	.24	**.29**
Plasticity	12	6,634	.27	**.33**
AC dimension: Organizing and planning[b]				
Stability	9	6,069	.17	**.20**
Plasticity	12	6,562	.18	**.23**
AC dimension: Problem solving[b]				
Stability	9	5,770	.05	**.06**
Plasticity	12	6,412	.17	**.20**
AC dimension: Stress tolerance[b]				
Stability	7	5,533	.39	**.47**
Plasticity	10	5,877	.16	**.20**
AC exercise: Case analysis				
Stability	3	358	.02	**.02**
Plasticity	2	297	.09	**.11**

AC exercise: In-basket				
Stability	4	676	.07	**.09**
Plasticity	6	911	.11	**.14**
AC exercise: Leaderless group discuss				
Stability	10	2,744	.06	**.06**
Plasticity	11	2,945	.14	**.17**
AC exercise: Oral presentation				
Stability	3	427	.02	**.03**
Plasticity	2	545	.14	**.17**
AC exercise: Role-play				
Stability	5	1,285	.03	**.03**
Plasticity	4	1,359	.13	**.16**
Applicant Performance				
Employment interview: Conventional/Low Structure				
Stability	17	2,056	.19	**.27**
Plasticity	17	2,108	.19	**.27**
Employment interview: Behavioral/High Structure[b]				
Stability	13	1,772	.07	**.10**
Plasticity	10	1,298	.08	**.10**
Job search behavior				
Stability	7	2,030	.21	**.28**
Plasticity	5	1,345	.33	**.45**
Academic Performance				
Academic performance				
Stability	119	62,528	.13	**.16**
Plasticity	113	60,213	.06	**.07**
Academic performance: Postsecondary				
Stability	57	24,164	.13	**.14**
Plasticity	55	23,409	.03	**.04**
Academic attendance				
Stability	6	1,874	.11	**.12**
Plasticity	7	2,000	-.07	**-.08**
Educational success				
Stability	30	13,987	.21	**.26**
Plasticity	14	6,537	.14	**.18**
Job Performance				
General performance				
Stability	104	26,165	.13	**.20**
Plasticity	70	17,037	.05	**.08**

Overall job performance[b]				
Stability	115	33,469	.19	**.30**
Plasticity	109	29,697	.13	**.21**
Overall job performance: Maximal				
Stability	4	1,566	.02	**.03**
Plasticity	4	1,514	.27	**.36**
Overall job performance: Typical				
Stability	4	1,566	.05	**.06**
Plasticity	4	1,514	.19	**.24**
Overall job performance: Peer-ratings				
Stability	16	4,539	.14	**.30**
Plasticity	12	4,217	.08	**.18**
Overall job performance: Subordinate-ratings				
Stability	8	3,030	.07	**.16**
Plasticity	10	2,939	.06	**.13**
Training performance[b]				
Stability	30	6,257	.09	**.12**
Plasticity	27	5,637	.11	**.15**
Training success				
Stability	15	2,044	.18	**.23**
Plasticity	47	8,563	.06	**.07**
Transfer of training				
Stability	4	356	.17	**.22**
Plasticity	3	254	.06	**.07**
Technical performance				
Stability	63	22,760	.16	**.20**
Plasticity	48	18,267	.12	**.16**
Contextual performance				
Stability	28	8,084	.24	**.33**
Plasticity	28	5,259	.13	**.19**
Organizational citizenship behavior: Aggregate				
Stability	48	10,617	.16	**.22**
Plasticity	36	7,035	.11	**.16**
Organizational citizenship behavior: Global				
Stability	22	4,609	.17	**.23**
Plasticity	13	2,481	.08	**.12**
Organizational citizenship behavior: Interpersonal				
Stability	18	4,537	.19	**.25**
Plasticity	11	2,476	.13	**.18**

Organizational citizenship behavior: Organizational				
Stability	14	32,14	.15	**.21**
Plasticity	8	1,589	.09	**.12**
Organizational citizenship behavior: Change				
Stability	9	1,792	.06	**.08**
Plasticity	9	1,754	.13	**.19**
Adaptive performance[b]				
Stability	76	9,560	.12	**.16**
Plasticity	78	10,142	.08	**.11**
Teamwork				
Stability	12	626	.22	**.34**
Plasticity	2	1,035	.12	**.19**
Creativity				
Stability	4	227	-.14	**-.20**
Plasticity	2	99	.03	**.04**
Validity				
Stability	79	16,861	.11	**.16**
Plasticity	70	15,339	.09	**.14**
Outcomes				
Applicant Outcomes				
Job search outcomes: Job offers				
Stability	2	191	.25	**.28**
Plasticity	1	134	.43	**.50**
Job search outcomes: Search duration				
Stability	3	1,356	-.08	**-.10**
Plasticity	2	830	-.10	**-.12**
Job search outcomes: Employment status				
Stability	2	1,049	.10	**.11**
Plasticity	1	478	.02	**.02**
Incumbent Outcomes				
Status change				
Stability	9	2,843	.13	**.14**
Plasticity	8	2,516	.12	**.14**
Promotions				
Stability	4	4,476	.05	**.06**
Plasticity	4	4,671	.11	**.12**
Salary				
Stability	6	6,334	.03	**.04**
Plasticity	7	6,704	.08	**.09**

Personnel data[b]				
Stability	31	5,919	.09	**.13**
Plasticity	30	5,434	.06	**.08**
Productivity				
Stability	13	1,679	.02	**.02**
Plasticity	10	1,327	.04	**.06**
Firm performance				
Stability	9	1,861	.15	**.18**
Plasticity	11	1,845	.14	**.18**

Note. k = harmonic mean number of independent samples from constituent Big Five traits, N = harmonic mean total sample size from constituent Big Five traits, $\overline{r}$ = mean sample-size weighted observed composite correlation from constituent Big Five traits, $\overline{\rho}$ = estimated population composite correlation (bold) corrected for unreliability in the predictor and the criterion.

[a] = Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites (see Appendix B). Variances for composite correlations were not estimable.

[b] = Results from second-order meta-analysis (Schmidt & Oh, 2013). For complete output, see Appendix C.

Table 25

Study 2: Meta-Analyses of the Metatraits to Variables by Meta-Category: ***Leadership***[a]

Variable	*k*	*N*	$\overline{r}$	$\overline{\rho}$
Behaviors				
Initiating structure				
Stability	4	635	.11	**.15**
Plasticity	3	724	.09	**.14**
Consideration				
Stability	4	635	.23	**.32**
Plasticity	4	635	.17	**.25**
Transformational leadership[b]				
Stability	37	6,121	.17	**.24**
Plasticity	39	6,620	.20	**.29**
Transformational leadership: Charisma				
Stability	9	1,653	.15	**.21**
Plasticity	9	1,706	.20	**.29**
Transformational leadership: Idealized influence				
Stability	6	845	.18	**.25**
Plasticity	5	623	.18	**.26**
Transformational leadership: Inspirational motivation				
Stability	6	812	.11	**.15**
Plasticity	6	812	.21	**.30**
Transformational leadership: Intellectual stimulation[b]				
Stability	14	2,554	.08	**.11**
Plasticity	13	2,439	.12	**.18**
Transformational leadership: Individualized consideration[b]				
Stability	13	2,432	.11	**.15**
Plasticity	12	2,317	.15	**.21**
Transactional leadership: Contingent reward				
Stability	7	1,538	.11	**.15**
Plasticity	5	1,330	.08	**.12**
Transactional leadership: Management by exception (lack of)				
Stability	6	1,489	.06	**.08**
Plasticity	5	1,330	.03	**.05**
Transactional leadership: Passive leadership (lack of)				
Stability	7	1,584	.10	**.14**
Plasticity	6	1,426	.03	**.04**
Outcomes				
Leadership				
Stability	44	9,797	.19	**.27**
Plasticity	48	9,618	.25	**.35**
Leadership emergence				
Stability	22	4,547	.20	**.28**

Plasticity	26	5,063	.26	**.37**
Leadership effectiveness				
Stability	18	3,672	.19	**.27**
Plasticity	20	3,812	.21	**.31**
Leadership effectiveness: Subordinate job satisfaction				
Stability	2	300	-.01	**-.02**
Plasticity	2	300	.04	**.05**
Leadership effectiveness: Satisfaction with leader				
Stability	3	578	.10	**.11**
Plasticity	3	583	.03	**.03**
Leadership effectiveness: Group performance				
Stability	2	81	.15	**.21**
Plasticity	2	125	.06	**.08**

Note. k = harmonic mean number of independent samples from constituent Big Five traits, N = harmonic mean total sample size from constituent Big Five traits, $\overline{r}$ = mean sample-size weighted observed composite correlation from constituent Big Five traits, $\overline{\rho}$ = estimated population composite correlation (bold) corrected for unreliability in the predictor and the criterion.

[a] = Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites (see Appendix B). Variances for composite correlations were not estimable.

[b] = Results from second-order meta-analysis (Schmidt & Oh, 2013). For complete output, see Appendix C.

Table 26
Study 2: Meta-Analyses of the Metatraits to Variables by Meta-Category: ***Counterproductivity***[a]

Variable	*k*	*N*	$\overline{r}$	$\overline{\rho}$
Behaviors				
Domain-General				
Coping: Broad disengagement				
Stability	40	12,719	-.25	**-.33**
Plasticity	38	11,413	-.04	**-.05**
Coping: Narrow disengagement				
Stability	14	2,444	-.21	**-.27**
Plasticity	14	2,554	-.06	**-.08**
Narrow disengagement: Denial				
Stability	8	1,698	-.22	**-.28**
Plasticity	11	2,122	-.06	**-.08**
Narrow disengagement: Withdrawal				
Stability	5	569	-.09	**-.12**
Plasticity	5	703	.03	**.04**
Coping: Mixed emotion focus				
Stability	10	877	-.20	**-.26**
Plasticity	13	1,446	.11	**.15**
Coping: Negative emotion focus				
Stability	22	6,635	-.30	**-.39**
Plasticity	26	6,833	-.01	**-.02**
Coping: Substance use				
Stability	15	5,064	-.30	**-.39**
Plasticity	14	4,142	.00	**.00**
Smoking				
Stability	9	4,730	-.16	**-.21**
Plasticity	9	4,730	.09	**.13**
Alcohol involvement				
Stability	19	5,920	-.25	**-.32**
Plasticity	18	5,820	.00	**.00**
Sexual risk-taking: Aggregate				
Stability	7	2,562	-.17	**-.22**
Plasticity	7	2,849	.04	**.05**
High-risk sexual encounter				
Stability	4	1,497	-.18	**-.23**
Plasticity	5	1,741	.08	**.11**

Unprotected sex				
Stability	3	646	-.23	**-.29**
Plasticity	3	764	.02	**.02**
Number of sexual partners				
Stability	4	988	-.17	**-.22**
Plasticity	3	944	-.03	**-.04**
Antisocial behavior[b]				
Stability	52	17,960	-.36	**-.44**
Plasticity	58	20,241	.03	**.03**
Aggression				
Stability	34	9,695	-.31	**-.38**
Plasticity	33	9,646	-.08	**-.10**
Work-Related				
Procrastination				
Stability	28	5,530	-.45	**-.53**
Plasticity	17	3,774	.09	**.11**
Absenteeism				
Stability	10	1,296	-.13	**-.15**
Plasticity	9	1,188	.03	**.03**
Safety performance (lack of)				
Stability	15	4,204	-.24	**-.29**
Plasticity	13	3,985	.04	**.05**
Academic dishonesty				
Stability	15	4,852	-.14	**-.18**
Plasticity	13	4,424	-.01	**-.02**
Irresponsible behavior				
Stability	8	28,623	-.22	**-.32**
Plasticity	3	2,638	-.11	**-.17**
Counterproductive work behavior[a]				
Stability	11	3,796	-.39	**-.49**
Plasticity	8	3,014	-.07	**-.10**
Counterproductive work behavior: Other-ratings				
Stability	11	2,774	-.17	**-.25**
Plasticity	6	970	-.04	**-.07**
Counterproductive work behavior: Interpersonal				
Stability	10	3,189	-.35	**-.42**
Plasticity	8	2,360	-.03	**-.04**
Counterproductive work behavior: Organizational				
Stability	8	2,687	-.36	**-.45**
Plasticity	5	1,803	-.06	**-.08**

Outcomes				
Turnover/tenure				
Stability	15	1,904	-.07	**-.11**
Plasticity	12	1,527	.07	**.10**
Turnover				
Stability	17	1,654	-.26	**-.32**
Plasticity	17	1,585	.04	**.05**
Accidents				
Stability	18	3,810	-.16	**-.27**
Plasticity	15	1,928	.18	**.30**
Accidents: Vehicular				
Stability	8	2,310	-.16	**-.27**
Plasticity	5	1,021	.14	**.25**
Accidents: Occupational				
Stability	10	2,668	-.11	**-.19**
Plasticity	9	2,119	.09	**.16**

Note. k = harmonic mean number of independent samples from constituent Big Five traits, N = harmonic mean total sample size from constituent Big Five traits, $\overline{r}$ = mean sample-size weighted observed composite correlation from constituent Big Five traits, $\overline{\rho}$ = estimated population composite correlation (bold) corrected for unreliability in the predictor and the criterion.

[a] = Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites (see Appendix B). Variances for composite correlations were not estimable.

[b] = Results from second-order meta-analysis (Schmidt & Oh, 2013). For complete output, see Appendix C.

Table 27

Study 2: Summary of Metatrait Relations by Meta-Category: ***Stability***

Category	N_v	*M*	*SD*	*%*	*Min*	*Q1*	*Med*	*Q3*	*Max*
Overall[a]	***131***	***.22***	***.15***	***60***	-.20	.12	.23	.32	.67
Well-Being	**37**	**.28**	**.18**	**73**	-.17	.13	.28	.38	.67
Attitudes	24	.36	.14	90					
Domain-General	8	.47	.13	100					
Work-Related	16	.31	.11	69					
Positive Valence	9	.27	.12	56					
Negative Valence	7	.36	.07	86					
Behaviors	13	.12	.12	62					
Performance	**48**	**.16**	**.12**	**44**	-.20	.06	.16	.25	.47
Behaviors	39	.18	.12	49					
Applicant	3	.21	.10	67					
Assessment Center	12	.16	.15	42					
Academic	4	.17	.06	25					
Job	20	.18	.12	55					
Outcomes	9	.10	.11	22					
Applicant	3	.10	.19	0					
Incumbent	6	.09	.06	33					
Leadership	**17**	**.18**	**.09**	**47**	-.02	.14	.15	.25	.32
Behaviors	11	.18	.07	55					
Outcomes	6	.19	.12	33					
Counterproductivity	**29**	**-.30**	**.11**	**76**	-.53	-.38	-.28	-.22	-.11
Behaviors	24	-.31	.11	75					
Domain-General	15	-.29	.09	80					
Work-Related	9	-.34	.14	67					
Outcomes	5	-.23	.08	80					
Benchmark[b]	**131**	**.20**	**.13**	-	.00	.10	.18	.28	.67

Note. N_v = total number of variables per (sub)category, *M* = mean estimated population correlation across variables, *SD* = between-variables standard deviation in population correlations, *%* = percentage of 80% credibility intervals for variables across constituent Big Five traits that exclude zero, *Min* = minimum correlation, *Q1* = correlation at the first quartile (i.e., 25th percentile), *Med* = median correlation, *Q3* = correlation at the third quartile (i.e., 75th percentile), *Max* = maximum correlation. Meta-category values bolded for emphasis. For a summary of relations by metatrait, see Appendix D.

[a] = Counterproductivity variables reverse-coded to compute overall values.

[b] = Benchmark effects are absolute values of estimated population correlations across all Big Five traits for all variables. Values provide empirical effect size benchmarks for interpreting the strength of external relations. Accordingly, correlations ranging from .00 to .10 (i.e., Quartile 1) are considered *nil/weak*, correlations that ranged from .11 to .18 (i.e., Median) are considered *small*, correlations ranging from .19 to .28 (i.e., Quartile 3) are considered *moderate*, and correlations > .28 are considered *strong*.

Table 28
Study 2: Top 25% Strongest Relations in Absolute Magnitude by Meta-Category: ***Stability***

Variable	*Class*	$\overline{\rho}$	*k/N*
Well-Being			
Quality of life	D	**.67**	(6/1,070)
Overall affect	D	**.55**	(9/1,298)
Negative affect (lack of)	D	**.54**	(39/10,201)
Happiness	D	**.54**	(7/647)
Burnout: Depersonalization (lack of)[a]	D	**.45**	(64/17,474)
Burnout: Personal accomplishment[a]	D	**.43**	(65/15,530)
Life satisfaction	D	**.43**	(33/8,822)
Marital satisfaction	D	**.39**	(10/2,327)
Burnout: Emotional exhaustion (lack of)[a]	D	**.39**	(66/1,8713)
Family interference with work (lack of)	D	**.38**	(12/4,753)
Performance			
AC dimension: Stress tolerance[a]	B	**.47**	(8/5,533)
AC dimension: Drive[a]	B	**.35**	(8/5,710)
Teamwork	B	**.34**	(4/626)
Contextual performance	B	**.33**	(28/8,084)
Overall job performance[a]	B	**.30**	(112/33,469)
Overall job performance: Peer-ratings	B	**.30**	(14/4,539)
AC dimension: Influencing others[a]	B	**.29**	(10/5,989)
Job search behavior	B	**.28**	(6/2,030)
AC dimension: Consideration of others[a]	B	**.27**	(9/5,679)
Employment interview: Conventional/Low Structure	B	**.27**	(17/2,056)
Educational success	B	**.26**	(21/13,987)
Organizational citizenship behavior: Interpersonal	B	**.25**	(15/4,537)
Leadership			
Consideration	B	**.32**	(4/635)
Leadership emergence	B/O	**.28**	(24/4,547)
Leadership	B/O	**.27**	(46/9,797)
Leadership effectiveness	O	**.27**	(19/3,672)
Transformational leadership: Idealized influence	B	**.25**	(6/845)
Counterproductivity			
Procrastination	B	**-.53**	(22/5,530)
Counterproductive work behavior[a]	B	**-.49**	(10/3,796)
Counterproductive work behavior: Organizational	B	**-.45**	(6/2,687)
Antisocial behavior[a]	B	**-.44**	(54/17,960)
Counterproductive work behavior: Interpersonal	B	**-.42**	(9/3,189)
Coping: Negative emotion focus	B	**-.39**	(24/6,635)
Coping: Substance use	B	**-.39**	(14/5,064)

Aggression	B	**-.38**	(33/9,695)

Note. Class = variable class according to Campbell's (2012) model of performance, D = determinant of behavior or performance, B = behavior or behavioral performance, O = outcome of behavior or behavioral performance, B/O = mix of behavior or behavioral performance and its outcome; *k/N* = total number of studies and total sample size, $\overline{\rho}$ = estimated population correlation (bold) corrected for unreliability in the predictor and the criterion. For complete output, see Appendix D.

[a] = Results from second-order meta-analysis (Schmidt & Oh, 2013). For complete output, see Appendix C.

Table 29

Study 2: Summary of Metatrait Relations by Meta-Category: ***Plasticity***

Category	N_v	*M*	*SD*	*%*	*Min*	*Q1*	*Med*	*Q3*	*Max*
Overall[a]	***131***	***.13***	***.15***	***54***	-.30	.05	.12	.22	.58
Well-Being	**37**	**.19**	**.13**	**54**	-.10	.11	.20	.28	.47
Attitudes	24	.20	.13	38					
Domain-General	8	.27	.15	50					
Work-Related	16	.17	.11	31					
Positive Valence	9	.20	.14	33					
Negative Valence	7	.13	.05	29					
Behaviors	13	.18	.11	85					
Performance	**48**	**.16**	**.13**	**63**	-.12	.09	.15	.19	.58
Behaviors	39	.17	.12	69					
Applicant	3	.27	.17	100					
Assessment Center	12	.21	.14	83					
Academic	4	.05	.11	25					
Job	20	.15	.07	65					
Outcomes	9	.12	.17	33					
Applicant	3	.13	.33	67					
Incumbent	6	.11	.04	17					
Leadership	**17**	**.20**	**.12**	**59**	.03	.08	.21	.29	.37
Behaviors	11	.19	.10	64					
Outcomes	6	.20	.16	50					
Counterproductivity	**29**	**.03**	**.11**	**38**	-.17	-.05	.02	.10	.30
Behaviors	24	.00	.08	33					
Domain-General	15	.01	.08	40					
Work-Related	9	-.03	.08	22					
Outcomes	5	.17	.10	60					
Benchmark[b]	**131**	**.20**	**.13**	-	.00	.10	.18	.28	.67

Note. N_v = total number of variables per (sub)category, *M* = mean estimated population correlation across variables, *SD* = between-variables standard deviation in population correlations, *%* = percentage of 80% credibility intervals for variables across constituent Big Five traits that exclude zero, *Min* = minimum correlation, *Q1* = correlation at the first quartile (i.e., 25th percentile), *Med* = median correlation, *Q3* = correlation at the third quartile (i.e., 75th percentile), *Max* = maximum correlation. Meta-category values bolded for emphasis. For a summary of relations by metatrait, see Appendix D.

[a] = Counterproductivity variables reverse-coded to compute overall values.

[b] = Benchmark effects are absolute values of estimated population correlations across all Big Five traits for all variables. Values provide empirical effect size benchmarks for interpreting the strength of external relations. Accordingly, correlations ranging from .00 to .10 (i.e., Quartile 1) are considered *nil/weak*, correlations that ranged from .11 to .18 (i.e., Median) are considered *small*, correlations ranging from .19 to .28 (i.e., Quartile 3) are considered *moderate*, and correlations > .28 are considered *strong*.

Table 30
Study 2: Top 25% Strongest Relations in Absolute Magnitude by Meta-Category: ***Plasticity***

Variable	*Class*	$\overline{\rho}$	*k/N*
Well-Being			
Positive affect	D	**.47**	(36/12,020)
Quality of life	D	**.43**	(6/1,579)
Happiness	D	**.40**	(7/1,458)
Work-nonwork spillover: Positive	D	**.34**	(2/2,909)
Burnout: Personal accomplishment[a]	D	**.32**	(65/17,857)
Secondary control: Cognitive restructuring	B	**.31**	(23/7,598)
Overall affect	D	**.30**	(9/2,170)
Organizational commitment: General	D	**.30**	(10/2,201)
Primary control: Problem solving	B	**.29**	(49/12,308)
Primary control: Emotional social support	B	**.28**	(10/1,789)
Performance			
AC dimension: Drive[a]	B	**.58**	(8/5,908)
Job search behavior	B	**.45**	(6/1,345)
Overall job performance: Maximal	B/O	**.36**	(4/1,514)
AC dimension: Influencing others[a]	B	**.33**	(10/6,634)
Employment interview: Conventional/Low Structure	B	**.27**	(17/2,108)
Overall job performance: Typical	B/O	**.24**	(4/1,514)
AC dimension: Organizing and planning[a]	B	**.23**	(10/6,562)
Overall job performance[a]	B	**.21**	(112/29,697)
AC dimension: Problem solving[a]	B	**.20**	(10/6,412)
AC dimension: Stress tolerance[a]	B	**.20**	(8/5,877)
Teamwork	B	**.19**	(4/1,035)
Organizational citizenship behavior: Change	B	**.19**	(9/1,754)
Leadership			
Leadership emergence	B/O	**.37**	(24/5,063)
Leadership	B/O	**.35**	(46/9,618)
Leadership effectiveness	O	**.31**	(19/3,812)
Transformational leadership: Inspirational motivation	B	**.30**	(6/812)
Transformational leadership: Charisma	B	**.29**	(9/1,706)
Counterproductivity			
Accidents	O	**.30**	(16/1,928)
Accidents: Vehicular	O	**.25**	(6/1,021)
Irresponsible behavior	B/O	**-.17**	(5/2,638)
Accidents: Occupational	O	**.16**	(10/2,119)
Coping: Mixed emotion focus	B	**.15**	(11/1,446)
Smoking	B	**.13**	(9/4,730)
High-risk sexual encounter	B	**.11**	(5/1,741)

Procrastination	B	**.11**	(22/3,774)

Note. Class = variable class according to Campbell's (2012) model of performance, D = determinant of behavior or performance, B = behavior or behavioral performance, O = outcome of behavior or behavioral performance, B/O = mix of behavior or behavioral performance and its outcome; *k/N* = total number of studies and total sample size, $\overline{\rho}$ = estimated population correlation (bold) corrected for unreliability in the predictor and the criterion. For complete output, see Appendix D.

[a] = Results from second-order meta-analysis (Schmidt & Oh, 2013). For complete output, see Appendix C.

Table 31
Study 2: Summary of Metatrait Relations by Meta-Category: ***Univariate Correlations***[a]

Category	N_v	S	P
		M (*SD*)	*M* (*SD*)
Overall	131	**.23 (.15)**	.16 (.12)
Well-Being	37	**.28 (.18)**[*]	.19 (.13)[*]
Attitudes	24	**.36 (.14)**	**.20 (.13)**
Domain-General	8	**.47 (.13)**	**.27 (.15)**
Work-Related	16	**.31 (.11)**	.17 (.11)
Positive valence	9	**.27 (.12)**	**.20 (.14)**
Negative valence	7	**.36 (.07)**	.13 (.05)
Behaviors	13	.12 (.12)	.18 (.11)
Performance	48	.16 (.12)[*]	.16 (.13)
Behaviors	39	.18 (.12)	.17 (.12)
Applicant	3	**.21 (.10)**	**.27 (.17)**
Assessment Center	12	.16 (.15)	**.21 (.14)**
Academic	4	.17 (.06)	.05 (.11)
Job	20	.18 (.12)	.15 (.07)
Outcomes	9	.10 (.11)	.12 (.17)
Applicant	3	.10 (.19)	.13 (.33)
Incumbent	6	.09 (.06)	.11 (.04)
Leadership	17	.18 (.09)	**.20 (.12)**[**]
Behaviors	11	.18 (.07)	.19 (.10)
Outcomes	6	.19 (.12)	**.20 (.16)**
Counterproductivity	29	**-.30 (.11)**[**]	.03 (.11)
Behaviors	24	**-.31 (.11)**	.00 (.08)
Domain-General	15	**-.29 (.09)**	.01 (.08)
Work-Related	9	**-.34 (.14)**	-.03 (.08)
Outcomes	5	**-.23 (.08)**	.17 (.10)

Note. N_v = total number of variables per category or subcategory, *M* = mean between-variables population correlation, *SD* = standard deviation of between-variables population correlations; S = Stability, P = Plasticity.
Mean population correlations $\overline{\rho} \geq .20$ in absolute magnitude (i.e., the metatrait overall grand mean correlation) are bolded for emphasis. Hypothesized relations marked by asterisks.

Table 32

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Happiness***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.38	(.32, .44)	.427
Agreeableness	.17	(.10, .23)	0142
Conscientiousness	.02	(-.05, .08)	.071
Extraversion	.34	(.28, .40)	.339
Openness/Intellect	-.04	(-.10, .02)	.021
R (R^2)		**.664 (.441)**	
Metatrait			
Stability	.46	(.40, .52)	.688
Plasticity	.25	(.19, .31)	.312
R (R^2)		**.591 (.349)**	

Note. Harmonic mean sample size = 832. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 33

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Overall Affect***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.68	(.64, .71)	.719
Agreeableness	-.10	(-.14, -.06)	.025
Conscientiousness	.06	(.03, .10)	.066
Extraversion	.26	(.23, .30)	.180
Openness/Intellect	-.09	(-.13, -.06)	.010
R (R^2)		**.781 (.609)**	
Metatrait			
Stability	.51	(.46, .55)	.832
Plasticity	.14	(.09, .18)	.168
R (R^2)		**.565 (.320)**	

Note. Harmonic mean sample size = 1,547. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 34

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Positive Affect***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.15	(.13, .17)	.159
Agreeableness	-.13	(-.15, -.11)	.029
Conscientiousness	.27	(.25, .29)	.223
Extraversion	.39	(.37, .41)	.490
Openness/Intellect	.10	(.08, .12)	.098
R (R^2)		**.591 (.349)**	
Metatrait			
Stability	.24	(.23, .26)	.347
Plasticity	.39	(.37, .41)	.653
R (R^2)		**.524 (.275)**	

Note. Harmonic mean sample size = 9,244. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 35

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Negative Affect (Lack of)***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.72	(.71, .74)	.626
Agreeableness	.06	(.04, .07)	.036
Conscientiousness	-.03	(-.04, -.01)	.124
Extraversion	.00	(-.01, .02)	.200
Openness/Intellect	-.11	(-.13, -.10)	.014
R (R^2)		**.729 (.531)**	
Metatrait			
Stability	.57	(.55, .58)	.855
Plasticity	-.08	(-.10, -.06)	.145
R (R^2)		**.545 (.298)**	

Note. Harmonic mean sample size = 11,073. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 36

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Life Satisfaction***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.43	(.41, .44)	.869
Agreeableness	-.04	(-.06, -.02)	.053
Conscientiousness	.12	(.09, .14)	.047
Extraversion	.21	(.19, .23)	.027
Openness/Intellect	-.09	(-.10, -.07)	.003
R (R^2)		**.552 (.305)**	
Metatrait			
Stability	.40	(.38, .42)	.968
Plasticity	.09	(.07, .11)	.032
R (R^2)		**.439 (.192)**	

Note. Harmonic mean sample size = 9,971. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 37

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Quality of Life***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.46	(.42, .51)	.442
Agreeableness	-.07	(-.12, -.03)	.053
Conscientiousness	.36	(.31, .40)	.283
Extraversion	.26	(.22, .30)	.193
Openness/Intellect	.06	(.02, .10)	.030
R (R^2)		**.786 (.618)**	
Metatrait			
Stability	.59	(.55, .64)	.764
Plasticity	.24	(.20, .28)	.236
R (R^2)		**.708 (.501)**	

Note. Harmonic mean sample size = 1,228. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 38

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Marital Satisfaction***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.20	(.16, .25)	.372
Agreeableness	.18	(.12, .23)	.320
Conscientiousness	.11	(.06, .16)	.225
Extraversion	.04	(-.01, .09)	.064
Openness/Intellect	.01	(-.03, .05)	.018
R (R^2)		**.398 (.158)**	
Metatrait			
Stability	.37	(.33, .42)	.899
Plasticity	.05	(.01, .09)	.101
R (R^2)		**.393 (.154)**	

Note. Harmonic mean sample size = 2,039. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 39

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Intimate Satisfaction: Partner-Ratings***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.24	(.20, .28)	.673
Agreeableness	.10	(.06, .13)	.200
Conscientiousness	.02	(-.02, .06)	.105
Extraversion	-.04	(-.08, -.00)	.019
Openness/Intellect	.00	(-.04, .03)	.003
R (R^2)		**.288 (.083)**	
Metatrait			
Stability	.27	(.24, .30)	.973
Plasticity	-.04	(-.07, -.00)	.027
R (R^2)		**.262 (.069)**	

Note. Harmonic mean sample size = 3,788. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 40

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Job Satisfaction***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.20	(.18, .22)	.384
Agreeableness	.01	(-.01, .03)	.063
Conscientiousness	.15	(.14, .17)	.242
Extraversion	.19	(.18, .21)	.276
Openness/Intellect	-.11	(-.12, -.09)	.034
R (R^2)		**.388 (.151)**	
Metatrait			
Stability	.30	(.28, .31)	.862
Plasticity	.06	(.05, .08)	.138
R (R^2)		**.326 (.106)**	

Note. Harmonic mean sample size = 17,451. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 41

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Leader-Member Exchange***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.01	(-.07, .04)	.055
Agreeableness	.14	(.08, .19)	.288
Conscientiousness	.14	(.08, .19)	.315
Extraversion	.16	(.10, .21)	.238
Openness/Intellect	-.14	(-.19, -.09)	.103
R (R^2)		**.289 (.083)**	
Metatrait			
Stability	.23	(.18, .28)	.939
Plasticity	.01	(-.04, .05)	.061
R (R^2)		**.230 (.053)**	

Note. Harmonic mean sample size = 1,819. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 42

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Organizational Commitment: General***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.02	(-.02, .06)	.081
Agreeableness	.09	(.05, .14)	.175
Conscientiousness	.21	(.16, .25)	.339
Extraversion	.19	(.15, .23)	.294
Openness/Intellect	.08	(.04, .12)	.111
R (R^2)		**.404 (.163)**	
Metatrait			
Stability	.26	(.22, .30)	.563
Plasticity	.22	(.18, .25)	.437
R (R^2)		**.389 (.151)**	

Note. Harmonic mean sample size = 2,568. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 43

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Organizational Commitment: Affective***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.09	(.07, .11)	.163
Agreeableness	.21	(.19, .23)	.327
Conscientiousness	.09	(.06, .11)	.162
Extraversion	.23	(.21, .25)	.328
Openness/Intellect	-.07	(-.09, -.05)	.020
R (R^2)		**.420 (.176)**	
Metatrait			
Stability	.32	(.30, .34)	.745
Plasticity	.14	(.12, .16)	.255
R (R^2)		**.383 (.147)**	

Note. Harmonic mean sample size = 9,087. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 44

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Organizational Commitment: Continuance***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.17	(-.20, -.13)	.428
Agreeableness	.14	(.10, .17)	.240
Conscientiousness	.05	(.01, .09)	.055
Extraversion	-.03	(-.07, .00)	.091
Openness/Intellect	-.10	(-.13, -.07)	.186
R (R^2)		**.206 (.042)**	
Metatrait			
Stability	.02	(-.01, .06)	.030
Plasticity	-.11	(-.14, -.08)	.970
R (R^2)		**.103 (.011)**	

Note. Harmonic mean sample size = 4,232. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 45

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Organizational Commitment: Normative***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.02	(-.02, .05)	.081
Agreeableness	.22	(.18, .25)	.473
Conscientiousness	.05	(.01, .09)	.137
Extraversion	.16	(.12, .19)	.273
Openness/Intellect	-.01	(-.04, .02)	.037
R (R^2)		**.326 (.107)**	
Metatrait			
Stability	.23	(.20, .26)	.688
Plasticity	.13	(.10, .16)	.312
R (R^2)		**.295 (.087)**	

Note. Harmonic mean sample size = 4,110. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 46

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Work-Nonwork Spillover: Positive***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.03	(-.01, .07)	.063
Agreeableness	.13	(.09, .18)	.194
Conscientiousness	.01	(-.03, .06)	.051
Extraversion	.22	(.18, .26)	.440
Openness/Intellect	.13	(.10, .17)	.251
R (R^2)		**.371 (.138)**	
Metatrait			
Stability	.14	(.10, .17)	.262
Plasticity	.30	(.26, .33)	.738
R (R^2)		**.363 (.132)**	

Note. Harmonic mean sample size = 3,145. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 47

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Work-Nonwork Spillover: Negative (Lack of)***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.36	(.33, .38)	.718
Agreeableness	.05	(.02, .08)	.100
Conscientiousness	.09	(.06, .11)	.150
Extraversion	-.02	(-.05, -.00)	.027
Openness/Intellect	.01	(-.01, .04)	.005
R (R^2)		**.414 (.171)**	
Metatrait			
Stability	.37	(.35, .40)	.956
Plasticity	-.01	(-.03, .01)	.044
R (R^2)		**.370 (.137)**	

Note. Harmonic mean sample size = 3,145. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 48

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Family Interference with Work (Lack of)***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.29	(.26, .32)	.562
Agreeableness	.11	(.08, .15)	.196
Conscientiousness	.12	(.08, .15)	.215
Extraversion	-.06	(-.09, -.03)	.019
Openness/Intellect	.02	(-.01, .05)	.009
R (R^2)		**.402 (.162)**	
Metatrait			
Stability	.39	(.36, .42)	.964
Plasticity	-.02	(-.05, .00)	.036
R (R^2)		**.381 (.145)**	

Note. Harmonic mean sample size = 4,605. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 49

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Work Interference with Family (Lack of)***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.37	(.34, .40)	.729
Agreeableness	.09	(.06, .12)	.132
Conscientiousness	.04	(.01, .08)	.107
Extraversion	-.01	(-.04, .02)	.028
Openness/Intellect	-.03	(-.06, -.00)	.004
R (R^2)		**.423 (.179)**	
Metatrait			
Stability	.38	(.35, .41)	.967
Plasticity	-.03	(-.06, -.01)	.033
R (R^2)		**.371 (.138)**	

Note. Harmonic mean sample size = 5,369. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 50

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Burnout: Emotional Exhaustion (Lack of)***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.49	(.47, .50)	.808
Agreeableness	.03	(.01, .04)	.053
Conscientiousness	-.04	(-.05, -.02)	.041
Extraversion	.08	(.07, .09)	.091
Openness/Intellect	-.00	(-.01, .01)	.007
R (R^2)		**.517 (.267)**	
Metatrait			
Stability	.37	(.36, .38)	.885
Plasticity	.06	(.05, .08)	.115
R (R^2)		**.394 (.155)**	

Note. Harmonic mean sample size = 18,755. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 51

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Burnout: Depersonalization (Lack of)***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.33	(.31, .34)	.536
Agreeableness	.19	(.18, .21)	.261
Conscientiousness	.04	(.03, .06)	.118
Extraversion	.06	(.04, .07)	.073
Openness/Intellect	-.00	(-.02, .01)	.011
R (R^2)		**.480 (0.23)**	
Metatrait			
Stability	.43	(.42, .45)	.906
Plasticity	.05	(.04, .07)	.094
R (R^2)		**.453 (0.205)**	

Note. Harmonic mean sample size = 17,517. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 52

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Burnout: Personal Accomplishment***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.13	(-.15, -.11)	.189
Agreeableness	-.11	(-.13, -.09)	.189
Conscientiousness	-.22	(-.24, -.21)	.325
Extraversion	-.15	(-.16, -.13)	.189
Openness/Intellect	-.11	(-.12, -.09)	.109
R (R^2)		**.477 (.227)**	
Metatrait			
Stability	-.36	(-.38, -.35)	.686
Plasticity	-.20	(-.22, -.19)	.314
R (R^2)		**.471 (.222)**	

Note. Harmonic mean sample size = 16,384. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 53

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Intent to Quit (Lack of)***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.27	(.24, .31)	.750
Agreeableness	.03	(-.00, .07)	.081
Conscientiousness	.05	(.01, .08)	.115
Extraversion	.01	(-.02, .04)	.034
Openness/Intellect	-.05	(-.08, -.02)	.020
R (R^2)		**.309 (.095)**	
Metatrait			
Stability	.27	(.24, .30)	.973
Plasticity	-.04	(-.07, -.01)	.027
R (R^2)		**.262 (.069)**	

Note. Harmonic mean sample size = 4,697. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 54

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Career Decision-Making Difficulties (Lack of)***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.23	(.21, .25)	.434
Agreeableness	-.12	(-.15, -.10)	.046
Conscientiousness	.22	(.20, .25)	.374
Extraversion	.04	(.01, .06)	.075
Openness/Intellect	.09	(.07, .12)	.072
R (R^2)		**.365 (.133)**	
Metatrait			
Stability	.25	(.23, .27)	.789
Plasticity	.09	(.07, .11)	.211
R (R^2)		**.293 (.086)**	

Note. Harmonic mean sample size = 8,454. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 55

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Career Satisfaction***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.33	(.31, .35)	.623
Agreeableness	-.04	(-.06, -.01)	.026
Conscientiousness	-.01	(-.03, .02)	.038
Extraversion	.18	(.15, .20)	.280
Openness/Intellect	.03	(.01, .05)	.033
R (R^2)		**.411 (.169)**	
Metatrait			
Stability	.23	(.20, .25)	.600
Plasticity	.17	(.15, .19)	.400
R (R^2)		**.322 (.104)**	

Note. Harmonic mean sample size = 8,461. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 56

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Coping: Broad Engagement***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.12	(-.14, -.10)	.075
Agreeableness	-.02	(-.04, -.00)	.025
Conscientiousness	.16	(.14, .18)	.259
Extraversion	.20	(.18, .21)	.494
Openness/Intellect	.06	(.05, .08)	.148
R (R^2)		**.268 (.072)**	
Metatrait			
Stability	.04	(.02, .05)	.124
Plasticity	.20	(.18, .21)	.876
R (R^2)		**.213 (.045)**	

Note. Harmonic mean sample size = 15,271. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 57

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Coping: Primary Control***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.07	(-.09, -.05)	.026
Agreeableness	-.06	(-.08, -.04)	.033
Conscientiousness	.25	(.23, .27)	.422
Extraversion	.22	(.20, .24)	.412
Openness/Intellect	.07	(.05, .08)	.107
R (R^2)		**.343 (.118)**	
Metatrait			
Stability	.12	(.11, .14)	.326
Plasticity	.21	(.19, .23)	.674
R (R^2)		**.276 (.076)**	

Note. Harmonic mean sample size = 13,416. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 58

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Primary Control: Problem Solving***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.00	(-.02, .02)	.047
Agreeableness	-.14	(-.16, -.12)	.044
Conscientiousness	.43	(.42, .45)	.629
Extraversion	.18	(.16, .20)	.192
Openness/Intellect	.11	(.09, .12)	.088
R (R^2)		**.486 (.236)**	
Metatrait			
Stability	.24	(.22, .26)	.544
Plasticity	.21	(.20, .23)	.456
R (R^2)		**.370 (.137)**	

Note. Harmonic mean sample size = 12,213. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 59

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Primary Control: Instrumental Social Support***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.20	(-.25, -.15)	.132
Agreeableness	.07	(.020, .12)	.054
Conscientiousness	.09	(.03, .14)	.063
Extraversion	.35	(.30, .40)	.718
Openness/Intellect	-.05	(-.10, -.00)	.033
R (R^2)		**.353 (.125)**	
Metatrait			
Stability	.00	(-.04, .05)	.056
Plasticity	.24	(.19, .29)	.944
R (R^2)		**.240 (.058)**	

Note. Harmonic mean sample size = 1,922. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 60

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Primary Control: Emotional Social Support***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.36	(-.41, -.31)	.282
Agreeableness	.19	(.14, .24)	.118
Conscientiousness	.05	(-.01, .10)	.022
Extraversion	.42	(.37, .47)	.548
Openness/Intellect	-.05	(-.10, -.01)	.030
R (R^2)		**.475 (.225)**	
Metatrait			
Stability	-.06	(-.10, -.01)	.027
Plasticity	.30	(.25, .34)	.973
R (R^2)		**.285 (.081)**	

Note. Harmonic mean sample size = 1,848. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 61

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Primary Control: Mixed Social Support***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.16	(-.19, -.14)	.067
Agreeableness	.12	(.09, .14)	.108
Conscientiousness	.07	(.04, .09)	.061
Extraversion	.37	(.34, .39)	.732
Openness/Intellect	-.07	(-.09, -.05)	.032
R (R^2)		**.375 (.140)**	
Metatrait			
Stability	.06	(.03, .08)	.151
Plasticity	.23	(.21, .25)	.849
R (R^2)		**.256 (.065)**	

Note. Harmonic mean sample size = 8,485. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 62

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Primary Control: Emotion Regulation***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.04	(-.07, -.01)	.038
Agreeableness	-.06	(-.10, -.03)	.062
Conscientiousness	.14	(.11, .18)	.568
Extraversion	.00	(-.03, .04)	.029
Openness/Intellect	.09	(.06, .12)	.302
R (R^2)		**.153 (.023)**	
Metatrait			
Stability	.03	(-.00, .06)	.224
Plasticity	.07	(.04, .10)	.776
R (R^2)		**.084 (.007)**	

Note. Harmonic mean sample size = 5,394. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 63

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Coping: Secondary Control***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.07	(-.09, -.04)	.028
Agreeableness	.02	(-.01, .04)	.056
Conscientiousness	.10	(.08, .12)	.166
Extraversion	.17	(.15, .20)	.515
Openness/Intellect	.08	(.06, .11)	.234
R (R^2)		**.249 (.062)**	
Metatrait			
Stability	.04	(.020, .06)	.138
Plasticity	.21	(.19, .23)	.862
R (R^2)		**.224 (.050)**	

Note. Harmonic mean sample size = 9,744. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 64

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Secondary Control: Distraction***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.28	(-.31, -.25)	.603
Agreeableness	-.01	(-.04, .03)	.028
Conscientiousness	-.04	(-.07, -.00)	.059
Extraversion	.21	(.17, .24)	.270
Openness/Intellect	.03	(-.01, .06)	.041
R (R^2)		**.309 (.095)**	
Metatrait			
Stability	-.23	(-.26, -.20)	.615
Plasticity	.19	(.16, .23)	.385
R (R^2)		**.251 (.063)**	

Note. Harmonic mean sample size = 4,311. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 65

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Secondary Control: Cognitive Restructuring***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.07	(.05, .10)	.127
Agreeableness	.02	(-.01, .04)	.084
Conscientiousness	.19	(.16, .22)	.290
Extraversion	.19	(.17, .22)	.338
Openness/Intellect	.11	(.09, .13)	.161
R (R^2)		**.393 (.154)**	
Metatrait			
Stability	.22	(.20, .25)	.478
Plasticity	.24	(.22, .26)	.522
R (R^2)		**.376 (.141)**	

Note. Harmonic mean sample size = 7,486. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 66

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Secondary Control: Acceptance***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.12	(.07, .17)	.426
Agreeableness	.04	(-.01, .10)	.166
Conscientiousness	.03	(-.02, .09)	.129
Extraversion	-.06	(-.11, -.01)	.039
Openness/Intellect	.10	(.05, .15)	.240
R (R^2)		**.182 (.033)**	
Metatrait			
Stability	.14	(.09, .19)	.841
Plasticity	.04	(-.01, .08)	.159
R (R^2)		**.154 (.024)**	

Note. Harmonic mean sample size = 1,870. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 67

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Coping: Religious***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.12	(-.17, -.08)	.055
Agreeableness	.21	(.16, .25)	.322
Conscientiousness	.09	(.04, .14)	.132
Extraversion	.10	(.05, .14)	.043
Openness/Intellect	-.25	(-.30, -.21)	.448
R (R^2)		**.307 (.094)**	
Metatrait			
Stability	.16	(.12, .20)	.633
Plasticity	-.13	(-.17, -.09)	.367
R (R^2)		**.173 (.030)**	

Note. Harmonic mean sample size = 2,318. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 68

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Physical Activity***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.04	(.02, .06)	.111
Agreeableness	-.11	(-.14, -.09)	.105
Conscientiousness	.15	(.13, .17)	.378
Extraversion	.14	(.11, .16)	.389
Openness/Intellect	-.01	(-.03, .01)	.017
R (R^2)		**.213 (.045)**	
Metatrait			
Stability	.07	(.05, .09)	.382
Plasticity	.10	(.08, .12)	.618
R (R^2)		**.136 (.019)**	

Note. Harmonic mean sample size = 11,111. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 69

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Employment Interview: Conventional/Low Structure***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.16	(.11, .21)	.300
Agreeableness	.03	(-.02, .08)	.092
Conscientiousness	.07	(.02, .12)	.124
Extraversion	.11	(.06, .16)	.240
Openness/Intellect	.14	(.10, .19)	.243
R (R^2)		**.344 (.119)**	
Metatrait			
Stability	.20	(.16, .25)	.500
Plasticity	.20	(.16, .25)	.500
R (R^2)		**.332 (.110)**	

Note. Harmonic mean sample size = 2,076. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 70

*Study 3: Multiple Regression Using Big Five and Metatrait Models****: Employment Interview: Behavioral/High Structure***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.04	(-.10, .02)	.025
Agreeableness	-.08	(-.14, -.02)	.060
Conscientiousness	.19	(.13, .25)	.618
Extraversion	.11	(.05, .17)	.281
Openness/Intellect	-.01	(-.06, .05)	.016
R (R^2)		**.201 (.040)**	
Metatrait			
Stability	.08	(.02, .13)	.500
Plasticity	.08	(.02, .13)	.500
R (R^2)		**.123 (.015)**	

Note. Harmonic mean sample size = 1,546. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 71

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Job Search Behavior***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.20	(-.25, -.16)	.041
Agreeableness	-.09	(-.14, -.04)	.028
Conscientiousness	.43	(.38, .48)	.376
Extraversion	.43	(.38, .47)	.462
Openness/Intellect	.09	(.05, .13)	.094
R (R^2)		**.611 (.373)**	
Metatrait			
Stability	.15	(.11, .20)	.222
Plasticity	.40	(.36, .45)	.778
R (R^2)		**.472 (.223)**	

Note. Harmonic mean sample size = 1,686. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 72

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Assessment Center Dimension: Communication***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.08	(.05, .11)	.145
Agreeableness	.16	(.12, .19)	.453
Conscientiousness	-.16	(-.20, -.13)	.365
Extraversion	.00	(-.03, .03)	.011
Openness/Intellect	.02	(-.01, .05)	.026
R (R^2)		**.182 (.033)**	
Metatrait			
Stability	.04	(.01, .07)	.643
Plasticity	.03	(-.00, .05)	.357
R (R^2)		**.056 (.003)**	

Note. Harmonic mean sample size = 5,921. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 73

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Assessment Center Dimension: Consideration of Others***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.18	(.15, .21)	.319
Agreeableness	.25	(.22, .28)	.428
Conscientiousness	-.12	(-.15, -.09)	.046
Extraversion	.13	(.11, .16)	.191
Openness/Intellect	-.03	(-.06, -.00)	.016
R (R^2)		**.363 (.131)**	
Metatrait			
Stability	.24	(.21, .26)	.745
Plasticity	.10	(.08, .13)	.255
R (R^2)		**.288 (.083)**	

Note. Harmonic mean sample size = 5,785. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 74

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Assessment Center Dimension: Drive***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.01	(-.04, .01)	.040
Agreeableness	.07	(.04, .10)	.075
Conscientiousness	.16	(.14, .19)	.112
Extraversion	.43	(.41, .46)	.541
Openness/Intellect	.21	(.19, .23)	.233
R (R^2)		**.630 (.397)**	
Metatrait			
Stability	.18	(.16, .20)	.208
Plasticity	.52	(.50, .54)	.792
R (R^2)		**.605 (.367)**	

Note. Harmonic mean sample size = 5,788. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 75

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Assessment Center Dimension: Influencing Others***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.05	(.02, .08)	.079
Agreeableness	.29	(.26, .32)	.416
Conscientiousness	-.09	(-.11, -.06)	.034
Extraversion	.24	(.21, .27)	.359
Openness/Intellect	.07	(.04, .09)	.112
R (R^2)		**.438 (.192)**	
Metatrait			
Stability	.21	(.18, .23)	.416
Plasticity	.26	(.24, .29)	.584
R (R^2)		**.383 (.147)**	

Note. Harmonic mean sample size = 6,231. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 76

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Assessment Center Dimension: Organizing and Planning***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.05	(.02, .08)	.108
Agreeableness	-.05	(-.08, -.02)	.038
Conscientiousness	.17	(.14, .20)	.345
Extraversion	.15	(.12, .18)	.345
Openness/Intellect	.09	(.06, .12)	.164
R (R^2)		**.292 (.085)**	
Metatrait			
Stability	0.14	(.12, .17)	.409
Plasticity	0.18	(.16, .21)	.591
R (R^2)		**.266 (.071)**	

Note. Harmonic mean sample size = 6,257. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 77

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Assessment Center Dimension: Problem Solving***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.12	(.09, .15)	.148
Agreeableness	.04	(.01, .07)	.038
Conscientiousness	-.13	(-.17, -.10)	.113
Extraversion	.01	(-.02, .04)	.071
Openness/Intellect	.22	(.20, .25)	.629
R (R^2)		**.272 (.074)**	
Metatrait			
Stability	.00	(-.03, .02)	.045
Plasticity	.20	(.18, .23)	.955
R (R^2)		**.200 (.040)**	

Note. Harmonic mean sample size = 6,011. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 78

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Assessment Center Dimension: Stress Tolerance***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.62	(.60, .65)	.821
Agreeableness	.09	(.07, .12)	.085
Conscientiousness	-.09	(-.12, -.07)	.035
Extraversion	-.07	(-.09, -.04)	.026
Openness/Intellect	.11	(.09, .14)	.034
R (R^2)		**.628 (.395)**	
Metatrait			
Stability	.45	(.43, .48)	.904
Plasticity	.06	(.03, .08)	.096
R (R^2)		**.473 (.224)**	

Note. Harmonic mean sample size = 5,666. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 79

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Assessment Center Exercise: Case Analysis***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.14	(.02, .26)	.090
Agreeableness	-.20	(-.33, -.07)	.162
Conscientiousness	.09	(-.04, .22)	.038
Extraversion	-.18	(-.30, -.05)	.109
Openness/Intellect	.32	(.20, .43)	.600
R (R^2)		**.335 (.112)**	
Metatrait			
Stability	-.02	(-.13, .10)	.027
Plasticity	.12	(.00, .23)	.973
R (R^2)		**.111 (.012)**	

Note. Harmonic mean sample size = 331. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 80

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Assessment Center Exercise: In-Basket***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.01	(-.08, .09)	.018
Agreeableness	-.18	(-.27, -.09)	.173
Conscientiousness	.23	(.14, .32)	.472
Extraversion	.01	(-.07, .09)	.040
Openness/Intellect	.16	(.08, .23)	.297
R (R^2)		**.262 (.069)**	
Metatrait			
Stability	.05	(-.02, .13)	.237
Plasticity	.12	(.05, .20)	.763
R (R^2)		**.148 (.022)**	

Note. Harmonic mean sample size = 754. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 81

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Assessment Center Exercise: Leaderless Group Discussion***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.07	(.03, .12)	.174
Agreeableness	-.08	(-.13, -.04)	.069
Conscientiousness	.03	(-.02, .07)	.030
Extraversion	.12	(.08, .16)	.473
Openness/Intellect	.08	(.04, .12)	.253
R (R^2)		**.195 (.038)**	
Metatrait			
Stability	.01	(-.03, .04)	.063
Plasticity	.17	(.13, .21)	.937
R (R^2)		**.170 (.029)**	

Note. Harmonic mean sample size = 2,821. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 82

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Assessment Center Exercise: Oral Presentation***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.05	(-.05, .15)	.041
Agreeableness	-.29	(-.40, -.18)	.428
Conscientiousness	.19	(.08, .30)	.194
Extraversion	.13	(.03, .23)	.211
Openness/Intellect	.11	(.01, .20)	.126
R (R^2)		**.309 (.095)**	
Metatrait			
Stability	-.03	(-.12, .07)	.026
Plasticity	.18	(.08, .27)	.974
R (R^2)		**.172 (.030)**	

Note. Harmonic mean sample size = 468. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 83

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Assessment Center Exercise: Role-Play***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.01	(-.05, .08)	.021
Agreeableness	-.05	(-.12, .02)	.029
Conscientiousness	.01	(-.05, .08)	.011
Extraversion	.09	(.02, .15)	.366
Openness/Intellect	.13	(.07, .19)	.573
R (R^2)		**.175 (.031)**	
Metatrait			
Stability	-.02	(-.08, .03)	.027
Plasticity	.17	(.11, .22)	.973
R (R^2)		**.162 (.026)**	

Note. Harmonic mean sample size = 1,313. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 84

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Academic Performance***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.08	(-.09, -.07)	.035
Agreeableness	-.02	(-.03, -.01)	.051
Conscientiousness	.29	(.28, .30)	.666
Extraversion	-.10	(-.11, -.09)	.048
Openness/Intellect	.15	(.14, .16)	.200
R (R^2)		**.304 (.092)**	
Metatrait			
Stability	.15	(.15, .16)	.898
Plasticity	.02	(.01, .03)	.102
R (R^2)		**.161 (.026)**	

Note. Harmonic mean sample size = 61,581. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 85

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Academic Performance: Postsecondary***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.06	(-.08, -.05)	.027
Agreeableness	-.02	(-.04, -.01)	.045
Conscientiousness	.28	(.27, .30)	.644
Extraversion	-.14	(-.16, -.13)	.112
Openness/Intellect	.15	(.13, .16)	.171
R (R^2)		**.301 (.091)**	
Metatrait			
Stability	.14	(.13, .16)	.959
Plasticity	-.01	(-.02, .01)	.041
R (R^2)		**.140 (.020)**	

Note. Harmonic mean sample size = 23,856. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 86

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Academic Attendance***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.07	(-.12, -.02)	.032
Agreeableness	-.09	(-.15, -.04)	.041
Conscientiousness	.36	(.31, .41)	.769
Extraversion	-.15	(-.20, -.10)	.152
Openness/Intellect	.02	(-.03, .07)	.006
R (R^2)		**.329 (.108)**	
Metatrait			
Stability	.16	(.12, .21)	.633
Plasticity	-.13	(-.18, -.09)	.367
R (R^2)		**.173 (.030)**	

Note. Harmonic mean sample size = 1,922. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 87

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Educational Success***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.21	(.19, .23)	.247
Agreeableness	-.26	(-.29, -.24)	.119
Conscientiousness	.34	(.32, .37)	.471
Extraversion	-.03	(-.05, -.01)	.025
Openness/Intellect	.18	(.16, .21)	.139
R (R^2)		**.439 (.192)**	
Metatrait			
Stability	.23	(.21, .25)	.726
Plasticity	.11	(.09, .13)	.274
R (R^2)		**.279 (.078)**	

Note. Harmonic mean sample size = 9,608. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 88

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***General Performance***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.07	(.05, .08)	.171
Agreeableness	-.06	(-.07, -.04)	.046
Conscientiousness	.22	(.20, .24)	.648
Extraversion	.08	(.06, .09)	.127
Openness/Intellect	-.03	(-.05, -.02)	.009
R (R^2)		**.254 (.065)**	
Metatrait			
Stability	.19	(.18, .21)	.917
Plasticity	.02	(.00, .03)	.083
R (R^2)		**.201 (.040)**	

Note. Harmonic mean sample size = 21,547. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 89

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Overall Job Performance***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.05	(.04, .06)	.118
Agreeableness	.00	(-.02, .01)	.082
Conscientiousness	.27	(.25, .28)	.534
Extraversion	.15	(.14, .16)	.226
Openness/Intellect	.02	(.01, .04)	.039
R (R^2)		**.364 (.133)**	
Metatrait			
Stability	.26	(.25, .27)	.720
Plasticity	.13	(.12, .14)	.280
R (R^2)		**.323 (.104)**	

Note. Harmonic mean sample size = 31,851. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 90

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Overall Job Performance: Maximal***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.36	(-.41, -.31)	.285
Agreeableness	.09	(.04, .15)	.047
Conscientiousness	.11	(.06, .17)	.045
Extraversion	.36	(.31, .41)	.454
Openness/Intellect	.12	(.07, .17)	.169
R (R^2)		**.486 (.236)**	
Metatrait			
Stability	-.09	(-.14, -.05)	.033
Plasticity	.39	(.34, .44)	.967
R (R^2)		**.371 (.138)**	

Note. Harmonic mean sample size = 1,545. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 91

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Overall Job Performance: Typical***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.33	(-.39, -.28)	.273
Agreeableness	.01	(-.05, .07)	.019
Conscientiousness	.24	(.18, .30)	.197
Extraversion	.37	(.31, .42)	.486
Openness/Intellect	-.04	(-.09, .01)	.024
R (R^2)		**.442 (.196)**	
Metatrait			
Stability	-.02	(-.07, .03)	.034
Plasticity	.25	(.19, .30)	.966
R (R^2)		**.241 (.058)**	

Note. Harmonic mean sample size = 1,545. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 92

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Overall Job Performance: Peer-Ratings***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.04	(.01, .08)	.126
Agreeableness	.11	(.07, .14)	.203
Conscientiousness	.17	(.14, .21)	.338
Extraversion	.19	(.16, .23)	.313
Openness/Intellect	-.07	(-.11, -.04)	.021
R (R^2)		**.350 (.123)**	
Metatrait			
Stability	.27	(.24, .30)	.794
Plasticity	.09	(.06, .12)	.206
R (R^2)		**.313 (.098)**	

Note. Harmonic mean sample size = 4,404. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 93

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Overall Job Performance: Subordinate-Ratings***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.10	(.05, .14)	.191
Agreeableness	.21	(.16, .25)	.533
Conscientiousness	-.13	(-.17, -.09)	.092
Extraversion	.06	(.01, .10)	.110
Openness/Intellect	.04	(-.00, .08)	.074
R (R^2)		**.250 (.063)**	
Metatrait			
Stability	.13	(.09, .17)	.634
Plasticity	.09	(.05, .13)	.366
R (R^2)		**.180 (.033)**	

Note. Harmonic mean sample size = 2,993. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 94

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Training Performance***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.00	(-.03, .03)	.038
Agreeableness	-.09	(-.12, -.06)	.058
Conscientiousness	.17	(.14, .20)	.494
Extraversion	.10	(.07, .13)	.283
Openness/Intellect	.06	(.03, .09)	.127
R (R^2)		**.212 (.045)**	
Metatrait			
Stability	.08	(.05, .11)	.357
Plasticity	.12	(.10, .15)	.643
R (R^2)		**.168 (.028)**	

Note. Harmonic mean sample size = 5,993. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 95

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Training Success***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.07	(.03, .12)	.186
Agreeableness	-.03	(-.07, .02)	.064
Conscientiousness	.23	(.19, .27)	.701
Extraversion	.03	(-.01, .07)	.045
Openness/Intellect	-.01	(-.05, .03)	.004
R (R^2)		**.262 (.069)**	
Metatrait			
Stability	.23	(.19, .27)	.954
Plasticity	.00	(-.04, .03)	.046
R (R^2)		**.230 (.053)**	

Note. Harmonic mean sample size = 2,938. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 96

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Transfer of Training***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.18	(.05, .30)	.199
Agreeableness	-.27	(-.41, -.14)	.165
Conscientiousness	.37	(.24, .50)	.588
Extraversion	-.07	(-.19, .05)	.012
Openness/Intellect	.10	(-.01, .22)	.037
R (R^2)		**.408 (.166)**	
Metatrait			
Stability	.22	(.10, .34)	.949
Plasticity	.00	(-.12, .12)	.051
R (R^2)		**.220 (.048)**	

Note. Harmonic mean sample size = 306. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 97

*Study 3: Multiple Regression Using Big Five and Metatrait Models****: Technical Performance***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.03	(-.04, -.03)	.033
Agreeableness	-.04	(-.06, -.02)	.054
Conscientiousness	.26	(.25, .28)	.681
Extraversion	.07	(.06, .09)	.116
Openness/Intellect	.08	(.07, .09)	.116
R (R^2)		**.287 (.082)**	
Metatrait			
Stability	.17	(.15, .18)	.643
Plasticity	.11	(.09, .12)	.357
R (R^2)		**.224 (.050)**	

Note. Harmonic mean sample size = 20,721. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 98

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Contextual Performance***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.00	(-.03, .02)	.069
Agreeableness	.03	(.00, .05)	.094
Conscientiousness	.32	(.30, .35)	.560
Extraversion	.22	(.19, .24)	.260
Openness/Intellect	-.08	(-.11, -.06)	.017
R (R^2)		**.421 (.177)**	
Metatrait			
Stability	.30	(.28, .32)	.812
Plasticity	.09	(.07, .12)	.188
R (R^2)		**.342 (.117)**	

Note. Harmonic mean sample size = 6,654. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 99

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Organizational Citizenship Behavior: Aggregate***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.06	(.04, .09)	.129
Agreeableness	.04	(.02, .07)	.156
Conscientiousness	.14	(.12, .17)	.363
Extraversion	-.01	(-.04, .01)	.045
Openness/Intellect	.14	(.12, .16)	.307
R (R^2)		**.257 (.066)**	
Metatrait			
Stability	.19	(.17, .21)	.699
Plasticity	.10	(.08, .12)	.301
R (R^2)		**.239 (.057)**	

Note. Harmonic mean sample size = 8,821. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 100

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Organizational Citizenship Behavior: Global***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.09	(.05, .13)	.204
Agreeableness	.03	(-.02, .07)	.135
Conscientiousness	.17	(.13, .21)	.493
Extraversion	-.04	(-.07, .00)	.022
Openness/Intellect	.10	(.06, .13)	.146
R (R^2)		**.254 (.064)**	
Metatrait			
Stability	.21	(.18, .25)	.848
Plasticity	.05	(.02, .09)	.152
R (R^2)		**.235 (.055)**	

Note. Harmonic mean sample size = 3,432. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 101

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Organizational Citizenship Behavior: Interpersonal***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.07	(.03, .11)	.126
Agreeableness	.06	(.02, .10)	.168
Conscientiousness	.16	(.12, .20)	.351
Extraversion	-.03	(-.07, .00)	.032
Openness/Intellect	.17	(.14, .21)	.323
R (R^2)		**.301 (.090)**	
Metatrait			
Stability	.21	(.18, .25)	.704
Plasticity	.11	(.08, .15)	.296
R (R^2)		**.271 (.074)**	

Note. Harmonic mean sample size = 3,404. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 102

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Organizational Citizenship Behavior: Organizational***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.06	(.02, .11)	.079
Agreeableness	.08	(.03, .13)	.185
Conscientiousness	.13	(.08, .18)	.249
Extraversion	-.13	(-.18, -.09)	.075
Openness/Intellect	.21	(.17, .25)	.412
R (R^2)		**.295 (.087)**	
Metatrait			
Stability	.19	(.15, .23)	.815
Plasticity	.06	(.02, .10)	.185
R (R^2)		**.217 (.047)**	

Note. Harmonic mean sample size = 2,281. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 103

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Organizational Citizenship Behavior: Change***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.06	(.00, .11)	.074
Agreeableness	-.17	(-.23, -.11)	.171
Conscientiousness	.14	(.09, .20)	.212
Extraversion	.07	(.02, .12)	.173
Openness/Intellect	.16	(.11, .21)	.371
R (R^2)		**.253 (.064)**	
Metatrait			
Stability	.02	(-.03, .07)	.093
Plasticity	.18	(.13, .23)	.907
R (R^2)		**.191 (.037)**	

Note. Harmonic mean sample size = 1,777. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 104

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Adaptive Performance***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.03	(.01, .05)	.114
Agreeableness	.14	(.12, .17)	.576
Conscientiousness	.00	(-.03, .02)	.079
Extraversion	.06	(.04, .09)	.180
Openness/Intellect	.01	(-.01, .03)	.051
R (R^2)		**.187 (.035)**	
Metatrait			
Stability	.14	(.12, .16)	.729
Plasticity	.07	(.04, .09)	.271
R (R^2)		**.172 (.029)**	

Note. Harmonic mean sample size = 9,785. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 105

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Teamwork***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.08	(-.00, .16)	.134
Agreeableness	.15	(.06, .23)	.311
Conscientiousness	.19	(.10, .27)	.368
Extraversion	-.02	(-.10, .06)	.033
Openness/Intellect	.13	(.06, .21)	.154
R (R^2)		**.372 (.138)**	
Metatrait			
Stability	.31	(.24, .38)	.823
Plasticity	.09	(.02, .16)	.177
R (R^2)		**.351 (.123)**	

Note. Harmonic mean sample size = 743. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 106

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Creativity***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.02	(-.14, .17)	.015
Agreeableness	-.66	(-.83, -.49)	.750
Conscientiousness	.35	(.18, .51)	.136
Extraversion	-.07	(-.22, .09)	.010
Openness/Intellect	.24	(.09, .39)	.089
R (R^2)		**.588 (.345)**	
Metatrait			
Stability	-.24	(-.40, -.07)	.869
Plasticity	.12	(-.05, .28)	.131
R (R^2)		**.228 (.052)**	

Note. Harmonic mean sample size = 149. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 107

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Validity***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.02	(.00, .04)	.050
Agreeableness	-.08	(-.10, -.06)	.047
Conscientiousness	.22	(.20, .24)	.618
Extraversion	.01	(-.01, .03)	.046
Openness/Intellect	.12	(.11, .14)	.239
R (R^2)		**.249 (.062)**	
Metatrait			
Stability	.13	(.11, .14)	.587
Plasticity	.10	(.08, .12)	.413
R (R^2)		**.185 (.034)**	

Note. Harmonic mean sample size = 16,217. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 108

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Job Search Outcomes: Job Offers***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.01	(-.14, .17)	.041
Agreeableness	.28	(.12, .45)	.236
Conscientiousness	-.13	(-.29, .03)	.024
Extraversion	.39	(.24, .54)	.507
Openness/Intellect	.15	(.01, .30)	.193
R (R^2)		**.576 (.332)**	
Metatrait			
Stability	.13	(-.01, .27)	.177
Plasticity	.46	(.32, .60)	.823
R (R^2)		**.516 (.266)**	

Note. Harmonic mean sample size = 163. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 109

*Study 3: Multiple Regression Using Big Five and Metatrait Models****: Job Search Outcomes: Search Duration***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.11	(.04, .18)	.127
Agreeableness	-.05	(-.12, .03)	.148
Conscientiousness	-.12	(-.20, -.05)	.372
Extraversion	-.09	(-.16, -.02)	.236
Openness/Intellect	-.04	(-.10, .03)	.116
R (R^2)		**.188 (.035)**	
Metatrait			
Stability	-.07	(-.13, -.01)	.382
Plasticity	-.10	(-.16, -.04)	.618
R (R^2)		**.136 (.019)**	

Note. Harmonic mean sample size = 1,082. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 110

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Job Search Outcomes: Employment Status***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.05	(-.03, .14)	.176
Agreeableness	-.08	(-.18, .01)	.088
Conscientiousness	.16	(.06, .25)	.663
Extraversion	.03	(-.06, .12)	.051
Openness/Intellect	-.03	(-.11, .05)	.021
R (R^2)		**.166 (.028)**	
Metatrait			
Stability	.12	(.04, .19)	.973
Plasticity	-.02	(-.09, .06)	.027
R (R^2)		**.111 (.012)**	

Note. Harmonic mean sample size = 710. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 111

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Status Change***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.02	(-.02, .06)	.092
Agreeableness	.03	(-.01, .08)	.155
Conscientiousness	.08	(.04, .13)	.302
Extraversion	.06	(.02, .11)	.234
Openness/Intellect	.07	(.02, .11)	.217
R (R^2)		**.177 (.031)**	
Metatrait			
Stability	.11	(.07, .15)	.500
Plasticity	.11	(.07, .15)	.500
R (R^2)		**.172 (.030)**	

Note. Harmonic mean sample size = 2,702. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 112

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Promotions***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.09	(.06, .12)	.179
Agreeableness	-.14	(-.18, -.11)	.167
Conscientiousness	.06	(.02, .09)	.050
Extraversion	.20	(.17, .24)	.577
Openness/Intellect	-.05	(-.08, -.02)	.027
R (R^2)		**.244 (.059)**	
Metatrait			
Stability	.02	(-.01, .05)	.138
Plasticity	.11	(.08, .14)	.862
R (R^2)		**.122 (.015)**	

Note. Harmonic mean sample size = 4,552. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 113

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Salary***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.13	(.10, .16)	.240
Agreeableness	-.23	(-.26, -.2)	.459
Conscientiousness	.11	(.08, .14)	.119
Extraversion	.09	(.06, .12)	.158
Openness/Intellect	.03	(.01, .06)	.023
R (R^2)		**.245 (.060)**	
Metatrait			
Stability	.01	(-.01, .04)	.106
Plasticity	.09	(.06, .11)	.894
R (R^2)		**.091 (.008)**	

Note. Harmonic mean sample size = 6,477. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 114

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Personnel Data***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.02	(-.01, .05)	.093
Agreeableness	-.03	(-.06, .01)	.051
Conscientiousness	.14	(.11, .18)	.663
Extraversion	.06	(.03, .09)	.174
Openness/Intellect	.00	(-.03, .03)	.019
R (R^2)		**.164 (.027)**	
Metatrait			
Stability	.12	(.09, .14)	.783
Plasticity	.04	(.02, .07)	.217
R (R^2)		**.136 (.019)**	

Note. Harmonic mean sample size = 5,715. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 115

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Productivity***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.11	(-.17, -.05)	.126
Agreeableness	-.12	(-.18, -.06)	.140
Conscientiousness	.21	(.14, .27)	.514
Extraversion	.12	(.06, .18)	.207
Openness/Intellect	-.03	(-.09, .02)	.013
R (R^2)		**.217 (.047)**	
Metatrait			
Stability	.00	(-.05, .05)	.056
Plasticity	.06	(.01, .11)	.944
R (R^2)		**.060 (.004)**	

Note. Harmonic mean sample size = 1,518. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 116

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Firm Performance***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.13	(.08, .19)	.216
Agreeableness	-.12	(-.17, -.06)	.051
Conscientiousness	.17	(.12, .23)	.304
Extraversion	-.03	(-.08, .02)	.038
Openness/Intellect	.20	(.15, .25)	.391
R (R^2)		**.296 (.088)**	
Metatrait			
Stability	.14	(.09, .18)	.500
Plasticity	.14	(.09, .18)	.500
R (R^2)		**.222 (.049)**	

Note. Harmonic mean sample size = 1,855. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 117

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Initiating Structure***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.01	(-.09, .08)	.034
Agreeableness	-.20	(-.29, -.11)	.124
Conscientiousness	.31	(.22, .40)	.517
Extraversion	.21	(.13, .30)	.310
Openness/Intellect	-.06	(-.14, .02)	.015
R (R^2)		**.353 (.124)**	
Metatrait			
Stability	.12	(.04, .20)	.545
Plasticity	.10	(.02, .18)	.455
R (R^2)		**.179 (.032)**	

Note. Harmonic mean sample size = 668. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 118

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Consideration***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.07	(-.15, .02)	.038
Agreeableness	.14	(.06, .23)	.171
Conscientiousness	.21	(.12, .30)	.265
Extraversion	.36	(.27, .44)	.492
Openness/Intellect	-.14	(-.22, -.06)	.035
R (R^2)		**.464 (.215)**	
Metatrait			
Stability	.27	(.19, .34)	.657
Plasticity	.16	(.09, .24)	.343
R (R^2)		**.356 (.127)**	

Note. Harmonic mean sample size = 635. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 119

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Transformational Leadership***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.13	(.11, .16)	.244
Agreeableness	.03	(-.00, .06)	.071
Conscientiousness	.04	(.01, .07)	.079
Extraversion	.20	(.17, .23)	.451
Openness/Intellect	.09	(.06, .12)	.156
R (R^2)		**.342 (.117)**	
Metatrait			
Stability	.16	(.14, .19)	.378
Plasticity	.24	(.21, .26)	.622
R (R^2)		**.329 (.108)**	

Note. Harmonic mean sample size = 6,311. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 120

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Transformational Leadership: Charisma***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.11	(.06, .16)	.154
Agreeableness	.17	(.12, .23)	.269
Conscientiousness	-.10	(-.16, -.04)	.034
Extraversion	.15	(.09, .20)	.288
Openness/Intellect	.14	(.09, .19)	.255
R (R^2)		**.349 (.122)**	
Metatrait			
Stability	.13	(.08, .18)	.299
Plasticity	.25	(.20, .30)	.701
R (R^2)		**.315 (.099)**	

Note. Harmonic mean sample size = 1,674. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 121

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Transformational Leadership: Idealized Influence***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.03	(-.05, .11)	.059
Agreeableness	.27	(.19, .36)	.519
Conscientiousness	-.06	(-.15, .03)	.039
Extraversion	.12	(.04, .20)	.183
Openness/Intellect	.12	(.04, .19)	.199
R (R^2)		**.365 (.134)**	
Metatrait			
Stability	.19	(.11, .26)	.474
Plasticity	.20	(.13, .27)	.526
R (R^2)		**.314 (.099)**	

Note. Harmonic mean sample size = 740. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 122

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Transformational Leadership: Inspirational Motivation***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.06	(-.01, .14)	.057
Agreeableness	.23	(.14, .31)	.296
Conscientiousness	-.19	(-.27, -.11)	.099
Extraversion	.14	(.07, .22)	.238
Openness/Intellect	.17	(.10, .24)	.310
R (R^2)		**.376 (.141)**	
Metatrait			
Stability	.06	(-.01, .13)	.138
Plasticity	.28	(.21, .35)	.862
R (R^2)		**.305 (.093)**	

Note. Harmonic mean sample size = 812. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 123

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Transformational Leadership: Intellectual Stimulation***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.09	(.05, .14)	.170
Agreeableness	.14	(.09, .19)	.237
Conscientiousness	-.16	(-.20, -.11)	.144
Extraversion	.13	(.09, .18)	.337
Openness/Intellect	.05	(.01, .09)	.112
R (R^2)		**.254 (.064)**	
Metatrait			
Stability	.06	(.02, .10)	.214
Plasticity	.16	(.12, .20)	.786
R (R^2)		**.188 (.035)**	

Note. Harmonic mean sample size = 2,507. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 124

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Transformational Leadership: Individualized Consideration***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.01	(-.06, .04)	.026
Agreeableness	.22	(.17, .27)	.485
Conscientiousness	-.10	(-.15, -.05)	.046
Extraversion	.14	(.09, .18)	.280
Openness/Intellect	.07	(.03, .11)	.164
R (R^2)		**.285 (.081)**	
Metatrait			
Stability	.09	(.05, .13)	.291
Plasticity	.18	(.14, .22)	.709
R (R^2)		**.227 (.052)**	

Note. Harmonic mean sample size = 2,385. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 125

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Transactional Leadership: Contingent Reward***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.05	(-.01, .11)	.103
Agreeableness	.22	(.15, .28)	.523
Conscientiousness	-.11	(-.18, -.05)	.065
Extraversion	.14	(.08, .20)	.285
Openness/Intellect	-.06	(-.12, -.01)	.025
R (R^2)		**.259 (.067)**	
Metatrait			
Stability	.12	(.07, .18)	.643
Plasticity	.08	(.03, .13)	.357
R (R^2)		**.168 (.028)**	

Note. Harmonic mean sample size = 1,448. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 126

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Transactional Leadership: Management by Exception (Lack of)***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.01	(-.07, .05)	.019
Agreeableness	.16	(.09, .23)	.864
Conscientiousness	-.04	(-.11, .02)	.047
Extraversion	-.00	(-.06, .06)	.012
Openness/Intellect	.02	(-.04, .08)	.058
R (R^2)		**.147 (.022)**	
Metatrait			
Stability	.07	(.02, .13)	.776
Plasticity	.03	(-.03, .08)	.224
R (R^2)		**.084 (.007)**	

Note. Harmonic mean sample size = 1,421. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 127

*Study 3: Multiple Regression Using Big Five and Metatrait Models****: Transactional Leadership: Passive Leadership (Lack of)***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.03	(-.09, .02)	.030
Agreeableness	.12	(.05, .18)	.324
Conscientiousness	.08	(.02, .14)	.234
Extraversion	.12	(.06, .17)	.216
Openness/Intellect	-.13	(-.18, -.07)	.196
R (R^2)		**.207 (.043)**	
Metatrait			
Stability	.14	(.09, .19)	.959
Plasticity	-.01	(-.06, .05)	.041
R (R^2)		**.140 (.020)**	

Note. Harmonic mean sample size = 1,517. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 128

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Leadership***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.13	(.11, .15)	.149
Agreeableness	-.18	(-.20, -.16)	.050
Conscientiousness	.27	(.25, .29)	.300
Extraversion	.21	(.19, .23)	.306
Openness/Intellect	.17	(.15, .19)	.196
R (R^2)		**.461 (.213)**	
Metatrait			
Stability	.18	(.16, .20)	.335
Plasticity	.29	(.27, .31)	.665
R (R^2)		**.388 (.150)**	

Note. Harmonic mean sample size = 9,724. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 129

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Leadership Emergence***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.11	(.08, .14)	.115
Agreeableness	-.24	(-.28, -.21)	.073
Conscientiousness	.34	(.31, .37)	.346
Extraversion	.25	(.22, .28)	.311
Openness/Intellect	.17	(.14, .19)	.155
R (R^2)		**.513 (.263)**	
Metatrait			
Stability	.18	(.15, .21)	.324
Plasticity	.31	(.28, .34)	.676
R (R^2)		**.407 (.166)**	

Note. Harmonic mean sample size = 4,740. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 130

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Leadership Effectiveness***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.15	(.12, .19)	.242
Agreeableness	.08	(.04, .12)	.139
Conscientiousness	.02	(-.02, .05)	.061
Extraversion	.11	(.08, .15)	.231
Openness/Intellect	.18	(.15, .22)	.326
R (R^2)		**.363 (.131)**	
Metatrait			
Stability	.19	(.16, .22)	.410
Plasticity	.25	(.22, .28)	.590
R (R^2)		**.359 (.129)**	

Note. Harmonic mean sample size = 3,727. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 131

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Leadership Effectiveness: Subordinate Job Satisfaction***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.04	(-.10, .17)	.066
Agreeableness	.04	(-.10, .19)	.044
Conscientiousness	-.13	(-.27, .01)	.498
Extraversion	.10	(-.04, .23)	.367
Openness/Intellect	-.03	(-.16, .09)	.025
R (R^2)		**.141 (.020)**	
Metatrait			
Stability	-.04	(-.16, .08)	.234
Plasticity	.06	(-.06, .18)	.766
R (R^2)		**.063 (.004)**	

Note. Harmonic mean sample size = 300. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 132

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Leadership Effectiveness: Satisfaction with Leader***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.04	(-.05, .14)	.045
Agreeableness	.30	(.20, .40)	.771
Conscientiousness	-.18	(-.28, -.08)	.172
Extraversion	-.02	(-.11, .07)	.005
Openness/Intellect	-.01	(-.10, .08)	.007
R (R^2)		**.270 (.073)**	
Metatrait			
Stability	.11	(.03, .20)	.962
Plasticity	-.01	(-.09, .08)	.038
R (R^2)		**.110 (.012)**	

Note. Harmonic mean sample size = 580. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 133

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Leadership Effectiveness: Group Performance***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.18	(-.41, .05)	.101
Agreeableness	.10	(-.15, .34)	.161
Conscientiousness	.33	(.09, .58)	.608
Extraversion	-.08	(-.31, .14)	.026
Openness/Intellect	.12	(-.09, .34)	.104
R (R^2)		**.381 (.145)**	
Metatrait			
Stability	.21	(-.01, .42)	.926
Plasticity	.01	(-.20, .23)	.074
R (R^2)		**.210 (.044)**	

Note. Harmonic mean sample size = 95. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 134

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Coping: Broad Disengagement***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.35	(-.37, -.33)	.756
Agreeableness	-.04	(-.06, -.02)	.087
Conscientiousness	-.07	(-.09, -.05)	.135
Extraversion	.08	(.06, .09)	.020
Openness/Intellect	.00	(-.02, .01)	.002
R (R^2)		**.385 (.148)**	
Metatrait			
Stability	-.35	(-.37, -.33)	.974
Plasticity	.06	(.04, .08)	.026
R (R^2)		**.335 (.112)**	

Note. Harmonic mean sample size = 12,162. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 135

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Coping: Narrow Disengagement***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.41	(-.45, -.37)	.879
Agreeableness	.05	(.00, .09)	.025
Conscientiousness	-.02	(-.06, .03)	.052
Extraversion	.09	(.04, .13)	.023
Openness/Intellect	-.07	(-.11, -.03)	.021
R (R^2)		**.391 (.153)**	
Metatrait			
Stability	-.27	(-.31, -.23)	.956
Plasticity	.01	(-.03, .05)	.044
R (R^2)		**.270 (.073)**	

Note. Harmonic mean sample size = 2,487. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 136

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Narrow Disengagement: Denial***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.20	(-.26, -.15)	.434
Agreeableness	-.03	(-.08, .03)	.111
Conscientiousness	-.16	(-.22, -.11)	.345
Extraversion	.11	(.06, .16)	.041
Openness/Intellect	-.09	(-.14, -.05)	.069
R (R^2)		**.317 (.100)**	
Metatrait			
Stability	-.28	(-.33, -.24)	.959
Plasticity	.01	(-.04, .06)	.041
R (R^2)		**.280 (.079)**	

Note. Harmonic mean sample size = 1,846. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 137

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Narrow Disengagement: Withdrawal***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.52	(-.6, -.43)	.751
Agreeableness	.22	(.14, .31)	.115
Conscientiousness	.09	(.00, .18)	.027
Extraversion	-.03	(-.12, .05)	.023
Openness/Intellect	.14	(.06, .22)	.084
R (R^2)		**.504 (.254)**	
Metatrait			
Stability	-.15	(-.23, -.06)	.801
Plasticity	.09	(.00, 0.17)	.199
R (R^2)		**.146 (.021)**	

Note. Harmonic mean sample size = 616. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 138

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Coping: Mixed Emotion Focus***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.32	(-.39, -.25)	.543
Agreeableness	-.05	(-.12, .03)	.058
Conscientiousness	-.09	(-.16, -.02)	.120
Extraversion	.19	(.13, .26)	.155
Openness/Intellect	.12	(.06, .18)	.124
R (R^2)		**.396 (.157)**	
Metatrait			
Stability	-.34	(-.40, -.28)	.676
Plasticity	.26	(.20, .32)	.324
R (R^2)		**.358 (.128)**	

Note. Harmonic mean sample size = 1,041. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 139

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Coping: Negative Emotion Focus***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.61	(-.63, -.58)	.900
Agreeableness	.05	(.03, .08)	.023
Conscientiousness	-.01	(-.04, .01)	.047
Extraversion	.09	(.06, .11)	.017
Openness/Intellect	.06	(.03, .08)	.013
R (R^2)		**.576 (.331)**	
Metatrait			
Stability	-.43	(-.45, -.40)	.962
Plasticity	.12	(.09, .14)	.038
R (R^2)		**.405 (.164)**	

Note. Harmonic mean sample size = 6,713. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 140

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Coping: Substance Use***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.32	(-.35, -.29)	.580
Agreeableness	-.15	(-.18, -.11)	.196
Conscientiousness	-.08	(-.12, -.05)	.153
Extraversion	.05	(.02, .08)	.015
Openness/Intellect	.12	(.09, .15)	.056
R (R^2)		**.431 (.186)**	
Metatrait			
Stability	-.43	(-.46, -.41)	.949
Plasticity	.14	(.11, .17)	.051
R (R^2)		**.412 (.169)**	

Note. Harmonic mean sample size = 4,650. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 141

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Smoking***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.11	(-.14, -.08)	.160
Agreeableness	-.11	(-.15, -.08)	.200
Conscientiousness	-.14	(-.18, -.11)	.288
Extraversion	.18	(.15, .21)	.257
Openness/Intellect	.08	(.05, .11)	.094
R (R^2)		**.299 (.089)**	
Metatrait			
Stability	-.28	(-.31, -.25)	.656
Plasticity	.22	(.19, .25)	.344
R (R^2)		**.296 (.087)**	

Note. Harmonic mean sample size = 4,730. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 142

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Alcohol Involvement***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.11	(-.14, -.08)	.147
Agreeableness	-.15	(-.18, -.12)	.291
Conscientiousness	-.21	(-.24, -.18)	.402
Extraversion	.20	(.17, .23)	.139
Openness/Intellect	-.06	(-.09, -.03)	.022
R (R^2)		**.371 (.137)**	
Metatrait			
Stability	-.36	(-.38, -.33)	.949
Plasticity	.11	(.09, .14)	.051
R (R^2)		**.338 (.114)**	

Note. Harmonic mean sample size = 5,880. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 143

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Sexual Risk-Taking: Aggregate***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.01	(-.04, .05)	.023
Agreeableness	-.29	(-.34, -.25)	.689
Conscientiousness	-.06	(-.10, -.01)	.135
Extraversion	.15	(.11, .19)	.142
Openness/Intellect	.02	(-.02, .06)	.010
R (R^2)		**.321 (.103)**	
Metatrait			
Stability	-.26	(-.30, -.22)	.856
Plasticity	.13	(.10, .17)	.144
R (R^2)		**.254 (.065)**	

Note. Harmonic mean sample size = 2,670. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 144

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***High-Risk Sexual Encounter***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.01	(-.06, .05)	.025
Agreeableness	-.35	(-.41, -.29)	.675
Conscientiousness	-.03	(-.09, .03)	.085
Extraversion	.18	(.13, .23)	.170
Openness/Intellect	.08	(.03, .13)	.044
R (R^2)		**.375 (.141)**	
Metatrait			
Stability	-.30	(-.35, -.25)	.726
Plasticity	.20	(.15, .25)	.274
R (R^2)		**.301 (.090)**	

Note. Harmonic mean sample size = 1,586. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 145

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Unprotected Sex***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.18	(.10, .26)	.067
Agreeableness	-.26	(-.35, -.18)	.386
Conscientiousness	-.32	(-.41, -.24)	.495
Extraversion	.11	(.03, .19)	.045
Openness/Intellect	.03	(-.04, .11)	.006
R (R^2)		**.449 (.202)**	
Metatrait			
Stability	-.33	(-.41, -.25)	.926
Plasticity	.13	(.05, .20)	.074
R (R^2)		**.313 (.098)**	

Note. Harmonic mean sample size = 688. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 146

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Number of Sexual Partners***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.12	(-.19, -.05)	.219
Agreeableness	-.22	(-.30, -.14)	.588
Conscientiousness	.02	(-.05, .10)	.061
Extraversion	.12	(.05, .19)	.075
Openness/Intellect	-.07	(-.13, .00)	.057
R (R^2)		**.276 (.076)**	
Metatrait			
Stability	-.23	(-.30, -.17)	.973
Plasticity	.03	(-.03, .10)	.027
R (R^2)		**.222 (.049)**	

Note. Harmonic mean sample size = 970. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 147

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Antisocial Behavior***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.09	(-.10, -.07)	.078
Agreeableness	-.47	(-.48, -.45)	.664
Conscientiousness	-.11	(-.12, -.09)	.163
Extraversion	.22	(.20, .23)	.087
Openness/Intellect	.03	(.01, .04)	.008
R (R^2)		**.543 (.295)**	
Metatrait			
Stability	-.50	(-.51, -.49)	.926
Plasticity	.19	(.18, .20)	.074
R (R^2)		**.476 (.226)**	

Note. Harmonic mean sample size = 18,808. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 148

*Study 3: Multiple Regression Using Big Five and Metatrait Models: **Aggression***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.10	(-.12, -.08)	.108
Agreeableness	-.41	(-.43, -.38)	.716
Conscientiousness	-.02	(-.04, .01)	.101
Extraversion	.12	(.10, .14)	.025
Openness/Intellect	-.08	(-.10, -.06)	.049
R (R^2)		**.459 (.211)**	
Metatrait			
Stability	-.39	(-.41, -.37)	.964
Plasticity	.02	(.00, .04)	.036
R (R^2)		**.381 (.145)**	

Note. Harmonic mean sample size = 9,676. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 149

*Study 3: Multiple Regression Using Big Five and Metatrait Models**: Procrastination***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.14	(-.16, -.12)	.069
Agreeableness	.26	(.24, .27)	.045
Conscientiousness	-.91	(-.93, -.90)	.804
Extraversion	.32	(.30, .34)	.077
Openness/Intellect	-.01	(-.02, .01)	.005
R (R^2)		**.872 (.760)**	
Metatrait			
Stability	-.63	(-.65, -.61)	.865
Plasticity	.31	(.29, .34)	.135
R (R^2)		**.607 (.368)**	

Note. Harmonic mean sample size = 4,662. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 150

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Absenteeism***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.10	(-.17, -.04)	.168
Agreeableness	.02	(-.05, .09)	.038
Conscientiousness	-.17	(-.24, -.10)	.426
Extraversion	.18	(.12, .25)	.313
Openness/Intellect	-.08	(-.14, -.02)	.056
R (R^2)		**.241 (.058)**	
Metatrait			
Stability	-.18	(-.24, -.12)	.869
Plasticity	.09	(.03, .14)	.131
R (R^2)		**.171 (.029)**	

Note. Harmonic mean sample size = 1,250. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 151

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Safety Performance (Lack of)***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.06	(-.09, -.02)	.073
Agreeableness	-.20	(-.24, -.17)	.381
Conscientiousness	-.19	(-.23, -.16)	.369
Extraversion	.20	(.16, .23)	.170
Openness/Intellect	-.01	(-.04, .02)	.007
R (R^2)		**.364 (.133)**	
Metatrait			
Stability	-.34	(-.37, -.31)	.882
Plasticity	.16	(.13, .19)	.118
R (R^2)		**.327 (.107)**	

Note. Harmonic mean sample size = 4,114. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 152

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Academic Dishonesty***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.05	(.02, .09)	.025
Agreeableness	-.06	(-.10, -.03)	.154
Conscientiousness	-.25	(-.28, -.21)	.629
Extraversion	.13	(.10, .17)	.117
Openness/Intellect	-.09	(-.12, -.06)	.075
R (R^2)		**.285 (.081)**	
Metatrait			
Stability	-.19	(-.22, -.16)	.971
Plasticity	.04	(.01, .07)	.029
R (R^2)		**.184 (.034)**	

Note. Harmonic mean sample size = 4,671. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 153

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Irresponsible Behavior***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.15	(-.17, -.12)	.134
Agreeableness	.13	(.10, .16)	.043
Conscientiousness	-.39	(-.42, -.36)	.563
Extraversion	.15	(.12, .17)	.032
Openness/Intellect	-.26	(-.29, -.23)	.229
R (R^2)		**.474 (.225)**	
Metatrait			
Stability	-.30	(-.32, -.27)	.842
Plasticity	-.08	(-.10, -.05)	.158
R (R^2)		**.328 (.107)**	

Note. Harmonic mean sample size = 5,794. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 154

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Counterproductive Work Behavior***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.14	(-.18, -.11)	.165
Agreeableness	-.32	(-.36, -.29)	.485
Conscientiousness	-.20	(-.24, -.17)	.307
Extraversion	.13	(.09, .16)	.025
Openness/Intellect	-.04	(-.08, -.01)	.018
R (R^2)		**.517 (.267)**	
Metatrait			
Stability	-.51	(-.54, -.48)	.972
Plasticity	.06	(.03, .09)	.028
R (R^2)		**.494 (.244)**	

Note. Harmonic mean sample size = 3,439. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 155

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Counterproductive Work Behavior: Other-Ratings***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.04	(-.02, .09)	.018
Agreeableness	-.22	(-.28, -.17)	.430
Conscientiousness	-.16	(-.21, -.10)	.258
Extraversion	.18	(.13, .24)	.123
Openness/Intellect	-.16	(-.21, -.11)	.171
R (R^2)		**.363 (.132)**	
Metatrait			
Stability	-.25	(-.30, -.20)	.960
Plasticity	.01	(-.04, .06)	.040
R (R^2)		**.250 (.063)**	

Note. Harmonic mean sample size = 1,591. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 156

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Counterproductive Work Behavior: Interpersonal***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.15	(-.19, -.12)	.137
Agreeableness	-.46	(-.50, -.42)	.682
Conscientiousness	-.01	(-.05, .03)	.095
Extraversion	.20	(.16, .24)	.069
Openness/Intellect	-.04	(-.08, -.01)	.017
R (R^2)		**.522 (.272)**	
Metatrait			
Stability	-.45	(-.49, -.42)	.969
Plasticity	.11	(.07, .14)	.031
R (R^2)		**.432 (.186)**	

Note. Harmonic mean sample size = 2,796. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 157

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Counterproductive Work Behavior: Organizational***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.07	(-.11, -.03)	.113
Agreeableness	-.16	(-.21, -.12)	.262
Conscientiousness	-.36	(-.40, -.31)	.610
Extraversion	.03	(-.01, .07)	.010
Openness/Intellect	.04	(-.00, .08)	.005
R (R^2)		**.479 (.230)**	
Metatrait			
Stability	-.47	(-.51, -.43)	.974
Plasticity	.07	(.03, .11)	.026
R (R^2)		**.455 (.207)**	

Note. Harmonic mean sample size = 2,247. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 158

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Turnover/Tenure***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.04	(-.02, .09)	.016
Agreeableness	-.08	(-.14, -.02)	.146
Conscientiousness	-.14	(-.20, -.09)	.384
Extraversion	.03	(-.03, .08)	.052
Openness/Intellect	.15	(.10, .20)	.402
R (R^2)		**.218 (.047)**	
Metatrait			
Stability	-.16	(-.21, -.11)	.532
Plasticity	.15	(.10, .20)	.468
R (R^2)		**.18 (.032)**	

Note. Harmonic mean sample size = 1,733. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 159

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Turnover***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.10	(-.16, -.05)	.148
Agreeableness	-.25	(-.31, -.20)	.449
Conscientiousness	-.10	(-.15, -.04)	.192
Extraversion	-.01	(-.06, .05)	.011
Openness/Intellect	.20	(.15, .25)	.200
R (R^2)		**.377 (.142)**	
Metatrait			
Stability	-.37	(-.42, -.33)	.891
Plasticity	.17	(.12, .22)	.109
R (R^2)		**.358 (.128)**	

Note. Harmonic mean sample size = 1,626. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 160

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Accidents***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.21	(-.24, -.17)	.165
Agreeableness	.01	(-.03, .05)	.024
Conscientiousness	-.31	(-.35, -.27)	.301
Extraversion	.19	(.15, .22)	.132
Openness/Intellect	.32	(.28, .35)	.378
R (R^2)		**.526 (.277)**	
Metatrait			
Stability	-.41	(-.44, -.37)	.464
Plasticity	.43	(.40, .47)	.536
R (R^2)		**.489 (.239)**	

Note. Harmonic mean sample size = 2,740. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 161

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Accidents: Vehicular***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.06	(-.11, -.01)	.038
Agreeableness	-.20	(-.26, -.15)	.197
Conscientiousness	-.26	(-.32, -.2)	.293
Extraversion	.35	(.30, .40)	.389
Openness/Intellect	.10	(.05, .15)	.083
R (R^2)		**.490 (.240)**	
Metatrait			
Stability	-.39	(-.44, -.34)	.526
Plasticity	.37	(.33, .42)	.474
R (R^2)		**.446 (.199)**	

Note. Harmonic mean sample size = 1,535. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 162

Study 3: Multiple Regression Using Big Five and Metatrait Models: ***Accidents: Occupational***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.09	(-.14, -.05)	.095
Agreeableness	-.08	(-.13, -.03)	.110
Conscientiousness	-.19	(-.23, -.14)	.319
Extraversion	.25	(.20, .29)	.413
Openness/Intellect	.05	(.00, .09)	.063
R (R^2)		**.326 (.107)**	
Metatrait			
Stability	-.27	(-.31, -.23)	.558
Plasticity	.25	(.21, .29)	.442
R (R^2)		**.301 (.090)**	

Note. Harmonic mean sample size = 2,418. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the predictor and the criterion (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table 163

Study 3: Summary of Multiple Correlations by Meta-Category: ***Big Five Model***[a]

Category	N_v	*M*	*SD*	*Min*	*Q1*	*Med*	*Q3*	*Max*
Overall[a]	***131***	***.368***	***.14***	.141	.265	.353	.441	.872
Well-Being	**37**	**.408**	**.15**	.153	.309	.393	.477	.786
Attitudes	24	.458	.16					
Domain-General	8	.599	.18					
Work-Related	16	.388	.08					
Positive Valence	9	.366	.08					
Negative Valence	7	.416	.07					
Behaviors	13	.319	.10					
Performance	**48**	**.321**	**.13**	.164	.245	.294	.366	.630
Behaviors	39	.336	.12					
Applicant	3	.385	.21					
Assessment Center	12	.340	.16					
Academic	4	.346	.06					
Job	20	.325	.10					
Outcomes	9	.253	.13					
Applicant	3	.310	.23					
Incumbent	6	.224	.05					
Leadership	**17**	**.325**	**.11**	.141	.259	.349	.376	.513
Behaviors	11	.309	.09					
Outcomes	6	.355	.13					
Counterproductivity	**29**	**.419**	**.13**	.218	.326	.391	.490	.872
Behaviors	24	.425	.13					
Domain-General	15	.406	.09					
Work-Related	9	.457	.19					
Outcomes	5	.387	.12					

Note. N_v = total number of variables per (sub)category, *M* = mean estimated population multiple correlation across variables, *SD* = between-variables standard deviation in population multiple correlations, *Min* = minimum multiple correlation, *Q1* = multiple correlation at the first quartile (i.e., 25th percentile), *Med* = median multiple correlation, *Q3* = multiple correlation at the third quartile (i.e., 75th percentile), *Max* = maximum multiple correlation. Meta-category values bolded for emphasis.

[a] = Effects are optimally-weighted multiple population correlations across all Big Five traits for all variables. Values provide empirical effect size benchmarks for interpreting the strength of external relations. According, multiple correlations ranging from .00 to .27 (i.e., Quartile 1) are considered *weak*, correlations that ranged from .28 to .35 (i.e., Median) are considered *small*, correlations ranging from .36 to .45 (i.e., Quartile 3) are considered *moderate*, and correlations > .45 are considered *strong*.

Table 164

Study 3: Summary of Unit- and Optimally-Weighted Multiple Correlations and Relative Importance Weights by Meta-Category: ***Big Five Model***

Category	N_v	Unit *R*	Optimal *R*	*Relative Importance*				
				ES	A	C	EX	OI
		M (*SD*)	*M* (*SD*)	*M* (*SD*)	*M* (*SD*)	*M* (*SD*)	*M* (*SD*)	*M* (*SD*)
Overall	131	.234 (.13)	.368 (.14)	***.22 (.23)***	*.20 (.20)*	**.27 (.21)**	.20 (.17)	.12 (.13)
Well-Being	37	.301 (.15)	.408 (.15)	**.35 (.27)****	.13 (.11)	*.19 (.15)*	***.24 (.20)****	.08 (.10)
Attitudes	24	.364 (.13)	.458 (.16)	**.45 (.26)**	.15 (.12)	*.16 (.11)*	***.18 (.14)***	.05 (.06)
Domain-General	8	.467 (.15)	.599 (.18)	**.53 (.22)**	.11 (.11)	*.14 (.09)*	***.19 (.16)***	.02 (.03)
Work-Related	16	.312 (.09)	.388 (.08)	**.41 (.27)**	***.18 (.12)***	*.17 (.11)*	.17 (.13)	.06 (.07)
Positive valence	9	.307 (.12)	.366 (.08)	***.23 (.20)***	*.22 (.14)*	.18 (.12)	**.27 (.10)**	.10 (.08)
Negative valence	7	.318 (.06)	.416 (.07)	**.65 (.14)**	*.12 (.08)*	***.16 (.11)***	.05 (.03)	.02 (.02)
Behaviors	13	.185 (.10)	.316 (.10)	*.16 (.18)*	.09 (.08)	**.24 (.20)**	**.36 (.24)**	.14 (.13)
Performance	48	.206 (.12)	.321 (.13)	.14 (.13)	*.17 (.17)*	**.34 (.24)****	***.19 (.16)***	.16 (.16)
Behaviors	39	.218 (.11)	.336 (.12)	.14 (.14)	*.17 (.18)*	**.34 (.24)**	***.18 (.16)***	.17 (.17)
Applicant	3	.292 (.16)	.385 (.21)	.12 (.15)	.06 (.03)	**.37 (.25)**	***.33 (.12)***	*.12 (.12)*
Assessment Center	12	.221 (.16)	.340 (.16)	.17 (.22)	*.20 (.18)*	.15 (.16)	***.23 (.18)***	**.26 (.23)**
Academic	4	.149 (.10)	.346 (.06)	*.09 (.11)*	.06 (.04)	**.64 (.12)**	.08 (.06)	***.13 (.09)***
Job	20	.219 (.06)	.325 (.10)	.13 (.08)	***.19 (.20)***	**.39 (.21)**	*.15 (.14)*	.14 (.13)
Outcomes	9	.157 (.13)	.253 (.13)	.14 (.06)	*.17 (.12)*	**.33 (.24)**	***.24 (.18)***	.11 (.13)
Applicant	3	.225 (.20)	.310 (.23)	.11 (.07)	*.16 (.08)*	**.35 (.32)**	***.26 (.23)***	.11 (.09)
Incumbent	6	.123 (.07)	.224 (.05)	.16 (.06)	*.17 (.15)*	**.33 (.23)**	***.23 (.18)***	.12 (.16)
Leadership	17	.228 (.11)	.325 (.11)	.10 (.07)	**.30 (.25)***	*.21 (.19)*	***.26 (.14)****	.14 (.10)
Behaviors	11	.225 (.09)	.309 (.09)	.08 (.07)	**.35 (.23)**	*.14 (.15)*	***.28 (.13)***	.14 (.10)
Outcomes	6	.235 (.16)	.355 (.13)	.12 (.07)	*.21 (.28)*	**.33 (.20)**	***.21 (.16)***	.14 (.12)
Counterproductivity	29	.199 (.11)	.419 (.13)	*.24 (.28)**	**.29 (.24)***	***.28 (.20)****	.11 (.11)	.08 (.10)
Behaviors	24	.223 (.10)	.425 (.13)	*.27 (.29)*	**.31 (.25)**	***.28 (.22)***	.09 (.08)	.05 (.06)
Domain-General	15	.200 (.08)	.406 (.09)	**.38 (.33)**	***.32 (.27)***	*.17 (.14)*	.08 (.07)	.04 (.04)
Work-Related	9	.261 (.11)	.457 (.19)	*.10 (.06)*	***.28 (.23)***	**.45 (.22)**	.10 (.09)	.07 (.08)
Outcomes	5	.085 (.10)	.387 (.12)	.09 (.07)	.19 (.16)	**.30 (.07)**	*.20 (.19)*	***.23 (.16)***

Note. N_v = total number of variables per category or subcategory, *M* = mean between-variables population multiple correlation (or relative weight), *SD* = standard deviation of between-variables population correlations (or relative weights); ES = Emotional Stability, A = Agreeableness, C = Conscientiousness, EX = Extraversion, OI = Openness/Intellect; *Relative importance* = general dominance weights rescaled by R^2 to sum to 1.
Rank-order of relative importance weights denoted by bold font (i.e., primary), bold and italicized font (i.e., secondary), and italicized font (i.e., tertiary).
Hypothesized relations marked by asterisks.

Table 165
Study 3: Top 25% Strongest Multiple Correlations by Meta-Category: ***Big Five Model***

Variable	*Class*	*R*	ES	A	C	EX	OI	k_H/N_H
			Relative Importance					
Well-Being								
Quality of life	D	**.786**	.44	.05	.29	.19	.03	(6/1,228)
Overall affect	D	**.781**	.71	.03	.07	.18	.01	(9/1,547)
Negative affect (lack of)	D	**.729**	.84	.06	.05	.03	.02	(33/9,971)
Happiness	D	**.664**	.43	.14	.07	.34	.02	(7/832)
Positive affect	D	**.591**	.16	.02	.23	.49	.10	(36/9,244)
Life satisfaction	D	**.552**	.62	.04	.13	.21	.01	(39/11,073)
Burnout: Emotional exhaustion (lack of)	D	**.517**	.80	.06	.04	.09	.01	(66/18,755)
Primary control: Problem solving	B	**.486**	.05	.04	.63	.19	.09	(49/12,213)
Performance								
AC dimension: Drive	B	**.630**	.04	.08	.11	.54	.23	(8/5,788)
AC dimension: Stress tolerance	B	**.628**	.82	.09	.04	.03	.03	(8/5,666)
Job search behavior	B	**.611**	.04	.03	.38	.46	.09	(6/1,686)
Creativity	B/O	**.588**	.02	.75	.14	.01	.09	(3/149)
Overall job performance: Maximal	B/O	**.486**	.29	.05	.05	.45	.17	(4/1,545)
Overall job performance: Typical	B/O	**.442**	.27	.02	.20	.49	.02	(4/1,545)
Educational success	B	**.439**	.25	.12	.47	.03	.14	(21/9,608)
AC dimension: Influencing others	B	**.438**	.08	.42	.03	.36	.11	(10/6,231)
Contextual performance	B	**.421**	.07	.09	.56	.26	.02	(28/6,654)
Transfer of training	B/O	**.408**	.20	.17	.59	.01	.04	(4/306)
Teamwork	B	**.372**	.13	.31	.37	.03	.15	(4/743)
Overall job performance	B	**.364**	.12	.08	.53	.23	.04	(112/31,851)
Leadership								
Leadership emergence	O	**.513**	.12	.06	.35	.31	.16	(24/4,740)
Consideration	B	**.464**	.03	.17	.27	.50	.03	(4/635)
Leadership	O	**.461**	.15	.04	.30	.30	.20	(46/9,724)
Leadership effectiveness: Group performance	O	**.381**	.10	.17	.60	.03	.11	(2/95)
Transformational leadership: Inspirational motivation	B	**.376**	.06	.30	.09	.24	.31	(6/812)
Counterproductivity								
Procrastination	B	**.872**	.08	.05	.79	.07	.01	(22/4,662)

Coping: Negative emotion focus	B	**.576**	.89	.03	.05	.02	.01	(24/6,713)
Antisocial behavior	B	**.543**	.09	.66	.17	.08	.01	(54/18,808)
Accidents	O	**.526**	.17	.03	.30	.13	.37	(16/2,740)
Counterproductive work behavior: Interpersonal	B	**.522**	.15	.67	.10	.06	.02	(9/2,796)
Counterproductive work behavior	B	**.517**	.17	.48	.31	.02	.02	(10/3,439)
Coping: Narrow disengagement: Withdrawal	B	**.504**	.73	.12	.04	.03	.08	(5/616)
Accidents: Vehicular	O	**.490**	.04	.20	.29	.39	.08	(6/1,535)

Note. *Class* = variable class according to Campbell's (2012) model of performance, D = determinant of behavior or performance, B = behavior or behavioral performance, O = outcome of behavior or behavioral performance, B/O = mix of behavior or behavioral performance and its outcome; *R* = multiple correlation (bold); ES = Emotional Stability, A = Agreeableness, C = Conscientiousness, EX = Extraversion, OI = Openness/Intellect; *Relative Importance* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E); k_H/N_H = harmonic mean number of studies across variables and harmonic mean sample size across variables.

Table 166

Study 3: Summary of Multiple Correlations by Meta-Category: ***Metatrait Model***[a]

Category	N_v	*M*	*SD*	*Min*	*Q1*	*Med*	*Q3*	*Max*
Overall[a]	***131***	***.287***	***.13***	.056	.180	.276	.371	.708
Well-Being	**37**	**.337**	**.14**	.084	.251	.326	.393	.708
Attitudes	24	.393	.13					
Domain-General	8	.503	.14					
Work-Related	16	.338	.09					
Positive Valence	9	.320	.11					
Negative Valence	7	.361	.06					
Behaviors	13	.234	.08					
Performance	**48**	**.233**	**.12**	.056	.162	.209	.281	.605
Behaviors	39	.247	.11					
Applicant	3	.309	.18					
Assessment Center	12	.253	.16					
Academic	4	.193	.06					
Job	20	.245	.06					
Outcomes	9	.174	.14					
Applicant	3	.254	.23					
Incumbent	6	.134	.06					
Leadership	**17**	**.244**	**.11**	.063	.168	.227	.329	.407
Behaviors	11	.237	.09					
Outcomes	6	.256	.15					
Counterproductivity	**29**	**.338**	**.11**	.146	.270	.328	.412	.607
Behaviors	24	.335	.11					
Domain-General	15	.319	.08					
Work-Related	9	.361	.15					
Outcomes	5	.355	.12					

Note. N_v = total number of variables per (sub)category, *M* = mean estimated population multiple correlation across variables, *SD* = between-variables standard deviation in population multiple correlations, *Min* = minimum multiple correlation, *Q1* = multiple correlation at the first quartile (i.e., 25th percentile), *Med* = median multiple correlation, *Q3* = multiple correlation at the third quartile (i.e., 75th percentile), *Max* = maximum multiple correlation. Meta-category values bolded for emphasis.

[a] = Effects are optimally-weighted multiple population correlations across both metatraits for all variables. Values provide empirical effect size benchmarks for interpreting the strength of external relations. According, multiple correlations ranging from .00 to .27 (i.e., Quartile 1) are considered *weak*, correlations that ranged from .28 to .35 (i.e., Median) are considered *small*, correlations ranging from .36 to .45 (i.e., Quartile 3) are considered *moderate*, and correlations > .45 are considered *strong*.

Table 167

Study 3: Summary of Unit- and Optimally-Weighted Multiple Correlations and Relative Importance Weights by Meta-Category: ***Metatrait Model***

Category	N_v	*Unit R*	*Optimal R*	*Relative Importance*	
				S	P
		M (*SD*)	*M* (*SD*)	*M* (*SD*)	*M* (*SD*)
Overall	131	.234 (.13)	.*287* (.13)	**.62** (.31)	.38 (.31)
Well-Being	37	.301 (.15)	.337 (.14)	**.61** (.32)*	.39 (.32)*
Attitudes	24	.364 (.13)	.393 (.13)	**.76 (.25)**	.24 (.25)
Domain-General	8	.467 (.15)	.503 (.14)	**.79 (.20)**	.21 (.20)
Work-Related	16	.312 (.09)	.338 (.09)	**.74 (.27)**	.26 (.27)
Positive valence	9	.307 (.12)	.320 (.11)	**.60 (.29)**	.40 (.29)
Negative valence	7	.318 (.06)	.361 (.06)	**.92 (.07)**	.08 (.07)
Behaviors	13	.185 (.10)	.234 (.18)	.35 (.26)	**.65 (.26)**
Performance	48	.206 (.12)	.233 (.12)	**.52 (.33)***	.48 (.33)
Behaviors	39	.218 (.11)	.247 (.11)	**.54 (.32)**	.46 (.32)
Applicant	3	.292 (.16)	.309 (.18)	.41 (.16)	**.59 (.16)**
Assessment Center	12	.221 (.16)	.253 (.16)	.31 (.31)	**.69 (.31)**
Academic	4	.149 (.10)	.193 (.06)	**.80 (.15)**	.20 (.15)
Job	20	.219 (.06)	.245 (.06)	**.65 (.29)**	.35 (.29)
Outcomes	9	.157 (.13)	.174 (.14)	.40 (.32)	**.60 (.32)**
Applicant	3	.225 (.20)	.254 (.23)	**.51 (.41)**	.49 (.41)
Incumbent	6	.123 (.07)	.134 (.06)	.35 (.29)	**.65 (.29)**
Leadership	17	.228 (.11)	.244 (.11)	**.50 (.27)**	**.50 (.27)****
Behaviors	11	.225 (.09)	.237 (.09)	.49 (.25)	**.51 (.25)**
Outcomes	6	.235 (.16)	.256 (.15)	**.53 (.32)**	.47 (.32)
Counterproductivity	29	.199 (.11)	.338 (.11)	**.85** (.16)**	.15 (.16)
Behaviors	24	.223 (.10)	.335 (.11)	**.90 (.10)**	.10 (.10)
Domain-General	15	.200 (.08)	.319 (.08)	**.88 (.11)**	.12 (.11)
Work-Related	9	.261 (.11)	.361 (.15)	**.92 (.06)**	.08 (.06)
Outcomes	5	.085 (.10)	.355 (.12)	**.59 (.17)**	.41 (.17)

Note. N_v = total number of variables per category or subcategory, *M* = mean between-variables population multiple correlation (or relative weight), *SD* = standard deviation of between-variables population correlations (or relative weights); S = Stability, P = Plasticity; *Relative importance* = general dominance weights rescaled by R^2 to sum to 1.

Rank-order of relative importance weights denoted by bold font (i.e., primary), bold and italicized font (i.e., secondary), and italicized font (i.e., tertiary). Hypothesized relations marked by asterisks.

Table 168

*Study 3: Top 25% Strongest Multiple Correlations by Meta-Category: **Metatrait Model***

Variable	*Class*	*R*	*Relative Importance*		k_H/N_H
			S	P	
Well-Being					
Quality of life	D	**.708**	.76	.24	(6/1,228)
Happiness	D	**.591**	.69	.31	(7/832)
Overall affect	D	**.565**	.83	.17	(9/1,547)
Negative affect (lack of)	D	**.545**	.97	.03	(33/9,971)
Positive affect	D	**.524**	.35	.65	(36/9,244)
Burnout: Personal accomplishment[a]	D	**.471**	.69	.31	(65/16,384)
Burnout: Depersonalization (lack of)[a]	D	**.453**	.91	.09	(64/17,517)
Life satisfaction	D	**.439**	.86	.15	(39/11,073)
Performance					
AC dimension: Drive	B	**.605**	.21	.79	(8/5,788)
AC dimension: Stress tolerance	B	**.473**	.90	.10	(8/5,666)
Job search behavior	B	**.472**	.22	.78	(6/1,686)
AC dimension: Influencing others	B	**.383**	.42	.58	(10/6,231)
Overall job performance: Maximal	B/O	**.371**	.03	.97	(4/1,545)
Teamwork	B	**.351**	.82	.18	(4/743)
Contextual performance	B	**.342**	.81	.19	(28/6,654)
Employment interview: Conventional/Low Structure	B	**.332**	.50	.50	(17/2,076)
Overall job performance	B	**.323**	.72	.28	(112/31,851)
Overall job performance: Peer-ratings	B	**.313**	.79	.21	(14/4,404)
AC dimension: Consideration of others	B	**.288**	.75	.26	(9/5,785)
Educational success	B	**.279**	.73	.27	(21/9,608)
Leadership					
Leadership emergence	O	**.407**	.32	.68	(24/4,740)
Leadership	O	**.388**	.34	.67	(46/9,724)
Leadership effectiveness	O	**.359**	.41	.59	(19/3,727)
Consideration	B	**.356**	.66	.34	(4/635)
Transformational leadership	B	**.329**	.38	.62	(38/6,311)
Counterproductivity					
Procrastination	B	**.607**	.87	.14	(22/4,662)
Counterproductive work behavior	B	**.494**	.97	.03	(10/3,439)
Accidents	O	**.489**	.46	.54	(16/2,740)
Antisocial behavior	B	**.476**	.93	.07	(54/18,808)
Counterproductive work behavior: Organizational	B	**.455**	.97	.03	(6/2,247)
Accidents: Vehicular	O	**.446**	.53	.47	(6/1,535)
Counterproductive work behavior:	B	**.432**	.97	.03	(9/2,796)

Interpersonal Coping: Substance use	B	**.412**	.95	.05	(14/4,650)

Note. *Class* = variable class according to Campbell's (2012) model of performance, D = determinant of behavior or performance, B = behavior or behavioral performance, O = outcome of behavior or behavioral performance, B/O = mix of behavior or behavioral performance and its outcome; *R* = multiple correlation (bold); S = Stability, P = Plasticity; *Relative Importance* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E); k_H/N_H = harmonic mean number of studies across variables and harmonic mean sample size across variables

Table 169

Study 3: Summary of Adjusted R^2 Ratios of Metatrait and Big Five Models[a]

Category	N_v	*M*	*SD*	*Min*	*Q1*	*Med*	*Q3*	*Max*
Overall[a]	***131***	***.63***	***.24***	.06	.48	.65	.82	1.00
Well-Being	**37**	**.68**	**.20**	.26	.58	.70	.82	.98
Attitudes	24	.75	.17					
Domain-General	8	.74	.16					
Work-Related	16	.75	.18					
Positive Valence	9	.75	.23					
Negative Valence	7	.76	.12					
Behaviors	13	.56	.19					
Performance	**48**	**.56**	**.26**	.06	.31	.59	.79	1.00
Behaviors	39	.58	.25					
Applicant	3	.63	.28					
Assessment Center	12	.56	.31					
Academic	4	.31	.07					
Job	20	.63	.21					
Outcomes	9	.50	.32					
Applicant	3	.61	.20					
Incumbent	6	.45	.37					
Leadership	**17**	**.58**	**.25**	.13	.42	.63	.75	.99
Behaviors	11	.58	.21					
Outcomes	6	.59	.33					
Counterproductivity	**29**	**.69**	**.21**	.07	.50	.70	.83	.98
Behaviors	24	.65	.21					
Domain-General	15	.67	.22					
Work-Related	9	.63	.20					
Outcomes	5	.83	.08					

Note. N_v = total number of variables per (sub)category, *M* = mean adjusted R^2 ratio across variables, *SD* = between-variables standard deviation in adjusted R^2 ratios, *Min* = minimum adjusted R^2 ratio, *Q1* = adjusted R^2 ratio at the first quartile (i.e., 25th percentile), *Med* = median adjusted R^2 ratio, *Q3* = adjusted R^2 ratio at the third quartile (i.e., 75th percentile), *Max* = maximum adjusted R^2 ratio. Meta-category values bolded for emphasis.

[a] = All values are adjusted R^2 ratios of the partial (i.e., metatrait) model to the full (i.e., Big Five) model. As ratios approach 1, results favor the more parsimonious model as the primary source of predictive variance.

Table 170

Study 3: Top 25% Strongest Adjusted R^2 Ratios of Metatrait and Big Five Models[a]

Variable	*Class*	*Ratio*	k_H/N_H
Well-Being			
Marital satisfaction	D	**.98**	(10/2,039)
Burnout: Personal accomplishment	D	**.98**	(65/16,384)
Work-nonwork spillover: Positive	D	**.96**	(2/3,145)
Organizational commitment: General	D	**.93**	(10/2,568)
Secondary control: Cognitive restructuring	B	**.92**	(23/7,486)
Family interference with work (lack of)	D	**.90**	(17/6,930)
Burnout: Depersonalization (lack of)	D	**.89**	(64/17,517)
Intimate satisfaction: Partner-ratings	O	**.84**	(19/3,788)
Performance			
Status change	O	**.98**	(9/2,702)
Employment interview: Conventional/Low Structure	B	**.94**	(17/2,076)
AC dimension: Drive	B	**.92**	(8/5,788)
AC exercise: Role-play	B	**.92**	(5/1,313)
Teamwork	B	**.91**	(4/743)
Organizational citizenship behavior: Global	B	**.87**	(17/3,432)
Organizational citizenship behavior: Aggregate	B	**.87**	(42/8,821)
Adaptive performance	B	**.85**	(77/9,785)
AC dimension: Organizing and planning	B	**.84**	(10/6,257)
Organizational citizenship behavior: Interpersonal	B	**.82**	(15/3,404)
Overall job performance: Peer-ratings	B	**.80**	(14/4,404)
Overall job performance	B	**.79**	(112/31,851)
Leadership			
Leadership effectiveness	O	**.98**	(19/3,727)
Transformational leadership	B	**.93**	(38/6,311)
Leadership effectiveness: Subordinate job satisfaction	B	**.84**	(2/300)
Transformational leadership: Charisma	O	**.83**	(9/1,674)
Transformational leadership: Idealized influence	B	**.75**	(6/740)
Counterproductivity			
Smoking	B	**.98**	(9/4,730)
Counterproductive work behavior	B	**.92**	(10/3,439)
Coping: Substance use	B	**.91**	(14/4,650)
Turnover	O	**.91**	(17/1,626)
Counterproductive work behavior: Organizational	B	**.90**	(6/2,247)
Accidents	O	**.87**	(16/2,740)
Accidents: Occupational	O	**.86**	(10/2,418)
Alcohol involvement	B	**.83**	(19/5,880)

Note. Class = variable class according to Campbell's (2012) model of performance, D = determinant of behavior or performance, B = behavior or behavioral performance, O = outcome of behavior or behavioral performance, B/O = mix of behavior or behavioral performance and an outcome; *Ratio* = adjusted R^2 ratio of the partial (i.e., metatrait) model to the full (i.e., Big Five) model. As ratios approach 1, results favor the

more parsimonious model as the primary source of predictive variance; k_H/N_H = harmonic mean number of studies across variables and harmonic mean sample size across variables.

Table 171

Comparative Relations to Selected Physiological Variables and Standardized Medical Interventions

Procedure	*N*	*r*
Coronary bypass surgery and survival at 5 years	2,649	.08
Ever smoking and incidence of lung cancer within 25 years	3,956	.08
Antihistamines and reduced runny nose and sneezing	1,023	.11
Effect of ibuprofen on pain reduction	8,488	.14
Effect of nicotine patch (vs. placebo) on smoking abstinence at outcome	5,098	.18
Effect of Viagra and side effects of headaches and flushing	861	.25
Sex and weight for US adults	16,950	.26
Effect of Viagra on improved sexual functioning	779	.38
Height and weight for US adults	16,948	.44
Increasing age and decline of information processing in adults	11,044	.52
Sex and height for US adults	16,962	.67

Note. Table adapted from "Rethinking Personality" by R. Hogan and J. Foster, 2016, *International Journal of Personality Psychology, 2*, p. 41. Copyright 2016 by University of Groningen Press, and "Psychological Testing and Psychological Assessment: A Review of Evidence and Issues" by G. J. Meyer, S. E. Finn, L. D. Eyde, G. G. Kay, K. Moreland, R. R. Dies, . . . and G. M. Reed, 2001, *American Psychologist 56,* p. 130-132. Copyright 2001 by the American Psychological Association.

Figures

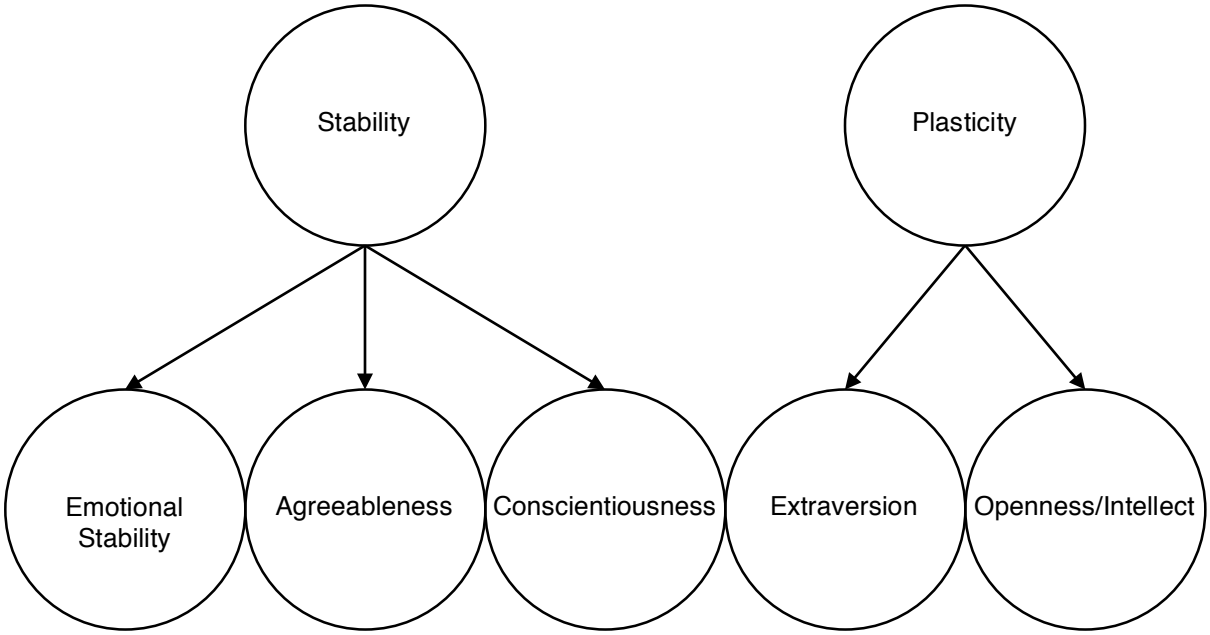


Figure 1. The Big Five personality traits and the two metatraits.

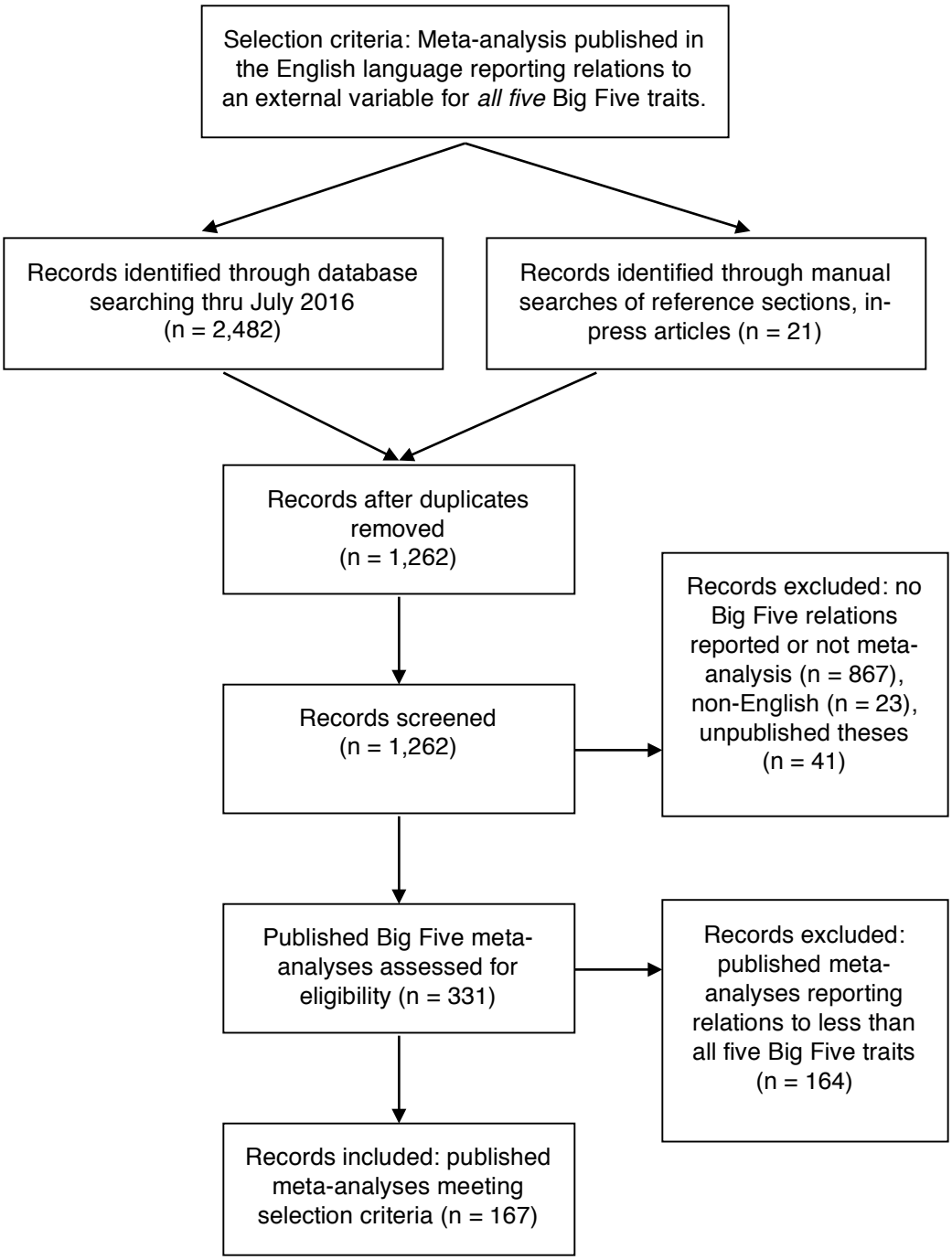


Figure 2. Flowchart illustrating the article selection process.

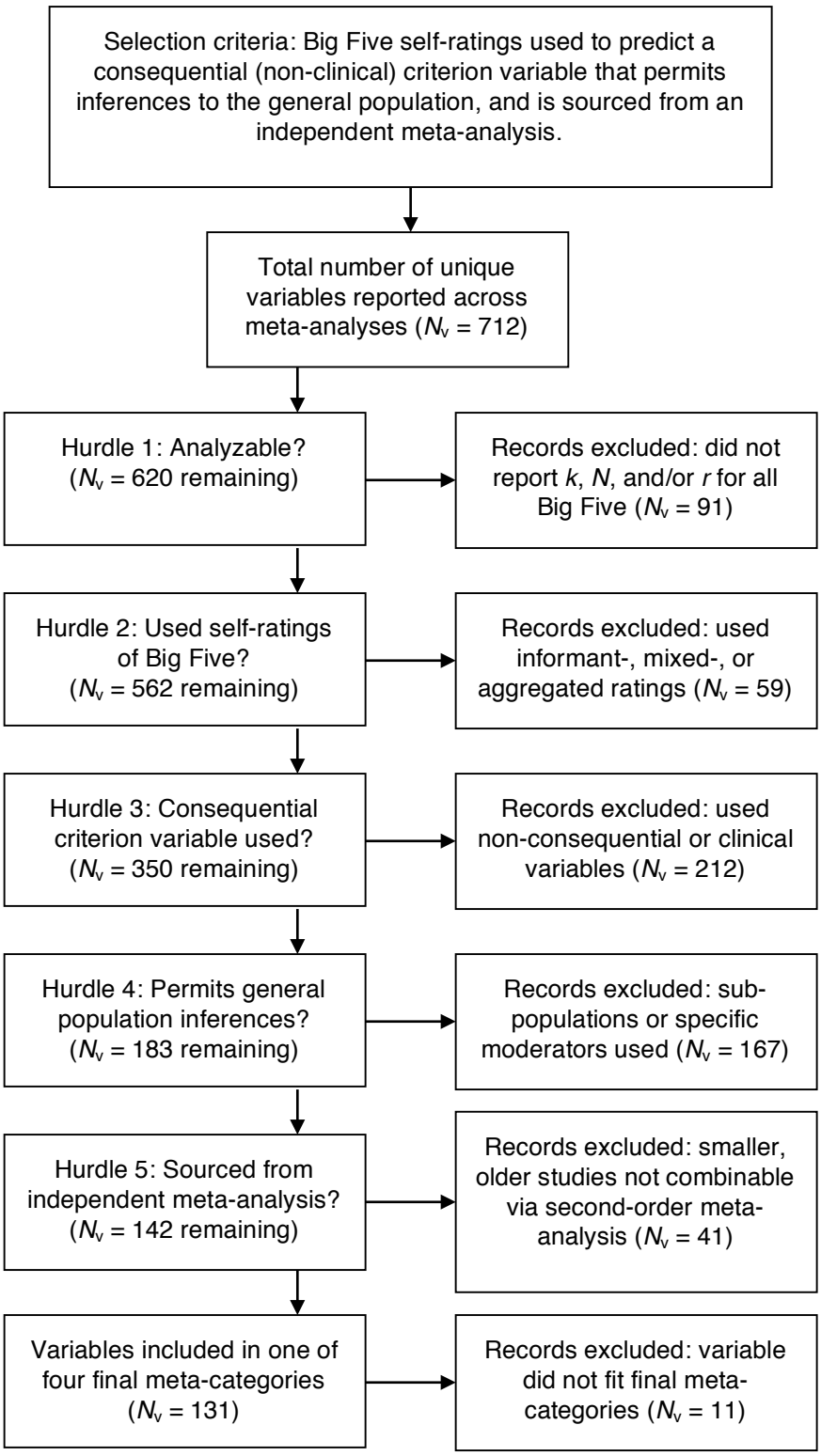


Figure 3. Flowchart illustrating the variable selection process.

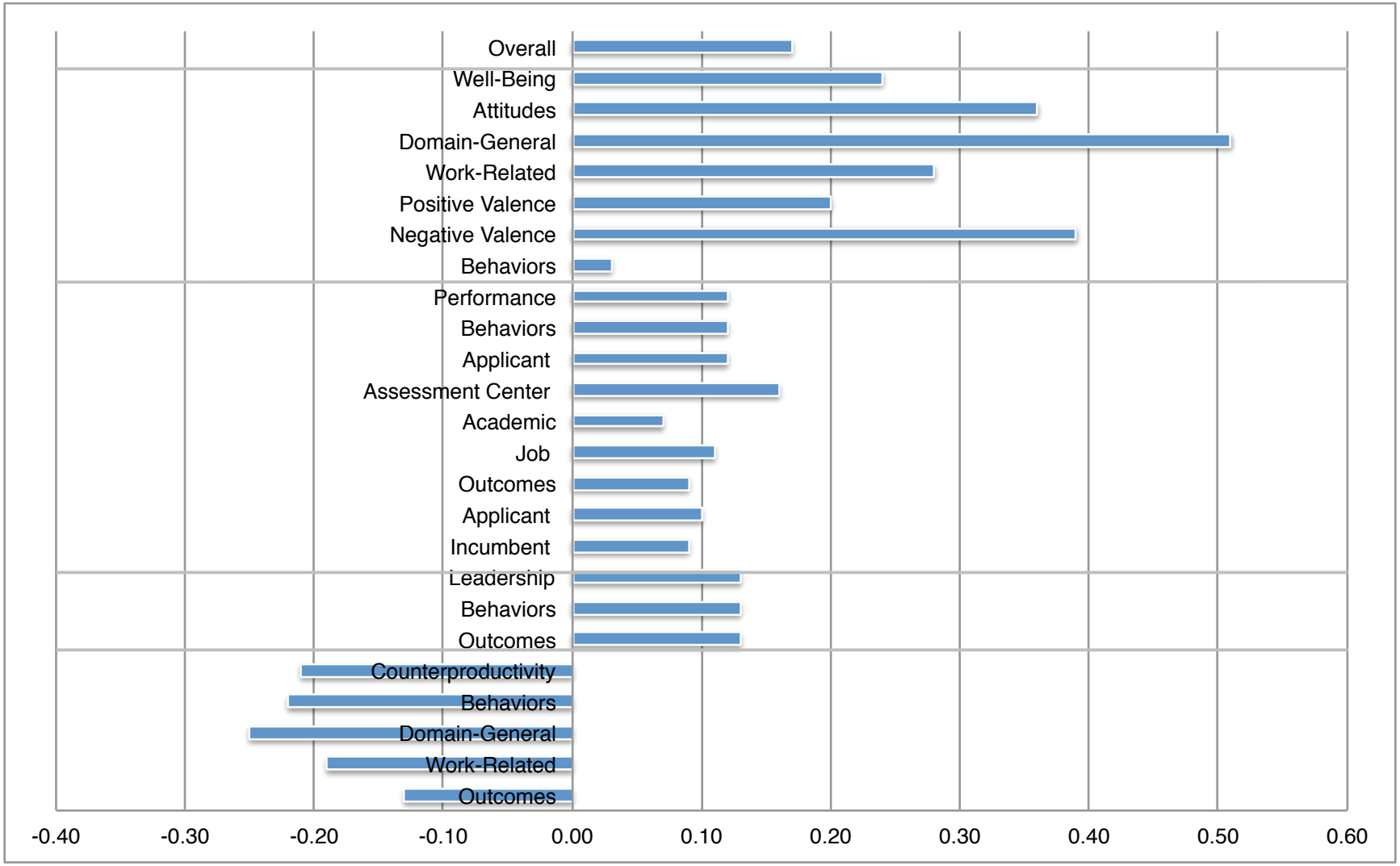


Figure 4. Summary of Big Five Relations by Meta-Category: **Emotional Stability**. Values from Table 21.

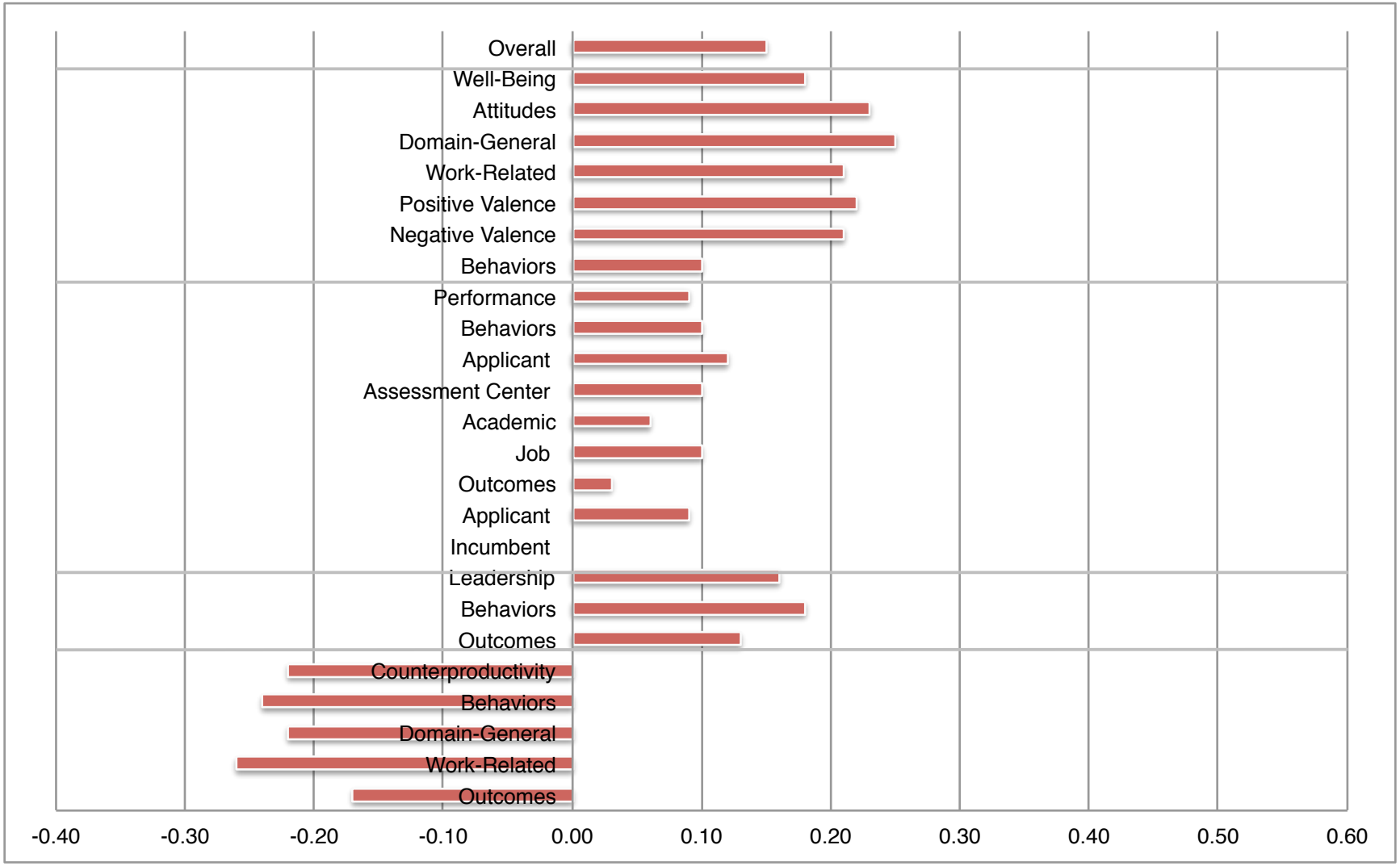


Figure 5. Summary of Big Five Relations by Meta-Category: **Agreeableness**. Values from Table 21.

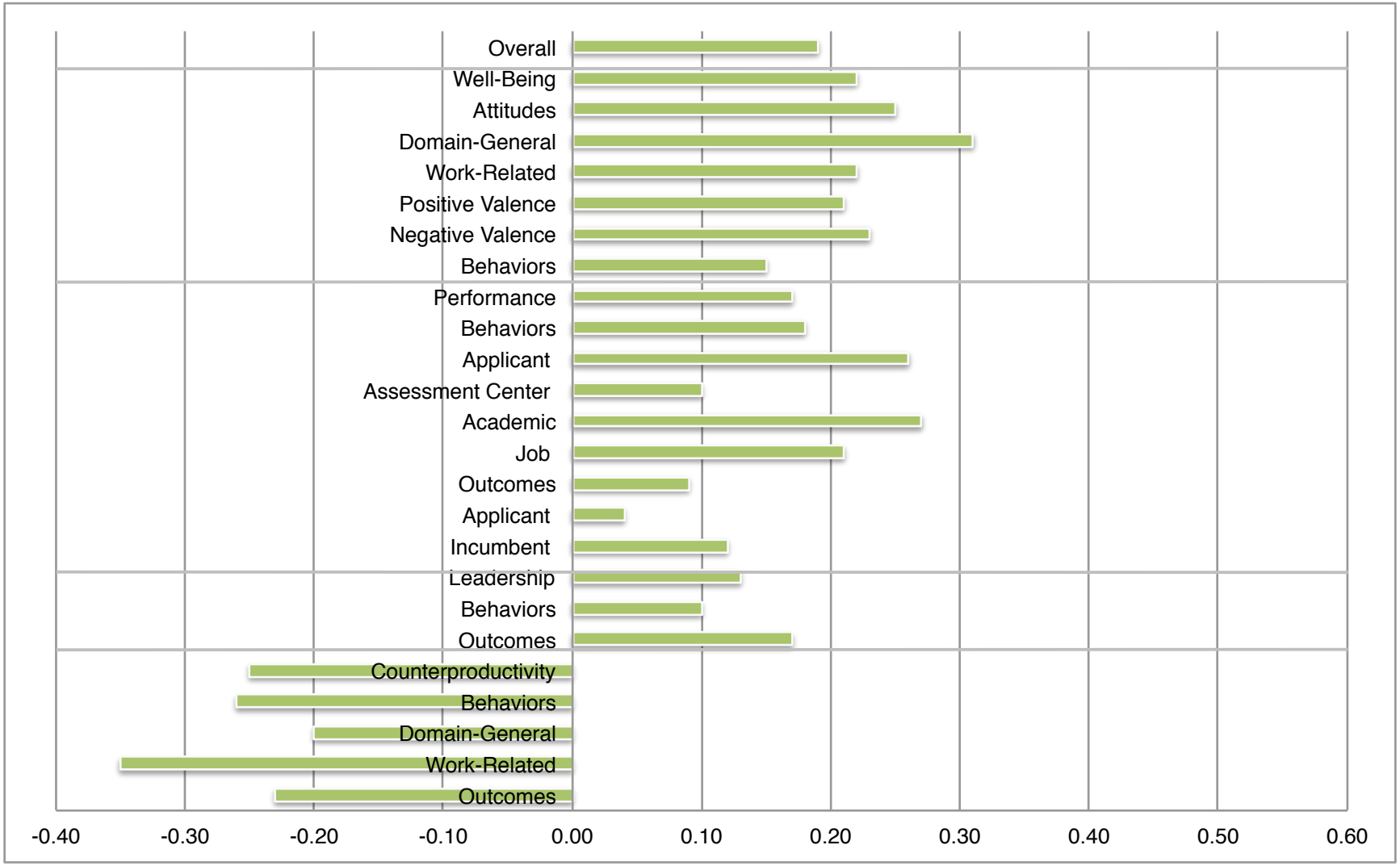


Figure 6. Summary of Big Five Relations by Meta-Category: **Conscientiousness**. Values from Table 21.

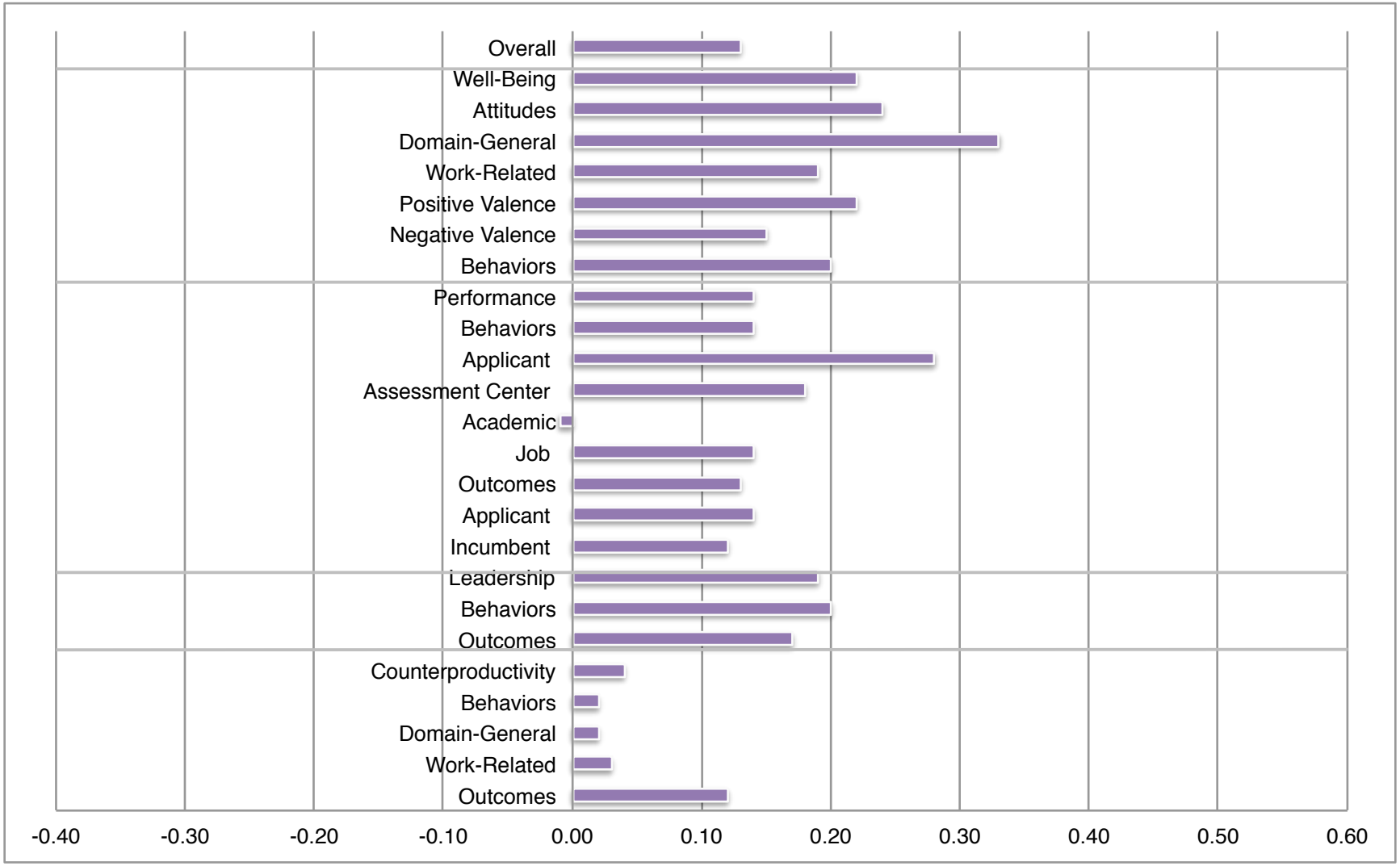


Figure 7. Summary of Big Five Relations by Meta-Category: **Extraversion**. Values from Table 21.

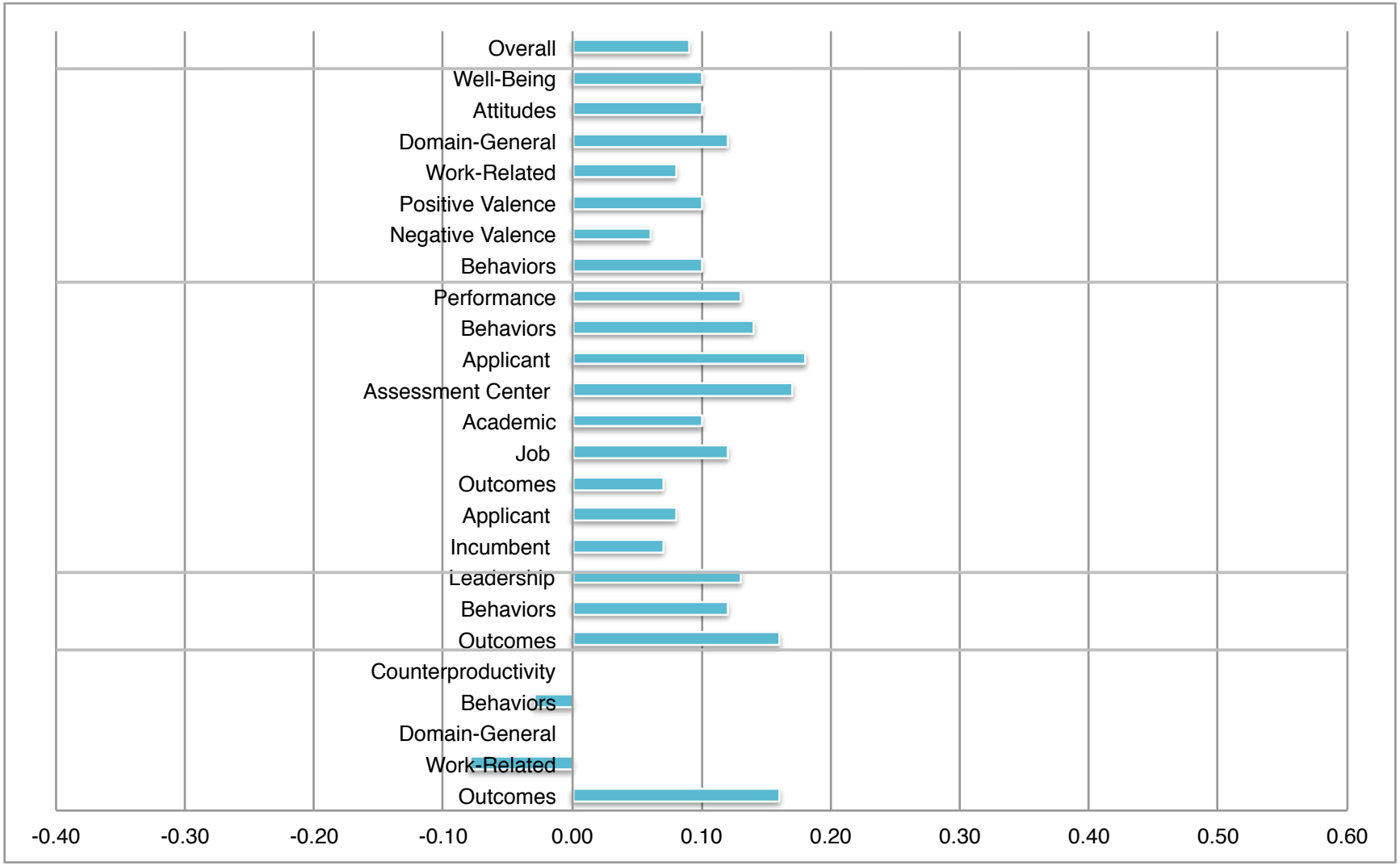
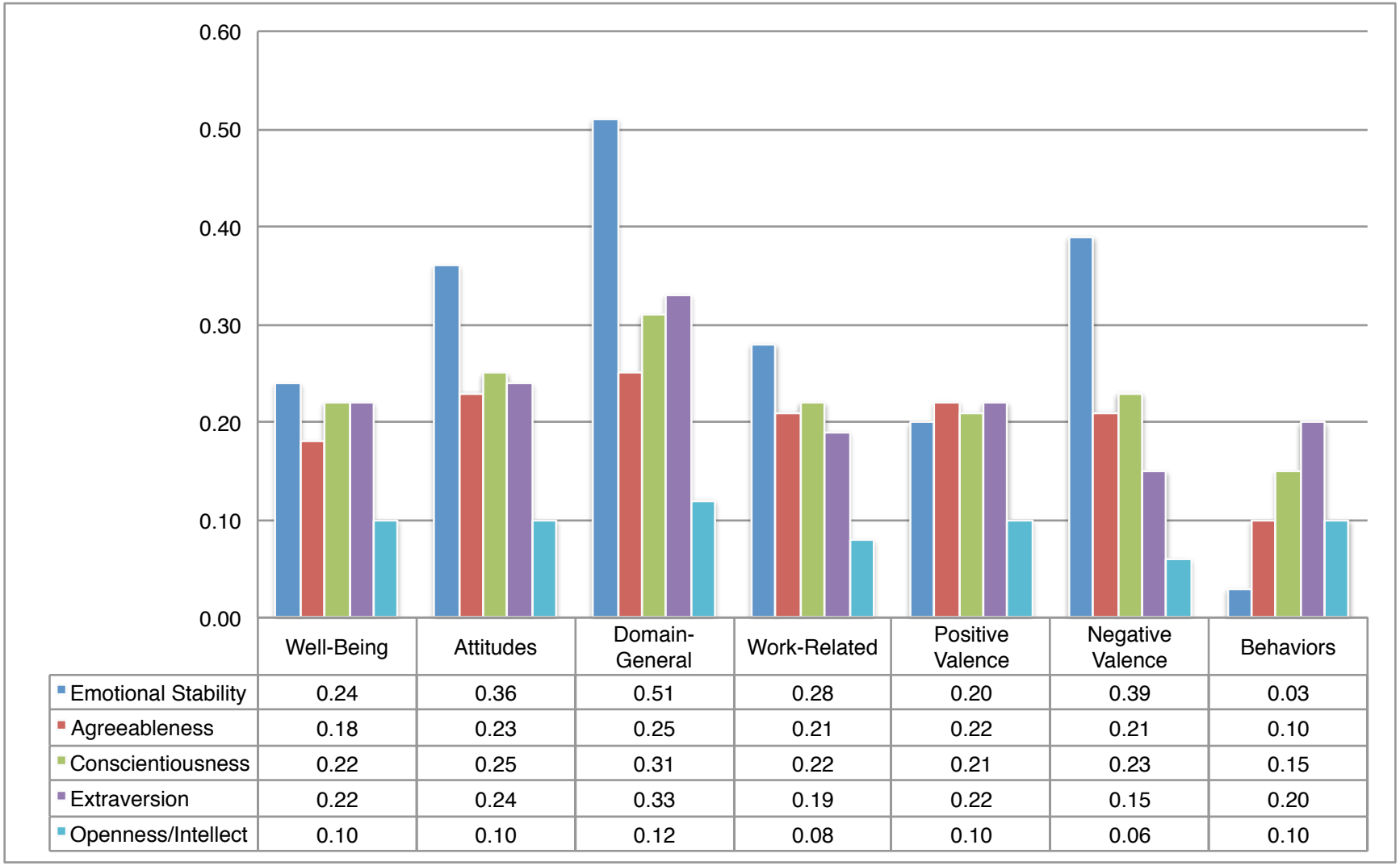
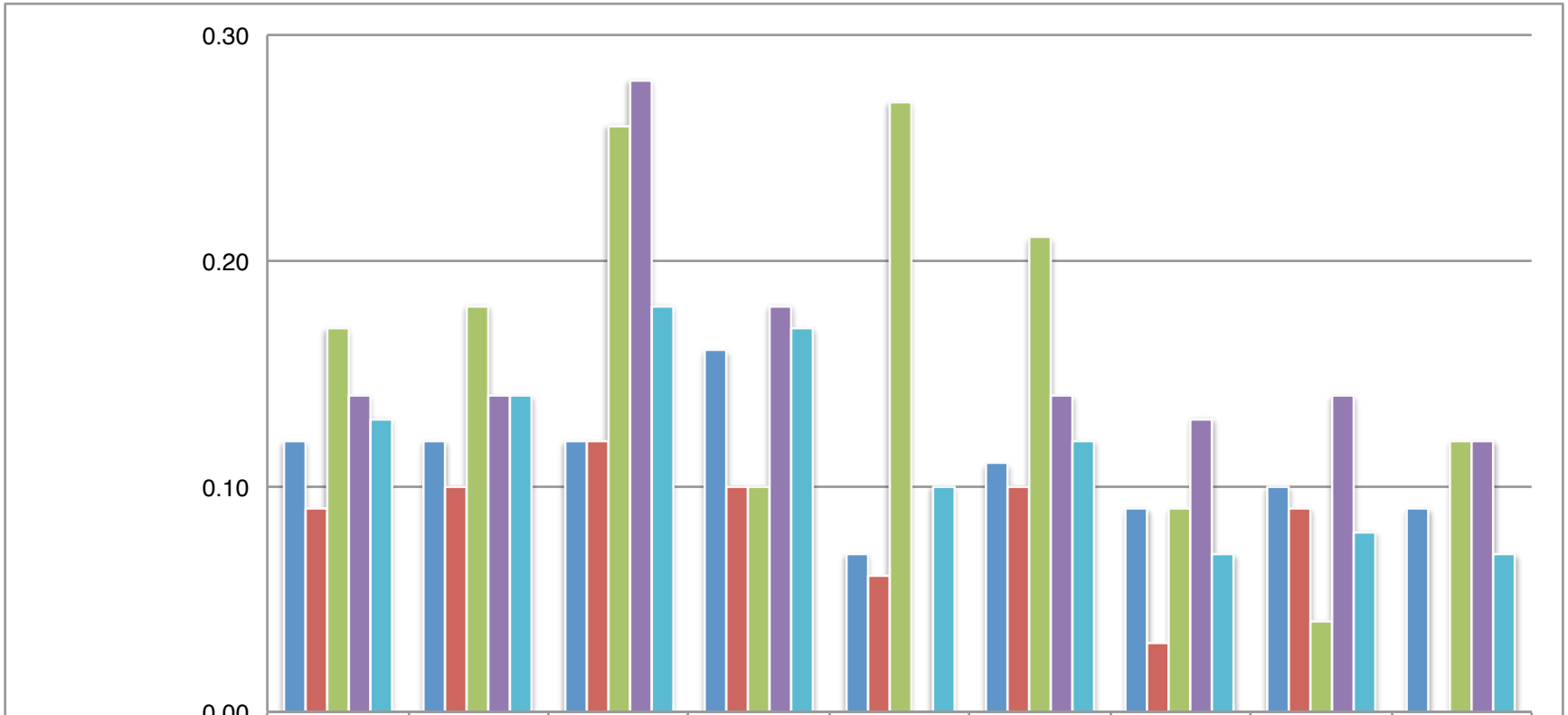


Figure 8. Summary of Big Five Relations by Meta-Category: **Openness/Intellect**. Values from Table 21.



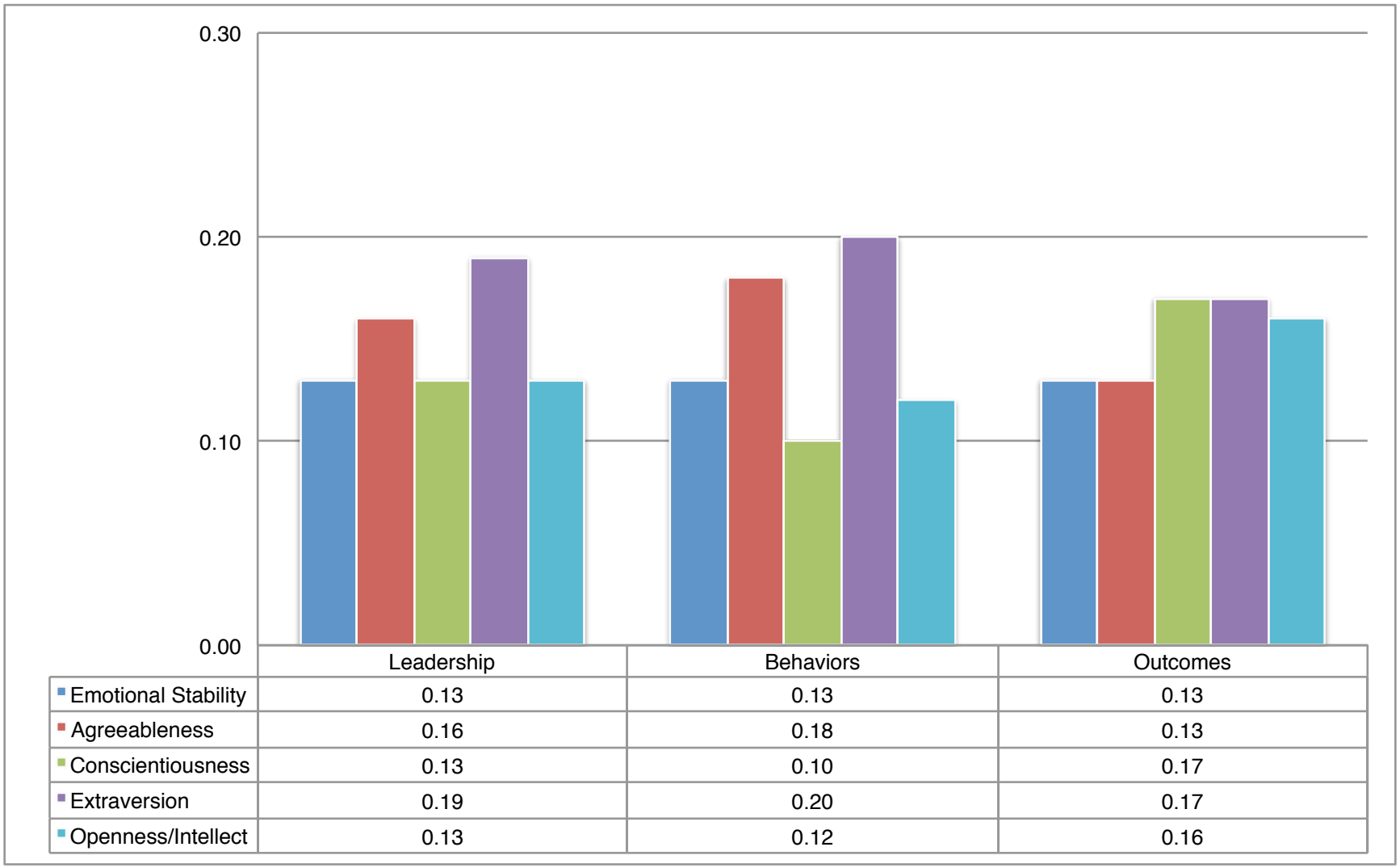
	Well-Being	Attitudes	Domain-General	Work-Related	Positive Valence	Negative Valence	Behaviors
Emotional Stability	0.24	0.36	0.51	0.28	0.20	0.39	0.03
Agreeableness	0.18	0.23	0.25	0.21	0.22	0.21	0.10
Conscientiousness	0.22	0.25	0.31	0.22	0.21	0.23	0.15
Extraversion	0.22	0.24	0.33	0.19	0.22	0.15	0.20
Openness/Intellect	0.10	0.10	0.12	0.08	0.10	0.06	0.10

Figure 9. Summary of Meta-Category Relations by Big Five Trait: **Well-Being**. Values from Table 21.



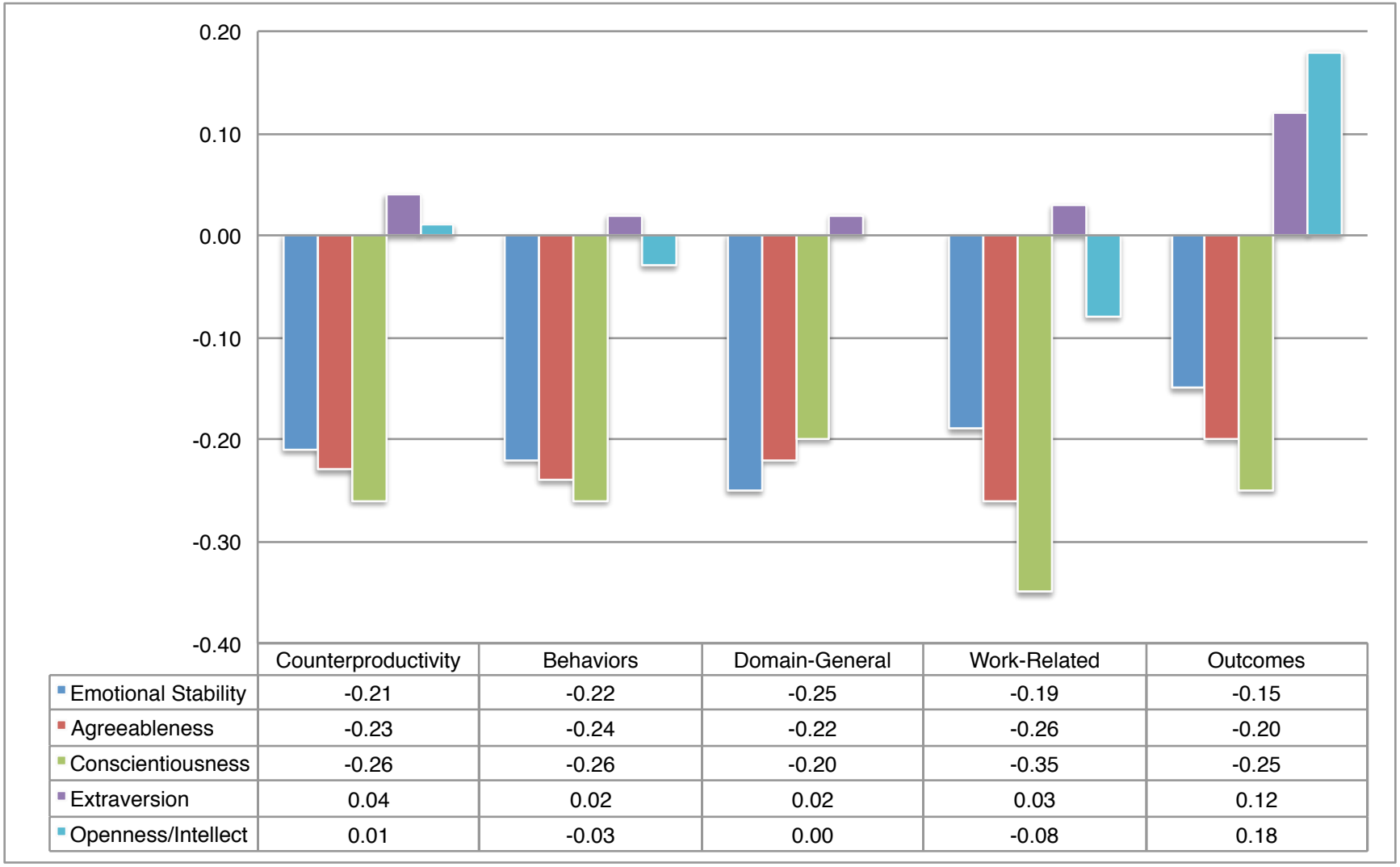
	Performance	Behaviors	Applicant	Assessment Center	Academic	Job	Outcomes	Applicant	Incumbent
Emotional Stability	0.12	0.12	0.12	0.16	0.07	0.11	0.09	0.10	0.09
Agreeableness	0.09	0.10	0.12	0.10	0.06	0.10	0.03	0.09	0.00
Conscientiousness	0.17	0.18	0.26	0.10	0.27	0.21	0.09	0.04	0.12
Extraversion	0.14	0.14	0.28	0.18	-0.01	0.14	0.13	0.14	0.12
Openness/Intellect	0.13	0.14	0.18	0.17	0.10	0.12	0.07	0.08	0.07

Figure 10. Summary of Meta-Category Relations by Big Five Trait: **Performance**. Values from Table 21.



	Leadership	Behaviors	Outcomes
Emotional Stability	0.13	0.13	0.13
Agreeableness	0.16	0.18	0.13
Conscientiousness	0.13	0.10	0.17
Extraversion	0.19	0.20	0.17
Openness/Intellect	0.13	0.12	0.16

Figure 11. Summary of Meta-Category Relations by Big Five Trait: **Leadership**. Values from Table 21.



	Counterproductivity	Behaviors	Domain-General	Work-Related	Outcomes
Emotional Stability	-0.21	-0.22	-0.25	-0.19	-0.15
Agreeableness	-0.23	-0.24	-0.22	-0.26	-0.20
Conscientiousness	-0.26	-0.26	-0.20	-0.35	-0.25
Extraversion	0.04	0.02	0.02	0.03	0.12
Openness/Intellect	0.01	-0.03	0.00	-0.08	0.18

Figure 12. Summary of Meta-Category Relations by Big Five Trait: **Counterproductivity**. Values from Table 21.

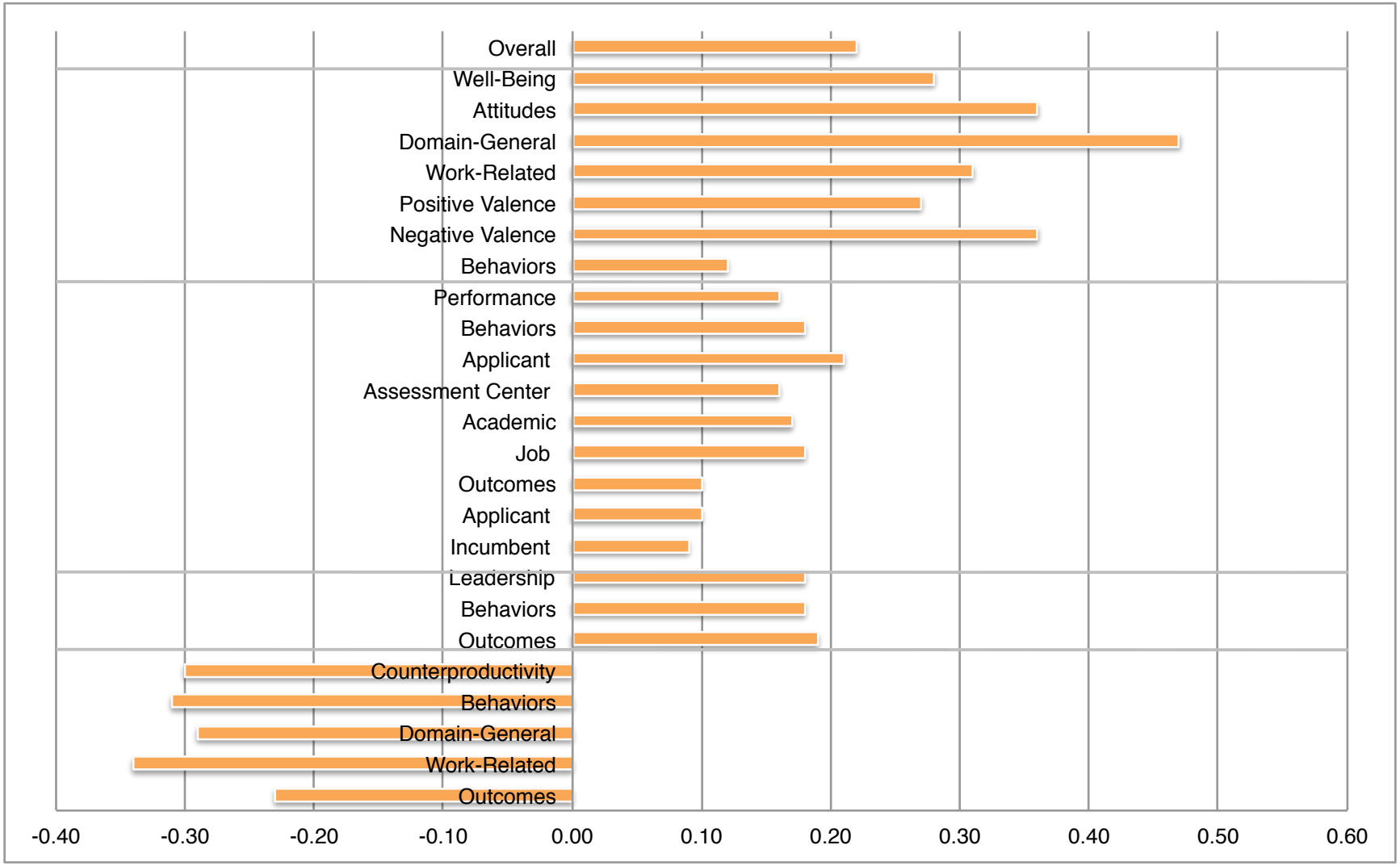


Figure 13. Summary of Metatrait Relations by Meta-Category: **Stability**. Values from Table 31.

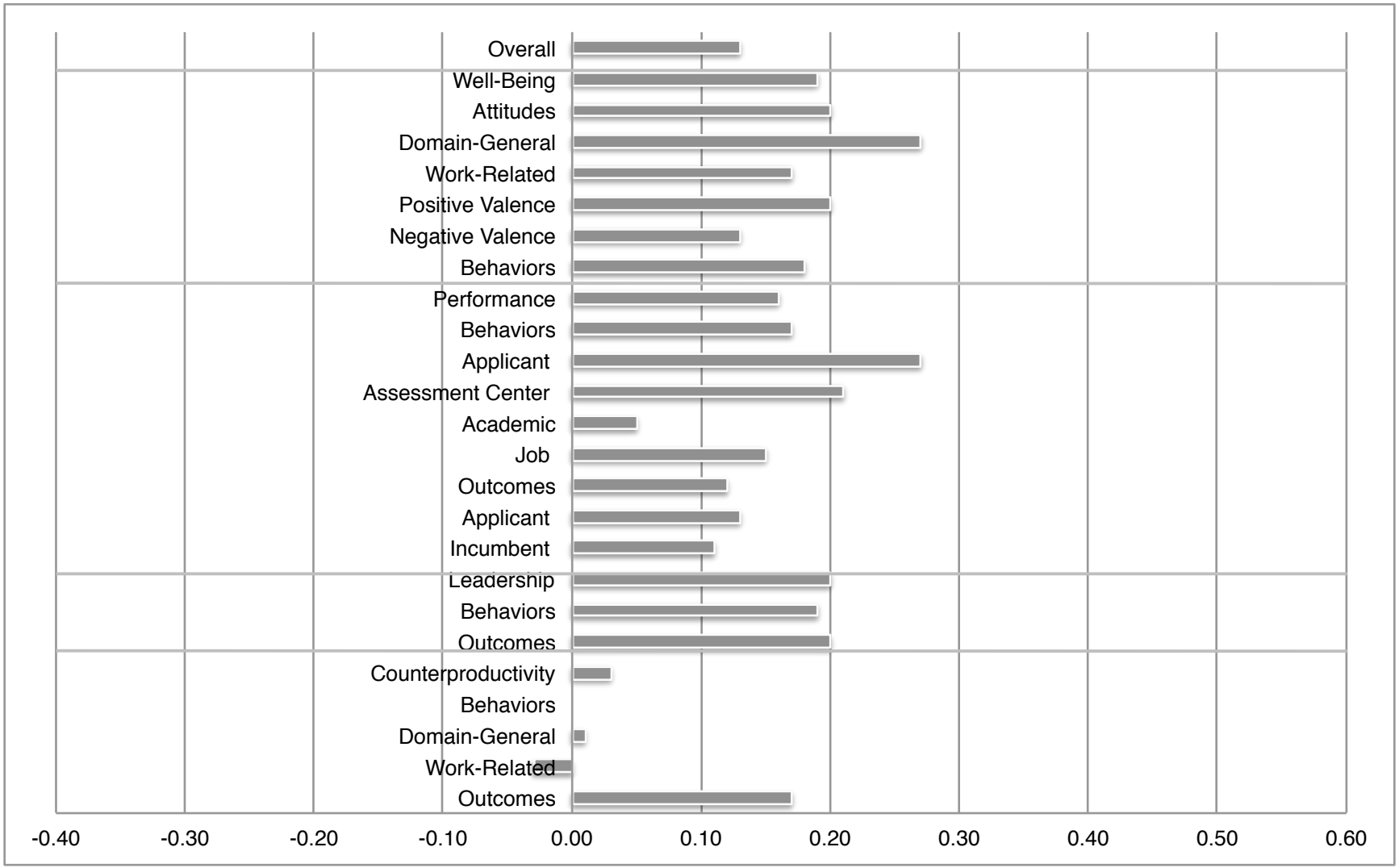
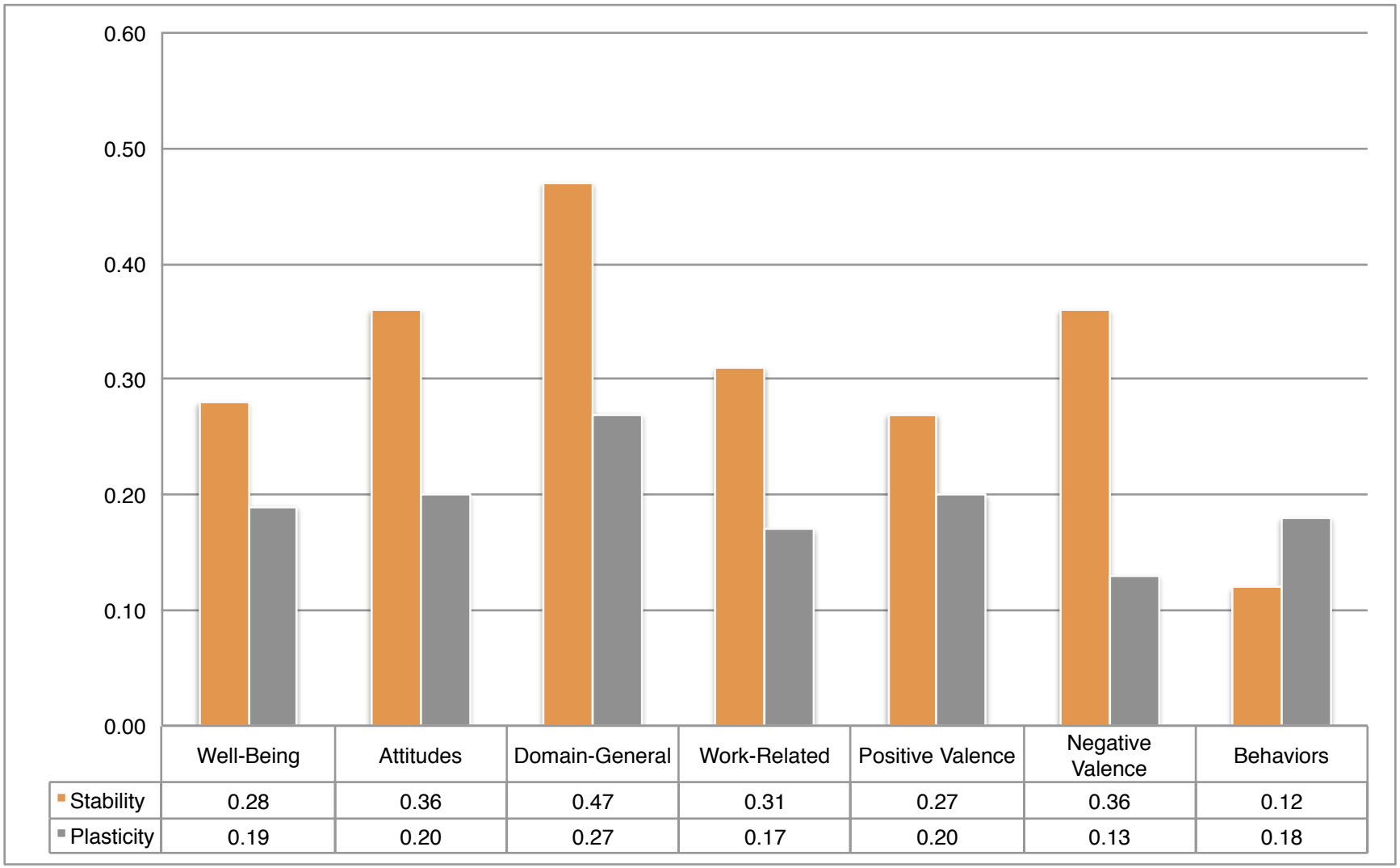
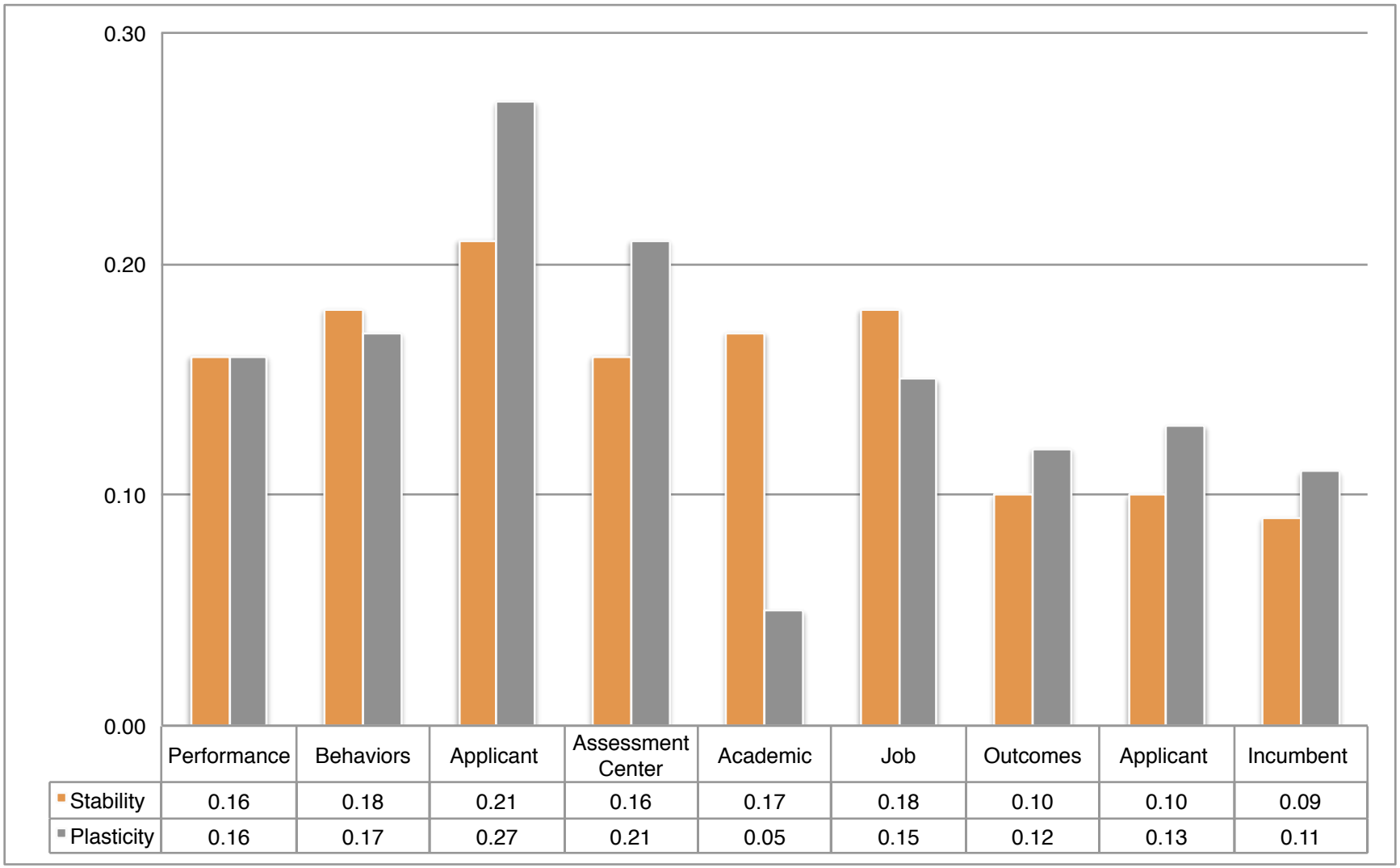


Figure 14. Summary of Metatrait Relations by Meta-Category: **Plasticity**. Values from Table 31.



	Well-Being	Attitudes	Domain-General	Work-Related	Positive Valence	Negative Valence	Behaviors
Stability	0.28	0.36	0.47	0.31	0.27	0.36	0.12
Plasticity	0.19	0.20	0.27	0.17	0.20	0.13	0.18

Figure 15. Summary of Meta-Category Relations by Metatrait: **Well-Being**. Values from Table 31.



	Performance	Behaviors	Applicant	Assessment Center	Academic	Job	Outcomes	Applicant	Incumbent
Stability	0.16	0.18	0.21	0.16	0.17	0.18	0.10	0.10	0.09
Plasticity	0.16	0.17	0.27	0.21	0.05	0.15	0.12	0.13	0.11

Figure 16. Summary of Meta-Category Relations by Metatrait: **Performance**. Values from Table 31.

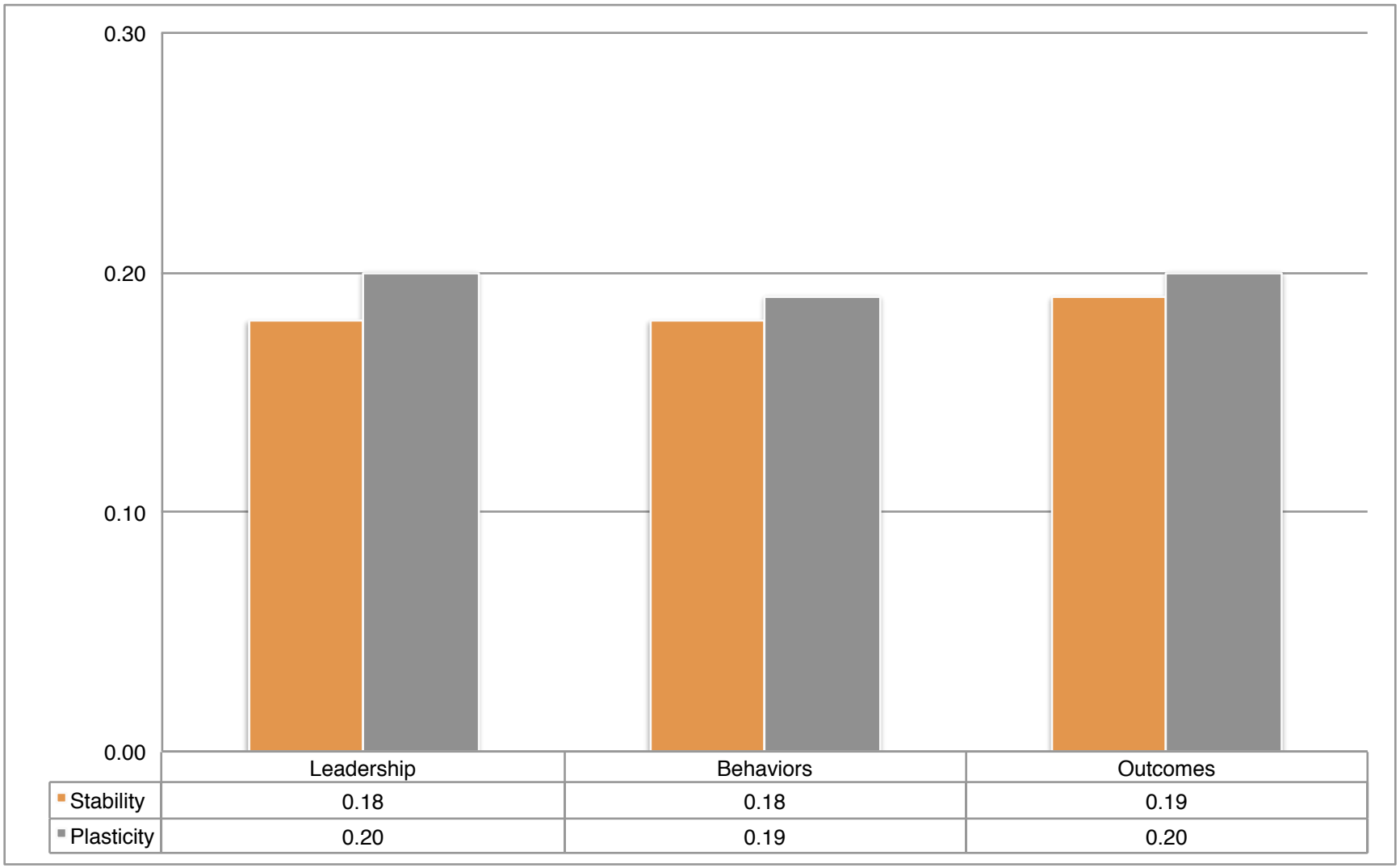
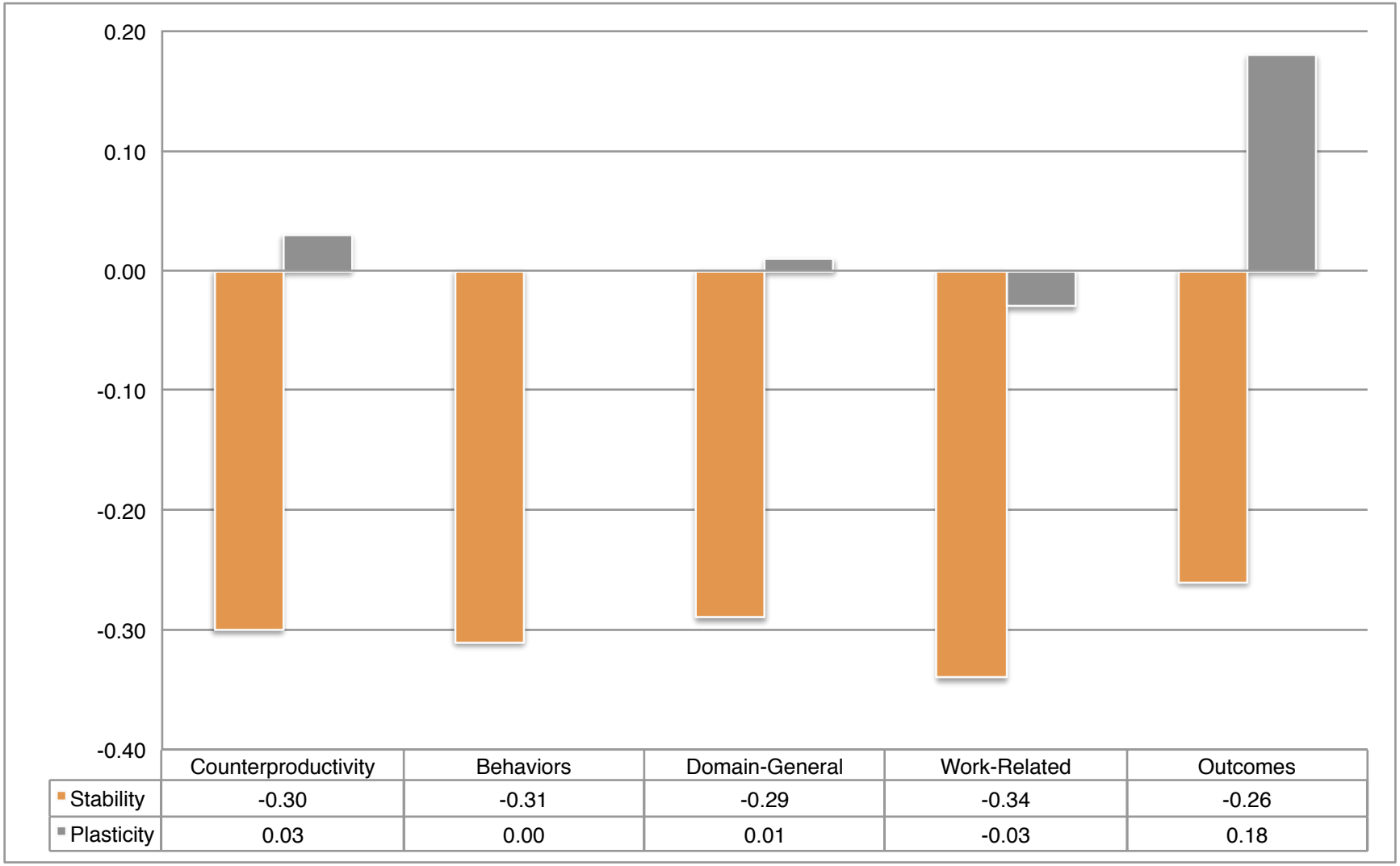


Figure 17. Summary of Meta-Category Relations by Metatrait: **Leadership**. Values from Table 31.



	Counterproductivity	Behaviors	Domain-General	Work-Related	Outcomes
Stability	-0.30	-0.31	-0.29	-0.34	-0.26
Plasticity	0.03	0.00	0.01	-0.03	0.18

Figure 18. Summary of Meta-Category Relations by Metatrait: **Counterproductivity**. Values from Table 31.

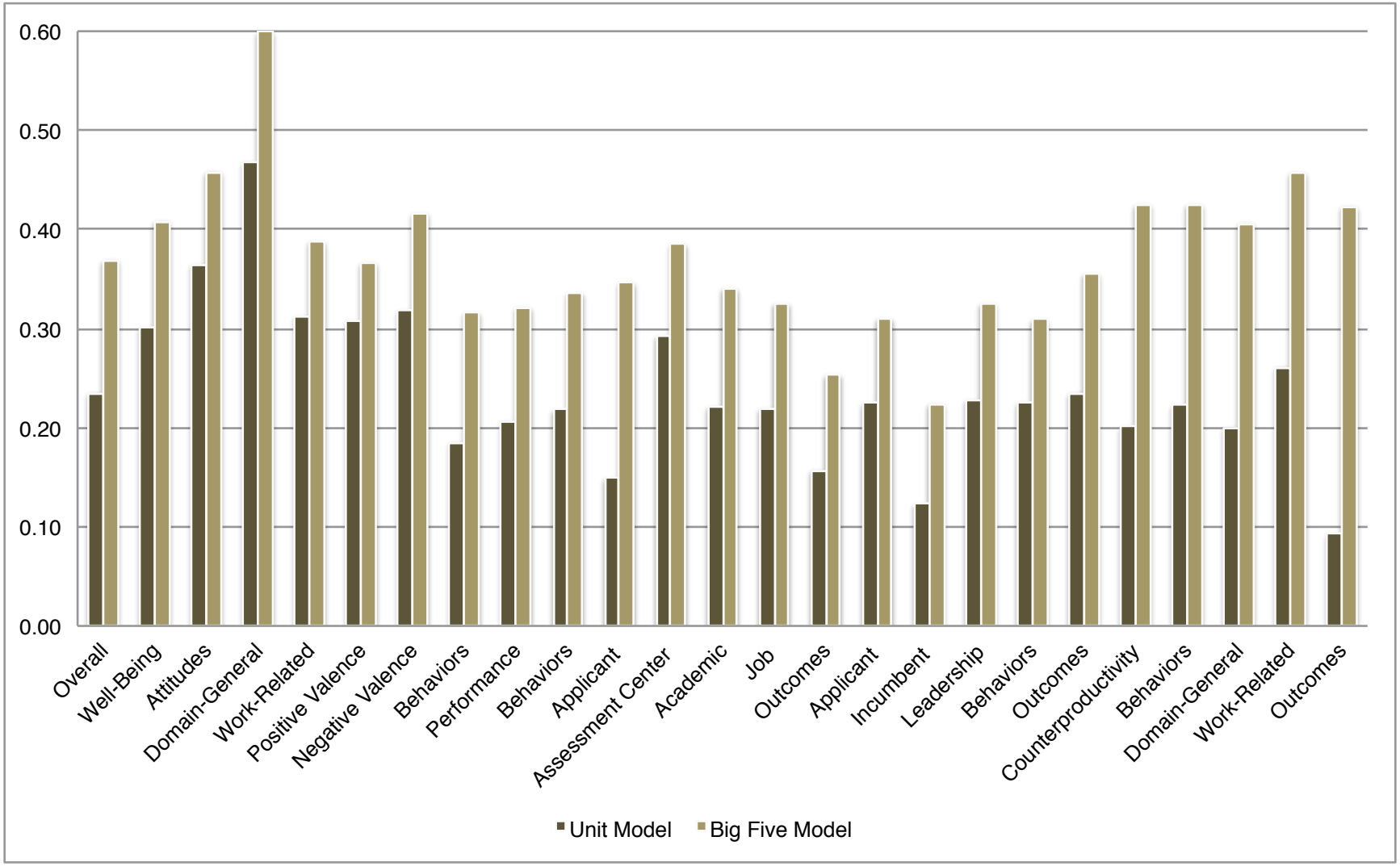


Figure 19. Summary of Unit- and Optimally-Weighted Multiple Correlations by Meta-Category: **Big Five Model**. See Table 164.

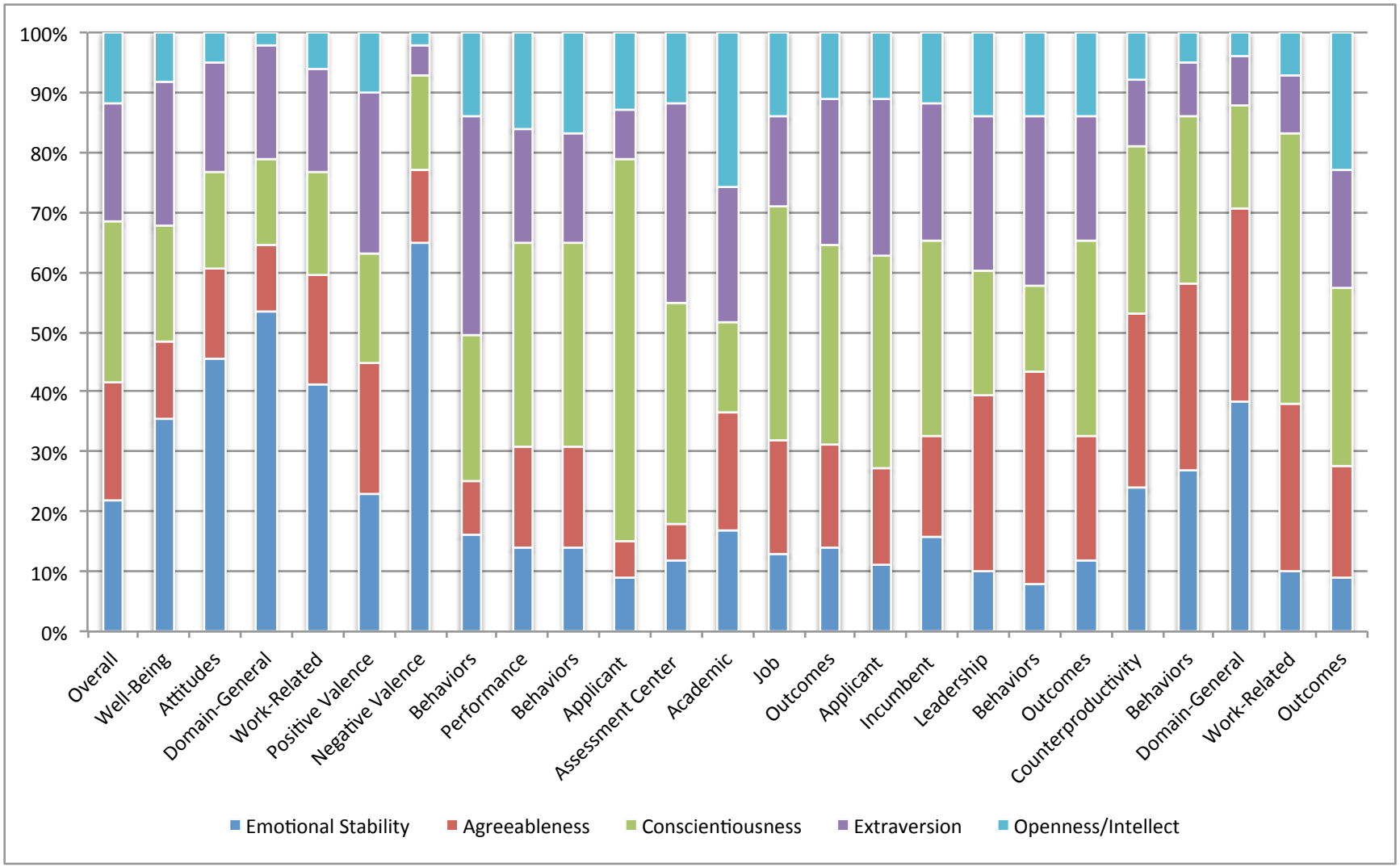


Figure 20. Summary of Relative Importance Weights by Meta-Category: **Big Five Model**. Values from Table 164.

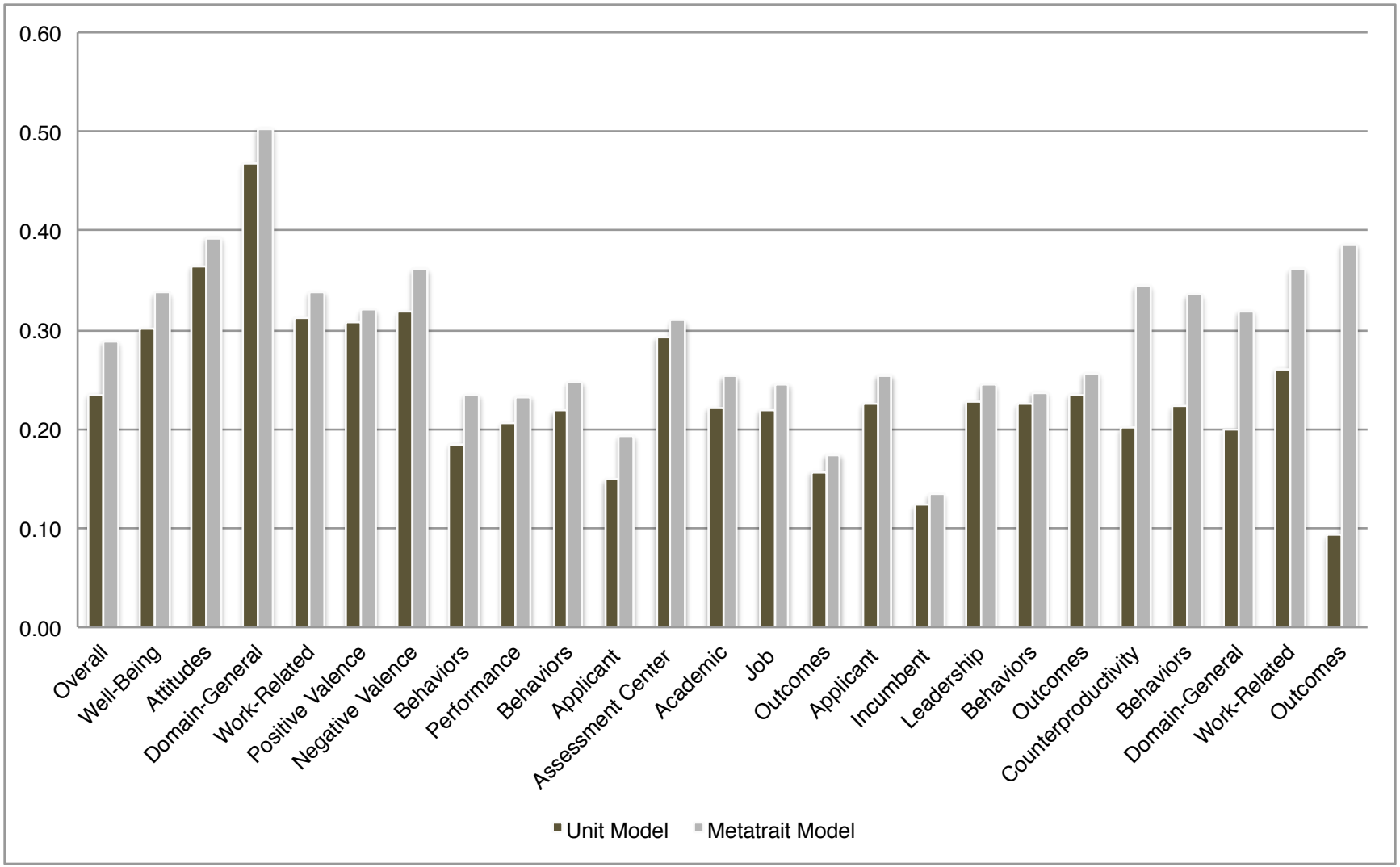


Figure 21. Summary of Unit- and Optimally-Weighted Multiple Correlations by Meta-Category: **Metatrait Model**. See Table 167.

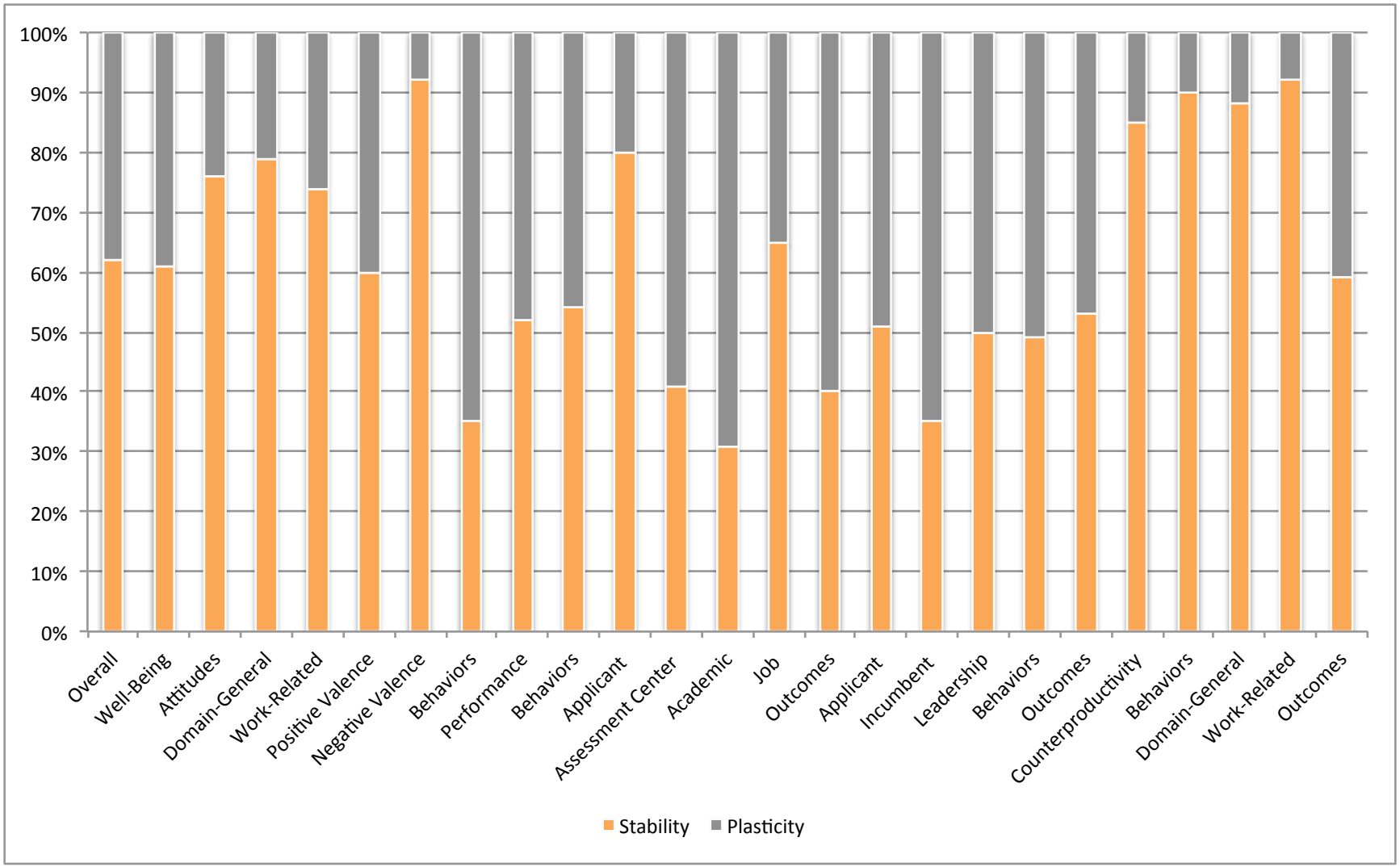
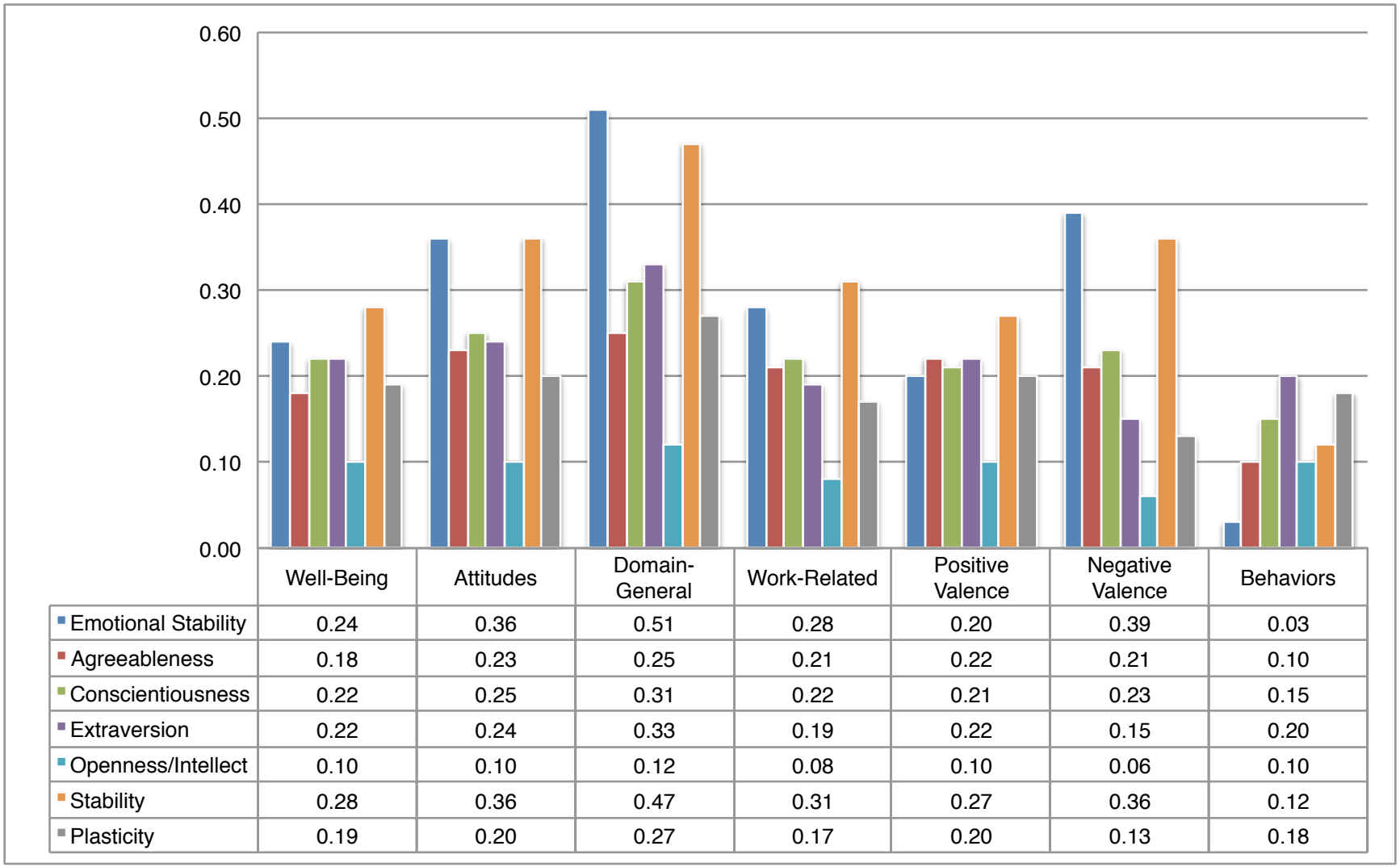
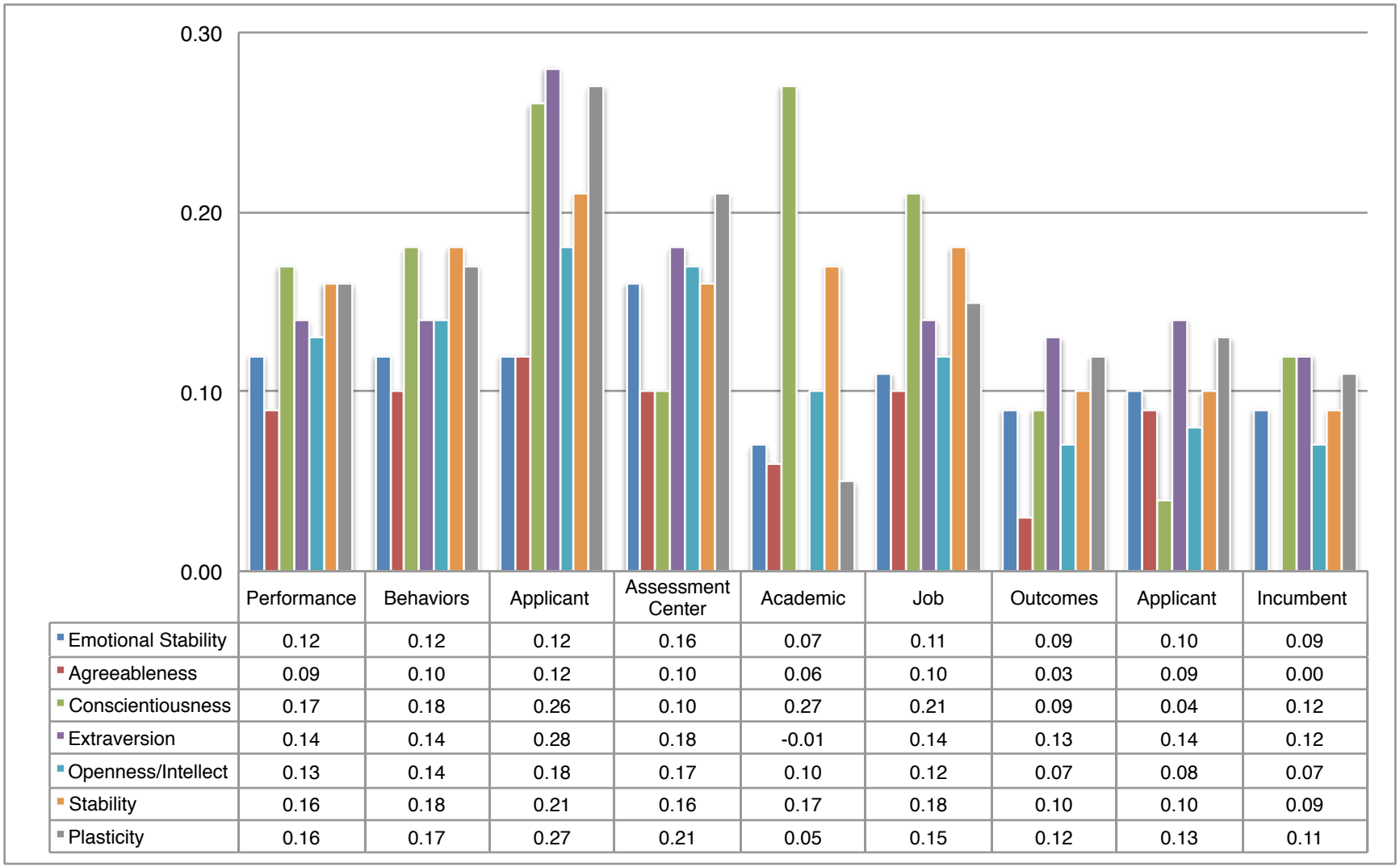


Figure 22. Summary of Relative Importance Weights by Meta-Category: **Metatrait Model**. Values from Table 167.



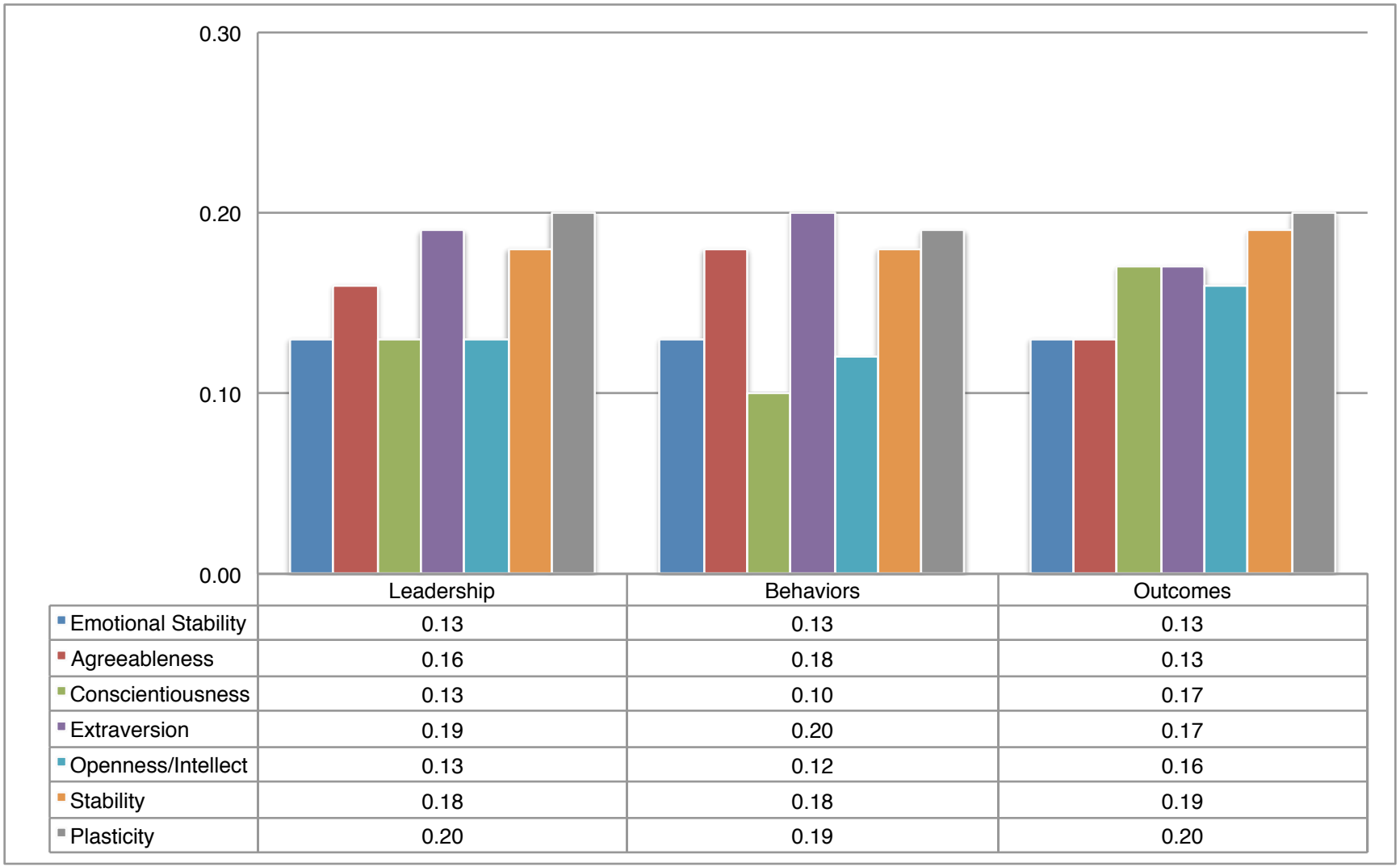
	Well-Being	Attitudes	Domain-General	Work-Related	Positive Valence	Negative Valence	Behaviors
Emotional Stability	0.24	0.36	0.51	0.28	0.20	0.39	0.03
Agreeableness	0.18	0.23	0.25	0.21	0.22	0.21	0.10
Conscientiousness	0.22	0.25	0.31	0.22	0.21	0.23	0.15
Extraversion	0.22	0.24	0.33	0.19	0.22	0.15	0.20
Openness/Intellect	0.10	0.10	0.12	0.08	0.10	0.06	0.10
Stability	0.28	0.36	0.47	0.31	0.27	0.36	0.12
Plasticity	0.19	0.20	0.27	0.17	0.20	0.13	0.18

Figure 23. Summary of Meta-Category Relations by Personality Trait: **Well-Being**. Values from Tables 21 and 31.



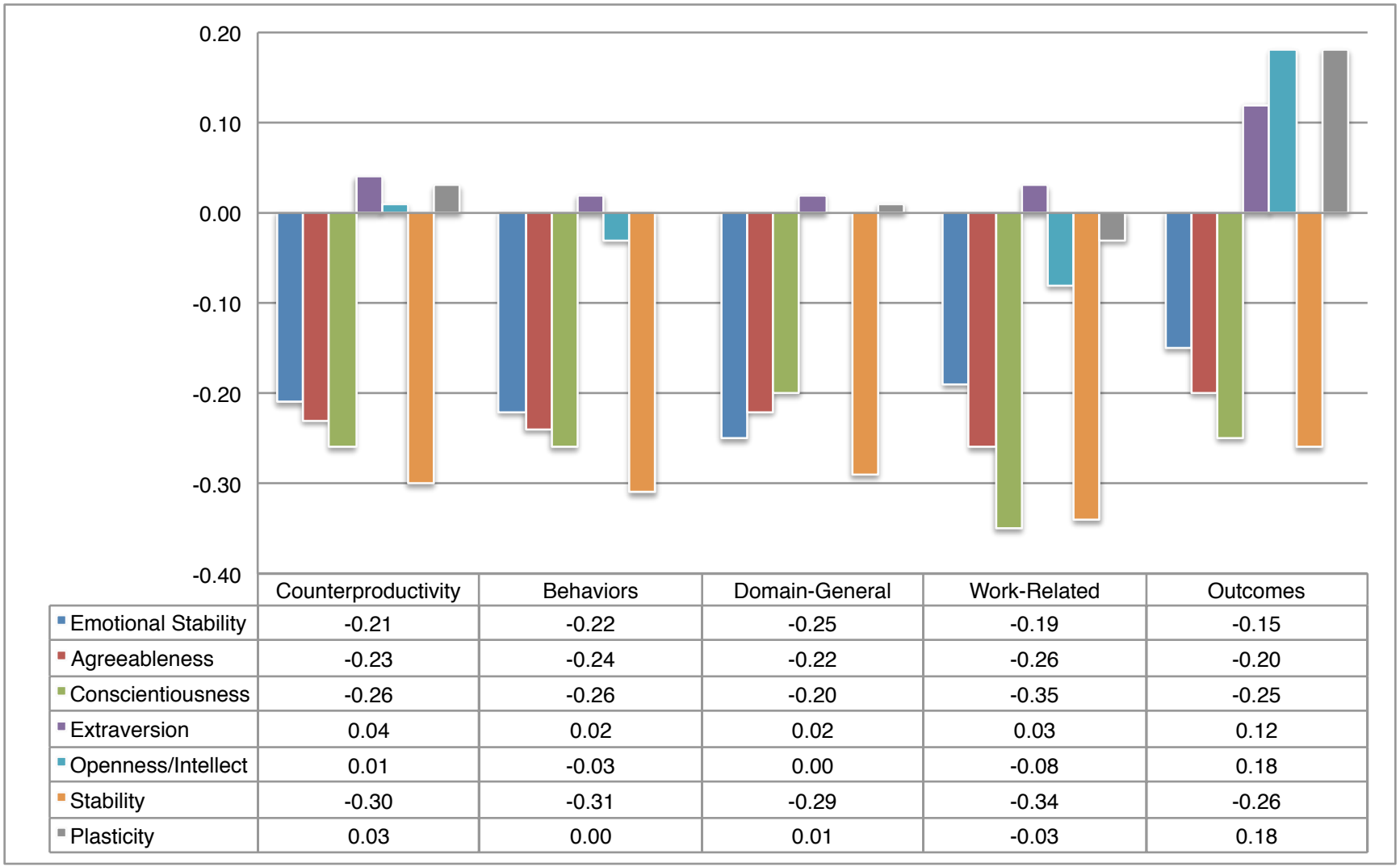
	Performance	Behaviors	Applicant	Assessment Center	Academic	Job	Outcomes	Applicant	Incumbent
Emotional Stability	0.12	0.12	0.12	0.16	0.07	0.11	0.09	0.10	0.09
Agreeableness	0.09	0.10	0.12	0.10	0.06	0.10	0.03	0.09	0.00
Conscientiousness	0.17	0.18	0.26	0.10	0.27	0.21	0.09	0.04	0.12
Extraversion	0.14	0.14	0.28	0.18	-0.01	0.14	0.13	0.14	0.12
Openness/Intellect	0.13	0.14	0.18	0.17	0.10	0.12	0.07	0.08	0.07
Stability	0.16	0.18	0.21	0.16	0.17	0.18	0.10	0.10	0.09
Plasticity	0.16	0.17	0.27	0.21	0.05	0.15	0.12	0.13	0.11

Figure 24. Summary of Meta-Category Relations by Personality Trait: **Performance**. Values from Tables 21 and 31.



	Leadership	Behaviors	Outcomes
Emotional Stability	0.13	0.13	0.13
Agreeableness	0.16	0.18	0.13
Conscientiousness	0.13	0.10	0.17
Extraversion	0.19	0.20	0.17
Openness/Intellect	0.13	0.12	0.16
Stability	0.18	0.18	0.19
Plasticity	0.20	0.19	0.20

Figure 25. Summary of Meta-Category Relations by Personality Trait: **Leadership**. Values from Tables 21 and 31.



	Counterproductivity	Behaviors	Domain-General	Work-Related	Outcomes
Emotional Stability	-0.21	-0.22	-0.25	-0.19	-0.15
Agreeableness	-0.23	-0.24	-0.22	-0.26	-0.20
Conscientiousness	-0.26	-0.26	-0.20	-0.35	-0.25
Extraversion	0.04	0.02	0.02	0.03	0.12
Openness/Intellect	0.01	-0.03	0.00	-0.08	0.18
Stability	-0.30	-0.31	-0.29	-0.34	-0.26
Plasticity	0.03	0.00	0.01	-0.03	0.18

Figure 26. Summary of Meta-Category Relations by Personality Trait: **Counterproductivity**. Values from Tables 21 and 31.

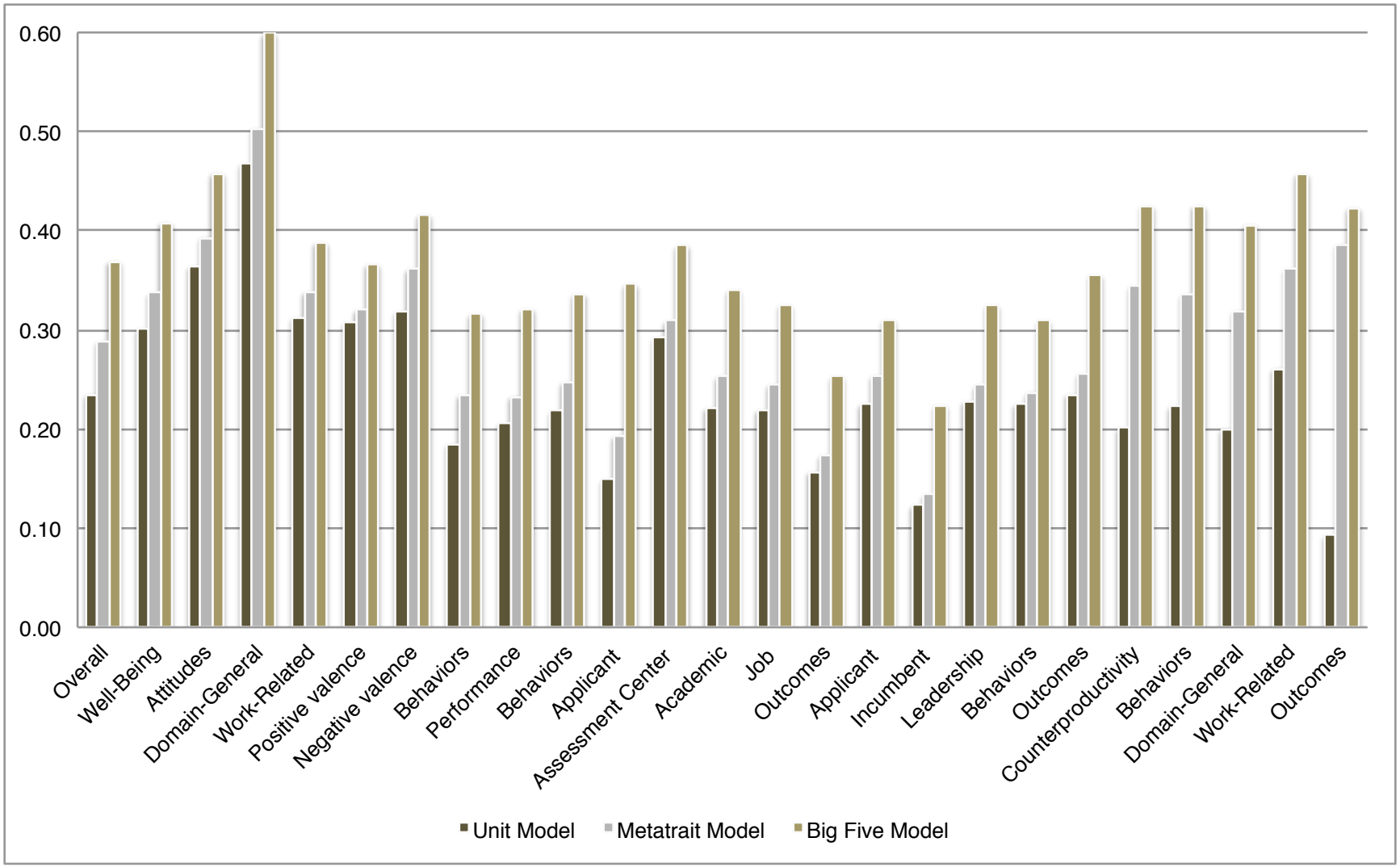


Figure 27. Summary of Unit- and Optimally-Weighted Multiple Correlations by Meta-Category: **All Models**. See Tables 164 and 167.

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Appendices

Appendix A: Meta-Analytic Database

Table A1
Meta-Analytic Database: ***Big Five Correlations to External Variables***

Source	Variable	Trait	Basic Descriptives				Big Five		Variable Codes				
			k	*N*	$\overline{r}$	*SD*	*Rater*	*Scale*	*Rater*	*Context*	*Model*	*Metas*	*Final*
Allen et al. (2012)	Family interference with work	A	9	3,901	-.19	.08[g]	S	0	S	W	D	0	C.1
	Family interference with work	C	14	4,494	-.20	.10[g]	S	0	S	W	D	0	C.1
	Family interference with work	ES	20	6,566	-.27	.13[g]	S	0	S	W	D	0	C.1
	Family interference with work	EX	13	4,849	-.07	.06[g]	S	0	S	W	D	0	C.1
	Family interference with work	OI	9	4,026	-.05	.09[g]	S	0	S	W	D	0	C.1
	Work interference with family	A	12	4,514	-.17	.08[g]	S	0	S	W	D	0	C.1
	Work interference with family	C	21	6,427	-.16	.12[g]	S	0	S	W	D	0	C.1
	Work interference with family	ES	27	9,085	-.31	.12[g]	S	0	S	W	D	0	C.1
	Work interference with family	EX	14	5,112	-.09	.09[g]	S	0	S	W	D	0	C.1
	Work interference with family	OI	9	4,026	-.02	.11[g]	S	0	S	W	D	0	C.1
Barrick & Mount (1991)	Personnel data	A	26	4,474	.08	.12	S	0	R	W	O	2	C.2
	Personnel data	C	32	6,175	.11	.11	S	0	R	W	O	2	C.2
	Personnel data	ES	29	5,644	.05	.14	S	0	R	W	O	2	C.2
	Personnel data	EX	33	6,477	.06	.16	S	0	R	W	O	2	C.2
	Personnel data	OI	22	3,785	.01	.14	S	0	R	W	O	2	C.2
	Productivity	A	15	2,082	-.03	.20	S	0	R	W	O	1	C.2
	Productivity	C	14	1,639	.10	.09	S	0	R	W	O	1	C.2
	Productivity	ES	11	1,436	-.03	.14	S	0	R	W	O	1	C.2
	Productivity	EX	12	1,774	.07	.09	S	0	R	W	O	1	C.2
	Productivity	OI	9	1,060	.00	.09	S	0	R	W	O	1	C.2
	Status change	A	9	2,515	.09	.12	S	0	R	W	O	0	C.2
	Status change	C	8	2,698	.11	.06	S	0	R	W	O	0	C.2
	Status change	ES	12	3,483	.08	.11	S	0	R	W	O	0	C.2
	Status change	EX	15	4,374	.10	.14	S	0	R	W	O	0	C.2
	Status change	OI	5	1,766	.09	.05	S	0	R	W	O	0	C.2
	Training performance	A	19	3,685	.06	.07	S	0	O.1	W	B	2	C.2
	Training performance	C	17	3,585	.13	.11	S	0	O.1	W	B	2	C.2

	Training performance	ES	19	3,283	.04	.08	S	0	O.1	W	B	2	C.2
	Training performance	EX	17	3,101	.15	.11	S	0	O.1	W	B	2	C.2
	Training performance	OI	14	2,700	.14	.12	S	0	O.1	W	B	2	C.2
	Turnover/tenure	A	15	1,838	-.06	.09	S	0	R	W	O	0	C.4
	Turnover/tenure	C	19	2,759	-.09	.11	S	0	R	W	O	0	C.4
	Turnover/tenure	ES	13	1,495	-.01	.17	S	0	R	W	O	0	C.4
	Turnover/tenure	EX	13	1,437	.03	.14	S	0	R	W	O	0	C.4
	Turnover/tenure	OI	12	1,628	.08	.19	S	0	R	W	O	0	C.4
Berry et al. (2012)	Counterproductive work behavior: Other-ratings	A	9	2,246	-.18	.16	S	0	O	W	B	0	C.4
	Counterproductive work behavior: Other-ratings	C	13	3,332	-.15	.13	S	0	O	W	B	0	C.4
	Counterproductive work behavior: Other-ratings	ES	12	2,975	-.04	.09	S	0	O	W	B	0	C.4
	Counterproductive work behavior: Other-ratings	EX	7	1,066	.03	.13	S	0	O	W	B	0	C.4
	Counterproductive work behavior: Other-ratings	OI	6	890	-.10	.06	S	0	O	W	B	0	C.4
Berry et al. (2007)	Counterproductive work behavior	A	8	2,934	-.34[c]	.05[j]	S	0	S	W	B	2	C.4
	Counterproductive work behavior	C	8	2,934	-.30[c]	.05[j]	S	0	S	W	B	2	C.4
	Counterproductive work behavior	ES	7	2,318	-.22[c]	.05[j]	S	0	S	W	B	2	C.4
	Counterproductive work behavior	EX	5	1,836	-.03[c]	.05[j]	S	0	S	W	B	2	C.4
	Counterproductive work behavior	OI	5	1,836	-.06[c]	.05[j]	S	0	S	W	B	2	C.4
	Counterproductive work behavior: Interpersonal	A	10	3,336	-.36	.09	S	0	SR	W	B	0	C.4
	Counterproductive work behavior: Interpersonal	C	11	3,458	-.19	.12	S	0	SR	W	B	0	C.4
	Counterproductive work behavior: Interpersonal	ES	10	2,842	-.20	.11	S	0	SR	W	B	0	C.4
	Counterproductive work behavior: Interpersonal	EX	8	2,360	.02	.11	S	0	SR	W	B	0	C.4
	Counterproductive work	OI	8	2,360	-.07	.05	S	0	SR	W	B	0	C.4

	behavior: Interpersonal												
	Counterproductive work behavior: Organizational	A	8	2,934	-.25	.08	S	0	S	W	B	0	C.4
	Counterproductive work behavior: Organizational	C	8	2,934	-.34	.08	S	0	S	W	B	0	C.4
	Counterproductive work behavior: Organizational	ES	7	2,300	-.19	.11	S	0	S	W	B	0	C.4
	Counterproductive work behavior: Organizational	EX	5	1,836	-.07	.12	S	0	S	W	B	0	C.4
	Counterproductive work behavior: Organizational	OI	5	1,772	-.03	.07	S	0	S	W	B	0	C.4
Beus & Whitman (2012)	Overall job performance: Maximal	A	4	1,514	.09	.05[h]	S	0	O.1R	W	B/O	0	C.2
	Overall job performance: Maximal	C	5	1,769	.08	.05[h]	S	0	O.1R	W	B/O	0	C.2
	Overall job performance: Maximal	ES	3	1,449	-.12	.05[h]	S	0	O.1R	W	B/O	0	C.2
	Overall job performance: Maximal	EX	4	1,514	.25	.06[h]	S	0	O.1R	W	B/O	0	C.2
	Overall job performance: Maximal	OI	4	1,514	.18	.06[h]	S	0	O.1R	W	B/O	0	C.2
	Overall job performance: Typical	A	4	1,514	.06	.05[h]	S	0	O.1R	W	B/O	0	C.2
	Overall job performance: Typical	C	5	1,769	.14	.05[h]	S	0	O.1R	W	B/O	0	C.2
	Overall job performance: Typical	ES	3	1,449	-.10	.06[h]	S	0	O.1R	W	B/O	0	C.2
	Overall job performance: Typical	EX	4	1,514	.23	.06[h]	S	0	O.1R	W	B/O	0	C.2
	Overall job performance: Typical	OI	4	1,514	.07	.06[h]	S	0	O.1R	W	B/O	0	C.2
Beus et al. (2015)	Accidents: Occupational	A	9	4,239	-.07	.05[h]	S	0	R	W	O	1	C.4
	Accidents: Occupational	C	9	2,163	-.11	.07[h]	S	0	R	W	O	1	C.4
	Accidents: Occupational	ES	15	2,346	-.06	.10[h]	S	0	R	W	O	1	C.4
	Accidents: Occupational	EX	16	3,018	.10	.13[h]	S	0	R	W	O	1	C.4
	Accidents: Occupational	OI	6	1,633	.05	.06[h]	S	0	R	W	O	1	C.4
	Safety performance	A	12	4,791	.20	.06[h]	S	0	SOR	W	B	0	C.4

	Safety performance	C	16	3,995	.21	.09[h]	S	0	SOR	W	B	0	C.4
	Safety performance	ES	19	3,929	.11	.12[h]	S	0	SOR	W	B	0	C.4
	Safety performance	EX	20	6,378	-.07	.10[h]	S	0	SOR	W	B	0	C.4
	Safety performance	OI	10	2,898	.01	.06[h]	S	0	SOR	W	B	0	C.4
Blume et al. (2010)	Transfer of training	A	3	218	-.02	.07	S	0	SOR	W	BO	0	C.2
	Transfer of training	C	5	433	.23	.12	S	0	SOR	W	BO	0	C.2
	Transfer of training	ES	5	653	.16	.10	S	0	SOR	W	BO	0	C.2
	Transfer of training	EX	3	218	.03	.08	S	0	SOR	W	BO	0	C.2
	Transfer of training	OI	4	303	.06	.19	S	0	SOR	W	BO	0	C.2
Bono & Judge (2002)	Transactional leadership: Contingent reward	A	7	1,622	.13	.14[h]	S	0	O	W	B	0	C.3
	Transactional leadership: Contingent reward	C	6	1,469	.02	.07[h]	S	0	O	W	B	0	C.3
	Transactional leadership: Contingent reward	ES	7	1,532	.08	.09[h]	S	0	O	W	B	0	C.3
	Transactional leadership: Contingent reward	EX	5	1,215	.11	.07[h]	S	0	O	W	B	0	C.3
	Transactional leadership: Contingent reward	OI	6	1,469	.02	.06[h]	S	0	O	W	B	0	C.3
	Transactional leadership: Management by exception	A	6	1,469	-.09	.07[h]	S	0	O	W	B	0	C.3
	Transactional leadership: Management by exception	C	6	1,469	-.02	.06[h]	S	0	O	W	B	0	C.3
	Transactional leadership: Management by exception	ES	7	1,532	-.02	.07[h]	S	0	O	W	B	0	C.3
	Transactional leadership: Management by exception	EX	5	1,215	-.02	.06[h]	S	0	O	W	B	0	C.3
	Transactional leadership: Management by exception	OI	6	1,469	-.03	.06[h]	S	0	O	W	B	0	C.3
	Transactional leadership: Passive leadership	A	7	1,564	-.09	.08[h]	S	0	O	W	B	0	C.3
	Transactional leadership: Passive leadership	C	7	1,564	-.09	.08[h]	S	0	O	W	B	0	C.3
	Transactional leadership: Passive leadership	ES	8	1,627	-.04	.07[h]	S	0	O	W	B	0	C.3
	Transactional leadership: Passive leadership	EX	6	1,310	-.07	.09[h]	S	0	O	W	B	0	C.3

Transactional leadership: Passive leadership	OI	7	1,564	.03	.07[h]	S	0	O	W	B	0	C.3
Transformational leadership	A	20	3,916	.10	.14[h]	S	0	O	W	B	2	C.3
Transformational leadership	C	18	3,516	.10	.12[h]	S	0	O	W	B	2	C.3
Transformational leadership	ES	18	3,380	.15	.07[h]	S	0	O	W	B	2	C.3
Transformational leadership	EX	20	3,692	.19	.08[h]	S	0	O	W	B	2	C.3
Transformational leadership	OI	19	3,887	.11	.13[h]	S	0	O	W	B	2	C.3
Transformational leadership: Charisma	A	9	1,706	.15	.19[h]	S	0	O	W	B	0	C.3
Transformational leadership: Charisma	C	8	1,605	.05	.08[h]	S	0	O	W	B	0	C.3
Transformational leadership: Charisma	ES	10	1,650	.13	.08[h]	S	0	O	W	B	0	C.3
Transformational leadership: Charisma	EX	9	1,706	.17	.07[h]	S	0	O	W	B	0	C.3
Transformational leadership: Charisma	OI	9	1,706	.15	.18[h]	S	0	O	W	B	0	C.3
Transformational leadership: Individualized consideration	A	8	1,828	.13	.18[h]	S	0	O	W	B	2	C.3
Transformational leadership: Individualized consideration	C	8	1,828	.10	.18[h]	S	0	O	W	B	2	C.3
Transformational leadership: Individualized consideration	ES	9	1,772	.08	.11[h]	S	0	O	W	B	2	C.3
Transformational leadership: Individualized consideration	EX	7	1,574	.14	.07[h]	S	0	O	W	B	2	C.3
Transformational leadership: Individualized consideration	OI	8	1,828	.07	.18[h]	S	0	O	W	B	2	C.3
Transformational leadership: Intellectual stimulation	A	8	1,828	.10	.11[h]	S	0	O	W	B	2	C.3
Transformational leadership: Intellectual stimulation	C	8	1,828	.02	.09[h]	S	0	O	W	B	2	C.3
Transformational leadership: Intellectual stimulation	ES	9	1,772	.10	.08[h]	S	0	O	W	B	2	C.3
Transformational leadership: Intellectual stimulation	EX	7	1,574	.14	.07[h]	S	0	O	W	B	2	C.3
Transformational leadership: Intellectual stimulation	OI	8	1,828	.07	.10[h]	S	0	O	W	B	2	C.3

Chamberlin et al. (2016)	Voice	A	5	1,429	.00	.14[g]	S	0	SO	W	B	1	C.0
	Voice	C	12	3,450	.12	.12[g]	S	0	SO	W	B	1	C.0
	Voice	ES	7	2,052	.05	.08[g]	S	0	SO	W	B	1	C.0
	Voice	EX	8	2,152	.18	.07[g]	S	0	SO	W	B	1	C.0
	Voice	OI	11	2,781	.14	.16[g]	S	0	SO	W	B	1	C.0
	Voice: Prohibitive	A	2	699	.04	.13[g]	S	0	SO	W	B	0	C.0
	Voice: Prohibitive	C	4	1,143	.11	.08[g]	S	0	SO	W	B	0	C.0
	Voice: Prohibitive	ES	2	699	.08	.01[g]	S	0	SO	W	B	0	C.0
	Voice: Prohibitive	EX	2	699	.21	.01[g]	S	0	SO	W	B	0	C.0
	Voice: Prohibitive	OI	2	699	.13	.09[g]	S	0	SO	W	B	0	C.0
	Voice: Promotive	A	4	1,163	.03	.13[g]	S	0	SO	W	B	0	C.0
	Voice: Promotive	C	8	2,307	.13	.12[g]	S	0	SO	W	B	0	C.0
	Voice: Promotive	ES	5	1,353	.05	.10[g]	S	0	SO	W	B	0	C.0
	Voice: Promotive	EX	6	1,453	.24	.09[g]	S	0	SO	W	B	0	C.0
	Voice: Promotive	OI	9	2,082	.18	.18[g]	S	0	SO	W	B	0	C.0
Chiaburu et al. (2011)	Organizational citizenship behavior: Aggregate	A	47	10,308	.11	.11	S	0	O	W	B	0	C.2
	Organizational citizenship behavior: Aggregate	C	71	14,355	.14	.12	S	0	O	W	B	0	C.2
	Organizational citizenship behavior: Aggregate	ES	36	8,629	.10	.11	S	0	O	W	B	0	C.2
	Organizational citizenship behavior: Aggregate	EX	34	6,700	.07	.12	S	0	O	W	B	0	C.2
	Organizational citizenship behavior: Aggregate	OI	38	7,405	.11	.09	S	0	O	W	B	0	C.2
	Organizational citizenship behavior: Global measures	A	22	3,875	.10	.12	S	0	O	W	B	0	C.2
	Organizational citizenship behavior: Global measures	C	30	6,233	.15	.11	S	0	O	W	B	0	C.2
	Organizational citizenship behavior: Global measures	ES	18	4,303	.11	.13	S	0	O	W	B	0	C.2
	Organizational citizenship behavior: Global measures	EX	16	2,870	.05	.13	S	0	O	W	B	0	C.2
	Organizational citizenship behavior: Global measures	OI	11	2,185	.08	.10	S	0	O	W	B	0	C.2
	Organizational citizenship	A	8	1,396	-.02	.11	S	0	O	W	B	0	C.2

	behavior: Change												
	Organizational citizenship behavior: Change	C	17	2,629	.08	.11	S	0	O	W	B	0	C.2
	Organizational citizenship behavior: Change	ES	7	1,732	.06	.10	S	0	O	W	B	0	C.2
	Organizational citizenship behavior: Change	EX	6	1,144	.10	.06	S	0	O	W	B	0	C.2
	Organizational citizenship behavior: Change	OI	19	3,761	.11	.09	S	0	O	W	B	0	C.2
	Organizational citizenship behavior: Interpersonal	A	19	5,608	.13	.07	S	0	O	W	B	1	C.2
	Organizational citizenship behavior: Interpersonal	C	28	6,347	.16	.14	S	0	O	W	B	1	C.2
	Organizational citizenship behavior: Interpersonal	ES	13	3,073	.11	.08	S	0	O	W	B	1	C.2
	Organizational citizenship behavior: Interpersonal	EX	13	3,129	.07	.13	S	0	O	W	B	1	C.2
	Organizational citizenship behavior: Interpersonal	OI	10	2,049	.13	.10	S	0	O	W	B	1	C.2
	Organizational citizenship behavior: Organizational	A	15	4,598	.12	.11	S	0	O	W	B	1	C.2
	Organizational citizenship behavior: Organizational	C	20	4,025	.13	.09	S	0	O	W	B	1	C.2
	Organizational citizenship behavior: Organizational	ES	10	2,139	.08	.11	S	0	O	W	B	1	C.2
	Organizational citizenship behavior: Organizational	EX	9	2,017	.01	.10	S	0	O	W	B	1	C.2
	Organizational citizenship behavior: Organizational	OI	7	1,311	.13	.08	S	0	O	W	B	1	C.2
Choi et al. (2015)	Organizational commitment: Affective	A	29	9,283	.24	.13	S	B5	S	W	D	0	C.1
	Organizational commitment: Affective	C	38	11,041	.20	.15	S	B5	S	W	D	0	C.1
	Organizational commitment: Affective	ES	32	10,138	.20	.16	S	B5	S	W	D	0	C.1
	Organizational commitment: Affective	EX	26	7,996	.23	.08	S	B5	S	W	D	0	C.1

	Organizational commitment: Affective	OI	25	7,797	.07	.15	S	B5	S	W	D	0	C.1
	Organizational commitment: Continuance	A	14	4,315	.05	.12	S	B5	S	W	D	0	C.1
	Organizational commitment: Continuance	C	18	5,407	.02	.09	S	B5	S	W	D	0	C.1
	Organizational commitment: Continuance	ES	16	4,912	-.09	.11	S	B5	S	W	D	0	C.1
	Organizational commitment: Continuance	EX	15	3,564	-.06	.12	S	B5	S	W	D	0	C.1
	Organizational commitment: Continuance	OI	15	3,562	-.06	.11	S	B5	S	W	D	0	C.1
	Organizational commitment	A	10	2,007	.20	.07	S	B5	S	W	D	0	C.1
	Organizational commitment	C	12	2,782	.24	.14	S	B5	S	W	D	0	C.1
	Organizational commitment	ES	12	5,521	.16	.10	S	B5	S	W	D	0	C.1
	Organizational commitment	EX	11	4,835	.23	.10	S	B5	S	W	D	0	C.1
	Organizational commitment	OI	8	1,425	.15	.08	S	B5	S	W	D	0	C.1
	Organizational commitment: Normative	A	13	4,147	.20	.07	S	B5	S	W	D	0	C.1
	Organizational commitment: Normative	C	16	5,117	.14	.10	S	B5	S	W	D	0	C.1
	Organizational commitment: Normative	ES	15	4,744	.12	.12	S	B5	S	W	D	0	C.1
	Organizational commitment: Normative	EX	15	3,515	.16	.08	S	B5	S	W	D	0	C.1
	Organizational commitment: Normative	OI	15	3,513	.08	.10	S	B5	S	W	D	0	C.1
Clark et al. (2016)	Workaholism	A	5	1,807	-.01	.12	S	0	S	W	D	0	C.0
	Workaholism	C	5	1,807	.13	.15	S	0	S	W	D	0	C.0
	Workaholism	ES	4	1,647	-.05	.26	S	0	S	W	D	0	C.0
	Workaholism	EX	4	1,647	.05	.04	S	0	S	W	D	0	C.0
	Workaholism	OI	4	1,647	.05	.07	S	0	S	W	D	0	C.0
Clarke & Robertson (2005)	Accidents	A	14	3,528	-.05	.08	S	0	R	0	O	0	C.4
	Accidents	C	18	4,550	-.17	.11	S	0	R	0	O	0	C.4
	Accidents	ES	23	3,518	-.13	.12	S	0	R	0	O	0	C.4
	Accidents	EX	30	6,048	.10	.15	S	0	R	0	O	0	C.4

	Accidents	OI	10	1,147	.18	.28	S	0	R	0	O	0	C.4
	Accidents: Vehicular	A	7	3,108	-.13	.05	S	0	R	0	O	0	C.4
	Accidents: Vehicular	C	9	3,425	-.16	.03	S	0	R	0	O	0	C.4
	Accidents: Vehicular	ES	8	1,460	-.06	.05	S	0	R	0	O	0	C.4
	Accidents: Vehicular	EX	16	4,424	.15	.08	S	0	R	0	O	0	C.4
	Accidents: Vehicular	OI	3	577	.08	.08	S	0	R	0	O	0	C.4
Connor-Smith & Flachsbart (2007)	Coping: Broad disengagement	A	29	9,063	-.13	.05[g]	S	0	S	0	B	0	C.4
	Coping: Broad disengagement	C	35	13,236	-.15	.06[g]	S	0	S	0	B	0	C.4
	Coping: Broad disengagement	ES	86	20,009	-.27	.07[g]	S	0	S	0	B	0	C.4
	Coping: Broad disengagement	EX	57	16,337	-.04	.08[g]	S	0	S	0	B	0	C.4
	Coping: Broad disengagement	OI	29	8,770	-.02	.05[g]	S	0	S	0	B	0	C.4
	Coping: Narrow disengagement	A	10	1,837	-.07	.08[g]	S	0	S	0	B	0	C.4
	Coping: Narrow disengagement	C	11	2,002	-.10	.08[g]	S	0	S	0	B	0	C.4
	Coping: Narrow disengagement	ES	33	5,444	-.28	.07[g]	S	0	S	0	B	0	C.4
	Coping: Narrow disengagement	EX	22	3,650	-.04	.07[g]	S	0	S	0	B	0	C.4
	Coping: Narrow disengagement	OI	10	1,964	-.05	.06[g]	S	0	S	0	B	0	C.4
	Coping: Narrow disengagement, Denial	A	6	1,358	-.12	.07[g]	S	0	S	0	B	0	C.4
	Coping: Narrow disengagement, Denial	C	6	1,358	-.17	.06[g]	S	0	S	0	B	0	C.4
	Coping: Narrow disengagement, Denial	ES	21	3,407	-.18	.07[g]	S	0	S	0	B	0	C.4
	Coping: Narrow disengagement, Denial	EX	16	2,685	-.02	.07[g]	S	0	S	0	B	0	C.4
	Coping: Narrow disengagement, Denial	OI	8	1,754	-.07	.07[g]	S	0	S	0	B	0	C.4
	Coping: Narrow disengagement, Withdrawal	A	4	479	.08	.09[g]	S	0	S	0	B	0	C.4
	Coping: Narrow disengagement, Withdrawal	C	4	479	.01	.09[g]	S	0	S	0	B	0	C.4
	Coping: Narrow disengagement, Withdrawal	ES	7	910	-.29	.07[g]	S	0	S	0	B	0	C.4
	Coping: Narrow disengagement, Withdrawal	EX	6	836	-.05	.09[g]	S	0	S	0	B	0	C.4
	Coping: Narrow disengagement, Withdrawal	OI	4	606	.10	.08[g]	S	0	S	0	B	0	C.4

Coping: Broad engagement	A	45	11,392	.05	.07[g]	S	0	S	0	B	0	C.1
Coping: Broad engagement	C	55	14,298	.11	.06[g]	S	0	S	0	B	0	C.1
Coping: Broad engagement	ES	136	24,463	.00	.06[g]	S	0	S	0	B	0	C.1
Coping: Broad engagement	EX	97	20,995	.15	.08[g]	S	0	S	0	B	0	C.1
Coping: Broad engagement	OI	49	12,317	.10	.05[g]	S	0	S	0	B	0	C.1
Coping: Primary control	A	39	10,526	.07	.06[g]	S	0	S	0	B	0	C.1
Coping: Primary control	C	44	12,647	.18	.07[g]	S	0	S	0	B	0	C.1
Coping: Primary control	ES	107	20,144	.06	.08[g]	S	0	S	0	B	0	C.1
Coping: Primary control	EX	77	17,377	.19	.07[g]	S	0	S	0	B	0	C.1
Coping: Primary control	OI	42	10,937	.11	.07[g]	S	0	S	0	B	0	C.1
Coping: Primary control, Emotion regulation	A	12	4,675	.01	.06[g]	S	0	S	0	B	0	C.1
Coping: Primary control, Emotion regulation	C	13	4,840	.08	.06[g]	S	0	S	0	B	0	C.1
Coping: Primary control, Emotion regulation	ES	30	7,074	.00	.07[g]	S	0	S	0	B	0	C.1
Coping: Primary control, Emotion regulation	EX	22	5,959	.03	.07[g]	S	0	S	0	B	0	C.1
Coping: Primary control, Emotion regulation	OI	14	5,071	.06	.07[g]	S	0	S	0	B	0	C.1
Coping: Primary control, Emotional social support	A	9	1,663	.12	.07[g]	S	0	S	0	B	0	C.1
Coping: Primary control, Emotional social support	C	9	1,663	.06	.07[g]	S	0	S	0	B	0	C.1
Coping: Primary control, Emotional social support	ES	15	2,599	-.11	.07[g]	S	0	S	0	B	0	C.1
Coping: Primary control, Emotional social support	EX	11	1,936	.25	.07[g]	S	0	S	0	B	0	C.1
Coping: Primary control, Emotional social support	OI	9	1,663	.08	.07[g]	S	0	S	0	B	0	C.1
Coping: Primary control, Instrumental social support	A	8	1,568	.08	.07[g]	S	0	S	0	B	0	C.1
Coping: Primary control, Instrumental social support	C	8	1,568	.08	.07[g]	S	0	S	0	B	0	C.1
Coping: Primary control, Instrumental social support	ES	15	2,702	-.03	.08[g]	S	0	S	0	B	0	C.1
Coping: Primary control,	EX	12	2,237	.22	.07[g]	S	0	S	0	B	0	C.1

Instrumental social support												
Coping: Primary control, Instrumental social support	OI	10	1,964	.06	.07[g]	S	0	S	0	B	0	C.1
Coping: Primary control, Mixed social support	A	20	7,207	.11	.06[g]	S	0	S	0	B	0	C.1
Coping: Primary control, Mixed social support	C	23	9,110	.09	.06[g]	S	0	S	0	B	0	C.1
Coping: Primary control, Mixed social support	ES	43	10,012	.01	.07[g]	S	0	S	0	B	0	C.1
Coping: Primary control, Mixed social support	EX	35	10,533	.24	.06[g]	S	0	S	0	B	0	C.1
Coping: Primary control, Mixed social support	OI	18	6,854	.06	.05[g]	S	0	S	0	B	0	C.1
Coping: Primary control, Problem solving	A	37	10,159	.09	.08[g]	S	0	S	0	B	0	C.1
Coping: Primary control, Problem solving	C	41	10,454	.30	.07[g]	S	0	S	0	B	0	C.1
Coping: Primary control, Problem solving	ES	97	18,940	.13	.05[g]	S	0	S	0	B	0	C.1
Coping: Primary control, Problem solving	EX	70	14,844	.20	.06[g]	S	0	S	0	B	0	C.1
Coping: Primary control, Problem solving	OI	38	10,512	.14	.06[g]	S	0	S	0	B	0	C.1
Coping: Secondary control	A	26	8,601	.07	.07[g]	S	0	S	0	B	0	C.1
Coping: Secondary control	C	29	8,843	.09	.07[g]	S	0	S	0	B	0	C.1
Coping: Secondary control	ES	65	12,474	.03	.06[g]	S	0	S	0	B	0	C.1
Coping: Secondary control	EX	48	10,793	.15	.09[g]	S	0	S	0	B	0	C.1
Coping: Secondary control	OI	29	9,013	.11	.07[g]	S	0	S	0	B	0	C.1
Coping: Secondary control, Acceptance	A	9	1,663	.08	.08[g]	S	0	S	0	B	0	C.1
Coping: Secondary control, Acceptance	C	9	1,663	.07	.08[g]	S	0	S	0	B	0	C.1
Coping: Secondary control, Acceptance	ES	17	2,827	.10	.07[g]	S	0	S	0	B	0	C.1
Coping: Secondary control, Acceptance	EX	11	1,936	.02	.08[g]	S	0	S	0	B	0	C.1
Coping: Secondary control,	OI	9	1,663	.07	.08[g]	S	0	S	0	B	0	C.1

Acceptance												
Coping: Secondary control, Cognitive restructuring	A	18	6,648	.14	.05[g]	S	0	S	0	B	0	C.1
Coping: Secondary control, Cognitive restructuring	C	18	6,754	.20	.05[g]	S	0	S	0	B	0	C.1
Coping: Secondary control, Cognitive restructuring	ES	43	9,419	.16	.07[g]	S	0	S	0	B	0	C.1
Coping: Secondary control, Cognitive restructuring	EX	32	8,255	.22	.07[g]	S	0	S	0	B	0	C.1
Coping: Secondary control, Cognitive restructuring	OI	20	7,038	.15	.06[g]	S	0	S	0	B	0	C.1
Coping: Secondary control, Distraction	A	16	3,541	-.05	.06[g]	S	0	S	0	B	0	C.1
Coping: Secondary control, Distraction	C	18	3,638	-.07	.08[g]	S	0	S	0	B	0	C.1
Coping: Secondary control, Distraction	ES	41	6,487	-.17	.08[g]	S	0	S	0	B	0	C.1
Coping: Secondary control, Distraction	EX	29	4,987	.09	.08[g]	S	0	S	0	B	0	C.1
Coping: Secondary control, Distraction	OI	20	4,034	.05	.08[g]	S	0	S	0	B	0	C.1
Coping: Mixed emotion focus	A	8	645	-.09	.11[g]	S	0	S	0	B	0	C.1
Coping: Mixed emotion focus	C	8	645	-.13	.11[g]	S	0	S	0	B	0	C.1
Coping: Mixed emotion focus	ES	27	3,109	-.22	.09[g]	S	0	S	0	B	0	C.1
Coping: Mixed emotion focus	EX	20	2,369	.08	.09[g]	S	0	S	0	B	0	C.1
Coping: Mixed emotion focus	OI	10	1041	.10	.10[g]	S	0	S	0	B	0	C.1
Coping: Negative emotion focus	A	16	4,877	-.09	.06[g]	S	0	S	0	B	0	C.1
Coping: Negative emotion focus	C	19	6,800	-.14	.06[g]	S	0	S	0	B	0	C.1
Coping: Negative emotion focus	ES	54	9,994	-.41	.07[g]	S	0	S	0	B	0	C.1
Coping: Negative emotion focus	EX	36	9,392	-.05	.08[g]	S	0	S	0	B	0	C.1
Coping: Negative emotion focus	OI	20	5,370	.03	.07[g]	S	0	S	0	B	0	C.1
Coping: Religious	A	9	1,901	.12	.07[g]	S	0	S	0	B	0	C.1
Coping: Religious	C	9	1,901	.09	.07[g]	S	0	S	0	B	0	C.1
Coping: Religious	ES	20	3,564	-.01	.08[g]	S	0	S	0	B	0	C.1
Coping: Religious	EX	13	2,570	.02	.07[g]	S	0	S	0	B	0	C.1
Coping: Religious	OI	11	2,297	-.12	.07[g]	S	0	S	0	B	0	C.1
Coping: Substance use	A	11	3,279	-.18	.05[g]	S	0	S	0	B	0	C.4

	Coping: Substance use	C	14	6,810	-.18	.05[g]	S	0	S	0	B	0	C.4
	Coping: Substance use	ES	24	7,110	-.28	.05[g]	S	0	S	0	B	0	C.4
	Coping: Substance use	EX	17	6,774	-.04	.05[g]	S	0	S	0	B	0	C.4
	Coping: Substance use	OI	12	2,983	.04	.06[g]	S	0	S	0	B	0	C.4
Conway et al. (2001)	Overall job performance: Peer-ratings	A	17	5,243	.10	.11	S	0	O.2	W	B	0	C.2
	Overall job performance: Peer-ratings	C	12	3,504	.12[f]	.16[k]	S	0	O.2	W	B	0	C.2
	Overall job performance: Peer-ratings	ES	22	5,410	.09	.10	S	0	O.2	W	B	0	C.2
	Overall job performance: Peer-ratings	EX	12	3,739	.11[f]	.07[k]	S	0	O.2	W	B	0	C.2
	Overall job performance: Peer-ratings	OI	13	4,835	.02	.07	S	0	O.2	W	B	0	C.2
	Overall job performance: Subordinate-ratings	A	11	3,568	.08	.14	S	0	O.3	W	B	0	C.2
	Overall job performance: Subordinate-ratings	C	10	3,790	.01[f]	.06[k]	S	0	O.3	W	B	0	C.2
	Overall job performance: Subordinate-ratings	ES	6	2,243	.06	.04	S	0	O.3	W	B	0	C.2
	Overall job performance: Subordinate-ratings	EX	8	2,444	.05[f]	.04[k]	S	0	O.3	W	B	0	C.2
	Overall job performance: Subordinate-ratings	OI	12	3,685	.04	.06	S	0	O.3	W	B	0	C.2
Credé et al. (2010)	Academic attendance	A	6	1,874	.02	.13[h]	S	0	S	W	B	0	C.2
	Academic attendance	C	6	1,874	.22	.11[h]	S	0	S	W	B	0	C.2
	Academic attendance	ES	6	1,874	-.01	.11[h]	S	0	S	W	B	0	C.2
	Academic attendance	EX	8	2,144	-.09	.08[h]	S	0	S	W	B	0	C.2
	Academic attendance	OI	6	1,874	-.02	.08[h]	S	0	S	W	B	0	C.2
Darr (2011)	Counterproductive work behavior: Self-ratings, Military	A	3	965	-.15	.11[g]	S	B5	S	W	B	2	C.4
	Counterproductive work behavior: Self-ratings, Military	C	4	1,427	-.19	.09[g]	S	B5	S	W	B	2	C.4
	Counterproductive work behavior: Self-ratings, Military	ES	3	965	-.23	.08[g]	S	B5	S	W	B	2	C.4
	Counterproductive work behavior: Self-ratings, Military	EX	3	965	-.09	.09[g]	S	B5	S	W	B	2	C.4

	Counterproductive work behavior: Self-ratings, Military	OI	4	1,427	-.10	.05[g]	S	B5	S	W	B	2	C.4
	Overall job performance: Military	A	5	1,393	.09	.09[g]	S	B5	O.1	W	B	2	C.2
	Overall job performance: Military	C	6	1,774	.23	.06[g]	S	B5	O.1	W	B	2	C.2
	Overall job performance: Military	ES	6	1,774	.16	.08[g]	S	B5	O.1	W	B	2	C.2
	Overall job performance: Military	EX	6	1,774	.13	.09[g]	S	B5	O.1	W	B	2	C.2
	Overall job performance: Military	OI	5	1,393	-.01	.08[g]	S	B5	O.1	W	B	2	C.2
	Training performance: Military	A	12	2,744	-.02	.06[g]	S	B5	O.1	W	B	2	C.2
	Training performance: Military	C	12	2,744	.12	.06[g]	S	B5	O.1	W	B	2	C.2
	Training performance: Military	ES	12	2,744	.09	.09[g]	S	B5	O.1	W	B	2	C.2
	Training performance: Military	EX	12	2,744	.05	.10[g]	S	B5	O.1	W	B	2	C.2
	Training performance: Military	OI	12	2,744	.05	.07[g]	S	B5	O.1	W	B	2	C.2
Deinert et al. (2015)	Transformational leadership	A	18	2,566	.12	.17	S	0	SO	W	B	2	C.3
	Transformational leadership	C	17	2,421	.21	.20	S	0	SO	W	B	2	C.3
	Transformational leadership	ES	19	2,593	.17	.12	S	0	SO	W	B	2	C.3
	Transformational leadership	EX	18	2,378	.23	.22	S	0	SO	W	B	2	C.3
	Transformational leadership	OI	21	3,392	.15	.18	S	0	SO	W	B	2	C.3
	Transformational leadership: Idealized influence	A	6	845	.20	.10	S	0	SO	W	B	0	C.3
	Transformational leadership: Idealized influence	C	6	845	.08	.08	S	0	SO	W	B	0	C.3
	Transformational leadership: Idealized influence	ES	6	845	.10	.08	S	0	SO	W	B	0	C.3
	Transformational leadership: Idealized influence	EX	5	623	.15	.12	S	0	SO	W	B	0	C.3
	Transformational leadership: Idealized influence	OI	5	623	.14	.08	S	0	SO	W	B	0	C.3
	Transformational leadership: Individualized consideration	A	5	623	.15	.12	S	0	SO	W	B	2	C.3
	Transformational leadership: Individualized consideration	C	5	623	.00	.09	S	0	SO	W	B	2	C.3
	Transformational leadership:	ES	5	623	.05	.04	S	0	SO	W	B	2	C.3

	Individualized consideration												
	Transformational leadership: Individualized consideration	EX	5	623	.07	.15	S	0	SO	W	B	2	C.3
	Transformational leadership: Individualized consideration	OI	5	623	.14	.15	S	0	SO	W	B	2	C.3
	Transformational leadership: Inspirational motivation	A	6	812	.15	.09	S	0	SO	W	B	0	C.3
	Transformational leadership: Inspirational motivation	C	6	812	-.01	.05	S	0	SO	W	B	0	C.3
	Transformational leadership: Inspirational motivation	ES	6	812	.09	.05	S	0	SO	W	B	0	C.3
	Transformational leadership: Inspirational motivation	EX	6	812	.16	.11	S	0	SO	W	B	0	C.3
	Transformational leadership: Inspirational motivation	OI	6	812	.17	.10	S	0	SO	W	B	0	C.3
	Transformational leadership: Intellectual stimulation	A	6	745	.07	.16	S	0	SO	W	B	2	C.3
	Transformational leadership: Intellectual stimulation	C	6	745	-.02	.04	S	0	SO	W	B	2	C.3
	Transformational leadership: Intellectual stimulation	ES	6	745	.05	.14	S	0	SO	W	B	2	C.3
	Transformational leadership: Intellectual stimulation	EX	6	745	.05	.13	S	0	SO	W	B	2	C.3
	Transformational leadership: Intellectual stimulation	OI	6	745	.09	.16	S	0	SO	W	B	2	C.3
DeRue et al. (2011)	Leadership behavior: Consideration	A	4	635	.18[c]	.29[h]	S	0	O.3	W	B	0	C.3
	Leadership behavior: Consideration	C	4	635	.21[c]	.12[h]	S	0	O.3	W	B	0	C.3
	Leadership behavior: Consideration	ES	4	635	.11[c]	.15[h]	S	0	O.3	W	B	0	C.3
	Leadership behavior: Consideration	EX	4	635	.24[c]	.19[h]	S	0	O.3	W	B	0	C.3
	Leadership behavior: Consideration	OI	4	635	.03[c]	.12[h]	S	0	O.3	W	B	0	C.3
	Leadership behavior: Initiating structure	A	4	635	-.01[c]	.23[h]	S	0	O.3	W	B	0	C.3

Leadership behavior: Initiating structure	C	4	635	.17[c]	.13[h]	S	0	O.3	W	B	0	C.3
Leadership behavior: Initiating structure	ES	4	635	.07[c]	.14[h]	S	0	O.3	W	B	0	C.3
Leadership behavior: Initiating structure	EX	4	635	.14[c]	.10[h]	S	0	O.3	W	B	0	C.3
Leadership behavior: Initiating structure	OI	2	843	.01[c]	.12[h]	S	0	O.3	W	B	0	C.3
Leadership effectiveness: Group performance	A	2	84	.13[c]	.20[h]	S	0	OR	W	O	1	C.3
Leadership effectiveness: Group performance	C	5	203	.21[c]	.23[h]	S	0	OR	W	O	1	C.3
Leadership effectiveness: Group performance	ES	1	50	-.02[c]	-	S	0	OR	W	O	1	C.3
Leadership effectiveness: Group performance	EX	3	135	.00[c]	.19[h]	S	0	OR	W	O	1	C.3
Leadership effectiveness: Group performance	OI	2	117	.09[c]	.17[h]	S	0	OR	W	O	1	C.3
Leadership effectiveness: Subordinate job satisfaction	A	2	300	.01[c]	.13[h]	S	0	O.3	W	O	0	C.3
Leadership effectiveness: Subordinate job satisfaction	C	2	300	-.06[c]	.11[h]	S	0	O.3	W	O	0	C.3
Leadership effectiveness: Subordinate job satisfaction	ES	2	300	.02[c]	.11[h]	S	0	O.3	W	O	0	C.3
Leadership effectiveness: Subordinate job satisfaction	EX	2	300	.06[c]	.11[h]	S	0	O.3	W	O	0	C.3
Leadership effectiveness: Subordinate job satisfaction	OI	2	300	.00[c]	.11[h]	S	0	O.3	W	O	0	C.3
Leadership effectiveness: Satisfaction with leader	A	2	300	.17[c]	.11[h]	S	0	O.3	W	O	0	C.3
Leadership effectiveness: Satisfaction with leader	C	3	1,078	-.02[c]	.07[h]	S	0	O.3	W	O	0	C.3
Leadership effectiveness: Satisfaction with leader	ES	3	1,078	.06[c]	.08[h]	S	0	O.3	W	O	0	C.3
Leadership effectiveness: Satisfaction with leader	EX	3	1,078	.02[c]	.07[h]	S	0	O.3	W	O	0	C.3
Leadership effectiveness:	OI	3	400	.02[c]	.15[h]	S	0	O.3	W	O	0	C.3

	Satisfaction with leader												
	Leadership	A	45	10,507	.05[c]	.08	S	0	OR	W	B/O	1	C.3
	Leadership	C	39	10,056	.20[c]	.07	S	0	OR	W	B/O	1	C.3
	Leadership	ES	51	8,960	.17[c]	.09	S	0	OR	W	B/O	1	C.3
	Leadership	EX	63	12,640	.22[c]	.08	S	0	OR	W	B/O	1	C.3
	Leadership	OI	39	7,762	.17[c]	.09	S	0	OR	W	B/O	1	C.3
Dilchert & Ones (2008)	Assessment center dimension: Communication	A	2	4,776	.08	.02	S	B5	O.4	W	B	2	C.3
	Assessment center dimension: Communication	C	2	4,776	-.05	.00	S	B5	O.4	W	B	2	C.3
	Assessment center dimension: Communication	ES	2	4,776	.04	.02	S	B5	O.4	W	B	2	C.3
	Assessment center dimension: Communication	EX	2	4,776	.00	.02	S	B5	O.4	W	B	2	C.3
	Assessment center dimension: Communication	OI	2	4,776	-.01	.02	S	B5	O.4	W	B	2	C.3
	Assessment center dimension: Consideration of others	A	2	4,776	.27	.02	S	B5	O.4	W	B	2	C.3
	Assessment center dimension: Consideration of others	C	2	4,776	.07	.01	S	B5	O.4	W	B	2	C.3
	Assessment center dimension: Consideration of others	ES	2	4,776	.20	.00	S	B5	O.4	W	B	2	C.3
	Assessment center dimension: Consideration of others	EX	2	4,776	.16	.00	S	B5	O.4	W	B	2	C.3
	Assessment center dimension: Consideration of others	OI	2	4,776	.06	.01	S	B5	O.4	W	B	2	C.3
	Assessment center dimension: Drive	A	2	4,776	.26	.04	S	B5	O.4	W	B	2	C.2
	Assessment center dimension: Drive	C	2	4,776	.31	.05	S	B5	O.4	W	B	2	C.2
	Assessment center dimension: Drive	ES	2	4,776	.31	.04	S	B5	O.4	W	B	2	C.2
	Assessment center dimension: Drive	EX	2	4,776	.48	.03	S	B5	O.4	W	B	2	C.2
	Assessment center dimension: Drive	OI	2	4,776	.32	.02	S	B5	O.4	W	B	2	C.2
	Assessment center dimension:	A	2	4,776	.27	.01	S	B5	O.4	W	B	2	C.3

Influencing others												
Assessment center dimension: Influencing others	C	2	4,776	.10	.01	S	B5	O.4	W	B	2	C.3
Assessment center dimension: Influencing others	ES	2	4,776	.24	.02	S	B5	O.4	W	B	2	C.3
Assessment center dimension: Influencing others	EX	2	4,776	.27	.02	S	B5	O.4	W	B	2	C.3
Assessment center dimension: Influencing others	OI	2	4,776	.19	.02	S	B5	O.4	W	B	2	C.3
Assessment center dimension: Organizing and planning	A	2	4,776	.12	.04	S	B5	O.4	W	B	2	C.2
Assessment center dimension: Organizing and planning	C	2	4,776	.24	.03	S	B5	O.4	W	B	2	C.2
Assessment center dimension: Organizing and planning	ES	2	4,776	.14	.02	S	B5	O.4	W	B	2	C.2
Assessment center dimension: Organizing and planning	EX	2	4,776	.17	.00	S	B5	O.4	W	B	2	C.2
Assessment center dimension: Organizing and planning	OI	2	4,776	.14	.02	S	B5	O.4	W	B	2	C.2
Assessment center dimension: Problem solving	A	2	4,776	.05	.01	S	B5	O.4	W	B	2	C.2
Assessment center dimension: Problem solving	C	2	4,776	-.05	.02	S	B5	O.4	W	B	2	C.2
Assessment center dimension: Problem solving	ES	2	4,776	.09	.00	S	B5	O.4	W	B	2	C.2
Assessment center dimension: Problem solving	EX	2	4,776	.11	.05	S	B5	O.4	W	B	2	C.2
Assessment center dimension: Problem solving	OI	2	4,776	.18	.00	S	B5	O.4	W	B	2	C.2
Assessment center dimension: Stress tolerance	A	2	4,776	.24	.02	S	B5	O.4	W	B	2	C.2
Assessment center dimension: Stress tolerance	C	2	4,776	.16	.07	S	B5	O.4	W	B	2	C.2
Assessment center dimension: Stress tolerance	ES	2	4,776	.50	.01	S	B5	O.4	W	B	2	C.2
Assessment center dimension: Stress tolerance	EX	2	4,776	.33	.14	S	B5	O.4	W	B	2	C.2

	Assessment center dimension: Stress tolerance	OI	2	4,776	.17	.09	S	B5	O.4	W	B	2	C.2
Dulebohn et al. (2012)	Leader-member exchange	A	9	2,290	.16	.08[h]	S	0	S	W	D	0	C.1
	Leader-member exchange	C	9	2,075	.17	.07[h]	S	0	S	W	D	0	C.1
	Leader-member exchange	ES	6	1,456	-.10	.14[h]	S	0	S	W	D	0	C.1
	Leader-member exchange	EX	11	2,919	.13	.09[h]	S	0	S	W	D	0	C.1
	Leader-member exchange	OI	5	1,249	-.02	.11[h]	S	0	S	W	D	0	C.1
Giluk & Postlethwaite (2015)	Academic dishonesty	A	13	4,423	-.11	.09	S	B5	S	W	B	0	C.4
	Academic dishonesty	C	16	5,154	-.18	.09	S	B5	S	W	B	0	C.4
	Academic dishonesty	ES	16	5,045	-.02	.09	S	B5	S	W	B	0	C.4
	Academic dishonesty	EX	13	4,424	.04	.09	S	B5	S	W	B	0	C.4
	Academic dishonesty	OI	13	4,424	-.06	.08	S	B5	S	W	B	0	C.4
Heller et al. (2004)	Marital satisfaction	A	19	3,071	.24	.07[h]	S	0	S	0	D	0	C.1
	Marital satisfaction	C	6	1,201	.22	.07[h]	S	0	S	0	D	0	C.1
	Marital satisfaction	ES	40	7,640	.26	.17[h]	S	0	S	0	D	0	C.1
	Marital satisfaction	EX	22	3,372	.14	.09[h]	S	0	S	0	D	0	C.1
	Marital satisfaction	OI	5	1,154	.08	.07[h]	S	0	S	0	D	0	C.1
Hoffman et al. (2015)	Assessment center exercise: Case analysis	A	3	358	-.06	.10[h]	S	0	O.4	W	B	0	C.2
	Assessment center exercise: Case analysis	C	3	358	.04	.10[h]	S	0	O.4	W	B	0	C.2
	Assessment center exercise: Case analysis	ES	3	358	.06	.11[h]	S	0	O.4	W	B	0	C.2
	Assessment center exercise: Case analysis	EX	3	358	-.03	.10[h]	S	0	O.4	W	B	0	C.2
	Assessment center exercise: Case analysis	OI	2	254	.17	.10[h]	S	0	O.4	W	B	0	C.2
	Assessment center exercise: In-basket	A	4	606	-.02	.10[h]	S	0	O.4	W	B	0	C.2
	Assessment center exercise: In-basket	C	4	717	.13	.12[h]	S	0	O.4	W	B	0	C.2
	Assessment center exercise: In-basket	ES	4	717	.04	.09[h]	S	0	O.4	W	B	0	C.2
	Assessment center exercise: In-basket	EX	7	1,067	.06	.09[h]	S	0	O.4	W	B	0	C.2

	Assessment center exercise: In-basket	OI	5	795	.11	.11[h]	S	0	O.4	W	B	0	C.2
	Assessment center exercise: Leaderless group discuss	A	10	2,563	.00	.09[h]	S	0	O.4	W	B	0	C.2
	Assessment center exercise: Leaderless group discuss	C	10	2,801	.04	.11[h]	S	0	O.4	W	B	0	C.2
	Assessment center exercise: Leaderless group discuss	ES	11	2,888	.08	.07[h]	S	0	O.4	W	B	0	C.2
	Assessment center exercise: Leaderless group discuss	EX	13	3,105	.13	.11[h]	S	0	O.4	W	B	0	C.2
	Assessment center exercise: Leaderless group discuss	OI	10	2,801	.09	.07[h]	S	0	O.4	W	B	0	C.2
	Assessment center exercise: Oral presentation	A	2	270	-.10	.12[h]	S	0	O.4	W	B	0	C.2
	Assessment center exercise: Oral presentation	C	3	602	.09	.08[h]	S	0	O.4	W	B	0	C.2
	Assessment center exercise: Oral presentation	ES	3	602	.06	.07[h]	S	0	O.4	W	B	0	C.2
	Assessment center exercise: Oral presentation	EX	3	602	.13	.10[h]	S	0	O.4	W	B	0	C.2
	Assessment center exercise: Oral presentation	OI	2	498	.09	.08[h]	S	0	O.4	W	B	0	C.2
	Assessment center exercise: Role-play	A	4	1,087	.01	.08[h]	S	0	O.4	W	B	0	C.2
	Assessment center exercise: Role-play	C	5	1,413	.02	.08[h]	S	0	O.4	W	B	0	C.2
	Assessment center exercise: Role-play	ES	5	1,413	.03	.07[h]	S	0	O.4	W	B	0	C.2
	Assessment center exercise: Role-play	EX	5	1,413	.10	.07[h]	S	0	O.4	W	B	0	C.2
	Assessment center exercise: Role-play	OI	4	1,309	.11	.08[h]	S	0	O.4	W	B	0	C.2
Hough (1992)	Educational success	A	15	7,330	.01	.05[j]	S	0	SR	W	B	0	C.2
	Educational success	C	37	15,650	.24[f]	.05[j]	S	0	SR	W	B	0	C.2
	Educational success	ES	162	70,588	.20	.05[j]	S	0	SR	W	B	0	C.2
	Educational success	EX	69	33,005	.09[f]	.05[j]	S	0	SR	W	B	0	C.2
	Educational success	OI	8	3,628	.13	.05[j]	S	0	SR	W	B	0	C.2

	Creativity	A	3	174	-.29	.12[j]	S	0	OR	W	B/O	0	C.2
	Creativity	C	4	192	.04[f]	.13[j]	S	0	OR	W	B/O	0	C.2
	Creativity	ES	8	442	-.05	.13[j]	S	0	OR	W	B/O	0	C.2
	Creativity	EX	7	333	-.03[f]	.14[j]	S	0	OR	W	B/O	0	C.2
	Creativity	OI	1	58	.07	-	S	0	OR	W	B/O	0	C.2
	Demonstrating effort	A	1	7,666	.15	-	S	0	O.1	W	B	2	C.0
	Demonstrating effort	C	8	20,469	.21[f]	.02[j]	S	0	O.1	W	B	2	C.0
	Demonstrating effort	ES	15	9,562	.16	.04[j]	S	0	O.1	W	B	2	C.0
	Demonstrating effort	EX	9	8,912	.12[f]	.03[j]	S	0	O.1	W	B	2	C.0
	Demonstrating effort	OI	1	667	.11	-	S	0	O.1	W	B	2	C.0
	General performance	A	87	22,060	.05	.06[j]	S	0	O.1	W	B	1	C.2
	General performance	C	85	24,464	.14[f]	.06[j]	S	0	O.1	W	B	1	C.2
	General performance	ES	182	35,148	.09	.07[j]	S	0	O.1	W	B	1	C.2
	General performance	EX	149	34,633	.07[f]	.07[j]	S	0	O.1	W	B	1	C.2
	General performance	OI	46	11,297	.01	.06[j]	S	0	O.1	W	B	1	C.2
	Irresponsible behavior	A	4	24,259	-.08	.01[j]	S	0	OR	W	B/O	1	C.4
	Irresponsible behavior	C	37	59,076	-.25[f]	.02[j]	S	0	OR	W	B/O	1	C.4
	Irresponsible behavior	ES	9	21,431	-.15	.02[j]	S	0	OR	W	B/O	1	C.4
	Irresponsible behavior	EX	8	19,623	-.03[f]	.02[j]	S	0	OR	W	B/O	1	C.4
	Irresponsible behavior	OI	2	1,414	-.15	.04[j]	S	0	OR	W	B/O	1	C.4
	Teamwork	A	7	329	.17	.14[j]	S	0	O	W	B	0	C.2
	Teamwork	C	14	787	.18[f]	.13[j]	S	0	O	W	B	0	C.2
	Teamwork	ES	31	2,067	.13	.12[j]	S	0	O	W	B	0	C.2
	Teamwork	EX	39	2,307	.08[f]	.13[j]	S	0	O	W	B	0	C.2
	Teamwork	OI	1	667	.11	-	S	0	O	W	B	0	C.2
	Training success	A	7	988	.08	.08[j]	S	0	O.1	W	B	0	C.2
	Training success	C	22	2,935	.19[f]	.08[j]	S	0	O.1	W	B	0	C.2
	Training success	ES	69	8,685	.12	.09[j]	S	0	O.1	W	B	0	C.2
	Training success	EX	70	8,389	.07[f]	.09[j]	S	0	O.1	W	B	0	C.2
	Training success	OI	35	8,744	.02	.06[j]	S	0	O.1	W	B	0	C.2
Hoyle et al. (2000)	Sexual risk-taking: Aggregate	A	6	2044	-.20[e]	.03	S	0	S	0	B/O	0	C.4
	Sexual risk-taking: Aggregate	C	5	1,977	-.12	.03	S	0	S	0	B/O	0	C.4
	Sexual risk-taking: Aggregate	ES	14	5,686	-.05[e]	.06	S	0	S	0	B/O	0	C.4
	Sexual risk-taking: Aggregate	EX	12	5,097	.06[e]	.06	S	0	S	0	B/O	0	C.4
	Sexual risk-taking: Aggregate	OI	5	1,977	.00	.04	S	0	S	0	B/O	0	C.4
	Sexual risk-taking: High-risk sexual encounter	A	4	1,164	-.22[e]	.03	S	0	S	0	B	0	C.4

	Sexual risk-taking: High-risk sexual encounter	C	3	1,097	-.11	.05	S	0	S	0	B	0	C.4
	Sexual risk-taking: High-risk sexual encounter	ES	11	4,284	-.06[e]	.04	S	0	S	0	B	0	C.4
	Sexual risk-taking: High-risk sexual encounter	EX	10	4,217	.09[e]	.06	S	0	S	0	B	0	C.4
	Sexual risk-taking: High-risk sexual encounter	OI	3	1,097	.04	.05	S	0	S	0	B	0	C.4
	Sexual risk-taking: Number of sexual partners	A	4	1,011	-.17[e]	.03	S	0	S	0	O	0	C.4
	Sexual risk-taking: Number of sexual partners	C	3	944	-.08	.06	S	0	S	0	O	0	C.4
	Sexual risk-taking: Number of sexual partners	ES	4	1,011	-.12[e]	.05	S	0	S	0	O	0	C.4
	Sexual risk-taking: Number of sexual partners	EX	3	944	.01[e]	.06	S	0	S	0	O	0	C.4
	Sexual risk-taking: Number of sexual partners	OI	3	944	-.06	.06	S	0	S	0	O	0	C.4
	Sexual risk-taking: Unprotected sex	A	2	470	-.23[e]	.06	S	0	S	0	B	0	C.4
	Sexual risk-taking: Unprotected sex	C	2	470	-.26	.06	S	0	S	0	B	0	C.4
	Sexual risk-taking: Unprotected sex	ES	5	2,562	.00[e]	.09	S	0	S	0	B	0	C.4
	Sexual risk-taking: Unprotected sex	EX	4	2,040	.04[e]	.07	S	0	S	0	B	0	C.4
	Sexual risk-taking: Unprotected sex	OI	2	470	-.01	.06	S	0	S	0	B	0	C.4
Huang et al. (2014)	Adaptive performance: HPI	A	71	7,535	.12	.11[g]	S	0	O.1	W	B	2	C.2
	Adaptive performance: HPI	C	71	7,535	.07	.17[g]	S	0	O.1	W	B	2	C.2
	Adaptive performance: HPI	ES	71	7,535	.08	.11[g]	S	0	O.1	W	B	2	C.2
	Adaptive performance: HPI	EX	71	7,535	.07[f]	.13[k]	S	0	O.1	W	B	2	C.2
	Adaptive performance: HPI	OI	70	7,465	.05[f]	.14[k]	S	0	O.1	W	B	2	C.2
	Adaptive performance: No HPI	A	6	2,621	.14	.08[g]	S	0	O.1	W	B	2	C.2
	Adaptive performance: No HPI	C	4	1,753	.03	.12[g]	S	0	O.1	W	B	2	C.2
	Adaptive performance: No HPI	ES	4	1,753	.05	.12[g]	S	0	O.1	W	B	2	C.2
	Adaptive performance: No HPI	EX	8	2,414	.13	.11[g]	S	0	O.1	W	B	2	C.2

	Adaptive performance: No HPI	OI	8	2,878	.06	.13[g]	S	0	O.1	W	B	2	C.2
Jones et al. (2011)	Aggression	A	32	8,837	-.33	.05[g]	S	0	SOR	0	B	0	C.4
	Aggression	C	35	10,214	-.18	.06[g]	S	0	SOR	0	B	0	C.4
	Aggression	ES	34	10,167	-.17	.06[g]	S	0	SOR	0	B	0	C.4
	Aggression	EX	33	9,654	-.03	.06[g]	S	0	SOR	0	B	0	C.4
	Aggression	OI	33	9,638	-.10	.06[g]	S	0	SOR	0	B	0	C.4
	Antisocial behavior	A	29	10,186	-.31	.05[g]	S	0	SOR	0	B	2	C.4
	Antisocial behavior	C	30	10,308	-.23	.05[g]	S	0	SOR	0	B	2	C.4
	Antisocial behavior	ES	29	10,187	-.09	.05[g]	S	0	SOR	0	B	2	C.4
	Antisocial behavior	EX	29	10,187	-.01	.05[g]	S	0	SOR	0	B	2	C.4
	Antisocial behavior	OI	31	10,311	.01	.06[g]	S	0	SOR	0	B	2	C.4
Judge & Ilies (2002)	Performance motivation: Expectancy	A	5	875	.09	.07[h]	S	0	S	W	D	0	C.0
	Performance motivation: Expectancy	C	11	1,487	.16	.11[h]	S	0	S	W	D	0	C.0
	Performance motivation: Expectancy	ES	11	1,770	.21	.15[h]	S	0	S	W	D	0	C.0
	Performance motivation: Expectancy	EX	6	663	.07	.09[h]	S	0	S	W	D	0	C.0
	Performance motivation: Expectancy	OI	5	567	-.06	.09[h]	S	0	S	W	D	0	C.0
	Performance motivation: Goal-setting	A	4	373	-.24	.20[h]	S	0	S	W	D	0	C.0
	Performance motivation: Goal-setting	C	18	2,211	.22	.10[h]	S	0	S	W	D	0	C.0
	Performance motivation: Goal-setting	ES	19	2,780	.24	.09[h]	S	0	S	W	D	0	C.0
	Performance motivation: Goal-setting	EX	5	498	.13	.10[h]	S	0	S	W	D	0	C.0
	Performance motivation: Goal-setting	OI	4	262	.15	.12[h]	S	0	S	W	D	0	C.0
	Performance motivation: Self-efficacy	A	6	1,099	.09	.15[h]	S	0	S	W	D	0	C.0
	Performance motivation: Self-efficacy	C	14	3,483	.17	.14[h]	S	0	S	W	D	0	C.0
	Performance motivation: Self-efficacy	ES	32	6,730	.29	.16[h]	S	0	S	W	D	0	C.0

	Performance motivation: Self-efficacy	EX	7	2,067	.24	.14[h]	S	0	S	W	D	0	C.0
	Performance motivation: Self-efficacy	OI	3	755	.15	.07[h]	S	0	S	W	D	0	C.0
Judge et al. (2002a)	Leadership effectiveness	A	19	4,427[a]	.14	.06[j]	S	0	OR	W	B	1	C.3
	Leadership effectiveness	C	18	3,870[a]	.11	.07[j]	S	0	OR	W	B	1	C.3
	Leadership effectiveness	ES	18	3,006[a]	.16	.08[j]	S	0	OR	W	B	1	C.3
	Leadership effectiveness	EX	23	4,485[a]	.17	.07[j]	S	0	OR	W	B	1	C.3
	Leadership effectiveness	OI	17	3,315[a]	.17	.07[j]	S	0	OR	W	B	1	C.3
	Leadership emergence	A	23	5,359[a]	.03	.07[j]	S	0	OR	W	B/O	1	C.3
	Leadership emergence	C	17	3,655[a]	.23	.06[j]	S	0	OR	W	B/O	1	C.3
	Leadership emergence	ES	30	5,010[a]	.17	.08[j]	S	0	OR	W	B/O	1	C.3
	Leadership emergence	EX	37	7,215[a]	.24	.07[j]	S	0	OR	W	B/O	1	C.3
	Leadership emergence	OI	20	3,900[a]	.17	.07[j]	S	0	OR	W	B/O	1	C.3
Judge et al. (2002b)	Job satisfaction	A	38	11,856	.13	.13[h]	S	0	S	W	D	1	C.1
	Job satisfaction	C	79	21,719	.20	.18[h]	S	0	S	W	D	1	C.1
	Job satisfaction	ES	92	24,527	.24	.14[h]	S	0	S	W	D	1	C.1
	Job satisfaction	EX	75	20,184	.19	.13[h]	S	0	S	W	D	1	C.1
	Job satisfaction	OI	50	15,196	.01	.12[h]	S	0	S	W	D	1	C.1
Judge et al. (2013)	Contextual performance	A	20	3,892	.14	.16[h]	S	0	O.1	W	B	1	C.2
	Contextual performance	C	39	24,034	.25	.10[h]	S	0	O.1	W	B	1	C.2
	Contextual performance	ES	32	13,785	.13	.15[h]	S	0	O.1	W	B	1	C.2
	Contextual performance	EX	35	6,962	.18	.14[h]	S	0	O.1	W	B	1	C.2
	Contextual performance	OI	23	4,225	.03	.10[h]	S	0	O.1	W	B	1	C.2
	Overall job performance	A	40	14,321	.13	.09[h]	S	0	O.1	W	B	2	C.2
	Overall job performance	C	74	41,939	.21	.08[h]	S	0	O.1	W	B	2	C.2
	Overall job performance	ES	55	17,274	.08	.16[h]	S	0	O.1	W	B	2	C.2
	Overall job performance	EX	63	19,868	.16	.09[h]	S	0	O.1	W	B	2	C.2
	Overall job performance	OI	47	16,068	.06	.10[h]	S	0	O.1	W	B	2	C.2
	Technical performance	A	39	16,985	.08	.10[h]	S	0	O.1	W	B	1	C.2
	Technical performance	C	102	47,729	.19	.10[h]	S	0	O.1	W	B	1	C.2
	Technical performance	ES	84	19,237	.07	.21[h]	S	0	O.1	W	B	1	C.2
	Technical performance	EX	57	20,104	.10	.09[h]	S	0	O.1	W	B	1	C.2
	Technical performance	OI	41	16,738	.09	.08[h]	S	0	O.1	W	B	1	C.2
Kanfer et al. (2001)	Job search behavior	A	4	1,099	.11	.07[h]	S	0	S	W	B	0	C.2
	Job search behavior	C	11	5,433	.30	.05[h]	S	0	S	W	B	0	C.2
	Job search behavior	ES	14	2,603	.05	.09[h]	S	0	S	W	B	0	C.2

	Job search behavior	EX	7	1,733	.34	.07[h]	S	0	S	W	B	0	C.2
	Job search behavior	OI	4	1,099	.19	.07[h]	S	0	S	W	B	0	C.2
	Job search outcomes: Job offers	A	1	134	.29	-	S	0	R	W	O	0	C.2
	Job search outcomes: Job offers	C	2	228	.09	.13[h]	S	0	R	W	O	0	C.2
	Job search outcomes: Job offers	ES	2	260	.17	.11[h]	S	0	R	W	O	0	C.2
	Job search outcomes: Job offers	EX	1	134	.41	-	S	0	R	W	O	0	C.2
	Job search outcomes: Job offers	OI	1	134	.28	-	S	0	R	W	O	0	C.2
	Job search outcomes: Search duration	A	2	830	-.08	.07[h]	S	0	R	W	O	0	C.2
	Job search outcomes: Search duration	C	4	2,609	-.11	.05[h]	S	0	R	W	O	0	C.2
	Job search outcomes: Search duration	ES	6	1,600	.01	.08[h]	S	0	R	W	O	0	C.2
	Job search outcomes: Search duration	EX	2	830	-.09	.06[h]	S	0	R	W	O	0	C.2
	Job search outcomes: Search duration	OI	2	830	-.07	.07[h]	S	0	R	W	O	0	C.2
	Job search outcomes: Employment status	A	1	478	.01	-	S	0	R	W	O	0	C.2
	Job search outcomes: Employment status	C	5	2,534	.12	.06[h]	S	0	R	W	O	0	C.2
	Job search outcomes: Employment status	ES	9	2,681	.08	.08[h]	S	0	R	W	O	0	C.2
	Job search outcomes: Employment status	EX	1	478	.04	-	S	0	R	W	O	0	C.2
	Job search outcomes: Employment status	OI	1	478	-.01	-	S	0	R	W	O	0	C.2
Li et al. (2014)	Absenteeism	A	9	1,076	-.05	.08	S	0	SR	W	B	1	C.4
	Absenteeism	C	13	1,582	-.13	.11	S	0	SR	W	B	1	C.4
	Absenteeism	ES	10	1,326	-.09	.08	S	0	SR	W	B	1	C.4
	Absenteeism	EX	10	1,326	.07	.13	S	0	SR	W	B	1	C.4
	Absenteeism	OI	9	1,076	-.03	.08	S	0	SR	W	B	1	C.4
Malouff et al. (2006)	Smoking	A	9	4,730	-.11	.08	S	B5	S	0	B	1	C.4
	Smoking	C	9	4,730	-.14	.16	S	B5	S	0	B	1	C.4
	Smoking	ES	9	4,730	-.10	.10	S	B5	S	0	B	1	C.4
	Smoking	EX	9	4,730	.09	.14	S	B5	S	0	B	1	C.4
	Smoking	OI	9	4,730	.06	.09	S	B5	S	0	B	1	C.4

Malouff et al. (2007)	Alcohol involvement	A	19	5,920	-.18	.07	S	B5	SO.5	0	B	0	C.4
	Alcohol involvement	C	19	5,920	-.21	.14	S	B5	SO.5	0	B	0	C.4
	Alcohol involvement	ES	19	5,920	-.14	.17	S	B5	SO.5	0	B	0	C.4
	Alcohol involvement	EX	19	5,920	.04	.11	S	B5	SO.5	0	B	0	C.4
	Alcohol involvement	OI	18	5,723	-.04	.16	S	B5	SO.5	0	B	0	C.4
Malouff et al. (2010)	Intimate satisfaction: Partner-ratings	A	19	3,848	.14	.10	S	B5	O.5	0	O	0	C.1
	Intimate satisfaction: Partner-ratings	C	19	3,848	.12	.07	S	B5	O.5	0	O	0	C.1
	Intimate satisfaction: Partner-ratings	ES	19	3,848	.22	.08	S	B5	O.5	0	O	0	C.1
	Intimate satisfaction: Partner-ratings	EX	19	3,848	.05	.10	S	B5	O.5	0	O	0	C.1
	Intimate satisfaction: Partner-ratings	OI	18	3,566	.02	.12	S	B5	O.5	0	O	0	C.1
Martincin & Stead (2015)	Career decision-making difficulties	A	18	8,180	-.07	.13	S	B5	S	W	D	0	C.1
	Career decision-making difficulties	C	18	8,180	-.22	.07	S	B5	S	W	D	0	C.1
	Career decision-making difficulties	ES	23	9,261	-.24	.21	S	B5	S	W	D	0	C.1
	Career decision-making difficulties	EX	20	8,463	-.13	.12	S	B5	S	W	D	0	C.1
	Career decision-making difficulties	OI	19	8,279	-.10	.13	S	B5	S	W	D	0	C.1
Meriac et al. (2008)	Assessment center dimension: Communication	A	8	1,253	.09	.11[g]	S	0	O.4	W	B	2	C.2
	Assessment center dimension: Communication	C	6	819	.09	.12[g]	S	0	O.4	W	B	2	C.2
	Assessment center dimension: Communication	ES	5	740	.08	.04[g]	S	0	O.4	W	B	2	C.2
	Assessment center dimension: Communication	EX	9	1,321	.11	.09[g]	S	0	O.4	W	B	2	C.2
	Assessment center dimension: Communication	OI	9	1,694	.12	.06[g]	S	0	O.4	W	B	2	C.2
	Assessment center dimension: Consideration of others	A	8	1,167	.05	.06[g]	S	0	O.4	W	B	2	C.2

Assessment center dimension: Consideration of others	C	7	1,046	.09	.08[g]	S	0	O.4	W	B	2	C.2
Assessment center dimension: Consideration of others	ES	4	537	.07	.02[g]	S	0	O.4	W	B	2	C.2
Assessment center dimension: Consideration of others	EX	9	1,235	.07	.12[g]	S	0	O.4	W	B	2	C.2
Assessment center dimension: Consideration of others	OI	7	1,119	.06	.05[g]	S	0	O.4	W	B	2	C.2
Assessment center dimension: Drive	A	6	950	.09	.12[g]	S	0	O.4	W	B	2	C.2
Assessment center dimension: Drive	C	7	1,184	.10	.13[g]	S	0	O.4	W	B	2	C.2
Assessment center dimension: Drive	ES	3	690	.04	.05[g]	S	0	O.4	W	B	2	C.2
Assessment center dimension: Drive	EX	9	1,373	.21	.15[g]	S	0	O.4	W	B	2	C.2
Assessment center dimension: Drive	OI	7	910	.06	.16[g]	S	0	O.4	W	B	2	C.2
Assessment center dimension: Influencing others	A	11	1,720	.08	.10[g]	S	0	O.4	W	B	2	C.2
Assessment center dimension: Influencing others	C	6	994	.09	.15[g]	S	0	O.4	W	B	2	C.2
Assessment center dimension: Influencing others	ES	6	983	-.01	.05[g]	S	0	O.4	W	B	2	C.2
Assessment center dimension: Influencing others	EX	11	2,054	.15	.13[g]	S	0	O.4	W	B	2	C.2
Assessment center dimension: Influencing others	OI	10	1,672	.08	.09[g]	S	0	O.4	W	B	2	C.2
Assessment center dimension: Organizing and planning	A	9	1,526	.02	.09[g]	S	0	O.4	W	B	2	C.2
Assessment center dimension: Organizing and planning	C	7	1,416	.05	.08[g]	S	0	O.4	W	B	2	C.2
Assessment center dimension: Organizing and planning	ES	6	967	.07	.05[g]	S	0	O.4	W	B	2	C.2
Assessment center dimension: Organizing and planning	EX	10	1,594	.09	.06[g]	S	0	O.4	W	B	2	C.2
Assessment center dimension:	OI	10	1,990	.09	.06[g]	S	0	O.4	W	B	2	C.2

	Organizing and planning												
	Assessment center dimension: Problem solving	A	10	1,477	.06	.06[g]	S	0	O.4	W	B	2	C.2
	Assessment center dimension: Problem solving	C	6	819	.13	.10[g]	S	0	O.4	W	B	2	C.2
	Assessment center dimension: Problem solving	ES	5	740	.07	.04[g]	S	0	O.4	W	B	2	C.2
	Assessment center dimension: Problem solving	EX	10	1,438	.08	.06[g]	S	0	O.4	W	B	2	C.2
	Assessment center dimension: Problem solving	OI	10	1,847	.11	.06[g]	S	0	O.4	W	B	2	C.2
	Assessment center dimension: Stress tolerance	A	7	929	.06	.08[g]	S	0	O.4	W	B	2	C.2
	Assessment center dimension: Stress tolerance	C	3	310	.12	.12[g]	S	0	O.4	W	B	2	C.2
	Assessment center dimension: Stress tolerance	ES	7	1,095	.07	.08[g]	S	0	O.4	W	B	2	C.2
	Assessment center dimension: Stress tolerance	EX	9	1,284	.12	.06[g]	S	0	O.4	W	B	2	C.2
	Assessment center dimension: Stress tolerance	OI	7	929	.11	.08[g]	S	0	O.4	W	B	2	C.2
Michel et al. (2001)	Work-nonwork spillover: Negative	A	13	5,309	-.15	.06[g]	S	0	S	W	D	0	C.1
	Work-nonwork spillover: Negative	C	20	6,924	-.18	.07[g]	S	0	S	W	D	0	C.1
	Work-nonwork spillover: Negative	ES	48	17,465	-.30	.09[g]	S	0	S	W	D	0	C.1
	Work-nonwork spillover: Negative	EX	17	8,094	-.09	.06[g]	S	0	S	W	D	0	C.1
	Work-nonwork spillover: Negative	OI	11	4,810	-.04	.07[g]	S	0	S	W	D	0	C.1
	Work-nonwork spillover: Positive	A	2	2,510	.17	.03[g]	S	0	S	W	D	0	C.1
	Work-nonwork spillover: Positive	C	3	2,646	.11	.05[g]	S	0	S	W	D	0	C.1
	Work-nonwork spillover: Positive	ES	12	7,937	.12	.04[g]	S	0	S	W	D	0	C.1

	Work-nonwork spillover: Positive	EX	3	4,585	.23	.03[g]	S	0	S	W	D	0	C.1
	Work-nonwork spillover: Positive	OI	1	2,130	.18	-	S	0	S	W	D	0	C.1
Miller & Lynam (2001)	Antisocial behavior	A	15	4,673	-.41	.03	S	0	SOR	0	B	2	C.4
	Antisocial behavior	C	14	4,584	-.25	.04	S	0	SOR	0	B	2	C.4
	Antisocial behavior	ES	50	20,497	-.20	.04	S	0	SOR	0	B	2	C.4
	Antisocial behavior	EX	53	2,1387	.07	.03	S	0	SOR	0	B	2	C.4
	Antisocial behavior	OI	14	4,584	-.03	.03	S	0	SOR	0	B	2	C.4
Ng et al. (2005)	Promotions	A	4	4,428	-.04[c]	.03[h]	S	0	SR	W	O	0	C.2
	Promotions	C	4	4,428	.05[c]	.03[h]	S	0	SR	W	O	0	C.2
	Promotions	ES	5	4,575	.10[c]	.05[h]	S	0	SR	W	O	0	C.2
	Promotions	EX	4	4,428	.16[c]	.06[h]	S	0	SR	W	O	0	C.2
	Promotions	OI	5	4,942	.01[c]	.04[h]	S	0	SR	W	O	0	C.2
	Salary	A	6	6,286	-.09[c]	.03[h]	S	0	SR	W	O	1	C.2
	Salary	C	6	6,286	.06[c]	.09[h]	S	0	SR	W	O	1	C.2
	Salary	ES	7	6,433	.10[c]	.04[h]	S	0	SR	W	O	1	C.2
	Salary	EX	7	6,610	.09[c]	.05[h]	S	0	SR	W	O	1	C.2
	Salary	OI	7	6,800	.03[c]	.05[h]	S	0	SR	W	O	1	C.2
	Career satisfaction	A	5	4,634	.09[c]	.05[h]	S	0	S	W	D	0	C.1
	Career satisfaction	C	6	10,566	.11[c]	.05[h]	S	0	S	W	D	0	C.1
	Career satisfaction	ES	6	10,566	.29[c]	.05[h]	S	0	S	W	D	0	C.1
	Career satisfaction	EX	6	10,566	.22[c]	.06[h]	S	0	S	W	D	0	C.1
	Career satisfaction	OI	7	10,962	.09[c]	.03[h]	S	0	S	W	D	0	C.1
Poropat (2009)	Academic performance	A	109	58,522	.07	.11[h]	S	B5	SR	W	B	1	C.2
	Academic performance	C	138	70,926	.19	.14[h]	S	B5	SR	W	B	1	C.2
	Academic performance	ES	114	59,554	.01	.14[h]	S	B5	SR	W	B	1	C.2
	Academic performance	EX	113	59,986	-.01	.14[h]	S	B5	SR	W	B	1	C.2
	Academic performance	OI	113	60,442	.10	.05[h]	S	B5	SR	W	B	1	C.2
Richardson et al. (2012)	Academic performance: Postsecondary	A	47	21,734	.07	.09[g]	S	B5	SR	W	B	1	C.2
	Academic performance: Postsecondary	C	69	27,875	.19	.11[g]	S	B5	SR	W	B	1	C.2
	Academic performance: Postsecondary	ES	58	23,659	.01	.10[g]	S	B5	SR	W	B	1	C.2
	Academic performance:	EX	58	23,730	-.04	.10[g]	S	B5	SR	W	B	1	C.2

	Postsecondary Academic performance: Postsecondary	OI	52	23,096	.09	.11[g]	S	B5	SR	W	B	1	C.2
Roth et al. (2005)	Employement interview: Behavioral, High Structure	A	3	668	.01	.03[g]	S	0	O.4	W	B	2	C.2
	Employement interview: Behavioral, High Structure	C	7	1,506	.12	.03[g]	S	0	O.4	W	B	2	C.2
	Employement interview: Behavioral, High Structure	ES	3	668	.01	.05[g]	S	0	O.4	W	B	2	C.2
	Employement interview: Behavioral, High Structure	EX	4	744	.08	.05[g]	S	0	O.4	W	B	2	C.2
	Employement interview: Behavioral, High Structure	OI	3	668	.03	.03[g]	S	0	O.4	W	B	2	C.2
Salgado (1997)	Personnel data: European	A	2	495	.01	.03	S	0	R	W	O	2	C.2
	Personnel data: European	C	3	730	.05	.06	S	0	R	W	O	2	C.2
	Personnel data: European	ES	3	575	.07	.07	S	0	R	W	O	2	C.2
	Personnel data: European	EX	4	624	.07	.13	S	0	R	W	O	2	C.2
	Personnel data: European	OI	3	616	.06	.07	S	0	R	W	O	2	C.2
Salgado & Moscoso (2002)	Employement interview: Behavioral	A	6	562	.06	.10	S	0	O.4	W	B	2	C.2
	Employement interview: Behavioral	C	13	1,497	.08	.10	S	0	O.4	W	B	2	C.2
	Employement interview: Behavioral	ES	10	1,160	.04	.07	S	0	O.4	W	B	2	C.2
	Employement interview: Behavioral	EX	7	631	.10	.07	S	0	O.4	W	B	2	C.2
	Employement interview: Behavioral	OI	6	562	.04	.16	S	0	O.4	W	B	2	C.2
	Employement interview: Conventional	A	18	2,159	.12	.08	S	0	O.4	W	B	0	C.2
	Employement interview: Conventional	C	18	2,163	.13	.08	S	0	O.4	W	B	0	C.2
	Employement interview: Conventional	ES	16	1,873	.17	.14	S	0	O.4	W	B	0	C.2
	Employement interview: Conventional	EX	19	2,301	.16	.12	S	0	O.4	W	B	0	C.2
	Employement interview:	OI	16	1,945	.14	.11	S	0	O.4	W	B	0	C.2

	Conventional												
Salgado & Táuriz (2014)	Validity	A	65	14,740	.04	.13	S	B5	O.1R	W	B/O	1	C.2
	Validity	C	96	20,307	.14	.13	S	B5	O.1R	W	B/O	1	C.2
	Validity	ES	82	16,436	.06	.13	S	B5	O.1R	W	B/O	1	C.2
	Validity	EX	80	17,692	.06	.13	S	B5	O.1R	W	B/O	1	C.2
	Validity	OI	63	13,539	.09	.12	S	B5	O.1R	W	B/O	1	C.2
Saroglou (2002)	Extrinsic religion	A	3	955	-.02	.06[g]	S	B5	S	0	D	0	C.0
	Extrinsic religion	C	3	955	-.09	.05[g]	S	B5	S	0	D	0	C.0
	Extrinsic religion	ES	3	955	-.11	.05[g]	S	B5	S	0	D	0	C.0
	Extrinsic religion	EX	3	955	.02	.05[g]	S	B5	S	0	D	0	C.0
	Extrinsic religion	OI	3	955	-.04	.06[g]	S	B5	S	0	D	0	C.0
	Open, mature religion and spirituality	A	10	2,891	.15	.06[g]	S	B5	S	0	D	0	C.0
	Open, mature religion and spirituality	C	10	2,891	.14	.06[g]	S	B5	S	0	D	0	C.0
	Open, mature religion and spirituality	ES	10	2,891	.09	.06[g]	S	B5	S	0	D	0	C.0
	Open, mature religion and spirituality	EX	10	2,891	.15	.06[g]	S	B5	S	0	D	0	C.0
	Open, mature religion and spirituality	OI	10	2,891	.22	.06[g]	S	B5	S	0	D	0	C.0
	Religiosity	A	8	3,021	.20	.05[g]	S	B5	S	0	D	0	C.0
	Religiosity	C	8	3,021	.17	.05[g]	S	B5	S	0	D	0	C.0
	Religiosity	ES	8	3,031	.00	.05[g]	S	B5	S	0	D	0	C.0
	Religiosity	EX	8	3,031	.10	.04[g]	S	B5	S	0	D	0	C.0
	Religiosity	OI	8	3,031	-.06	.05[g]	S	B5	S	0	D	0	C.0
	Religious fundamentalism	A	3	443	.13	.08[g]	S	B5	S	0	D	0	C.0
	Religious fundamentalism	C	3	443	.09	.08[g]	S	B5	S	0	D	0	C.0
	Religious fundamentalism	ES	3	443	.12	.08[g]	S	B5	S	0	D	0	C.0
	Religious fundamentalism	EX	3	443	.09	.08[g]	S	B5	S	0	D	0	C.0
	Religious fundamentalism	OI	3	443	-.14	.08[g]	S	B5	S	0	D	0	C.0
Schmidt & Oh (2013)	Overall job performance: Chinese	A	3	353	.14	.13	S	0	O.1	W	B	2	C.2
	Overall job performance: Chinese	C	3	1,723	.14	.04	S	0	O.1	W	B	2	C.2
	Overall job performance:	ES	3	1,723	.17	.03	S	0	O.1	W	B	2	C.2

	Chinese												
	Overall job performance: Chinese	EX	3	1,723	.21	.03	S	0	O.1	W	B	2	C.2
	Overall job performance: Chinese	OI	3	353	.15	.29	S	0	O.1	W	B	2	C.2
	Overall job performance: Korean	A	13	3,236	.04	.07	S	0	O.1	W	B	2	C.2
	Overall job performance: Korean	C	14	3,447	.13	.07	S	0	O.1	W	B	2	C.2
	Overall job performance: Korean	ES	14	3,447	.08	.08	S	0	O.1	W	B	2	C.2
	Overall job performance: Korean	EX	14	3,447	.06	.07	S	0	O.1	W	B	2	C.2
	Overall job performance: Korean	OI	14	3,447	.01	.09	S	0	O.1	W	B	2	C.2
	Overall job performance: Singaporean	A	2	1,329	.08	.03	S	0	O.1	W	B	2	C.2
	Overall job performance: Singaporean	C	3	475	.26	.12	S	0	O.1	W	B	2	C.2
	Overall job performance: Singaporean	ES	2	311	-.03	.13	S	0	O.1	W	B	2	C.2
	Overall job performance: Singaporean	EX	3	475	.14	.11	S	0	O.1	W	B	2	C.2
	Overall job performance: Singaporean	OI	2	311	.24	.07	S	0	O.1	W	B	2	C.2
	Overall job performance: Taiwanese	A	3	475	.21	.08	S	0	O.1	W	B	2	C.2
	Overall job performance: Taiwanese	C	3	353	.17	.15	S	0	O.1	W	B	2	C.2
	Overall job performance: Taiwanese	ES	3	353	.17	.10	S	0	O.1	W	B	2	C.2
	Overall job performance: Taiwanese	EX	3	353	.21	.19	S	0	O.1	W	B	2	C.2
	Overall job performance: Taiwanese	OI	2	1,329	.08	.01	S	0	O.1	W	B	2	C.2
Shaffer & Postlethwaite (2012)	Overall job performance: Workplace	A	32	5,133	.12	.10	S	B5	O.1	W	B	2	C.2

	Overall job performance: Workplace	C	37	6,177	.19	.04	S	B5	O.1	W	B	2	C.2
	Overall job performance: Workplace	ES	30	4,850	.13	.09	S	B5	O.1	W	B	2	C.2
	Overall job performance: Workplace	EX	32	5,034	.09	.11	S	B5	O.1	W	B	2	C.2
	Overall job performance: Workplace	OI	25	4,317	.07	.04	S	B5	O.1	W	B	2	C.2
Sibley & Duckitt (2008)	Prejudice	A	25	4,713	-.22	.06[g]	S	0	S	0	D	0	C.0
	Prejudice	C	25	4,713	.02	.08[g]	S	0	S	0	D	0	C.0
	Prejudice	ES	25	4,713	.01	.08[g]	S	0	S	0	D	0	C.0
	Prejudice	EX	25	4,713	-.07	.08[g]	S	0	S	0	D	0	C.0
	Prejudice	OI	25	4,713	-.30	.06[g]	S	0	S	0	D	0	C.0
Sibley et al. (2012)	Political conservatisism	A	70	71,245	-.02	.08[g]	S	0	S	0	D	0	C.0
	Political conservatisism	C	70	71,425	.10	.08[g]	S	0	S	0	D	0	C.0
	Political conservatisism	ES	68	70,872	.03	.07[g]	S	0	S	0	D	0	C.0
	Political conservatisism	EX	67	70,584	-.01	.07[g]	S	0	S	0	D	0	C.0
	Political conservatisism	OI	72	71,895	-.18	.10[g]	S	0	S	0	D	0	C.0
Steel (2007)	Procrastination	A	24	5,001	-.12	.06	S	0	S	0	B	1	C.4
	Procrastination	C	20	4,012	-.62	.05	S	0	S	0	B	1	C.4
	Procrastination	ES	59	10,720	-.24	.07	S	0	S	0	B	1	C.4
	Procrastination	EX	18	3,951	.11	.04	S	0	S	0	B	1	C.4
	Procrastination	OI	16	3,612	.03	.08	S	0	S	0	B	1	C.4
Steel et al. (2008)	Happiness	A	4	441	.30	.08[g]	S	B5	S	0	D	0	C.1
	Happiness	C	4	441	.25	.08[g]	S	B5	S	0	D	0	C.1
	Happiness	ES	43	10,076	.45[f]	.08[k]	S	0	S	0	D	0	C.1
	Happiness	EX	47	11,360	.40[f]	.08[k]	S	0	S	0	D	0	C.1
	Happiness	OI	5	779	.13	.11[g]	S	B5	S	0	D	0	C.1
	Overall affect	A	6	1,035	.14	.06[g]	S	B5	S	0	D	0	C.1
	Overall affect	C	5	829	.22	.11[g]	S	B5	S	0	D	0	C.1
	Overall affect	ES	34	7,233	.52[f]	.10[k]	S	0	S	0	D	0	C.1
	Overall affect	EX	24	5,168	.30[f]	.11[k]	S	0	S	0	D	0	C.1
	Overall affect	OI	7	1,373	.04	.19[g]	S	B5	S	0	D	0	C.1
	Negative affect	A	27	7,306	-.20	.08[g]	S	B5	S	0	D	0	C.1
	Negative affect	C	28	7,749	-.20	.09[g]	S	B5	S	0	D	0	C.1
	Negative affect	ES	129	35,516	-.56[f]	.10[k]	S	0	S	0	D	0	C.1

	Negative affect	EX	104	30,673	-.15[f]	.11[k]	S	0	S	0	D	0	C.1
	Negative affect	OI	26	8,008	-.02	.09[g]	S	B5	S	0	D	0	C.1
	Positive affect	A	23	6,040	.12	.09[g]	S	B5	S	0	D	0	C.1
	Positive affect	C	24	5,976	.27	.11[g]	S	B5	S	0	D	0	C.1
	Positive affect	ES	112	24,022	.26[f]	.10[k]	S	0	S	0	D	0	C.1
	Positive affect	EX	117	33,172	.38[f]	.10[k]	S	0	S	0	D	0	C.1
	Positive affect	OI	27	7,340	.20	.11[g]	S	B5	S	0	D	0	C.1
	Life satisfaction	A	22	7,459	.14	.07[g]	S	B5	S	0	D	1	C.1
	Life satisfaction	C	25	6,685	.22	.09[g]	S	B5	S	0	D	1	C.1
	Life satisfaction	ES	71	17,734	.40[f]	.10[k]	S	0	S	0	D	1	C.1
	Life satisfaction	EX	67	19,516	.25[f]	.09[k]	S	0	S	0	D	1	C.1
	Life satisfaction	OI	26	9,075	.03	.07[g]	S	B5	S	0	D	1	C.1
	Quality of life	A	4	767	.23	.08[g]	S	B5	S	0	D	1	C.1
	Quality of life	C	4	767	.40	.07[g]	S	B5	S	0	D	1	C.1
	Quality of life	ES	16	5,077	.48[f]	.05[k]	S	B5	S	0	D	1	C.1
	Quality of life	EX	11	1,999	.35[f]	.05[k]	S	0	S	0	D	1	C.1
	Quality of life	OI	6	1,305	.16	.11[g]	S	B5	S	0	D	1	C.1
Swider & Zimmerman (2010)	Burnout: Depersonalization	A	35	7,663	-.24	.11[h]	S	0	S	W	D	2	C.1
	Burnout: Depersonalization	C	34	7,485	-.19	.15[h]	S	0	S	W	D	2	C.1
	Burnout: Depersonalization	ES	59	16,599	-.33	.11[h]	S	0	S	W	D	2	C.1
	Burnout: Depersonalization	EX	46	13,147	-.18	.12[h]	S	0	S	W	D	2	C.1
	Burnout: Depersonalization	OI	31	5,929	-.07	.09[h]	S	0	S	W	D	2	C.1
	Burnout: Emotional exhaustion	A	34	8,245	-.15	.10[h]	S	0	S	W	D	2	C.1
	Burnout: Emotional exhaustion	C	36	8,924	-.16	.13[h]	S	0	S	W	D	2	C.1
	Burnout: Emotional exhaustion	ES	66	19,454	-.44	.12[h]	S	0	S	W	D	2	C.1
	Burnout: Emotional exhaustion	EX	52	16,213	-.24	.16[h]	S	0	S	W	D	2	C.1
	Burnout: Emotional exhaustion	OI	32	6,681	-.07	.15[h]	S	0	S	W	D	2	C.1
	Burnout: Personal accomplishment	A	35	6,025	.24	.15[h]	S	0	S	W	D	2	C.1
	Burnout: Personal accomplishment	C	32	5,690	.22	.17[h]	S	0	S	W	D	2	C.1
	Burnout: Personal accomplishment	ES	60	15,653	.30	.14[h]	S	0	S	W	D	2	C.1
	Burnout: Personal accomplishment	EX	47	12,109	.32	.14[h]	S	0	S	W	D	2	C.1
	Burnout: Personal	OI	32	6,107	.16	.10[h]	S	0	S	W	D	2	C.1

	accomplishment												
Wilson & Dishman (2015)	Physical activity	A	52	10,815[b]	.00	.07[g]	S	0	S	0	B	1	C.1
	Physical activity	C	69	9,607[b]	.10	.08[g]	S	0	S	0	B	1	C.1
	Physical activity	ES	82	15,688[b]	.07	.07[g]	S	0	S	0	B	1	C.1
	Physical activity	EX	88	14,641[b]	.11	.08[g]	S	0	S	0	B	1	C.1
	Physical activity	OI	51	8,237[b]	.03	.08[g]	S	0	S	0	B	1	C.1
You et al. (2015)	Burnout: Emotional exhaustion, Chinese	A	15	5,483	-.16	.16[h]	S	0	S	W	D	2	C.1
	Burnout: Emotional exhaustion, Chinese	C	19	6,834	-.12	.11[h]	S	0	S	W	D	2	C.1
	Burnout: Emotional exhaustion, Chinese	ES	67	22,189	-.36	.14[h]	S	0	S	W	D	2	C.1
	Burnout: Emotional exhaustion, Chinese	EX	64	20,524	-.15	.12[h]	S	0	S	W	D	2	C.1
	Burnout: Emotional exhaustion, Chinese	OI	15	5,969	-.03	.15[h]	S	0	S	W	D	2	C.1
	Burnout: Depersonalization, Chinese	A	15	5,483	-.22	.15[h]	S	0	S	W	D	2	C.1
	Burnout: Depersonalization, Chinese	C	19	6,834	-.21	.14[h]	S	0	S	W	D	2	C.1
	Burnout: Depersonalization, Chinese	ES	67	22,189	-.30	.11[h]	S	0	S	W	D	2	C.1
	Burnout: Depersonalization, Chinese	EX	64	20,524	-.13	.12[h]	S	0	S	W	D	2	C.1
	Burnout: Depersonalization, Chinese	OI	15	5,969	-.06	.13[h]	S	0	S	W	D	2	C.1
	Burnout: Personal accomplishment, Chinese	A	15	5,483	.21	.10[h]	S	0	S	W	D	2	C.1
	Burnout: Personal accomplishment, Chinese	C	19	6,834	.31	.12[h]	S	0	S	W	D	2	C.1
	Burnout: Personal accomplishment, Chinese	ES	67	22,189	.19	.11[h]	S	0	S	W	D	2	C.1
	Burnout: Personal accomplishment, Chinese	EX	63	20,417	.19	.09[h]	S	0	S	W	D	2	C.1
	Burnout: Personal accomplishment, Chinese	OI	16	6,200	.17	.13[h]	S	0	S	W	D	2	C.1

Shaffer & Postlethwaite (2012)	Firm performance	A	4	931	.04	.14[h]	S	0	R	W	O	0	C.2
	Firm performance	C	24	3,193	.15	.24[h]	S	0	R	W	O	0	C.2
	Firm performance	ES	29	4,446	.14	.12[h]	S	0	R	W	O	0	C.2
	Firm performance	EX	9	1,476	.08	.14[h]	S	0	R	W	O	0	C.2
	Firm performance	OI	15	2,461	.15	.16[h]	S	0	R	W	O	0	C.2
Zimmerman (2008)	Intent to quit	A	10	3,527	-.10	.10[h]	S	0	S	W	D	0	C.1
	Intent to quit	C	13	4,315	-.12	.08[h]	S	0	S	W	D	0	C.1
	Intent to quit	ES	41	15,075	-.23	.10[h]	S	0	S	W	D	0	C.1
	Intent to quit	EX	11	4,654	-.07	.08[h]	S	0	S	W	D	0	C.1
	Intent to quit	OI	12	3,730	.01	.11[h]	S	0	S	W	D	0	C.1
	Turnover	A	15	1,532	-.22	.11[h]	S	0	R	W	O	1	C.4
	Turnover	C	17	1,631	-.18	.10[h]	S	0	R	W	O	1	C.4
	Turnover	ES	19	1,824	-.16	.10[h]	S	0	R	W	O	1	C.4
	Turnover	EX	18	1,608	-.03	.11[h]	S	0	R	W	O	1	C.4
	Turnover	OI	16	1,563	.09	.11[h]	S	0	R	W	O	1	C.4

Note. k = number of independent samples; N = total sample size; $\overline{r}$ = mean sample-size weighted observed correlation; SD_r = mean observed standard deviation; *Big Five Rater*: S = self-ratings; O = other-ratings; SO = mix of self- and other-ratings; X = miscellaneous ratings (e.g., aggregated self-ratings); *Scale*: 0 = omnibus or unspecified measures; B5 = direct measures of the Big Five only; *Variable Rater*: 1 = self-ratings; O = other-ratings; O.1 = supervisor-ratings; O.2 = peer-ratings; O.3 = subordinate-ratings; O.4 = observer-ratings (e.g., assessment center); O.5 = miscellaneous other-ratings (e.g., clinician-ratings); SO = mix of self- and other-ratings; R = objective report (e.g., personnel records); SR = mix of self-ratings and objective report; OR = mix of other-ratings and objective report; O.1R = mix of supervisor-ratings and objective report; SOR = mix of self- and other-ratings, and objective report; X = miscellaneous; *Setting*: omnibus or unspecified setting; W = work-related setting (includes academic settings); *Model* = variable type according to Campbell's (2012) model of performance; D = determinant of behavior or performance; B = behavior or behavioral performance; O = outcome of behavior or behavioral performance; B/O = mix of behavior or behavioral performance and its outcome; *Metas*: 0 = unique and independent meta-analysis of focal variable; 1 = multiple, non-independent meta-analyses of focal variable, but selected because it was larger or newer; 2 = multiple, independent meta-analyses of focal variable; *Final*: C.0 = does not fit a meta-category; C.1 = Well-Being meta-category; C.2 = Performance meta-category; C.3 = Leadership meta-category; C.4 = Counterproductivity meta-category. NR = value not reported and not estimable.

[a] = Value estimated based on mean N per k in aggregate group.

[b] = Value calculated from observed confidence or credibility interval.

[c] = Value estimated from reported corrected effect.

[d] = Value calculated from alternative effect metric (i.e., z-value).

[e] = Value corresponds to average effect.

[f] = Value corresponds to composite effect.

[g] = Value calculated from observed confidence or credibility interval.

[h] = Value calculated from corrected confidence or credibility interval.

[i] = Value calculated from observed confidence or credibility interval around alternative effect metric.

[j] = Value unreported; sampling error variance estimated according to formula reported in Hunter and Schmidt (2004).
[k] = Value corresponds to average variance across effects constituting composite effect.

Table A2

Meta-Analytic Database: ***Big Five Intercorrelations***

Source	Trait 1	Trait 2	Basic Descriptives				Big Five		Variable Codes		
			k	*N*	$\overline{r}$	*SD*	*Rater*	*Scale*	*Rater*	*Context*	*Final*
Davies et al. (2015)	Emotional Stability: Within-inventories	A	167	79,610	.24	.20	S	0	S	0	OK
	Emotional Stability: Within-inventories	C	166	84,256	.27	.17	S	0	S	0	OK
	Emotional Stability: Within-inventories	EX	211	92,111	.22	.16	S	0	S	0	OK
	Emotional Stability: Within-inventories	OI	154	65,095	.07	.16	S	0	S	0	OK
	Agreeableness: Within-inventories	C	158	76,306	.32	.19	S	0	S	0	OK
	Agreeableness: Within-inventories	EX	158	75,274	.16	.21	S	0	S	0	OK
	Agreeableness: Within-inventories	OI	148	61,538	.15	.13	S	0	S	0	OK
	Conscientiousness: Within-inventories	EX	156	74,154	.15	.16	S	0	S	0	OK
	Conscientiousness: Within-inventories	OI	148	62,258	.09	.19	S	0	S	0	OK
	Extraversion: Within-inventories	OI	159	71,206	.26	.16	S	0	S	0	OK
	Emotional Stability: Between-inventories	A	48	11,213	.25	.13	S	0	S	0	0
	Emotional Stability: Between-inventories	C	46	11,162	.27	.17	S	0	S	0	0
	Emotional Stability: Between-inventories	EX	89	18,246	.23	.12	S	0	S	0	0
	Emotional Stability: Between-inventories	OI	50	11,747	.06	.14	S	0	S	0	0
	Agreeableness: Between-inventories	C	43	12,405	.20	.15	S	0	S	0	0
	Agreeableness: Between-inventories	EX	54	12,502	.07	.16	S	0	S	0	0
	Agreeableness: Between-inventories	OI	39	9,886	.02	.10	S	0	S	0	0
	Conscientiousness: Between-inventories	EX	71	18,405	.08	.14	S	0	S	0	0
	Conscientiousness: Between-inventories	OI	41	11,101	.00	.15	S	0	S	0	0
	Extraversion: Between-inventories	OI	61	14,638	.14	.14	S	0	S	0	0
Ones et al. (1996)	Emotional Stability	A	587	490,296	.19	.03[j]	S	0	S	0	0
	Emotional Stability	C	710	440,440	.14	.04[j]	S	0	S	0	0
	Emotional Stability	EX	423	254,937	.12	.04[j]	S	0	S	0	0
	Emotional Stability	OI	344	162,975	.19	.04[j]	S	0	S	0	0
	Agreeableness	C	234	135,529	.12	.04[j]	S	0	S	0	0
	Agreeableness	EX	236	144,205	.08	.04[j]	S	0	S	0	0
	Agreeableness	OI	632	683,001	.00	.03[j]	S	0	S	0	0
	Conscientiousness	EX	338	356,680	-.04	.03[j]	S	0	S	0	0
	Conscientiousness	OI	418	252,004	.12	.04[j]	S	0	S	0	0
	Extraversion	OI	587	490,296	.19	.03[j]	S	0	S	0	0

Note. *k* = number of independent samples; *N* = total sample size; $\overline{r}$ = mean sample-size weighted observed correlation; SD_r = mean observed standard deviation; *Big Five Rater*: S = self-ratings; O = other-ratings; SO = mix of self- and other-ratings; X = miscellaneous ratings (e.g., aggregated self-ratings); *Scale*: 0 = omnibus or unspecified measures; B5 = direct measures of the Big Five only; *Variable Rater*: 1 = self-ratings; O = other-ratings; O.1 = supervisor-ratings; O.2 =

peer-ratings; O.3 = subordinate-ratings; O.4 = observer-ratings (e.g., assessment center); O.5 = miscellaneous other-ratings (e.g., clinician-ratings); SO = mix of self- and other-ratings; R = objective report (e.g., personnel records); SR = mix of self-ratings and objective report; OR = mix of other-ratings and objective report; O.1R = mix of supervisor-ratings and objective report; SOR = mix of self- and other-ratings, and objective report; X = miscellaneous; *Setting*: omnibus or unspecified setting; W = work-related setting (includes academic settings); *Final*: OK = estimates used in multiple regression and metatrait estimation.
[a] = Value estimated based on mean *N* per *k* in aggregate group.
[b] = Value calculated from observed confidence or credibility interval.
[c] = Value estimated from reported corrected effect.
[d] = Value calculated from alternative effect metric (e.g., z-value).
[e] = Value corresponds to average effect.
[f] = Value corresponds to composite effect.
[g] = Value calculated from observed confidence or credibility interval.
[h] = Value calculated from corrected confidence or credibility interval.
[i] = Value calculated from observed confidence or credibility interval around alternative effect metric.
[j] = Value unreported; sampling error variance estimated according to formula reported in Hunter and Schmidt (2004).
[k] = Value corresponds to average variance across effects constituting composite effect.

Appendix B: Artifact Distributions Used in Corrections

Table B1
Artifact Distributions Used in Corrections: ***Personality Traits***[a]

Trait	Source	*k*	$\overline{r}_{xx}$	*SD*
Coefficient of equivalence				
(i.e., internal consistency reliability)				
Emotional Stability	Davies et al. (2015)	220	.82	.07
	Viswesvaran & Ones (2000)	370	.78	.11
Agreeableness	Davies et al. (2015)	161	.77	.07
	Viswesvaran & Ones (2000)	123	.75	.11
Conscientiousness	Davies et al. (2015)	205	.80	.07
	Viswesvaran & Ones (2000)	307	.78	.10
Extraversion	Davies et al. (2015)	199	.81	.06
	Viswesvaran & Ones (2000)	307	.78	.09
Openness/Intellect	Davies et al. (2015)	150	.75	.08
	Viswesvaran & Ones (2000)	251	.73	.12
Coefficient of stability[b]				
(i.e., test-retest reliability)				
Emotional Stability	Gnambs (2015)	164	.82	.07
	Viswesvaran & Ones (2000)	221	.75	.10
Agreeableness	Gnambs (2015)	107	.78	.08
	Viswesvaran & Ones (2000)	119	.69	.14
Conscientiousness	Gnambs (2015)	136	.82	.06
	Viswesvaran & Ones (2000)	193	.72	.13
Extraversion	Gnambs (2015)	164	.82	.07
	Viswesvaran & Ones (2000)	176	.76	.12
Openness/Intellect	Gnambs (2015)	152	.85	.06
	Viswesvaran & Ones (2000)	139	.71	.13
Coefficient of equivalence and stability[cd]				
Emotional Stability			**.72**	
Agreeableness			**.67**	
Conscientiousness			**.70**	
Extraversion			**.71**	
Openness/Intellect			**.65**	
Stability			**.80**	
Plasticity			**.75**	

Note. *k* = number of independent coefficients; $\overline{r}_{xx}$ = mean coefficient; *SD* = standard deviation of coefficients.

[a] = For meta-analyses reporting corrected correlations and standard deviations, but not reported observed values (see Appendix A, Table A1, column 7), observed correlations and standard deviations were estimated by attenuating corrected values using information reported in that particular meta-analyses. When no Big Five reliabilities were reported, the appropriate coefficients from Viswesvaran and Ones (2000) were used for estimation.

[b] = Time intervals between test administrations differ markedly across the two meta-analyses. For Viswesvaran and Ones (2000), the average interval is 1.62 years (*SD* = 5.06 years), whereas the average interval for Gnambs (2005) is 3.68 weeks (*SD* = 2.25 weeks). Thus, the former is an estimate of long-term test-rest reliability, whereas the latter is an index of short-term test-reliability (i.e., dependability), which quantifies occasion-specific transient error.

[c] = Approximately 10% of the observed score variance in the Big Five is attributable to transient error (Gnambs, 2015, p. 24); thus, transient error variance of .10 was subtracted from coefficients reported by Davies et al. (2015) to compute coefficients of equivalence and stability (bold), which were used for corrections in Studies 1-3.

[d] = Reliability coefficients for metatrait Stability and Plasticity were estimated using Mosier's (1943) formula (cf. Wilmot et al., 2014) using the sums of the coefficients of equivalence and stability for their respective Big Five traits (i.e., Stability = 2.09, Plasticity = 1.36), and their respective average within-inventories correlations (i.e., $r_{Stability}$ = .28, $r_{Plasticity}$ = .26) from Davies et al. (2015).

Table B2

Artifact Distributions Used in Corrections: ***External Variables Included in Final Analysis***[a]

Variable	Source	#	*k*	$\overline{r}_{yy}$	*SD*
Well-Being Meta-Category					
Attitudes					
Domain-General					
Happiness	Steel et al. (2008)	1	NR	.93	NR
Overall affect	Steel et al. (2008)	1	NR	.69	NR
Positive affect	Steel et al. (2008)	1	NR	.82	NR
Negative affect (lack of)	Steel et al. (2008)	1	NR	.85	NR
Life satisfaction	Steel et al. (2008)	1	NR	.84	NR
Quality of life	Steel et al. (2008)	1	NR	.74	NR
Marital satisfaction	Heller et al. (2004)	1	NR	.91	NR
Intimate satisfaction: Partner-ratings	Heller et al. (2004)	1	NR	.91	NR
Work-Related					
Job satisfaction	Judge et al. (2003)	1	NR	.83	NR
Leader-member exchange	Dulebohn et al. (2012)	1	NR	.91	NR
Organizational commitment: General	Choi et al. (2015)	1	14	.87	.14
Affective	Choi et al. (2015)	1	39	.84	.06
Continuance	Choi et al. (2015)	1	20	.73	.09
Normative	Choi et al. (2015)	1	19	.78	.11
Work-nonwork spillover: Positive	Mesmer-Magnus & Viswesvaran (2005)	1	NR	.79	NR
Work-nonwork spillover: Negative (lack of)	Mesmer-Magnus & Viswesvaran (2005)	1	NR	.79	NR
Family interference with work (lack of)	Mesmer-Magnus & Viswesvaran (2005)	1	NR	.79	NR
Work interference with family (lack of)	Mesmer-Magnus & Viswesvaran (2005)	1	NR	.79	NR
Burnout: Emotional exhaustion (lack of)	Swider & Zimmerman (2011)	1	NR	.88	.03
Burnout: Depersonalization (lack of)	Swider & Zimmerman (2011)	1	NR	.74	.09
Burnout: Personal accomplishment	Swider & Zimmerman (2011)	1	NR	.76	.06
Intent to quit (lack of)	Zimmerman (2008)	1	NR	.81	.10
Career decision-making difficulties (lack of)	Osipow & Gati (1998)	1	NR	.94	NR
Career satisfaction	Ng et al. (2005)	1	NR	.85	NR
Behaviors					
Broad engagement	Connor-Smith & Flachsbart (2007)	1	NR	.74	NR
Primary control	Connor-Smith & Flachsbart (2007)	1	NR	.74	NR
Problem solving	Connor-Smith & Flachsbart (2007)	1	NR	.74	NR
Instrumental social support	Connor-Smith & Flachsbart (2007)	1	NR	.74	NR
Emotional social support	Connor-Smith & Flachsbart (2007)	1	NR	.74	NR
Mixed social support	Connor-Smith & Flachsbart (2007)	1	NR	.74	NR
Emotion regulation	Connor-Smith & Flachsbart (2007)	1	NR	.74	NR
Secondary control	Connor-Smith & Flachsbart (2007)	1	NR	.74	NR
Distraction	Connor-Smith & Flachsbart (2007)	1	NR	.74	NR
Cognitive restructuring	Connor-Smith & Flachsbart (2007)	1	NR	.74	NR
Acceptance	Connor-Smith & Flachsbart (2007)	1	NR	.74	NR
Religious	Connor-Smith & Flachsbart (2007)	1	NR	.74	NR
Physical activity	Mean meta-category coefficient	1	NR	.74	NR
Performance Meta-Category					
Behaviors					

Applicant Performance					
Employment interview: Conventional/Low Structure	Conway et al. (1995)	3	22	.64	.15
Employment interview: Behavioral/High structure	Salgado & Moscato (1995)	3	NR	.75	.12
Job search behavior	Kanfer et al. (2001)	1	NR	.75	NR
Assessment Center Performance					
Dimension					
Communication	Meriac et al. (2008)	1	NR	.86	NR
Consideration of others	Meriac et al. (2008)	1	NR	.80	NR
Drive	Meriac et al. (2008)	1	NR	.86	NR
Influencing others	Meriac et al. (2008)	1	NR	.87	NR
Organizing and planning	Meriac et al. (2008)	1	NR	.87	NR
Problem solving	Meriac et al. (2008)	1	NR	.91	NR
Stress tolerance	Meriac et al. (2008)	1	NR	.85	NR
Exercise					
Case analysis	Hoffman et al. (2015)	1	NR	.85	NR
In-basket	Hoffman et al. (2015)	1	NR	.83	NR
Leaderless group discuss	Hoffman et al. (2015)	1	NR	.93	NR
Oral presentation	Hoffman et al. (2015)	1	NR	.94	NR
Role-play	Hoffman et al. (2015)	1	NR	.88	NR
Academic Performance					
Academic performance	Salgado & Táuriz (2014)	1	8	.81	1
Academic performance: Postsecondary	Beatty et al. (2015)	1	98	.93	.01
Academic attendance	Credé et al. (2010)	0	NR	1.00	.00
Educational success	Salgado & Táuriz (2014)	1	8	.81	1
Training performance	Salgado & Táuriz (2014)	1	2	.80	.09
Training success	Salgado & Táuriz (2014)	1	2	.80	.09
Transfer of training	Blume et al. (2010)	1	NR	.77	NR
Job Performance					
General performance	Viswesvaran et al. (1996); Salgado (1997)	3	40	.52	.10
Overall job performance	Viswesvaran et al. (1996); Salgado (1997)	3	40	.52	.10
Maximal performance	Beus & Whitman (2012)	1	NR	.75	.10
Typical performance	Beus & Whitman (2012)	1	NR	.81	.13
Overall job performance: Peer-ratings	Conway et al. (2001)	3	9	.29	.13
Overall job performance: Subordinate-ratings	Conway et al. (2001)	3	14	.25	.19
Technical performance	Wilmot et al. (2014)	3	16	.77	NR
Contextual performance	Wilmot et al. (2014)	3	20	.67	NR
Organizational citizenship behavior: Aggregate	Wilmot et al. (2014)	3	20	.67	NR
Global measures	Wilmot et al. (2014)	3	20	.67	NR
Interpersonal	Wilmot et al. (2014)	3	20	.67	NR
Organizational	Wilmot et al. (2014)	3	20	.67	NR
Change	Wilmot et al. (2014)	3	20	.67	NR
Adaptive performance	Huang et al. (2015)	3	240	.78	.12
Teamwork	Viswesvaran et al. (1996); Salgado (1997)	3	40	.52	.10
Creativity	Salgado & Táuriz (2014)	3	20	.61	.13
Validity	Salgado & Táuriz (2014)	3	20	.61	.13

Outcomes					
Applicant Outcomes					
Job offers	Kanfer et al. (2001)	0	NR	1.00	.00
Search duration	Kanfer et al. (2001)	0	NR	1.00	.00
Employment status	Kanfer et al. (2001)	0	NR	1.00	.00
Incumbent Outcomes					
Status change	Barrick & Mount (1991)	0	NR	1.00	.00
Promotions	Ng et al. (2005)	0	NR	1.00	.00
Salary	Ng et al. (2005)	0	NR	1.00	.00
Personnel data	Salgado & Táuriz (2014)	3	20	.61	.13
Productivity	Salgado & Táuriz (2014)	1	7	.83	.07
Firm performance	Zhao et al. (2010)	1	NR	.91	NR
Leadership Meta-Category					
Behaviors					
Initiating structure	Wilmot et al. (2014)	3	15	.64	NR
Consideration	Wilmot et al. (2014)	3	15	.64	NR
Transformational leadership	Wilmot et al. (2014)	3	15	.64	NR
Charisma	Wilmot et al. (2014)	3	15	.64	NR
Idealized influence	Wilmot et al. (2014)	3	15	.64	NR
Inspirational motivation	Wilmot et al. (2014)	3	15	.64	NR
Intellectual stimulation	Wilmot et al. (2014)	3	15	.64	NR
Individualized consideration	Wilmot et al. (2014)	3	15	.64	NR
Transactional leadership					
Contingent reward	Wilmot et al. (2014)	3	15	.64	NR
Management by exception (lack of)	Wilmot et al. (2014)	3	15	.64	NR
Passive leadership (lack of)	Wilmot et al. (2014)	3	15	.64	NR
Outcomes					
Leadership	Wilmot et al. (2014)	3	15	.64	NR
Leadership emergence	Wilmot et al. (2014)	3	15	.64	NR
Leadership effectiveness	Wilmot et al. (2014)	3	15	.64	NR
Subordinate job satisfaction	Judge et al. (2003)	1	NR	.83	NR
Satisfaction with leader	Dulebohn et al. (2012)	1	NR	.91	NR
Group performance	Wilmot et al. (2014)	3	15	.64	NR
Counterproductivity Meta-Category					
Behaviors					
Domain-General					
Broad disengagement	Connor-Smith & Flachsbart (2007)	1	NR	.74	NR
Narrow disengagement	Connor-Smith & Flachsbart (2007)	1	NR	.74	NR
Denial	Connor-Smith & Flachsbart (2007)	1	NR	.74	NR
Withdrawal	Connor-Smith & Flachsbart (2007)	1	NR	.74	NR
Negative emotion focus	Connor-Smith & Flachsbart (2007)	1	NR	.74	NR
Mixed emotion focus	Connor-Smith & Flachsbart (2007)	1	NR	.74	NR
Coping: Substance use	Connor-Smith & Flachsbart (2007)	1	NR	.74	NR
Smoking	Connor-Smith & Flachsbart (2007)	1	NR	.74	NR
Alcohol involvement	Connor-Smith & Flachsbart (2007)	1	NR	.74	NR
Sexual risk-taking: Aggregate	Mean meta-category coefficient	1	NR	.77	NR
High-risk sexual encounter	Mean meta-category coefficient	1	NR	.77	NR
Unprotected sex	Mean meta-category coefficient	1	NR	.77	NR
Number of sexual partners	Mean meta-category coefficient	1	NR	.77	NR
Antisocial behavior	Berry et al. (2007)	1	26	.84	.07
Aggression	Berry et al. (2007)	1	26	.84	.07
Work-Related					
Procrastination	Steel (2007)	1	NR	.90	NR

Absenteeism	Li et al. (2014)	1	NR	.88	NR
Safety performance (lack of)	Beus et al. (2015)	1	NR	.84	NR
Academic dishonesty	Giluk & Postlethwaite (2015)	1	NR	.83	NR
Irresponsible behavior	Wilmot et al. (2014)	3	NR	.60	NR
Counterproductive work behavior	Dalal (2005)	1	49	.77	NR
Counterproductive work behavior: Other-ratings	Wilmot et al. (2014)	3	NR	.60	NR
Interpersonal	Berry et al. (2007)	1	26	.84	.07
Organizational	Berry et al. (2007)	1	22	.82	.07
Outcomes					
Turnover/tenure	Salgado & Táuriz (2014)	1	20	.81	.13
Turnover	Salgado (2002)	1	NR	.84	NR
Accidents	Salgado (2002)	1	9	.45	.23
Vehicular	Salgado (2002)	1	9	.45	.23
Work context	Salgado (2002)	1	9	.45	.23

Note. k = number of independent coefficients; $\overline{r}_{yy}$ = mean coefficient; *SD* = standard deviation of coefficients. #: 1 = internal consistency reliability (i.e., coefficient of equivalence), 2 = test-retest reliability (i.e., coefficient of stability), 3 = inter-rater reliability; NR = not reported.

[a] = For meta-analyses reporting corrected correlations and standard deviations, but not reporting the associated reliability coefficients, values were estimated using the average attenuation factor (i.e., r/ρ) across that variable's Big Five relations, and the square root of the average Big Five internal consistency reliability (i.e., average $\overline{r}_{xx}$ = .76, $\sqrt{.76}$ = .87) reported by Viswesvaran and Ones (2000).

Appendix C: Results of Second-Order Meta-Analyses

Table C1

Second-Order Meta-Analyses of the Big Five to Variables by Meta-Category: ***Well-Being***

Source	Trait	k	N	$\overline{r}$	SD_r	$\overline{\rho}$	VAR_2	$\overline{\rho}_M$	VAR_{2M}	VAR_{2SE}	VAR_{True}	%
Burnout: Emotional exhaustion (lack of)												
Swider & Zimmerman (2010)	ES	66	19,454	.44	.12	.55	.0002	**.51**	.0025	.0004	.0021	16
You et al. (2015)	ES	67	22,189	.36	.14	.45	.0003		(.05)	(.02)	(.05)	
Swider & Zimmerman (2010)	A	34	8,245	.15	.10	.20	.0003	**.20**	.0000	.0009	.0000	100
You et al. (2015)	A	15	5,483	.16	.16	.21	.0017		(.00)	(.03)	(.00)	
Swider & Zimmerman (2010)	C	36	8,924	.16	.13	.20	.0005	**.18**	.0006	.0009	.0000	100
You et al. (2015)	C	19	6,834	.12	.11	.15	.0006		(.03)	(.03)	(.00)	
Swider & Zimmerman (2010)	EX	52	16,213	.24	.16	.30	.0005	**.23**	.0028	.0005	.0023	18
You et al. (2015)	EX	64	20,524	.15	.12	.19	.0002		(.05)	(.02)	(.05)	
Swider & Zimmerman (2010)	OI	32	6,681	.07	.15	.09	.0007	**.08**	.0006	.0017	.0000	100
You et al. (2015)	OI	15	5,969	.03	.15	.04	.0015		(.02)	(.04)	(.00)	
Burnout: Depersonalization (lack of)												
Swider & Zimmerman (2010)	ES	59	16,599	.33	.11	.45	.0002	**.43**	.0004	.0004	.0001	86
You et al. (2015)	ES	67	22,189	.30	.11	.41	.0002		(.02)	(.02)	(.01)	
Swider & Zimmerman (2010)	A	35	7,663	.24	.11	.34	.0003	**.34**	.0001	.0011	.0000	100
You et al. (2015)	A	15	5,483	.22	.15	.31	.0015		(.01)	(.03)	(.00)	
Swider & Zimmerman (2010)	C	34	7,485	.19	.15	.26	.0007	**.27**	.0002	.0016	.0000	100
You et al. (2015)	C	19	6,834	.21	.14	.29	.0010		(.01)	(.04)	(.00)	
Swider & Zimmerman (2010)	EX	46	13,147	.18	.12	.25	.0003	**.21**	.0012	.0005	.0007	43
You et al. (2015)	EX	64	20,524	.13	.12	.18	.0002		(.03)	(.02)	(.03)	
Swider & Zimmerman (2010)	OI	31	5,929	.07	.09	.10	.0003	**.10**	.0000	.0009	.0000	100
You et al. (2015)	OI	15	5,969	.06	.13	.09	.0011		(.01)	(.03)	(.00)	
Burnout: Personal accomplishment												
Swider & Zimmerman (2010)	ES	60	15,653	.30	.14	.41	.0003	**.31**	.0051	.0004	.0046	8
You et al. (2015)	ES	67	22,189	.19	.11	.26	.0002		(.07)	(.02)	(.07)	
Swider & Zimmerman (2010)	A	35	6,025	.24	.15	.34	.0006	**.32**	.0004	.0013	.0000	100
You et al. (2015)	A	15	5,483	.21	.10	.29	.0007		(.02)	(.04)	(.00)	
Swider & Zimmerman (2010)	C	32	5,690	.22	.17	.30	.0009	**.37**	.0038	.0015	.0022	41
You et al. (2015)	C	19	6,834	.31	.12	.43	.0008		(.06)	(.04)	(.05)	
Swider & Zimmerman (2010)	EX	47	12,109	.32	.14	.44	.0004	**.30**	.0056	.0004	.0053	6
You et al. (2015)	EX	63	20,417	.19	.09	.26	.0001		(.08)	(.02)	(.07)	
Swider & Zimmerman (2010)	OI	32	6,107	.16	.10	.23	.0003	**.23**	.0000	.0010	.0000	100

You et al. (2015)	OI	16	6,200	.17	.13	.24	.0011	(.01)	(.03)	(.00)

Note. Columns 2 to 6 are input values available from first-order meta-analyses (see Appendix A). ES = Emotional Stability, A = Agreeableness, C = Conscientiousness, EX = Extraversion, OI = Openness/Intellect. k = number of independent samples; N = total sample size; $\overline{r}$ = mean sample-size weighted observed correlation; SD_r = mean observed standard deviation; $\overline{\rho}$ = estimated population correlation corrected for unreliability in the predictor and the criterion; VAR_2 = second-order sampling error variance associated with each first-order meta-analytic correlation; $\overline{\rho}_M$ = second-order, grand mean population correlation (bold) corrected for unreliability in the predictor and the criterion; VAR_{2M} = the average observed variance and standard deviation (in parentheses) across first-order mean estimated population correlations, which includes corrections for first-order sampling error and measurement error; VAR_{SE} = expected (average) second-order sampling error variance and standard error (in parentheses); VAR_{True} = estimated residual (i.e., true) population variance and standard deviation (in parentheses) across first-order mean population correlation estimates after accounting for variance attributable to expected second-order sampling error and measurement error (negative values set to zero); % = percentage of observed variance across first-order mean population correlation estimates attributable to second-order sampling error and measurement error.

Table C2

Second-Order Meta-Analyses of the Big Five to Variables by Meta-Category: ***Performance***

Source	Trait	*k*	*N*	$\overline{r}$	*SD*	$\overline{\rho}$	VAR_2	$\overline{\rho}_M$	VAR_{2M}	VAR_{2SE}	VAR_{True}	%
Employment interview: Behavioral/High structure												
Salgado & Moscoso (2002)	ES	10	1,160	.04	.07	.05	.0005	**.04**	.0004	.0011	.0000	100
Roth et al. (2005)	ES	3	668	.01	.05	.01	.0008		(.02)	(.03)	(.00)	
Salgado & Moscoso (2002)	A	6	562	.06	.10	.08	.0017	**.02**	.0006	.0010	.0000	100
Roth et al. (2005)	A	3	668	.01	.03	.01	.0003		(.03)	(.03)	(.00)	
Salgado & Moscoso (2002)	C	13	1,497	.08	.10	.11	.0008	**.16**	.0004	.0004	.0000	100
Roth et al. (2005)	C	7	1,506	.12	.03	.17	.0001		(.02)	(.02)	(.00)	
Salgado & Moscoso (2002)	EX	7	631	.10	.07	.14	.0007	**.12**	.0002	.0012	.0000	100
Roth et al. (2005)	EX	4	744	.08	.05	.11	.0006		(.01)	(.04)	(.00)	
Salgado & Moscoso (2002)	OI	6	562	.04	.16	.06	.0043	**.04**	.0000	.0011	.0000	100
Roth et al. (2005)	OI	3	668	.03	.03	.04	.0003		(.00)	(.03)	(.00)	
AC dimension: Communication												
Dilchert & Ones (2008)	ES	2	4,776	.04	.02	.05	.0002	**.07**	.0006	.0004	.0002	65
Meriac et al. (2008)	ES	5	740	.08	.04	.10	.0003		(.02)	(.02)	(.01)	
Dilchert & Ones (2008)	A	2	4,776	.08	.02	.11	.0002	**.11**	.0000	.0006	.0000	100
Meriac et al. (2008)	A	8	1,253	.09	.11	.12	.0015		(.00)	(.02)	(.00)	
Dilchert & Ones (2008)	C	2	4,776	-.05	.00	-.06	.0000	**-.06**	.0000	.0000	.0000	24
Meriac et al. (2008)	C	6	819	.09	.12	.12	.0024		(.00)	(.00)	(.00)	
Dilchert & Ones (2008)	EX	2	4,776	.00	.02	.00	.0002	**.03**	.0029	.0005	.0024	19
Meriac et al. (2008)	EX	9	1,321	.11	.09	.14	.0009		(.05)	(.02)	(.05)	
Dilchert & Ones (2008)	OI	2	4,776	-.01	.02	-.01	.0002	**.04**	.0067	.0005	.0062	7
Meriac et al. (2008)	OI	9	1,694	.12	.06	.16	.0004		(.08)	(.02)	(.08)	
AC: Consideration of others												
Dilchert & Ones (2008)	ES	2	4,776	.20	.00	.26	.0000	**.26**	.0001	.0000	.0001	1
Meriac et al. (2008)	ES	4	537	.07	.02	.09	.0001		(.01)	(.00)	(.01)	
Dilchert & Ones (2008)	A	2	4,776	.27	.02	.37	.0002	**.28**	.0192	.0005	.0187	3
Meriac et al. (2008)	A	8	1,167	.05	.06	.07	.0005		(.14)	(.02)	(.14)	
Dilchert & Ones (2008)	C	2	4,776	.07	.01	.09	.0001	**.09**	.0000	.0002	.0000	100
Meriac et al. (2008)	C	7	1,046	.09	.08	.12	.0009		(.01)	(.01)	(.00)	
Dilchert & Ones (2008)	EX	2	4,776	.16	.00	.21	.0000	**.21**	.0000	.0000	.0000	40
Meriac et al. (2008)	EX	9	1,235	.07	.12	.09	.0016		(.00)	(.00)	(.00)	
Dilchert & Ones (2008)	OI	2	4,776	.06	.01	.08	.0001	**.08**	.0000	.0002	.0000	100
Meriac et al. (2008)	OI	7	1,119	.06	.05	.08	.0004		(.00)	(.01)	(.00)	

AC dimension: Drive												
Dilchert & Ones (2008)	ES	2	4,776	.31	.04	.39	.0008	**.23**	.0294	.0013	.0281	4
Meriac et al. (2008)	ES	3	690	.04	.05	.05	.0008		(.17)	(.04)	(.17)	
Dilchert & Ones (2008)	A	2	4,776	.26	.04	.34	.0008	**.29**	.0094	.0021	.0073	22
Meriac et al. (2008)	A	6	950	.09	.12	.12	.0024		(.10)	(.05)	(.09)	
Dilchert & Ones (2008)	C	2	4,776	.31	.05	.40	.0013	**.31**	.0165	.0027	.0137	17
Meriac et al. (2008)	C	7	1,184	.10	.13	.13	.0024		(.13)	(.05)	(.12)	
Dilchert & Ones (2008)	EX	2	4,776	.48	.03	.61	.0005	**.56**	.0154	.0012	.0142	8
Meriac et al. (2008)	EX	9	1,373	.21	.15	.27	.0025		(.12)	(.04)	(.12)	
Dilchert & Ones (2008)	OI	2	4,776	.32	.02	.43	.0002	**.41**	.0059	.0007	.0053	11
Meriac et al. (2008)	OI	7	910	.06	.16	.08	.0037		(.08)	(.03)	(.07)	
AC dimension: Influencing others												
Dilchert & Ones (2008)	ES	2	4,776	.24	.02	.30	.0002	**.20**	.0219	.0004	.0214	2
Meriac et al. (2008)	ES	6	983	-.01	.05	-.01	.0004		(.15)	(.02)	(.15)	
Dilchert & Ones (2008)	A	2	4,776	.27	.01	.35	.0001	**.34**	.0031	.0002	.0029	5
Meriac et al. (2008)	A	11	1,720	.08	.10	.10	.0009		(.06)	(.01)	(.05)	
Dilchert & Ones (2008)	C	2	4,776	.10	.01	.13	.0001	**.13**	.0000	.0002	.0000	100
Meriac et al. (2008)	C	6	994	.09	.15	.12	.0038		(.00)	(.01)	(.00)	
Dilchert & Ones (2008)	EX	2	4,776	.27	.02	.34	.0002	**.33**	.0024	.0006	.0018	24
Meriac et al. (2008)	EX	11	2,054	.15	.13	.19	.0015		(.05)	(.02)	(.04)	
Dilchert & Ones (2008)	OI	2	4,776	.19	.02	.25	.0002	**.22**	.0034	.0006	.0028	17
Meriac et al. (2008)	OI	10	1,672	.08	.09	.11	.0008		(.06)	(.02)	(.05)	
AC dimension: Organizing and planning												
Dilchert & Ones (2008)	ES	2	4,776	.14	.02	.18	.0002	**.15**	.0017	.0004	.0013	25
Meriac et al. (2008)	ES	6	967	.07	.05	.09	.0004		(.04)	(.02)	(.04)	
Dilchert & Ones (2008)	A	2	4,776	.12	.04	.16	.0008	**.10**	.0043	.0015	.0028	34
Meriac et al. (2008)	A	9	1,526	.02	.09	.03	.0009		(.07)	(.04)	(.05)	
Dilchert & Ones (2008)	C	2	4,776	.24	.03	.03	.0005	**.21**	.0177	.0010	.0167	6
Meriac et al. (2008)	C	7	1,416	.05	.08	.31	.0009		(.13)	(.03)	(.13)	
Dilchert & Ones (2008)	EX	2	4,776	.17	.00	.22	.0000	**.22**	.0000	.0000	.0000	11
Meriac et al. (2008)	EX	10	1,594	.09	.06	.11	.0004		(.00)	(.00)	(.00)	
Dilchert & Ones (2008)	OI	2	4,776	.14	.02	.19	.0002	**.16**	.0010	.0005	.0006	45
Meriac et al. (2008)	OI	10	1,990	.09	.06	.12	.0004		(.03)	(.02)	(.02)	
AC dimension: Problem solving												
Dilchert & Ones (2008)	ES	2	4,776	.09	.00	.11	.0000	**.11**	.0000	.0000	.0000	100
Meriac et al. (2008)	ES	5	740	.07	.04	.09	.0003		(.00)	(.00)	(.00)	
Dilchert & Ones (2008)	A	2	4,776	.05	.01	.06	.0001	**.07**	.0000	.0001	.0000	100

Meriac et al. (2008)	A	10	1,477	.06	.06	.08	.0004		(.00)	(.01)	(.00)	
Dilchert & Ones (2008)	C	2	4,776	-.05	.02	-.06	.0002	**-.04**	.0049	.0006	.0043	12
Meriac et al. (2008)	C	6	819	.13	.10	.16	.0017		(.07)	(.02)	(.07)	
Dilchert & Ones (2008)	EX	2	4,776	.11	.05	.14	.0013	**.11**	.0002	.0009	.0000	100
Meriac et al. (2008)	EX	10	1,438	.08	.06	.10	.0004		(.02)	(.03)	(.00)	
Dilchert & Ones (2008)	OI	2	4,776	.18	.00	.23	.0000	**.23**	.0000	.0000	.0000	15
Meriac et al. (2008)	OI	10	1,847	.11	.06	.14	.0004		(.00)	(.00)	(.00)	
AC dimension: Stress tolerance												
Dilchert & Ones (2008)	ES	2	4,776	.50	.01	.64	.0001	**.61**	.0149	.0002	.0147	1
Meriac et al. (2008)	ES	7	1,095	.07	.08	.09	.0009		(.12)	(.01)	(.12)	
Dilchert & Ones (2008)	A	2	4,776	.24	.02	.32	.0002	**.28**	.0084	.0006	.0078	7
Meriac et al. (2008)	A	7	929	.06	.08	.08	.0009		(.09)	(.02)	(.09)	
Dilchert & Ones (2008)	C	2	4,776	.16	.07	.21	.0025	**.19**	.0006	.0055	.0000	100
Meriac et al. (2008)	C	3	310	.12	.12	.16	.0048		(.02)	(.07)	(.00)	
Dilchert & Ones (2008)	EX	2	4,776	.33	.14	.42	.0098	**.17**	.0028	.0013	.0015	46
Meriac et al. (2008)	EX	9	1,284	.12	.06	.15	.0004		(.05)	(.04)	(.04)	
Dilchert & Ones (2008)	OI	2	4,776	.17	.09	.23	.0041	**.16**	.0010	.0027	.0000	100
Meriac et al. (2008)	OI	7	929	.11	.08	.15	.0009		(.03)	(.05)	(.00)	
Overall job performance												
Darr (2011)	ES	6	1,774	.16	.08	.26	.0011	**.20**	.0042	.0015	.0028	35
Judge et al. (2013)	ES	55	17,274	.08	.16	.13	.0005		(.07)	(.04)	(.05)	
Schmidt & Oh (2013)												
Chinese	ES	3	1,723	.17	.03	.28	.0003					
Korean	ES	14	3,447	.08	.08	.13	.0005					
Singaporean	ES	2	311	-.03	.13	-.05	.0085					
Taiwanese	ES	3	353	.17	.10	.28	.0033					
Shaffer & Postlethwaite (2012)	ES	30	4,850	.13	.09	.21	.0003					
Darr (2011)	A	5	1,393	.09	.09	.15	.0016	**.18**	.0044	.0014	.0030	32
Judge et al. (2013)	A	40	14,321	.13	.09	.22	.0002		(.07)	(.04)	(.05)	
Schmidt & Oh (2013)												
Chinese	A	3	353	.14	.13	.24	.0056					
Korean	A	13	3,236	.04	.07	.07	.0004					
Singaporean	A	2	1,329	.08	.03	.14	.0005					
Taiwanese	A	3	475	.21	.08	.36	.0021					
Shaffer & Postlethwaite (2012)	A	32	5,133	.12	.10	.20	.0003					
Darr (2011)	C	6	1,774	.23	.06	.38	.0006	**.32**	.0015	.0005	.0011	30
Judge et al. (2013)	C	74	41,939	.21	.08	.35	.0001		(.04)	(.02)	(.03)	

Schmidt & Oh (2013)											
Chinese	C	3	1,723	.14	.04	.23	.0005				
Korean	C	14	3,447	.13	.07	.22	.0004				
Singaporean	C	3	475	.26	.12	.43	.0048				
Taiwanese	C	3	353	.17	.15	.28	.0075				
Shaffer & Postlethwaite (2012)	C	37	6,177	.19	.04	.31	.0000				
Darr (2011)	EX	6	1,774	.13	.09	.21	.0014	**.23**	.0069	.0011	.0058	16
Judge et al. (2013)	EX	63	19,868	.16	.09	.26	.0001		(.08	(.03)	(.08)	
Schmidt & Oh (2013)											
Chinese	EX	3	1,723	.21	.03	.35	.0003				
Korean	EX	14	3,447	.06	.07	.10	.0004				
Singaporean	EX	3	475	.14	.11	.23	.0040				
Taiwanese	EX	3	353	.21	.19	.35	.0120				
Shaffer & Postlethwaite (2012)	EX	32	5,034	.09	.11	.15	.0004				
Darr (2011)	OI	5	1,393	-.01	.08	-.02	.0013	**.12**	.0018	.0005	.0013	27
Judge et al. (2013)	OI	47	16,068	.06	.10	.10	.0002		(.04)	(.02)	(.04)	
Schmidt & Oh (2013)											
Chinese	OI	3	353	.15	.29	.26	.0280				
Korean	OI	14	3,447	.01	.09	.02	.0006				
Singaporean	OI	2	311	.24	.07	.41	.0025				
Taiwanese	OI	2	1,329	.08	.01	.14	.0001				
Shaffer & Postlethwaite (2012)	OI	25	4,317	.07	.04	.12	.0001				
Training performance											
Barrick & Mount (1991)	ES	19	3,283	.04	.08	.05	.0003	**.07**	.0010	.0008	.0002	81
Darr (2011)	ES	12	2,744	.09	.09	.12	.0007		(.03)	(.03)	(.01)	
Barrick & Mount (1991)	A	19	3,685	.06	.07	.08	.0003	**.03**	.0030	.0005	.0025	17
Darr (2011)	A	12	2,744	-.02	.06	-.03	.0003		(.05)	(.02)	(.05)	
Barrick & Mount (1991)	C	17	3,585	.13	.11	.17	.0007	**.16**	.0000	.0008	.0000	100
Darr (2011)	C	12	2,744	.12	.06	.16	.0003		(.01)	(.03)	(.00)	
Barrick & Mount (1991)	EX	17	3,101	.15	.11	.20	.0007	**.14**	.0044	.0014	.0030	31
Darr (2011)	EX	12	2,744	.05	.10	.07	.0008		(.07)	(.04)	(.05)	
Barrick & Mount (1991)	OI	14	2,700	.14	.12	.19	.0010	**.10**	.0032	.0011	.0020	35
Darr (2011)	OI	12	2,744	.05	.07	.07	.0004		(.06)	(.03)	(.05)	
Adaptive performance											
Huang et al. (2015a)	ES	71	7,535	.08	.11	.11	.0002	**.10**	.0001	.0006	.0000	100
Huang et al. (2015b)	ES	4	1,753	.05	.12	.07	.0036		(.01)	(.02)	(.00)	
Huang et al. (2015a)	A	71	7,535	.12	.11	.17	.0002	**.17**	.0001	.0006	.0000	100

Huang et al. (2015b)	A	6	2,621	.14	.08	.19	.0011		(.01)	(.02)	(.00)	
Huang et al. (2015a)	C	71	7,535	.07	.17	.09	.0004	**.09**	.0003	.0013	.0000	100
Huang et al. (2015b)	C	4	1,753	.03	.12	.04	.0036		(.02)	(.04)	(.00)	
Huang et al. (2015a)	EX	71	7,535	.07	.13	.09	.0002	**.11**	.0008	.0007	.0000	97
Huang et al. (2015b)	EX	8	2,414	.13	.11	.17	.0015		(.03)	(.03)	(.00)	
Huang et al. (2015a)	OI	70	7,465	.05	.14	.07	.0003	**.07**	.0000	.0010	.0000	100
Huang et al. (2015b)	OI	8	2,878	.06	.13	.08	.0021		(.00)	(.03)	(.00)	
Personnel data												
Barrick & Mount (1991)	ES	29	5,644	.05	.14	.08	.0007	**.08**	.0002	.0022	.0000	100
Salgado (1997)	ES	3	575	.07	.07	.11	.0016		(.01)	(.05)	(.00)	
Barrick & Mount (1991)	A	26	4,474	.08	.12	.13	.0006	**.06**	.0030	.0012	.0018	41
Salgado (1997)	A	2	495	.01	.03	.02	.0005		(.05)	(.03)	(.04)	
Barrick & Mount (1991)	C	32	6,175	.11	.11	.17	.0004	**.15**	.0015	.0013	.0002	88
Salgado (1997)	C	3	730	.05	.06	.08	.0012		(.04)	(.04)	(.01)	
Barrick & Mount (1991)	EX	33	6,477	.06	.16	.09	.0008	**.09**	.0000	.0030	.0000	100
Salgado (1997)	EX	4	624	.07	.13	.11	.0042		(.01)	(.06)	(.00)	
Barrick & Mount (1991)	OI	22	3,785	.01	.14	.02	.0009	**.04**	.0014	.0029	.0000	100
Salgado (1997)	OI	3	616	.06	.07	.10	.0016		(.04)	(.05)	(.00)	

Note. Columns 2 to 6 are input values available from first-order meta-analyses (see Appendix A). ES = Emotional Stability, A = Agreeableness, C = Conscientiousness, EX = Extraversion, OI = Openness/Intellect. k = number of independent samples; N = total sample size; $\overline{r}$ = mean sample-size weighted observed correlation; SD_r = mean observed standard deviation; $\overline{\rho}$ = estimated population correlation corrected for unreliability in the predictor and the criterion; VAR_2 = second-order sampling error variance associated with each first-order meta-analytic correlation; $\overline{\rho}_M$ = second-order, grand mean population correlation (bold) corrected for unreliability in the predictor and the criterion; VAR_{2M} = the average observed variance and standard deviation (in parentheses) across first-order mean estimated population correlations, which includes corrections for first-order sampling error and measurement error; VAR_{SE} = expected (average) second-order sampling error variance and standard error (in parentheses); VAR_{True} = estimated residual (i.e., true) population variance and standard deviation (in parentheses) across first-order mean population correlation estimates after accounting for variance attributable to expected second-order sampling error and measurement error (negative values set to zero); % = percentage of observed variance across first-order mean population correlation estimates attributable to second-order sampling error and measurement error.

Table C3

Second-Order Meta-Analyses of the Big Five to Variables by Meta-Category: ***Leadership***

Source	Trait	*k*	*N*	$\overline{r}$	*SD*	$\overline{\rho}$	VAR_2	$\overline{\rho}_M$	VAR_{2M}	VAR_{2SE}	VAR_{True}	%
Transformational leadership												
Bono & Judge (2002)	ES	18	3,380	.15	.07	.22	.0003	**.23**	.0002	.0009	.0000	100
Deinert et al. (2015)	ES	19	2,593	.17	.12	.25	.0008		(.01)	(.03)	(.00)	
Bono & Judge (2002)	A	20	3,916	.10	.14	.15	.0010	**.16**	.0002	.0028	.0000	100
Deinert et al. (2015)	A	18	2,566	.12	.17	.18	.0016		(.01)	(.05)	(.00)	
Bono & Judge (2002)	C	18	3,516	.10	.12	.15	.0008	**.16**	.0002	.0028	.0000	100
Deinert et al. (2015)	C	17	2,421	.21	.20	.18	.0024		(.01)	(.05)	(.00)	
Bono & Judge (2002)	EX	20	3,692	.19	.08	.28	.0003	**.29**	.0003	.0013	.0000	100
Deinert et al. (2015)	EX	18	2,378	.23	.22	.34	.0027		(.02)	(.04)	(.00)	
Bono & Judge (2002)	OI	19	3,887	.11	.13	.17	.0009	**.19**	.0009	.0027	.0000	100
Deinert et al. (2015)	OI	21	3,392	.15	.18	.23	.0015		(.03)	(.05)	(.00)	
Intellectual stimulation												
Bono & Judge (2002)	ES	9	1,772	.10	.08	.15	.0007	**.13**	.0008	.0025	.0000	100
Deinert et al. (2015)	ES	6	745	.05	.14	.07	.0033		(.03)	(.05)	(.00)	
Bono & Judge (2002)	A	8	1,828	.10	.11	.15	.0015	**.14**	.0004	.0052	.0000	100
Deinert et al. (2015)	A	6	745	.07	.16	.11	.0043		(.02)	(.07)	(.00)	
Bono & Judge (2002)	C	8	1,828	.02	.09	.03	.0010	**-.02**	.0006	.0009	.0000	100
Deinert et al. (2015)	C	6	745	-.02	.04	-.03	.0003		(.02)	(.03)	(.00)	
Bono & Judge (2002)	EX	7	1,574	.14	.07	.21	.0007	**.18**	.0028	.0025	.0004	87
Deinert et al. (2015)	EX	6	745	.05	.13	.07	.0028		(.05)	(.05)	(.02)	
Bono & Judge (2002)	OI	8	1,828	.07	.1	.11	.0013	**.12**	.0002	.0046	.0000	100
Deinert et al. (2015)	OI	6	745	.09	.16	.14	.0043		(.01)	(.07)	(.00)	
Individualized consideration												
Bono & Judge (2002)	ES	9	1,772	.08	.11	.12	.0013	**.08**	.0003	.0011	.0000	100
Deinert et al. (2015)	ES	5	623	.05	.04	.07	.0003		(.02)	(.03)	(.00)	
Bono & Judge (2002)	A	8	1,828	.13	.18	.20	.0041	**.22**	.0002	.0079	.0000	100
Deinert et al. (2015)	A	5	623	.15	.12	.23	.0029		(.02)	(.09)	(.00)	
Bono & Judge (2002)	C	8	1,828	.10	.18	.15	.0041	**.04**	.0045	.0052	.0000	100
Deinert et al. (2015)	C	5	623	.00	.09	.00	.0016		(.07)	(.07)	(.00)	
Bono & Judge (2002)	EX	7	1,574	.14	.07	.21	.0007	**.19**	.0013	.0027	.0000	100
Deinert et al. (2015)	EX	5	623	.07	.15	.10	.0045		(.04)	(.05)	(.00)	
Bono & Judge (2002)	OI	8	1,828	.07	.18	.11	.0041	**.16**	.0029	.0102	.0000	100
Deinert et al. (2015)	OI	5	623	.14	.15	.22	.0045		(.05)	(.10)	(.00)	

Note. Columns 2 to 6 are input values available from first-order meta-analyses (see Appendix A). ES = Emotional Stability, A = Agreeableness, C = Conscientiousness, EX = Extraversion, OI = Openness/Intellect. k = number of independent samples; N = total sample size; $\overline{r}$ = mean sample-size weighted observed correlation; SD_r = mean observed standard deviation; $\overline{\rho}$ = estimated population correlation corrected for unreliability in the predictor and the criterion; VAR_2 = second-order sampling error variance associated with each first-order meta-analytic correlation; $\overline{\rho}_M$ = second-order, grand mean population correlation (bold) corrected for unreliability in the predictor and the criterion; VAR_{2M} = the average observed variance and standard deviation (in parentheses) across first-order mean estimated population correlations, which includes corrections for first-order sampling error and measurement error; VAR_{SE} = expected (average) second-order sampling error variance and standard error (in parentheses); VAR_{True} = estimated residual (i.e., true) population variance and standard deviation (in parentheses) across first-order mean population correlation estimates after accounting for variance attributable to expected second-order sampling error and measurement error (negative values set to zero); *%* = percentage of observed variance across first-order mean population correlation estimates attributable to second-order sampling error and measurement error.

Table C4

Second-Order Meta-Analyses of the Big Five to Variables by Meta-Category: ***Counterproductivity***

Source	Trait	*k*	*N*	$\overline{r}$	SD_r	$\overline{\rho}$	VAR_2	$\overline{\rho}_M$	VAR_{2M}	VAR_{2SE}	VAR_{True}	%
Antisocial behavior												
Jones et al. (2011)	ES	29	10,187	-.09	.05	-.12	.0001	**-.22**	.0039	.0001	.0039	2
Miller & Lynam (2001)	ES	50	20,497	-.20	.04	-.26	.0000		(.06)	(.01)	(.06)	
Jones et al. (2011)	A	29	10,186	-.31	.05	-.41	.0001	**-.49**	.0043	.0001	.0042	3
Miller & Lynam (2001)	A	15	4,673	-.41	.03	-.55	.0001		(.07)	(.01)	(.06)	
Jones et al. (2011)	C	30	10,308	-.23	.05	-.30	.0001	**-.31**	.0002	.0002	.0000	99
Miller & Lynam (2001)	C	14	4,584	-.25	.04	-.33	.0001		(.01)	(.01)	(.00)	
Jones et al. (2011)	EX	29	10,187	-.01	.05	-.01	.0001	**.07**	.0015	.0000	.0014	3
Miller & Lynam (2001)	EX	53	21,387	.07	.03	.09	.0000		(.04)	(.01)	(.04)	
Jones et al. (2011)	OI	31	10,311	.01	.06	.01	.0001	**-.02**	.0007	.0002	.0005	23
Miller & Lynam (2001)	OI	14	4,584	-.03	.03	-.04	.0001		(.03)	(.01)	(.02)	
Counterproductive work behavior												
Berry et al. (2007)	ES	7	2,318	-.22	.05	-.30	.0004	**-.30**	.0000	.0011	.0000	100
Darr (2011)	ES	3	965	-.23	.08	-.31	.0021		(.00)	(.03)	(.00)	
Berry et al. (2007)	A	8	2,934	-.34	.05	-.47	.0003	**-.45**	.0047	.0011	.0035	24
Darr (2011)	A	3	965	-.15	.11	-.21	.0040		(.07)	(.03)	(.06)	
Berry et al. (2007)	C	8	2,934	-.30	.05	-.41	.0003	**-.39**	.0026	.0010	.0016	39
Darr (2011)	C	4	1,427	-.19	.09	-.26	.0020		(.05)	(.03)	(.04)	
Berry et al. (2007)	EX	5	1,836	-.03	.05	-.04	.0005	**-.05**	.0009	.0015	.0000	100
Darr (2011)	EX	3	965	-.09	.09	-.12	.0027		(.03)	(.04)	(.00)	
Berry et al. (2007)	OI	5	1,836	-.06	.05	-.08	.0005	**-.11**	.0008	.0011	.0000	100
Darr (2011)	OI	4	1,427	-.10	.05	-.14	.0006		(.03)	(.03)	(.00)	

Note. Columns 2 to 6 are input values available from first-order meta-analyses (see Appendix A). ES = Emotional Stability, A = Agreeableness, C = Conscientiousness, EX = Extraversion, OI = Openness/Intellect. *k* = number of independent samples; *N* = total sample size; $\overline{r}$ = mean sample-size weighted observed correlation; SD_r = mean observed standard deviation; $\overline{\rho}$ = estimated population correlation corrected for unreliability in the predictor and the criterion; VAR_2 = second-order sampling error variance associated with each first-order meta-analytic correlation; $\overline{\rho}_M$ = second-order, grand mean population correlation (bold) corrected for unreliability in the predictor and the criterion; VAR_{2M} = the average observed variance and standard deviation (in parentheses) across first-order mean estimated population correlations, which includes corrections for first-order sampling error and measurement error; VAR_{SE} = expected (average) second-order sampling error variance and standard error (in parentheses); VAR_{True} = estimated residual (i.e., true) population variance and standard deviation (in parentheses) across first-order mean population correlation estimates after accounting for variance attributable to expected second-order sampling error and measurement error (negative values set to zero); % = percentage of observed variance across first-order mean population correlation estimates attributable to second-order sampling error and measurement error.

Appendix D: Supplemental Results for Studies 1 to 3

Table D1

Study 1: Strongest Relations in Absolute Magnitude by Meta-Category: ***Emotional Stability***

Variable	*Class*	$\overline{\rho}$	*k/N; 80% CV*
Well-Being			
Overall affect	D	**.74**	(34/7,233; .58, .89)
Negative affect (lack of)	D	**.72**	(129/35,516; .57, .86)
Quality of life	D	**.66**	(16/5,077; .61, .70)
Happiness	D	**.55**	(43/10,076; .46, .64)
Life satisfaction	D	**.51**	(71/17,734; .38, .65)
Burnout: Emotional exhaustion (lack of)[a]	D	**.51**	(133/41,643; .45, .57)
Burnout: Depersonalization (lack of)[a]	D	**.43**	(126/38,788; .42, .44)
Work interference with family (lack of)	D	**.41**	(27/9,085; .23, .60)
Work-nonwork spillover: Negative (lack of)	D	**.40**	(48/17,465; .27, .53)
Career satisfaction	D	**.37**	(6/10,566; .30, .44)
Family interference with work (lack of)	D	**.36**	(20/6,566; .16, .56)
Positive affect	D	**.34**	(112/24,022; .21, .47)
Marital satisfaction	D	**.32**	(40/7,640; .07, .57)
Job satisfaction	D	**.31**	(92/24,527; .10, .52)
Burnout: Personal accomplishment[a]	D	**.31**	(127/3,7842; .22, .40)
Intent to quit (lack of)	D	**.30**	(41/15,075; .30, .30)
Career decision-making difficulties (lack of)	D	**.29**	(23/9,261; -.03, .61)
Intimate satisfaction: Partner-ratings	O	**.27**	(19/3,848; .20, .34)
Organizational commitment: Affective	D	**.26**	(32/10,138; .01, .51)
Secondary control: Distraction	B	**-.23**	(41/6,487; -.27, -.20)
Secondary control: Cognitive restructuring	B	**.22**	(43/9,419; .18, .26)
Organizational commitment: General	D	**.20**	(12/5,521; .06, .35)
Primary control: Problem solving	B	**.18**	(97/18,940; .18, .18)
Organizational commitment: Normative	D	**.16**	(15/4,744; -.02, .34)
Work-nonwork spillover: Positive	D	**.16**	(12/7,937; .14, .18)
Primary control: Emotional social support	B	**-.15**	(15/2,599; -.15, -.15)
Secondary control: Acceptance	B	**.14**	(17/2,827; .14, .14)
Organizational commitment: Continuance	D	**-.12**	(16/4,912; -.29, .04)
Leader-member exchange	D	**.12**	(6/1,456; -.32, .07)
Physical activity	B	**.10**	(82/15,688; .10, .10)
Coping: Primary control	B	**.08**	(107/20,144; .02, .14)
Primary control: Instrumental social support	B	**-.04**	(15/2,702; -.09, .01)
Coping: Secondary control	B	**.04**	(65/12,474; .04, .04)
Primary control: Mixed social support	B	**.01**	(43/10,012; -.03, .06)
Coping: Religious	B	**-.01**	(20/3,564; -.06, .03)
Coping: Broad engagement	B	**.00**	(136/24,463; .00, .00)
Primary control: Emotion regulation	B	**.00**	(30/7,074; -.04, .04)
Performance			
AC dimension: Stress tolerance[a]	B	**.61**	(9/5,871; .46, .77)
Educational success	B	**.26**	(162/70,588; .26, .26)
AC dimension: Consideration of others[a]	B	**.26**	(6/5,313; .25, .28)
Employment interview: Conventional/Low Structure	B	**.25**	(16/1,873; .25, .25)
AC dimension: Drive[a]	B	**.23**	(5/5,466; .01, .44)
Transfer of training	B/O	**.21**	(5/653; .13, .30)
Teamwork	B	**.21**	(31/2,067; .21, .21)
Overall job performance[a]	B	**.20**	(113/29,732; .14, .27)
AC dimension: Influencing others[a]	B	**.20**	(8/5,759; .01, .39)

Job search outcomes: Job offers	O	**.20**	(2/260; .10, .30)
Overall job performance: Peer-ratings	B	**.20**	(22/5,410; .20, .20)
Contextual performance	B	**.19**	(32/13,785; -.07, .45)
Firm performance	O	**.17**	(29/4,446; .03, .32)
Overall job performance: Maximal	B/O	**-.16**	(3/1,449; -.16, -.16)
Organizational citizenship behavior: Global	B	**.16**	(18/4,303; -.05, .37)
Organizational citizenship behavior: Interpersonal	B	**.16**	(13/3,073; .07, .25)
Training success	B/O	**.16**	(69/8,685; .16, .16)
AC dimension: Organizing and planning[a]	B	**.15**	(8/5,743; .10, .19)
General performance	B	**.15**	(182/3,5148; .15, .15)
Organizational citizenship behavior: Aggregate	B	**.14**	(36/8,629; -.02, .31)
Overall job performance: Subordinate-ratings	B	**.14**	(6/2,243; .14, .14)
Overall job performance: Typical	B/O	**-.13**	(3/1,449; -.13, -.13)
Promotions	O	**.12**	(5/4,575; .06, .17)
Salary	O	**.12**	(7/6,433; .08, .15)
Organizational citizenship behavior: Organizational	B	**.12**	(10/2,139; -.04, .27)
AC dimension: Problem solving[a]	B	**.11**	(7/5,516; .11, .11)
Adaptive performance[a]	B	**.10**	(75/9,288; .10, .10)
AC exercise: Leaderless group discuss	B	**.10**	(11/2,888; .05, .15)
Job search outcomes: Employment status	O	**.09**	(9/2,681; .01, .18)
Status change	O	**.09**	(12/3,483; -.05, .23)
Technical performance	B	**.09**	(84/19,237; -.25, .44)
Validity	B/O	**.09**	(82/16,436; .09, .09)
Organizational citizenship behavior: Change	B	**.09**	(7/1,732; -.06, .23)
Personnel data[a]	O	**.08**	(32/6,219; .08, .08)
AC exercise: Case analysis	B	**.08**	(3/358; -.02, .18)
Creativity	B/O	**-.08**	(8/442; -.26, .11)
Training performance[a]	B	**.07**	(31/6,027; .06, .09)
AC exercise: Oral presentation	B	**.07**	(3/602; .07, .07)
AC dimension: Communication[a]	B	**.07**	(7/5,516; .05, .09)
Job search behavior	B	**.07**	(14/2,603; -.02, .16)
AC exercise: In-basket	B	**.05**	(4/717; -.03, .13)
Employment interview: Behavioral/High Structure[a]	B	**.04**	(13/1,828; .04, .04)
Productivity	O	**-.04**	(11/1,436; -.24, .16)
AC exercise: Role-play	B	**.04**	(5/1,413; -.02, .10)
Academic performance	B	**.01**	(114/59,554; -.20, .23)
Academic performance: Postsecondary	B	**.01**	(58/23,659; -.11, .14)
Academic attendance	B	**-.01**	(6/1,874; -.15, .13)
Job search outcomes: Search duration	O	**.01**	(6/1,600; -.07, .09)
Leadership			
Leadership	B/O	**.25**	(51/8,960; .15, .35)
Leadership emergence	B/O	**.25**	(30/5,010; .20, .30)
Leadership effectiveness	O	**.24**	(18/3,006; .19, .28)
Transformational leadership[a]	B	**.23**	(37/5,973; .23, .23)
Transformational leadership: Charisma	B	**.19**	(10/1,650; .15, .23)
Consideration	B	**.16**	(4/635; -.08, .40)
Transformational leadership: Idealized influence	B	**.15**	(6/845; .15, .15)
Transformational leadership: Intellectual stimulation[a]	B	**.13**	(15/2,517; .13, .13)
Transformational leadership: Inspirational motivation	B	**.13**	(6/812; .13, .13)
Transactional leadership: Contingent reward	B	**.12**	(7/1,532; .01, .23)
Initiating structure	B	**.10**	(4/635; -.11, .32)
Transformational leadership: Individualized consideration[a]	B	**.08**	(14/2,395; .08, .08)
Leadership effectiveness: Satisfaction with leader	O	**.07**	(3/1,078; -.02, .17)

Transactional leadership: Passive leadership (lack of)	B	**.06**	(8/1,627; .06, .06)
Transactional leadership: Management by exception (Lack of)	B	**.03**	(7/1,532; -.00, .06)
Leadership effectiveness: Group performance	O	**-.03**	(1/50; NA, NA)
Leadership effectiveness: Subordinate job satisfaction	O	**.03**	(2/300; -.10, .15)
Counterproductivity			
Coping: Negative emotion focus	B	**-.56**	(54/9,994; -.62, -.50)
Narrow disengagement: Withdrawal	B	**-.40**	(7/910; -.40, -.40)
Coping: Narrow disengagement	B	**-.38**	(33/5,444; -.38, -.38)
Coping: Substance use	B	**-.38**	(24/7,110; -.38, -.38)
Coping: Broad disengagement	B	**-.37**	(86/20,009; -.43, -.31)
Coping: Mixed emotion focus	B	**-.30**	(27/3,109; -.32, -.28)
Procrastination	B	**-.30**	(59/10,720; -.30, -.30)
Counterproductive work behavior[a]	B	**-.30**	(10/3,283; -.30, -.30)
Counterproductive work behavior: Interpersonal	B	**-.26**	(10/2,842; -.26, -.26)
Counterproductive work behavior: Organizational	B	**-.25**	(7/2,300; -.25, -.25)
Narrow disengagement: Denial	B	**-.25**	(21/3,407; -.25, -.25)
Accidents	O	**-.23**	(23/3,518; -.23, -.23)
Irresponsible behavior	B/O	**-.23**	(9/21,431; -.23, -.23)
Antisocial behavior[a]	B	**-.22**	(79/30,684; -.30, -.14)
Aggression	B	**-.22**	(34/10,167; -.22, -.22)
Turnover	O	**-.21**	(19/1,824; -.21, -.21)
Alcohol involvement	B	**-.19**	(19/5,920; -.47, .09)
Number of sexual partners	O	**-.16**	(4/1,011; -.16, -.16)
Safety performance (lack of)	B	**-.14**	(19/3,929; -.30, .02)
Smoking	B	**-.14**	(9/4,730; -.30, .02)
Absenteeism	B	**-.11**	(10/1,326; -.11, -.11)
Accidents: Vehicular	O	**-.11**	(8/1,460; -.11, -.11)
Accidents: Occupational	O	**-.11**	(15/2,346; -.11, -.11)
High-risk sexual encounter	B	**-.08**	(11/4,284; -.08, -.08)
Sexual risk-taking: Aggregate	B/O	**-.07**	(14/5,686; -.13, -.01)
Counterproductive work behavior: Other-ratings	B	**-.06**	(12/2,975; -.18, .06)
Academic dishonesty	B	**-.03**	(16/5,045; -.14, .09)
Turnover/tenure	O	**-.02**	(13/1,495; -.30, .27)
Unprotected sex	B	**.00**	(5/2,562; -.13, .13)

Note. *Class* = variable class according to Campbell's (2012) model of performance, D = determinant of behavior or performance, B = behavior or behavioral performance, O = outcome of behavior or behavioral performance, B/O = mix of behavior or behavioral performance and its outcome; $\overline{\rho}$ = estimated population correlation (bold) corrected for unreliability in the predictor and the criterion, *k/N; 80% CV* = total number of studies and total sample size, 80% credibility interval around estimated population correlation.
[a] = Results from second-order meta-analysis (Schmidt & Oh, 2013); for complete output, see Appendix C.

Table D2

Study 1: Strongest Relations in Absolute Magnitude by Meta-Category: ***Agreeableness***

Variable	*Class*	$\overline{\rho}$	*k/N; 80% CV*
Well-Being			
Happiness	D	**.38**	(4/441; .38, .38)
Burnout: Depersonalization (lack of)[a]	D	**.34**	(50/13,146; .34, .34)
Quality of life	D	**.33**	(4/767; .25, .40)
Organizational commitment: Affective	D	**.32**	(29/9,283; .12, .52)
Burnout: Personal accomplishment[a]	D	**.32**	(50/11,508; .32, .32)
Marital satisfaction	D	**.31**	(19/3,071; .31, .31)
Organizational commitment: Normative	D	**.28**	(13/4,147; .20, .36)
Negative affect (lack of)	D	**.27**	(27/7,306; .17 .36)
Organizational commitment: General	D	**.26**	(10/2,007; .23, .29)
Family interference with work (lack of)	D	**.26**	(9/3,901; .15, .38)
Work-nonwork spillover: Positive	D	**.23**	(2/2,510; .21, .26)
Work interference with family (lack of)	D	**.23**	(12/4,514; .12, .34)
Work-nonwork spillover: Negative (lack of)	D	**.21**	(13/5,309; .14, .27)
Overall affect	D	**.21**	(6/1,035; .21, .21)
Leader-member exchange	D	**.20**	(9/2,290; .12, .29)
Secondary control: Cognitive restructuring	B	**.20**	(18/6,648; .20, .20)
Burnout: Emotional exhaustion (lack of)[a]	D	**.20**	(49/13,728; .20, .20)
Life satisfaction	D	**.19**	(22/7,459; .11, .26)
Intimate satisfaction: Partner-ratings	O	**.18**	(19/3,848; .06, .30)
Job satisfaction	D	**.17**	(38/11,856; -.03, .38)
Primary control: Emotional social support	B	**.17**	(9/1,663; .17, .17)
Coping: Religious	B	**.17**	(9/1,901; .14, .20)
Positive affect	D	**.16**	(23/6,040; .05, .28)
Primary control: Mixed social support	B	**.16**	(20/7,207; .10, .21)
Intent to quit (lack of)	D	**.14**	(10/3,527; .14, .14)
Primary control: Problem solving	B	**.13**	(37/10,159; .03, .22)
Career satisfaction	D	**.12**	(5/4,634; .05, .18)
Primary control: Instrumental social support	B	**.11**	(8/1,568; .11, .11)
Secondary control: Acceptance	B	**.11**	(9/1,663; .06, .17)
Coping: Primary control	B	**.10**	(39/10,526; .10, .10)
Coping: Secondary control	B	**.10**	(26/8,601; .02, .18)
Career decision-making difficulties (lack of)	D	**.09**	(18/8,180; -.11, .28)
Organizational commitment: Continuance	D	**.07**	(14/4,315; -.12, .26)
Coping: Broad engagement	B	**.07**	(45/11,392; .01, .13)
Secondary control: Distraction	B	**-.07**	(16/3,541; -.07, -.07)
Primary control: Emotion regulation	B	**.01**	(12/4,675; -.04, .07)
Physical activity	B	**.00**	(52/10,815; -.02, .02)
Performance			
Creativity	B/O	**-.45**	(3/174; -.45, -.45)
Job search outcomes: Job offers	O	**.35**	(1/134; NA, NA)
AC dimension: Influencing others[a]	B	**.34**	(13/6,496; .27, .41)
Teamwork	B	**.29**	(7/329; .29, .29)
AC dimension: Drive[a]	B	**.29**	(8/5,726; .18, .40)
AC dimension: Consideration of others[a]	B	**.28**	(10/5,943; .10, .45)
AC dimension: Stress tolerance[a]	B	**.28**	(9/5,705; .16, .39)
Overall job performance: Peer-ratings	B	**.23**	(17/5,243; .23, .20)
Contextual performance	B	**.21**	(20/3,892; -.06, .48)
Overall job performance: Subordinate-ratings	B	**.20**	(11/3568; .20, .20)
Organizational citizenship behavior: Interpersonal	B	**.19**	(19/5,608; .12, .27)

Employment interview: Conventional/Low Structure	B	**.18**	(18/2,159; .18, .18)
Organizational citizenship behavior: Organizational	B	**.18**	(15/4,598; .00, .36)
Overall job performance[a]	B	**.18**	(98/26,240; .11, .25)
Adaptive performance[a]	B	**.17**	(77/10,156; .17, .17)
Organizational citizenship behavior: Aggregate	B	**.16**	(47/10,308; .00, .33)
Job search behavior	B	**.16**	(4/1,099; .09, .22)
Organizational citizenship behavior: Global	B	**.15**	(22/3,875; -.03, .33)
Overall job performance: Maximal	B/O	**.13**	(4/1,514; .13, .13)
AC exercise: Oral presentation	B	**-.13**	(2/270; -.26, .01)
Technical performance	B	**.11**	(39/16,985; -.05, .27)
Status change	O	**.11**	(9/2,515; -.05, .27)
Salary	O	**-.11**	(6/6,286; -.11, -.11)
Training success	B/O	**.11**	(7/988; .11, .11)
AC dimension: Communication[a]	B	**.11**	(10/6,029; .11, .11)
Job search outcomes: Search duration	O	**-.10**	(2/830; -.18, -.02)
Academic performance	B	**.10**	(109/58,522; .03, .16)
AC dimension: Organizing and planning[a]	B	**.10**	(11/6,302; .03, .16)
Academic performance: Postsecondary	B	**.09**	(47/21,734; .09, .09)
General performance	B	**.08**	(87/22,060; .08, .08)
Overall job performance: Typical	B/O	**.08**	(4/1,514; .08, .08)
AC exercise: Case analysis	B	**-.08**	(3/358; -.15, -.01)
AC dimension: Problem solving[a]	B	**.07**	(12/6,253; .07, .07)
Personnel data[a]	O	**.06**	(28/4,969; .01, .12)
Validity	B/O	**.06**	(65/14,740; -.06, .19)
Firm performance	O	**.05**	(4/931; -.15, .25)
Promotions	O	**-.05**	(4/4,428; -.05, -.05)
Productivity	O	**-.04**	(15/2,082; -.36, .28)
Training performance[a]	B	**.03**	(31/6,429; -.03, .09)
Organizational citizenship behavior: Change	B	**-.03**	(8/1,396; -.18, .12)
Transfer of training	B/O	**-.03**	(3/218; -.03, -.03)
AC exercise: In-basket	B	**-.03**	(4/606; -.13, .07)
Employment interview: Behavioral/High Structurea	B	**.02**	(9/1,230; .02, .02)
Academic attendance	B	**.02**	(6/1,874; -.16, .21)
Educational success	B	**.01**	(15/7,330; .01, .01)
AC exercise: Role-play	B	**.01**	(4/1,087; -.07, .10)
Job search outcomes: Employment status	O	**.01**	(1/478; NA, NA)
AC exercise: Leaderless group discuss	B	**.00**	(10/2,563; -.10, .10)
Leadership			
Transformational leadership: Idealized influence	B	**.31**	(6/845; .19, .42)
Consideration	B	**.27**	(4/635; -.27, .82)
Transformational leadership: Charisma	B	**.23**	(9/1,706; -.12, .57)
Transformational leadership: Inspirational motivation	B	**.23**	(6/812; .17, .29)
Leadership effectiveness: Satisfaction with leader	O	**.22**	(2/300; .09, .34)
Transformational leadership: Individualized consideration[a]	B	**.22**	(13/2,451; .22, .22)
Leadership effectiveness	O	**.21**	(19/4,427; .21, .21)
Transactional leadership: Contingent reward	B	**.20**	(7/1,622; -.04, .44)
Leadership effectiveness: Group performance	O	**.20**	(2/84; -.05, .45)
Transformational leadership[a]	B	**.16**	(38/6,482; .16, .16)
Transformational leadership: Intellectual stimulation[a]	B	**.14**	(14/2,573; .14, .14)
Transactional leadership: Management by exception (Lack of)	B	**.14**	(6/1,469; .08, .19)
Transactional leadership: Passive leadership (lack of)	B	**.14**	(7/1,564; .05, .22)
Leadership	B/O	**.08**	(45/10,507; -.01, .17)
Leadership emergence	B/O	**.05**	(23/5,359; .00, .09)

Initiating structure	B	**-.02**	(4/635; -.44, .41)
Leadership effectiveness: Subordinate job satisfaction	O	**.01**	(2/300; -.16, .19)
Counterproductivity			
Antisocial behavior[a]	B	**-.49**	(44/14,859; -.57, -.41)
Counterproductive work behavior: Interpersonal	B	**-.48**	(10/3,336; -.48, -.48)
Counterproductive work behavior[a]	B	**-.45**	(11/3,899; -.53, -.38)
Aggression	B	**-.44**	(32/8,837; -.44, -.44)
Counterproductive work behavior: Organizational	B	**-.34**	(8/2,934; -.34, -.34)
Unprotected sex	B	**-.32**	(2/470; -.32, -.32)
High-risk sexual encounter	B	**-.31**	(4/1,164; -.31, -.31)
Turnover	O	**-.29**	(15/1,532; -.39, -.20)
Counterproductive work behavior: Other-ratings	B	**-.28**	(9/2,246; -.58, .01)
Sexual risk-taking: Aggregate	B/O	**-.28**	(6/2,044; -.28, -.28)
Safety performance (lack of)	B	**-.27**	(12/4,791; -.33, -.21)
Coping: Substance use	B	**-.26**	(11/3,279; -.26, -.26)
Alcohol involvement	B	**-.26**	(19/5,920; -.33, -.18)
Accidents: Vehicular	O	**-.24**	(7/3,108; -.24, -.24)
Number of sexual partners	O	**-.24**	(4/1,011; -.24, -.24)
Coping: Broad disengagement	B	**-.18**	(29/9,063; -.18, -.18)
Narrow disengagement: Denial	B	**-.17**	(6/1,358; -.21, -.13)
Smoking	B	**-.16**	(9/4,730; -.28, -.03)
Procrastination	B	**-.15**	(24/5,001; -.15, -.15)
Academic dishonesty	B	**-.15**	(13/4,423; -.27, -.02)
Coping: Mixed emotion focus	B	**-.13**	(8/645; -.13, -.13)
Coping: Negative emotion focus	B	**-.13**	(16/4,877; -.16, -.09)
Accidents: Occupational	O	**-.13**	(9/4,239; -.13, -.13)
Irresponsible behavior	B/O	**-.13**	(4/24,259; -.13, -.13)
Narrow disengagement: Withdrawal	B	**.11**	(4/479; .11, .11)
Coping: Narrow disengagement	B	**-.10**	(10/1,837; -.16, -.04)
Turnover/tenure	O	**-.09**	(15/1,838; -.09, -.09)
Accidents	O	**-.09**	(14/3,528; -.09, -.09)
Absenteeism	B	**-.07**	(9/1,076; -.07, -.07)

Note. *Class* = variable class according to Campbell's (2012) model of performance, D = determinant of behavior or performance, B = behavior or behavioral performance, O = outcome of behavior or behavioral performance, B/O = mix of behavior or behavioral performance and its outcome; $\overline{\rho}$ = estimated population correlation (bold) corrected for unreliability in the predictor and the criterion, *k/N; 80% CV* = total number of studies and total sample size, 80% credibility interval around estimated population correlation.
[a] = Results from second-order meta-analysis (Schmidt & Oh, 2013); for complete output, see Appendix C.

Table D3

Study 1: Strongest Relations in Absolute Magnitude by Meta-Category: ***Conscientiousness***

Variable	*Class*	$\overline{\rho}$	*k/N; 80% CV*
Well-Being			
Quality of life	D	**.56**	(4/767; .49, .62)
Primary control: Problem solving	B	**.42**	(41/10,454; .34, .49)
Burnout: Personal accomplishment[a]	D	**.37**	(51/12,524; .31, .43)
Positive affect	D	**.36**	(24/5,976; .20, .51)
Overall affect	D	**.32**	(5/829; .17, .47)
Happiness	D	**.31**	(4/441; .31, .31)
Organizational commitment: General	D	**.31**	(12/2,782; .10, .51)
Life satisfaction	D	**.29**	(25/6,685; .17, .40)
Secondary control: Cognitive restructuring	B	**.28**	(18/6,754; .27, .29)
Marital satisfaction	D	**.28**	(6/1,201; .25, .31)
Burnout: Depersonalization (lack of)[a]	D	**.27**	(53/14,319; .27, .27)
Career decision-making difficulties (lack of)	D	**.27**	(18/8,180; .19, .36)
Family interference with work (lack of)	D	**.27**	(14/4,494; .12, .41)
Job satisfaction	D	**.26**	(79/21,719; -.02, .55)
Organizational commitment: Affective	D	**.26**	(38/11,041; .03, .49)
Negative affect (lack of)	D	**.26**	(28/7,749; .14, .37)
Coping: Primary control	B	**.25**	(44/12,647; .18, .32)
Work-nonwork spillover: Negative (lack of)	D	**.24**	(20/6,924; .16, .32)
Work interference with family (lack of)	D	**.22**	(21/6,427; .04, .40)
Leader-member exchange	D	**.21**	(9/2,075; .17, .26)
Organizational commitment: Normative	D	**.19**	(16/5,117; .04, .33)
Burnout: Emotional exhaustion (lack of)[a]	D	**.18**	(55/15,758; .18, .18)
Intent to quit (lack of)	D	**.16**	(13/4,315; .16, .16)
Coping: Broad engagement	B	**.15**	(55/14,298; .15, .15)
Intimate satisfaction: Partner-ratings	O	**.15**	(19/3,848; .14, .16)
Work-nonwork spillover: Positive	D	**.15**	(3/2,646; .08, .21)
Career satisfaction	D	**.14**	(6/10,566; .07, .22)
Physical activity	B	**.14**	(69/9,607; .14, .14)
Primary control: Mixed social support	B	**.13**	(23/9,110; .07, .18)
Coping: Secondary control	B	**.13**	(29/8,843; .05, .20)
Coping: Religious	B	**.13**	(9/1,901; .10, .15)
Primary control: Instrumental social support	B	**.11**	(8/1,568; .11, .11)
Primary control: Emotion regulation	B	**.11**	(13/4,840; .06, .17)
Secondary control: Distraction	B	**-.10**	(18/3,638; -.17, -.03)
Secondary control: Acceptance	B	**.10**	(9/1,663; .04, .15)
Primary control: Emotional social support	B	**.08**	(9/1,663; .08, .08)
Organizational commitment: Continuance	D	**.03**	(18/5,407; -.10, .15)
Performance			
Job search behavior	B	**.41**	(11/5,433; .36, .46)
Contextual performance	B	**.37**	(39/24,034; .19, .54)
Educational success	B	**.32**	(37/15,650; .32, .32)
Overall job performance[a]	B	**.32**	(140/55,888; .27, .36)
Transfer of training	B/O	**.31**	(5/433; .20, .42)
AC dimension: Drive[a]	B	**.31**	(9/5,960; .16, .46)
Teamwork	B	**.30**	(14/787; .30, .30)
Overall job performance: Peer-ratings	B	**.27**	(12/3,504; .27, .27)
Academic attendance	B	**.26**	(6/1,874; .12, .41)
Technical performance	B	**.26**	(102/47,729; .01, .41)
Academic performance	B	**.25**	(138/70,926; .25, .25)

Training success	B/O	**.25**	(22/2,935; .25, .25)
Academic performance: Postsecondary	B	**.24**	(69/27,875; .24, .24)
Organizational citizenship behavior: Interpersonal	B	**.23**	(28/6,347; .00, .47)
General performance	B	**.23**	(85/24,464; .23, .23)
Organizational citizenship behavior: Global	B	**.22**	(30/6,233; .06, .38)
Validity	B/O	**.21**	(96/20,307; .21, .21)
AC dimension: Organizing and planning[a]	B	**.21**	(9/6,192; .05, .38)
Organizational citizenship behavior: Aggregate	B	**.20**	(71/14,355; .02, .39)
Employment interview: Conventional/Low Structure	B	**.19**	(18/2,163; .19, .19)
AC dimension: Stress tolerance[a]	B	**.19**	(5/5,086; .19, .19)
Organizational citizenship behavior: Organizational	B	**.19**	(20/4,025; .08, .30)
Firm performance	O	**.19**	(24/3,193; -.17, .55)
Overall job performance: Typical	B/O	**.19**	(5/1,769; .19, .19)
AC exercise: In-basket	B	**.17**	(4/717; .01, .33)
Training performance[a]	B	**.16**	(29/6,329; .16, .16)
Employment interview: Behavioral/High Structure[a]	B	**.16**	(20/3,003; .16, .16)
Personnel data[a]	O	**.15**	(35/6,905; .13, .16)
Job search outcomes: Employment status	O	**.14**	(5/2,534; .08, .21)
Job search outcomes: Search duration	O	**-.13**	(4/2,609; -.18, -.08)
Status change	O	**.13**	(8/2,698; .09, .17)
Productivity	O	**.13**	(14/1,639; .13, .13)
AC dimension: Influencing others[a]	B	**.13**	(8/5,770; .13, .13)
Organizational citizenship behavior: Change	B	**.12**	(17/2,629; -.02, .26)
AC exercise: Oral presentation	B	**.11**	(3/602; .05, .17)
Overall job performance: Maximal	B/O	**.11**	(5/1,769; .11, .11)
Job search outcomes: Job offers	O	**.11**	(2/228; -.03, .25)
AC dimension: Consideration of others[a]	B	**.09**	(9/5,822; .09, .09)
Adaptive performancea	B	**.09**	(75/9,288; .09, .09)
Salary	O	**.07**	(6/6,286; -.06, .20)
AC dimension: Communication[a]	B	**-.06**	(8/5,595; -.07, -.06)
Creativity	B/O	**.06**	(4/192; .06, .06)
Promotions	O	**.06**	(4/4,428; .06, .06)
AC exercise: Case analysis	B	**.05**	(3/358; -.01, .12)
AC exercise: Leaderless group discuss	B	**.05**	(10/2,801; -.10, .20)
AC dimension: Problem solving[a]	B	**-.04**	(8/5,595; -.12, .05)
AC exercise: Role-play	B	**.03**	(5/1,413; -.06, .11)
Overall job performance: Subordinate-ratings	B	**.02**	(10/3,790; .02, .02)
Leadership			
Leadership emergence	B/O	**.34**	(17/3,655; .34, .34)
Consideration	B	**.31**	(4/635; .14, .49)
Leadership effectiveness: Group performance	O	**.31**	(5/203; -.02, .64)
Leadership	B/O	**.30**	(39/10,056; .23, .37)
Initiating structure	B	**.25**	(4/635; .05, .45)
Leadership effectiveness	O	**.16**	(18/3,870; .13, .20)
Transformational leadership[a]	B	**.16**	(35/5,937; .16, .16)
Transactional leadership: Passive leadership (lack of)	B	**.13**	(7/1,564; .05, .22)
Transformational leadership: Idealized influence	B	**.12**	(6/845; .12, .12)
Leadership effectiveness: Subordinate job satisfaction	O	**-.08**	(2/300; -.20, .05)
Transformational leadership: Charisma	B	**.07**	(8/1,605; .001, .15)
Transformational leadership: Individualized consideration[a]	B	**.04**	(13/2,451; .04, .04)
Transactional leadership: Contingent reward	B	**.03**	(6/1,469; -.02, .08)
Transactional leadership: Management by exception (Lack of)	B	**.03**	(6/1,469; .03, .03)
Leadership effectiveness: Satisfaction with leader	O	**-.03**	(3/1,078; -.10, .05)

Transformational leadership: Intellectual stimulation[a]	B	**-.02**	(14/2,573; -.02, -.02)
Transformational leadership: Inspirational motivation	B	**-.01**	(6/812; -.01, -.01)
Counterproductivity			
Procrastination	B	**-.78**	(20/4,012; -.82, -.74)
Counterproductive work behavior: Organizational	B	**-.45**	(8/2,934; -.45, -.45)
Counterproductive work behavior[a]	B	**-.39**	(12/4,361; -.44, -.34)
Irresponsible behavior	B/O	**-.39**	(37/59,076; -.39, -.39)
Unprotected sex	B	**-.35**	(2/470; -.35, -.35)
Antisocial behavior[a]	B	**-.31**	(44/14,892; -.31, -.31)
Accidents	O	**-.30**	(18/4,550; -.30, -.30)
Alcohol involvement	B	**-.29**	(19/5,920; -.52, -.06)
Accidents: Vehicular	O	**-.29**	(9/3,425; -.29, -.29)
Safety performance (lack of)	B	**-.27**	(16/3,995; -.38, -.16)
Coping: Substance use	B	**-.25**	(14/6,810; -.29, -.21)
Counterproductive work behavior: Interpersonal	B	**-.25**	(11/3,458; -.25, -.25)
Narrow disengagement: Denial	B	**-.24**	(6/1,358; -.24, -.24)
Academic dishonesty	B	**-.24**	(16/5,154; -.36, -.12)
Aggression	B	**-.23**	(35/10,214; -.23, -.23)
Counterproductive work behavior: Other-ratings	B	**-.23**	(13/3,332; -.46, -.00)
Turnover	O	**-.23**	(17/1,631; -.25, -.22)
Coping: Broad disengagement	B	**-.21**	(35/13,236; -.27, -.15)
Accidents: Occupational	O	**-.20**	(9/2,163; -.20, -.20)
Coping: Negative emotion focus	B	**-.19**	(19/6,800; -.25, -.14)
Smoking	B	**-.19**	(9/4,730; -.47, .08)
Coping: Mixed emotion focus	B	**-.18**	(8/645; -.18, -.18)
Absenteeism	B	**-.17**	(13/1,582; -.27, -.06)
Sexual risk-taking: Aggregate	B/O	**-.16**	(5/1,977; -.16, -.16)
High-risk sexual encounter	B	**-.15**	(3/1,097; -.15, -.15)
Coping: Narrow disengagement	B	**-.14**	(11/2,002; -.19, -.08)
Turnover/tenure	O	**-.14**	(19/2,759; -.14, -.14)
Number of sexual partners	O	**-.11**	(3/944; -.15, -.07)
Narrow disengagement: Withdrawal	B	**.01**	(4/479; .01, .01)

Note. *Class* = variable class according to Campbell's (2012) model of performance, D = determinant of behavior or performance, B = behavior or behavioral performance, O = outcome of behavior or behavioral performance, B/O = mix of behavior or behavioral performance and its outcome; $\overline{\rho}$ = estimated population correlation (bold) corrected for unreliability in the predictor and the criterion, *k/N; 80% CV* = total number of studies and total sample size, 80% credibility interval around estimated population correlation.
[a] = Results from second-order meta-analysis (Schmidt & Oh, 2013); for complete output, see Appendix C.

Table D4

Study 1: Strongest Relations in Absolute Magnitude by Meta-Category: ***Extraversion***

Variable	*Class*	$\overline{\rho}$	*k/N; 80% CV*
Well-Being			
Positive affect	D	**.50**	(117/33,172; .35, .64)
Happiness	D	**.49**	(47/11,360; .40, .59)
Quality of life	D	**.48**	(11/1,999; .48, .48)
Overall affect	D	**.43**	(24/5,168; .26, .59)
Primary control: Emotional social support	B	**.34**	(11/1,936; .34, .34)
Primary control: Mixed social support	B	**.33**	(35/10,533; .29, .38)
Life satisfaction	D	**.32**	(67/19,516; .21, .44)
Work-nonwork spillover: Positive	D	**.31**	(3/4,585; .28, .34)
Primary control: Instrumental social support	B	**.30**	(12/2,237; .30, .30)
Secondary control: Cognitive restructuring	B	**.30**	(32/8,255; .24, .37)
Burnout: Personal accomplishment[a]	D	**.30**	(110/32,526; .21, .39)
Organizational commitment: Affective	D	**.30**	(26/7,996; .20, .40)
Organizational commitment: General	D	**.29**	(11/4,835; .15, .44)
Career satisfaction	D	**.28**	(6/10,566; .19, .37)
Primary control: Problem solving	B	**.28**	(70/14,844; .28, .28)
Coping: Primary control	B	**.26**	(77/17,377; .21, .31)
Job satisfaction	D	**.25**	(75/20,184; .05, .44)
Burnout: Emotional exhaustion (lack of)[a]	D	**.23**	(116/36,737; .16, .29)
Organizational commitment: Normative	D	**.22**	(15/3,515; .13, .30)
Burnout: Depersonalization (lack of)[a]	D	**.21**	(110/33,671; .18, .24)
Coping: Broad engagement	B	**.21**	(97/20,995; .13, .29)
Coping: Secondary control	B	**.21**	(48/10,793; .10, .32)
Negative affect (lack of)	D	**.19**	(104/30,673; .04, .35)
Marital satisfaction	D	**.17**	(22/3,372; .11, .24)
Leader-member exchange	D	**.16**	(11/2,919; .06, .27)
Career decision-making difficulties (lack of)	D	**.16**	(20/8,463; -.01, .33)
Physical activity	B	**.15**	(88/14,641; .11, .19)
Secondary control: Distraction	B	**.12**	(29/4,987; .08, .17)
Work-nonwork spillover: Negative (lack of)	D	**.12**	(17/8,094; .05, .19)
Work interference with family (lack of)	D	**.12**	(14/5,112; -.01, .25)
Family interference with work (lack of)	D	**.09**	(13/4,849; .04, .15)
Intent to quit (lack of)	D	**.09**	(11/4,654; .09, .09)
Organizational commitment: Continuance	D	**-.08**	(15/3,564; -.26, .10)
Intimate satisfaction: Partner-ratings	O	**.06**	(19/3,848; -.05, .18)
Primary control: Emotion regulation	B	**.04**	(22/5,959; -.02, .10)
Secondary control: Acceptance	B	**.03**	(11/1,936; -.02, .07)
Coping: Religious	B	**.03**	(13/2,570; .03, .03)
Performance			
AC dimension: Drive[a]	B	**.56**	(11/6,149; .41, .71)
Job search outcomes: Job offers	O	**.49**	(1/134; NA, NA)
Job search behavior	B	**.47**	(7/1,733; .39, .54)
Overall job performance: Maximal	B/O	**.34**	(4/1,514; .34, .34)
AC dimension: Influencing others[a]	B	**.33**	(13/6,830; .27, .38)
Overall job performance: Typical	B/O	**.30**	(4/1,514; .30, .30)
Contextual performance	B	**.26**	(35/6,962; .03, .49)
Overall job performance: Peer-ratings	B	**.24**	(12/3,739; .24, .24)
Employment interview: Conventional/Low Structure	B	**.24**	(19/2,301; .24, .24)
Overall job performance[a]	B	**.23**	(124/32,674; .14, .33)
AC dimension: Organizing and planning[a]	B	**.22**	(12/6,370; .21, .22)

AC dimension: Consideration of others[a]	B	**.21**	(11/6,011; .21, .21)
Promotions	O	**.19**	(4/4,428; .11, .27)
AC dimension: Stress tolerance[a]	B	**.17**	(11/6,060; .12, .21)
AC exercise: Leaderless group discuss	B	**.16**	(13/3,105; .02, .30)
AC exercise: Oral presentation	B	**.16**	(3/602; .05, .27)
Organizational citizenship behavior: Change	B	**.14**	(6/1,144; .14, .14)
Technical performance	B	**.14**	(57/20,104; .01, .26)
Training performance[a]	B	**.14**	(29/5,845; .07, .21)
Teamwork	B	**.13**	(39/2,307; .13, .13)
AC exercise: Role-play	B	**.13**	(5/1,413; .07, .19)
Employment interview: Behavioral/High Structure[a]	B	**.12**	(11/1,375; .12, .12)
Educational success	B	**.12**	(69/33,005; .12, .12)
Overall job performance: Subordinate-ratings	B	**.12**	(8/2,444; .12, .12)
Status change	O	**.12**	(15/4,374; -.07, .31)
General performance	B	**.12**	(149/34,633; .12, .12)
AC dimension: Problem solving[a]	B	**.11**	(12/6,214; .11, .11)
Academic attendance	B	**-.11**	(8/2,144; -.19, -.03)
Job search outcomes: Search duration	O	**-.11**	(2/830; -.16, -.05)
Salary	O	**.11**	(7/6,610; .05, .16)
Adaptive performance[a]	B	**.11**	(79/9,949; .10, .11)
Organizational citizenship behavior: Aggregate	B	**.10**	(34/6,700; -.08, .28)
Organizational citizenship behavior: Interpersonal	B	**.10**	(13/3,129; -.11, .31)
Firm performance	O	**.10**	(9/1,476; -.09, .28)
Personnel data[a]	O	**.09**	(37/7,101; .09, .09)
Training success	B/O	**.09**	(70/8,389; .09, .09)
Productivity	O	**.09**	(12/1,774; .09, .09)
Validity	B/O	**.09**	(80/17,692; .09, .09)
AC exercise: In-basket	B	**.08**	(7/1,067; .01, .14)
Organizational citizenship behavior: Global	B	**.07**	(16/2,870; -.12, .27)
Academic performance: Postsecondary	B	**-.05**	(58/2,3730; -.14, .04)
Job search outcomes: Employment status	O	**.05**	(1/478; NA, NA)
Creativity	B/O	**-.05**	(7/333; -.18, .09)
Transfer of training	B	**.04**	(3/218; .04, .04)
AC exercise: Case analysis	B	**-.04**	(3/358; -.10, .03)
AC dimension: Communication[a]	B	**.03**	(11/6,097; -.04, .09)
Organizational citizenship behavior: Organizational	B	**.01**	(9/2,017; -.12, .15)
Academic performance	B	**-.01**	(113/59,986; -.25, .22)
Leadership			
Consideration	B	**.36**	(4/635; .02, .69)
Leadership emergence	O	**.36**	(37/7,215; .32, .39)
Leadership	O	**.33**	(63/12,640; .24, .41)
Transformational leadership[a]	B	**.29**	(38/6,070; .29, .29)
Transformational leadership: Charisma	B	**.25**	(9/1,706; .25, .25)
Leadership effectiveness	O	**.25**	(23/4,485; .24, .26)
Transformational leadership: Inspirational motivation	B	**.24**	(6/812; .10, .37)
Transformational leadership: Idealized influence	B	**.22**	(5/623; .07, .38)
Initiating structure	B	**.21**	(4/635; .09, .33)
Transformational leadership: Individualized consideration[a]	B	**.19**	(12/2,197; .19, .19)
Transformational leadership: Intellectual stimulation[a]	B	**.18**	(13/2,319; .16, .21)
Transactional leadership: Contingent reward	B	**.16**	(5/1,215; .11, .22)
Transactional leadership: Passive leadership (lack of)	B	**.10**	(6/1,310; -.01, .22)
Leadership effectiveness: Subordinate job satisfaction	O	**.08**	(2/300; -.04, .20)
Transactional leadership: Management by exception (Lack of)	B	**.03**	(5/1,215; .03, .03)

Leadership effectiveness: Satisfaction with leader	O	**.02**	(3/1,078; -.05, .10)
Leadership effectiveness: Group performance	O	**.00**	(3/135; -.22, .22)
Counterproductivity			
Accidents: Vehicular	O	**.27**	(16/4,424; .27, .27)
Accidents	O	**.18**	(30/6,048; .18, .18)
Accidents: Occupational	O	**.18**	(16/3,018; .18, .18)
Procrastination	B	**.14**	(18/3,951; .14, .14)
Smoking	B	**.12**	(9/4,730; -.11, .36)
High-risk sexual encounter	B	**.12**	(10/4,217; .06, .18)
Coping: Mixed emotion focus	B	**.11**	(20/2,369; .11, .11)
Counterproductive work behavior: Organizational	B	**-.09**	(5/1,836; -.22, .04)
Safety performance (lack of)	B	**.09**	(20/6,378; -.05, .23)
Absenteeism	B	**.09**	(10/1,326; -.07, .25)
Sexual risk-taking: Aggregate	BO	**.08**	(12/5,097; .02, .14)
Antisocial behavior[a]	B	**.07**	(82/31,574; .03, .12)
Narrow disengagement: Withdrawal	B	**-.07**	(6/836; -.12, -.02)
Coping: Negative emotion focus	B	**-.07**	(36/9,392; -.16, .02)
Coping: Broad disengagement	B	**-.06**	(57/16,337; -.15, .04)
Coping: Narrow disengagement	B	**-.06**	(22/3,650; -.06, -.06)
Coping: Substance use	B	**-.06**	(17/6,774; -.06, -.06)
Alcohol involvement	B	**.06**	(19/5,920; -.11, .22)
Unprotected sex	B	**.05**	(4/2,040; -.04, .15)
Counterproductive work behavior[a]	B	**-.05**	(8/2,801; -.05, -.05)
Academic dishonesty	B	**.05**	(13/4,424; -.07, .17)
Irresponsible behavior	B/O	**-.05**	(8/19,623; -.05, -.05)
Counterproductive work behavior: Other-ratings	B	**.05**	(7/1,066; -.15, .25)
Turnover/tenure	O	**.05**	(13/1,437; -.08, .17)
Aggression	B	**-.04**	(33/9,654; -.12, .05)
Turnover	O	**-.04**	(18/1,608; -.09, .01)
Narrow disengagement: Denial	B	**-.03**	(16/2,685; -.03, -.03)
Counterproductive work behavior: Interpersonal	B	**.03**	(8/2,360; -.11, .16)
Number of sexual partners	O	**.01**	(3/944; -.02, .05)

Note. *Class* = variable class according to Campbell's (2012) model of performance, D = determinant of behavior or performance, B = behavior or behavioral performance, O = outcome of behavior or behavioral performance, B/O = mix of behavior or behavioral performance and its outcome; $\overline{\rho}$ = estimated population correlation (bold) corrected for unreliability in the predictor and the criterion, *k/N; 80% CV* = total number of studies and total sample size, 80% credibility interval around estimated population correlation.
[a] = Results from second-order meta-analysis (Schmidt & Oh, 2013); for complete output, see Appendix C.

Table D5

Study 1: Strongest Relations in Absolute Magnitude by Meta-Category: ***Openness/Intellect***

Variable	*Class*	$\overline{\rho}$	*k/N; 80% CV*
Well-Being			
Positive affect	D	**.27**	(27/7,340; .11, .44)
Work-nonwork spillover: Positive	D	**.25**	(1/2,130; NA, NA)
Burnout: Personal accomplishment[a]	D	**.23**	(48/12,307; .23, .23)
Quality of life	D	**.23**	(6/1,305; .07, .39)
Secondary control: Cognitive restructuring	B	**.22**	(20/7,038; .16, .27)
Primary control: Problem solving	B	**.20**	(38/10,512; .18, .22)
Organizational commitment: General	D	**.20**	(8/1,425; .15, .25)
Coping: Religious	B	**-.17**	(11/2,297; -.20, -.15)
Happiness	D	**.17**	(5/779; .04, .29)
Coping: Primary control	B	**.16**	(42/10,937; .10, .22)
Coping: Secondary control	B	**.16**	(29/9,013; .08, .24)
Coping: Broad engagement	B	**.14**	(49/12,317; .14, .14)
Career decision-making difficulties (lack of)	D	**.13**	(19/8,279; -.07, .33)
Career satisfaction	D	**.12**	(7/10,962; .09, .15)
Primary control: Emotional social support	B	**.12**	(9/1,663; .12, .12)
Organizational commitment: Normative	D	**.11**	(15/3,513; -.02, .25)
Marital satisfaction	D	**.10**	(5/1,154; .06, .14)
Secondary control: Acceptance	B	**.10**	(9/1,663; .04, .16)
Burnout: Depersonalization (lack of)[a]	D	**.10**	(46/11,898; .10, .10)
Organizational commitment: Affective	D	**.09**	(25/7,797; -.15, .34)
Organizational commitment: Continuance	D	**-.09**	(15/3,562; -.25, .08)
Primary control: Instrumental social support	B	**.09**	(10/1,964; .09, .09)
Primary control: Mixed social support	B	**.09**	(18/6,854; .09, .09)
Primary control: Emotion regulation	B	**.09**	(14/5,071; .00, .17)
Burnout: Emotional exhaustion (lack of)[a]	D	**.08**	(47/12,650; .08, .08)
Secondary control: Distraction	B	**.07**	(20/4,034; .002, .14)
Family interference with work (lack of)	D	**.07**	(9/4,026; -.07, .21)
Overall affect	D	**.06**	(7/1,373; -.28, .40)
Work-nonwork spillover: Negative (lack of)	D	**.06**	(11/4,810; -.04, .15)
Physical activity	B	**.04**	(51/8,237; .02, .07)
Life satisfaction	D	**.04**	(26/9,075; -.04, .12)
Work interference with family (lack of)	D	**.03**	(9/4,026; -.15, .21)
Negative affect (lack of)	D	**-.03**	(26/8,008; -.15, .09)
Intimate satisfaction: Partner-ratings	O	**.03**	(18/3,566; -.13, .19)
Leader-member exchange	D	**-.03**	(5/1,249; -.18, .12)
Intent to quit (lack of)	D	**-.01**	(12/3,730; -.17, .14)
Job satisfaction	D	**.01**	(50/15,196; -.17, .20)
Performance			
AC dimension: Drive[a]	B	**.41**	(9/5,686; .32, .50)
Job search outcomes: Job offers	O	**.35**	(1/134; NA, NA)
Job search behavior	B	**.27**	(4/1,099; .20, .34)
Overall job performance: Maximal	B/O	**.26**	(4/1,514; .26, .26)
AC dimension: Problem solving[a]	B	**.23**	(12/6,623; .23, .24)
AC exercise: Case analysis	B	**.23**	(2/254; .14, .32)
AC dimension: Influencing others[a]	B	**.22**	(12/6,448; .16, .29)
Employment interview: Conventional/Low Structure	B	**.22**	(16/1,945; .22, .22)
Organizational citizenship behavior: Interpersonal	B	**.20**	(10/2,049; .06, .34)
Organizational citizenship behavior: Organizational	B	**.20**	(7/1,311; .13, .26)
Firm performance	O	**.20**	(15/2,461; -.04, .43)

Teamwork	B	**.19**	(1/667; NA, NA)
Educational success	B	**.18**	(8/3,628; .18, .18)
Organizational citizenship behavior: Aggregate	B	**.17**	(38/7,405; .06, .27)
Organizational citizenship behavior: Change	B	**.17**	(19/3,761; .06, .28)
AC dimension: Stress tolerance[a]	B	**.16**	(9/5,705; .16, .16)
AC dimension: Organizing and planning[a]	B	**.16**	(12/6,766; .13, .19)
AC exercise: In-basket	B	**.15**	(5/795; .02, .28)
AC exercise: Role-play	B	**.15**	(4/13,09; .05, .24)
Validity	B/O	**.14**	(63/13,539; .14, .14)
Academic performance	B	**.14**	(113/60,442; .14, .14)
Technical performance	B	**.13**	(41/16,738; .01, .24)
Academic performance: Postsecondary	B	**.12**	(52/23,096; .12, .12)
Overall job performance[a]	B	**.12**	(98/27,218; .08, .17)
Organizational citizenship behavior: Global	B	**.12**	(11/2,185; -.02, .26)
AC exercise: Leaderless group discuss	B	**.12**	(10/2,801; .05, .18)
AC exercise: Oral presentation	B	**.12**	(2/498; .03, .20)
Status change	O	**.11**	(5/1,766; .11, .11)
Creativity	B/O	**.11**	(1/58; NA, NA)
Training performance[a]	B	**.10**	(26/5,444; .05, .16)
Overall job performance: Subordinate-ratings	B	**.10**	(12/3,685; .10, .10)
Overall job performance: Typical	B/O	**.10**	(4/1,514; .10, .10)
Job search outcomes: Search duration	O	**-.09**	(2/830; -.17, -.01)
Transfer of training	B/O	**.08**	(4/303; -.19, .36)
AC dimension: Consideration of others[a]	B	**.08**	(9/5,895; .08, .08)
Adaptive performance[a]	B	**.07**	(78/10,343; .07, .07)
Overall job performance: Peer-ratings	B	**.05**	(13/4,835; .05, .05)
Contextual performance	B	**.05**	(23/4,225; -.09, .18)
AC dimension: Communication[a]	B	**.04**	(11/6,470; -.06, .15)
Employment interview: Behavioral/High Structure[a]	B	**.04**	(9/1,230; .04, .04)
Personnel data[a]	O	**.04**	(25/4,401; .04, .04)
Salary	O	**.04**	(7/6,800; -.02, .10)
Training success	B/O	**.03**	(35/8,744; .03, .03)
Academic attendance	B	**-.02**	(6/1,874; -.11, .06)
General performance	B	**.02**	(46/11,297; .02, .02)
Job search outcomes: Employment status	O	**-.01**	(1/478; NA, NA)
Promotions	O	**.01**	(5/4,942; -.03, .05)
Productivity	O	**.00**	(9/1,060; .00, .00)
Leadership			
Transformational leadership: Inspirational motivation	B	**.26**	(6/812; .16, .37)
Leadership	B/O	**.26**	(39/7,762; .15, .38)
Leadership emergence	B/O	**.26**	(20/3,900; .25, .28)
Leadership effectiveness	O	**.26**	(17/3,315; .25, .28)
Transformational leadership: Charisma	B	**.23**	(9/1,706; -.10, .56)
Transformational leadership: Idealized influence	B	**.22**	(5/623; .22, .22)
Transformational leadership[a]	B	**.19**	(40/7,279; .19, .19)
Transformational leadership: Individualized consideration[a]	B	**.16**	(13/2,451; .16, .16)
Leadership effectiveness: Group performance	O	**.14**	(2/117; -.08, .36)
Transformational leadership: Intellectual stimulation[a]	B	**.12**	(14/2,573; .12, .12)
Consideration	B	**.05**	(4/635; -.13, .22)
Transactional leadership: Management by exception (Lack of)	B	**.05**	(6/1,469; .05, .05)
Transactional leadership: Passive leadership (lack of)	B	**-.05**	(7/1,564; -.09, -.01)
Transactional leadership: Contingent reward	B	**.03**	(6/1,469; .03, .03)
Leadership effectiveness: Satisfaction with leader	O	**.03**	(3/400; -.18, .23)

Initiating structure	B	**.02**	(2/843; -.20, .23)
Leadership effectiveness: Subordinate job satisfaction	O	**.00**	(2/300; -.13, .13)
Counterproductivity			
Accidents	O	**.33**	(10/1,147; .33, .33)
Irresponsible behavior	B/O	**-.24**	(2/1,414; -.27, -.21)
Counterproductive work behavior: Other-ratings	B	**-.16**	(6/890; -.16, -.16)
Accidents: Vehicular	O	**.15**	(3/577; .15, .15)
Narrow disengagement: Withdrawal	B	**.14**	(4/606; .14, .14)
Coping: Mixed emotion focus	B	**.14**	(10/1,041; .10, .19)
Aggression	B	**-.14**	(33/9,638; -.14, -.14)
Turnover/tenure	O	**.13**	(12/1,628; -.09, .35)
Turnover	O	**.12**	(16/1,563; .05, .20)
Counterproductive work behavior[a]	B	**-.11**	(9/3,263; -.11, -.11)
Narrow disengagement: Denial	B	**-.10**	(8/1,754; -.14, -.07)
Counterproductive work behavior: Interpersonal	B	**-.09**	(8/2,360; -.09, -.09)
Accidents: Occupational	O	**.09**	(6/1,633; .09, .09)
Smoking	B	**.09**	(9/4,730; -.06, .23)
Number of sexual partners	O	**-.08**	(3/944; -.12, -.05)
Academic dishonesty	B	**-.08**	(13/4,424; -.18, .02)
Coping: Narrow disengagement	B	**-.07**	(10/1,964; -.07, -.07)
Coping: Substance use	B	**.06**	(12/2,983; .06, .06)
Alcohol involvement	B	**-.06**	(18/5,723; -.33, .22)
High-risk sexual encounter	B	**.06**	(3/1,097; .06, .06)
Coping: Negative emotion focus	B	**.04**	(20/5,370; -.02, .11)
Counterproductive work behavior: Organizational	B	**-.04**	(5/1,772; -.16, .08)
Absenteeism	B	**-.04**	(9/1,076; -.04, -.04)
Procrastination	B	**.04**	(16/3,612; -.03, .11)
Coping: Broad disengagement	B	**-.03**	(29/8,770; -.03, -.03)
Antisocial behavior[a]	B	**-.02**	(45/14,895; -.05, .01)
Unprotected sex	B	**-.01**	(2/470; -.01, -.01)
Safety performance (lack of)	B	**-.01**	(10/2,898; -.03, .01)
Sexual risk-taking: Aggregate	B/O	**.00**	(5/1,977; .00, .00)

Note. *Class* = variable class according to Campbell's (2012) model of performance, D = determinant of behavior or performance, B = behavior or behavioral performance, O = outcome of behavior or behavioral performance, B/O = mix of behavior or behavioral performance and its outcome; $\overline{\rho}$ = estimated population correlation (bold) corrected for unreliability in the predictor and the criterion, *k/N; 80% CV* = total number of studies and total sample size, 80% credibility interval around estimated population correlation.
[a] = Results from second-order meta-analysis (Schmidt & Oh, 2013); for complete output, see Appendix C.

Table D6

Study 1: Summary of Meta-Category Relations by the Big Five: ***Well-Being***

Category	N_v	*M*	*SD*	*%*	*Min*	*Q1*	*Med*	*Q3*	*Max*
Well-Being									
Emotional Stability	37	.24	.24	78	-.23	.08	.26	.37	.74
Agreeableness	37	.18	.10	86	-.07	.11	.18	.26	.38
Conscientiousness	37	.22	.12	95	-.10	.14	.22	.28	.56
Extraversion	37	.22	.13	84	-.08	.12	.22	.30	.50
Openness/Intellect	37	.10	.09	62	-.17	.04	.09	.16	.27
Attitudes									
Emotional Stability	24	.36	.20	83					
Agreeableness	24	.23	.08	88					
Conscientiousness	24	.25	.10	92					
Extraversion	24	.24	.14	83					
Openness/Intellect	24	.10	.09	42					
Domain-General									
Emotional Stability	8	.51	.18	100					
Agreeableness	8	.25	.08	100					
Conscientiousness	8	.31	.11	100					
Extraversion	8	.33	.17	88					
Openness/Intellect	8	.12	.10	50					
Work-Related									
Emotional Stability	16	.28	.15	75					
Agreeableness	16	.21	.08	81					
Conscientiousness	16	.22	.08	88					
Extraversion	16	.19	.11	81					
Openness/Intellect	16	.08	.09	38					
Behaviors									
Emotional Stability	13	.03	.12	69					
Agreeableness	13	.10	.08	85					
Conscientiousness	13	.15	.12	100					
Extraversion	13	.20	.12	85					
Openness/Intellect	13	.10	.10	100					
Benchmark[a]	**131**	**.17**	**.12**	-	.00	.08	.15	.24	.78

Note. N_v = total number of variables per (sub)category, *M* = mean estimated population correlation across variables, *SD* = between-variables standard deviation in population correlations, *%* = percentage of 80% credibility intervals across variables that exclude zero, *Min* = minimum correlation, *Q1* = correlation at the first quartile (i.e., 25th percentile), *Med* = median correlation, *Q3* = correlation at the third quartile (i.e., 75th percentile), *Max* = maximum correlation.

[a] = Benchmark effects are absolute values of estimated population correlations across all Big Five traits for all variables. Values provide empirical effect size benchmarks for interpreting the strength of external relations. Accordingly, correlations ranging from .00 to .08 (i.e., Quartile 1) are considered *nil/weak*, correlations that ranged from .09 to .15 (i.e., Median) are considered *small*, correlations ranging from .16 to .24 (i.e., Quartile 3) are considered *moderate*, and correlations > .24 are considered *strong*.

Table D7

Study 1: Summary of Meta-Category Relations by the Big Five: ***Performance***

Category	N_v	*M*	*SD*	%	*Min*	*Q1*	*Med*	*Q3*	*Max*
Performance									
Emotional Stability	48	.12	.12	65	-.16	.07	.11	.18	.61
Agreeableness	48	.09	.14	69	-.45	.01	.09	.18	.35
Conscientiousness	48	.17	.11	81	-.13	.10	.18	.24	.41
Extraversion	48	.14	.14	75	-.11	.09	.12	.20	.56
Openness/Intellect	48	.13	.10	77	-.09	.05	.12	.18	.41
Behaviors									
Emotional Stability	39	.12	.13	64					
Agreeableness	39	.10	.14	72					
Conscientiousness	39	.18	.11	85					
Extraversion	39	.14	.13	77					
Openness/Intellect	39	.14	.08	85					
Applicant Performance									
Emotional Stability	3	.12	.11	67					
Agreeableness	3	.12	.08	100					
Conscientiousness	3	.26	.14	100					
Extraversion	3	.28	.17	100					
Openness/Intellect	3	.18	.12	100					
Assessment Center Performance									
Emotional Stability	12	.16	.16	75					
Agreeableness	12	.10	.16	67					
Conscientiousness	12	.10	.11	58					
Extraversion	12	.18	.15	83					
Openness/Intellect	12	.17	.09	92					
Academic Performance									
Emotional Stability	4	.07	.13	.25					
Agreeableness	4	.06	.04	.75					
Conscientiousness	4	.27	.04	100					
Extraversion	4	-.01	.10	50					
Openness/Intellect	4	.10	.09	75					
Job Performance									
Emotional Stability	20	.11	.11	65					
Agreeableness	20	.10	.15	70					
Conscientiousness	20	.21	.09	95					
Extraversion	20	.14	.10	75					
Openness/Intellect	20	.12	.06	80					
Outcomes									
Emotional Stability	9	.09	.07	67					
Agreeableness	9	.03	.14	56					
Conscientiousness	9	.09	.09	67					
Extraversion	9	.13	.16	67					
Openness/Intellect	9	.07	.13	44					
Applicant Outcomes									
Emotional Stability	3	.10	.09	67					
Agreeableness	3	.09	.24	67					
Conscientiousness	3	.04	.15	67					
Extraversion	3	.14	.31	67					
Openness/Intellect	3	.08	.23	67					
Incumbent Outcomes									
Emotional Stability	6	.09	.07	67					

Agreeableness	6	.00	.08	50					
Conscientiousness	6	.12	.05	67					
Extraversion	6	.12	.04	67					
Openness/Intellect	6	.07	.07	33					
Benchmark[a]	**131**	**.17**	**.12**	-	.00	.08	.15	.24	.78

Note. N_v = total number of variables per (sub)category, *M* = mean estimated population correlation across variables, *SD* = between-variables standard deviation in population correlations, *%* = percentage of 80% credibility intervals across variables that exclude zero, *Min* = minimum correlation, *Q1* = correlation at the first quartile (i.e., 25th percentile), *Med* = median correlation, *Q3* = correlation at the third quartile (i.e., 75th percentile), *Max* = maximum correlation.

[a] = Benchmark effects are absolute values of estimated population correlations across all Big Five traits for all variables. Values provide empirical effect size benchmarks for interpreting the strength of external relations. Accordingly, correlations ranging from .00 to .08 (i.e., Quartile 1) are considered *nil/weak*, correlations that ranged from .09 to .15 (i.e., Median) are considered *small*, correlations ranging from .16 to .24 (i.e., Quartile 3) are considered *moderate*, and correlations > .24 are considered *strong*.

Table D8

Study 1: Summary of Meta-Category Relations by the Big Five: ***Leadership***

Category	N_v	*M*	*SD*	*%*	*Min*	*Q1*	*Med*	*Q3*	*Max*
Leadership									
Emotional Stability	17	.13	.09	82	-.03	.07	.13	.19	.25
Agreeableness	17	.15	.12	59	-.14	.08	.20	.22	.31
Conscientiousness	17	.12	.14	76	-.08	-.01	.12	.25	.34
Extraversion	17	.19	.12	76	-.03	.10	.21	.25	.36
Openness/Intellect	17	.13	.12	65	-.05	.03	.14	.23	.26
Behaviors									
Emotional Stability	11	.12	.07	73					
Agreeableness	11	.16	.13	64					
Conscientiousness	11	.10	.11	91					
Extraversion	11	.20	.10	91					
Openness/Intellect	11	.11	.11	73					
Outcomes									
Emotional Stability	6	.13	.13	100					
Agreeableness	6	.13	.09	50					
Conscientiousness	6	.17	.18	50					
Extraversion	6	.17	.16	50					
Openness/Intellect	6	.16	.12	50					
Benchmark[a]	**131**	**.17**	**.12**	-	.00	.08	.15	.24	.78

Note. N_v = total number of variables per (sub)category, *M* = mean estimated population correlation across variables, *SD* = between-variables standard deviation in population correlations, *%* = percentage of 80% credibility intervals across variables that exclude zero, *Min* = minimum correlation, *Q1* = correlation at the first quartile (i.e., 25th percentile), *Med* = median correlation, *Q3* = correlation at the third quartile (i.e., 75th percentile), *Max* = maximum correlation.

[a] = Benchmark effects are absolute values of estimated population correlations across all Big Five traits for all variables. Values provide empirical effect size benchmarks for interpreting the strength of external relations. Accordingly, correlations ranging from .00 to .08 (i.e., Quartile 1) are considered *nil/weak*, correlations that ranged from .09 to .15 (i.e., Median) are considered *small*, correlations ranging from .16 to .24 (i.e., Quartile 3) are considered *moderate*, and correlations > .24 are considered *strong*.

Table D9

Study 1: Summary of Meta-Category Relations by the Big Five: ***Counterproductivity***

Category	*Nv*	*M*	*SD*	*%*	*Min*	*Q1*	*Med*	*Q3*	*Max*
Counterproductivity									
Emotional Stability	29	-.21	.13	79	-.56	-.30	-.22	-.11	.00
Agreeableness	29	-.22	.14	97	-.49	-.29	-.24	-.13	.11
Conscientiousness	29	-.25	.14	97	-.78	-.29	-.23	-.18	.01
Extraversion	29	.04	.09	48	-.09	-.05	.05	.09	.27
Openness/Intellect	29	.00	.12	66	-.24	-.08	-.01	.09	.33
Behaviors									
Emotional Stability	24	-.22	.14	79					
Agreeableness	24	-.24	.14	96					
Conscientiousness	24	-.26	.15	96					
Extraversion	24	.02	.07	46					
Openness/Intellect	24	-.03	.09	63					
Domain-General									
Emotional Stability	15	-.25	.15	80					
Agreeableness	15	-.22	.15	100					
Conscientiousness	15	-.20	.09	93					
Extraversion	15	.02	.07	53					
Openness/Intellect	15	.00	.09	67					
Work-Related									
Emotional Stability	9	-.19	.10	78					
Agreeableness	9	-.26	.15	89					
Conscientiousness	9	-.35	.19	100					
Extraversion	9	.03	.08	33					
Openness/Intellect	9	-.08	.08	56					
Outcomes									
Emotional Stability	5	-.13	.09	80					
Agreeableness	5	-.17	.09	100					
Conscientiousness	5	-.23	.07	100					
Extraversion	5	.12	.12	60					
Openness/Intellect	5	.16	.10	80					
Benchmark[a]	**131**	**.17**	**.12**	-	.00	.08	.15	.24	.78

Note. N_v = total number of variables per (sub)category, *M* = mean estimated population correlation across variables, *SD* = between-variables standard deviation in population correlations, *%* = percentage of 80% credibility intervals across variables that exclude zero, *Min* = minimum correlation, *Q1* = correlation at the first quartile (i.e., 25th percentile), *Med* = median correlation, *Q3* = correlation at the third quartile (i.e., 75th percentile), *Max* = maximum correlation.

[a] = Benchmark effects are absolute values of estimated population correlations across all Big Five traits for all variables. Values provide empirical effect size benchmarks for interpreting the strength of external relations. Accordingly, correlations ranging from .00 to .08 (i.e., Quartile 1) are considered *nil/weak*, correlations that ranged from .09 to .15 (i.e., Median) are considered *small*, correlations ranging from .16 to .24 (i.e., Quartile 3) are considered *moderate*, and correlations > .24 are considered *strong*.

Table D10

Study 2: Strongest Relations in Absolute Magnitude by Meta-Category: ***Stability***

Variable	*Class*	$\overline{\rho}$	*k/N*
Well-Being			
Quality of life	D	**.67**	(6/1,070)
Overall affect	D	**.55**	(9/1,298)
Negative affect (lack of)	D	**.54**	(39/10,201)
Happiness	D	**.54**	(7/647)
Burnout: Depersonalization (lack of)[a]	D	**.45**	(64/17,474)
Burnout: Personal accomplishment[a]	D	**.43**	(65/15,530)
Life satisfaction	D	**.43**	(33/8,822)
Marital satisfaction	D	**.39**	(10/2,327)
Burnout: Emotional exhaustion (lack of)[a]	D	**.39**	(66/18,713)
Family interference with work (lack of)	D	**.38**	(12/4,753)
Work interference with family (lack of)	D	**.37**	(14/6,158)
Positive affect	D	**.37**	(36/8,010)
Work-nonwork spillover: Negative (lack of)	D	**.37**	(17/7,691)
Organizational commitment: Affective	D	**.36**	(29/10,103)
Organizational commitment: General	D	**.33**	(10/2,888)
Job satisfaction	D	**.32**	(60/17,528)
Primary control: Problem solving	B	**.31**	(49/12,151)
Secondary control: Cognitive restructuring	B	**.30**	(23/7,414)
Career decision-making difficulties (lack of)	D	**.28**	(19/8,511)
Career satisfaction	D	**.28**	(6/7,406)
Organizational commitment: Normative	D	**.27**	(15/4,634)
Intimate satisfaction: Partner-ratings	O	**.26**	(19/3,848)
Intent to quit (lack of)	D	**.26**	(13/5,158)
Leader-member exchange	D	**.23**	(7/1,869)
Work-nonwork spillover: Positive	D	**.23**	(2/3,325)
Coping: Primary control	B	**.19**	(53/13,410)
Secondary control: Distraction	B	**-.17**	(22/4,217)
Secondary control: Acceptance	B	**.15**	(10/1,928)
Primary control: Mixed social support	B	**.13**	(25/8,611)
Coping: Religious	B	**.12**	(11/2,251)
Coping: Secondary control	B	**.11**	(35/9,693)
Physical activity	B	**.10**	(65/11,525)
Coping: Broad engagement	B	**.10**	(64/15,106)
Primary control: Instrumental social support	B	**.08**	(10/1,823)
Primary control: Emotion regulation	B	**.05**	(16/5,339)
Primary control: Emotional social support	B	**.04**	(10/1,890)
Organizational commitment: Continuance	D	**-.01**	(15/4,837)
Performance			
AC dimension: Stress tolerance[a]	B	**.47**	(8/5,533)
AC dimension: Drive[a]	B	**.35**	(8/5,710)
Teamwork	B	**.34**	(4/626)
Contextual performance	B	**.33**	(28/8,084)
Overall job performance[a]	B	**.30**	(112/33,469)
Overall job performance: Peer-ratings	B	**.30**	(14/4,539)
AC dimension: Influencing others[a]	B	**.29**	(10/5,989)
Job search outcomes: Job offers	O	**.28**	(1/191)
Job search behavior	B	**.28**	(6/2,030)
AC dimension: Consideration of others[a]	B	**.27**	(9/5,679)
Employment interview: Conventional/Low Structure	B	**.27**	(17/2,056)

Educational success	B	**.26**	(21/13,987)
Organizational citizenship behavior: Interpersonal	B	**.25**	(15/4,537)
Organizational citizenship behavior: Global	B	**.23**	(17/4,609)
Training success	B/O	**.23**	(20/2,044)
Organizational citizenship behavior: Aggregate	B	**.22**	(42/10,617)
Transfer of training	B/O	**.22**	(4/356)
Organizational citizenship behavior: Organizational	B	**.21**	(11/3,214)
General performance	B	**.20**	(87/2,6165)
Technical performance	B	**.20**	(56/22,760)
Creativity	B/O	**-.20**	(3/227)
AC dimension: Organizing and planning[a]	B	**.20**	(10/6,069)
Firm performance	O	**.18**	(10/1,861)
Validity	B/O	**.16**	(75/16,861)
Adaptive performance[a]	B	**.16**	(77/9,560)
Academic performance	B	**.16**	(117/62,528)
Overall job performance: Subordinate-ratings	B	**.16**	(9/3,030)
Status change	O	**.14**	(9/2,843)
Academic performance: Postsecondary	B	**.14**	(56/24,164)
Personnel data[a]	O	**.13**	(31/5,919)
Academic attendance	B	**.12**	(6/1,874)
Training performance[a]	B	**.12**	(29/6,257)
Job search outcomes: Employment status	O	**.11**	(2/1,049)
Job search outcomes: Search duration	O	**-.10**	(3/1,356)
Employment interview: Behavioral/High Structure[a]	B	**.10**	(11/1,772)
AC exercise: In-basket	B	**.09**	(5/676)
Organizational citizenship behavior: Change	B	**.08**	(9/1,792)
AC exercise: Leaderless group discuss	B	**.06**	(11/2,744)
AC dimension: Problem solving[a]	B	**.06**	(10/5,770)
Overall job performance: Typical	B/O	**.06**	(4/1,566)
Promotions	O	**.06**	(4/4,476)
AC dimension: Communication[a]	B	**.05**	(9/5,705)
Salary	O	**.04**	(7/6,334)
AC exercise: Role-play	B	**.03**	(5/1,285)
Overall job performance: Maximal	B/O	**.03**	(4/1,566)
AC exercise: Oral presentation	B	**.03**	(3/427)
Productivity	O	**.02**	(12/1,679)
AC exercise: Case analysis	B	**.02**	(3/358)
Leadership			
Consideration	B	**.32**	(4/635)
Leadership emergence	B/O	**.28**	(24/4,547)
Leadership	B/O	**.27**	(46/9,797)
Leadership effectiveness	O	**.27**	(19/3,672)
Transformational leadership: Idealized influence	B	**.25**	(6/845)
Transformational leadership[a]	B	**.24**	(38/6,121)
Transformational leadership: Charisma	B	**.21**	(9/1,653)
Leadership effectiveness: Group performance	O	**.21**	(2/81)
Initiating structure	B	**.15**	(3/635)
Transactional leadership: Contingent reward	B	**.15**	(6/1,538)
Transformational leadership: Inspirational motivation	B	**.15**	(6/812)
Transformational leadership: Individualized consideration[a]	B	**.15**	(13/2,432)
Transactional leadership: Passive leadership (lack of)	B	**.14**	(7/1,584)
Leadership effectiveness: Satisfaction with leader	O	**.11**	(3/578)
Transformational leadership: Intellectual stimulation[a]	B	**.11**	(14/2,554)

Transactional leadership: Management by exception (Lack of)	B	**.08**	(6/1,489)
Leadership effectiveness: Subordinate job satisfaction	O	**-.02**	(2/300)
Counterproductivity			
Procrastination	B	**-.53**	(22/5,530)
Counterproductive work behavior[a]	B	**-.49**	(10/3,796)
Counterproductive work behavior: Organizational	B	**-.45**	(6/2,687)
Antisocial behavior[a]	B	**-.44**	(54/17,960)
Counterproductive work behavior: Interpersonal	B	**-.42**	(9/3,189)
Coping: Negative emotion focus	B	**-.39**	(24/6,635)
Coping: Substance use	B	**-.39**	(14/5,064)
Aggression	B	**-.38**	(33/9,695)
Coping: Broad disengagement	B	**-.33**	(39/12,719)
Irresponsible behavior	B/O	**-.32**	(5/28,623)
Alcohol involvement	B	**-.32**	(19/5,920)
Turnover	O	**-.32**	(17/1,654)
Safety performance (lack of)	B	**-.29**	(14/4,204)
Unprotected sex	B	**-.29**	(3/646)
Narrow disengagement: Denial	B	**-.28**	(9/1,698)
Coping: Narrow disengagement	B	**-.27**	(14/2,444)
Accidents	O	**-.27**	(16/3,810)
Accidents: Vehicular	O	**-.27**	(6/2,310)
Coping: Mixed emotion focus	B	**-.26**	(11/877)
Counterproductive work behavior: Other-ratings	B	**-.25**	(9/2,774)
High-risk sexual encounter	B	**-.23**	(5/1,497)
Sexual risk-taking: Aggregate	B/O	**-.22**	(7/2,562)
Number of sexual partners	O	**-.22**	(3/988)
Smoking	B	**-.21**	(9/4,730)
Accidents: Occupational	O	**-.19**	(10/2,668)
Academic dishonesty	B	**-.18**	(14/4,852)
Absenteeism	B	**-.15**	(10/1,296)
Narrow disengagement: Withdrawal	B	**-.12**	(5/569)
Turnover/tenure	O	**-.11**	(14/1,904)

Note. *Class* = variable class according to Campbell's (2012) model of performance, D = determinant of behavior or performance, B = behavior or behavioral performance, O = outcome of behavior or behavioral performance, B/O = mix of behavior or behavioral performance and its outcome; $\overline{\rho}$ = estimated population correlation (bold) corrected for unreliability in the predictor and the criterion, *k/N* = total number of studies and total sample size.

[a] = Results from second order meta-analysis (Schmidt & Oh, 2013); for complete output, see Appendix C.

Table D11
Study 2: Strongest Relations in Absolute Magnitude by Meta-Category: ***Plasticity***

Variable	*Class*	$\overline{\rho}$	*k/N*
Well-Being			
Positive affect	D	**.47**	(36/12,020)
Quality of life	D	**.43**	(6/1,579)
Happiness	D	**.40**	(7/1,458)
Work-nonwork spillover: Positive	D	**.34**	(2/2,909)
Burnout: Personal accomplishment[a]	D	**.32**	(65/17,857)
Secondary control: Cognitive restructuring	B	**.31**	(23/7,598)
Overall affect	D	**.30**	(9/2,170)
Organizational commitment: General	D	**.30**	(10/2,201)
Primary control: Problem solving	B	**.29**	(49/12,308)
Primary control: Emotional social support	B	**.28**	(10/1,789)
Coping: Primary control	B	**.25**	(53/13,425)
Primary control: Mixed social support	B	**.25**	(25/8,304)
Career satisfaction	D	**.24**	(6/10,760)
Organizational commitment: Affective	D	**.24**	(29/7,895)
Primary control: Instrumental social support	B	**.24**	(10/2,092)
Life satisfaction	D	**.22**	(33/12,389)
Coping: Secondary control	B	**.22**	(35/9,823)
Coping: Broad engagement	B	**.21**	(64/15,526)
Organizational commitment: Normative	D	**.20**	(15/3,514)
Burnout: Depersonalization (lack of)[a]	D	**.19**	(64/17,583)
Burnout: Emotional exhaustion (lack of)[a]	D	**.18**	(66/18,820)
Career decision-making difficulties (lack of)	D	**.17**	(19/8,370)
Marital satisfaction	D	**.17**	(10/1,720)
Job satisfaction	D	**.16**	(60/17,338)
Negative affect (lack of)	D	**.13**	(39/12,700)
Secondary control: Distraction	B	**.12**	(22/4,460)
Physical activity	B	**.12**	(65/10,543)
Work-nonwork spillover: Negative (lack of)	D	**.11**	(17/6,034)
Organizational commitment: Continuance	D	**-.10**	(15/3,563)
Family interference with work (lack of)	D	**.10**	(12/4,399)
Work interference with family (lack of)	D	**.09**	(14/4,504)
Coping: Religious	B	**-.08**	(11/2,426)
Leader-member exchange	D	**.08**	(7/1,749)
Secondary control: Acceptance	B	**.08**	(10/1,789)
Primary control: Emotion regulation	B	**.08**	(16/5,479)
Intimate satisfaction: Partner-ratings	O	**.05**	(19/3,702)
Intent to quit (lack of)	D	**.05**	(13/4,141)
Performance			
AC dimension: Drive[a]	B	**.58**	(8/5,908)
Job search outcomes: Job offers	O	**.50**	(1/134)
Job search behavior	B/O	**.45**	(6/1,345)
Overall job performance: Maximal	B	**.36**	(4/1,514)
AC dimension: Influencing others[a]	B	**.33**	(10/6,634)
Employment interview: Conventional/Low Structure	B	**.27**	(17/2,108)
Overall job performance: Typical	B/O	**.24**	(4/1,514)
AC dimension: Organizing and planninga	B	**.23**	(10/6,562)
Overall job performance[a]	B	**.21**	(112/29,697)
AC dimension: Problem solving[a]	B	**.20**	(10/6,412)
AC dimension: Stress tolerance[a]	B	**.20**	(8/5,877)

Teamwork	B	**.19**	(4/1,035)
Organizational citizenship behavior: Change	B	**.19**	(9/1,754)
Contextual performance	B	**.19**	(28/5,259)
Educational success	B	**.18**	(21/6,537)
AC dimension: Consideration of others[a]	B	**.18**	(9/5,952)
Organizational citizenship behavior: Interpersonal	B	**.18**	(15/2,476)
Overall job performance: Peer-ratings	B	**.18**	(14/4,217)
Firm performance	O	**.18**	(10/1,845)
AC exercise: Leaderless group discuss	B	**.17**	(11/2,945)
AC exercise: Oral presentation	B	**.17**	(3/545)
AC exercise: Role-play	B	**.16**	(5/1,359)
Organizational citizenship behavior: Aggregate	B	**.16**	(42/7,035)
Technical performance	B	**.16**	(56/18,267)
Training performance[a]	B	**.15**	(29/5,637)
Validity	B/O	**.14**	(75/15,339)
Status change	O	**.14**	(9/2,516)
AC exercise: In-basket	B	**.14**	(5/911)
Overall job performance: Subordinate-ratings	B	**.13**	(9/2,939)
Organizational citizenship behavior: Organizational	B	**.12**	(11/1,589)
Promotions	O	**.12**	(4/4,671)
Job search outcomes: Search duration	O	**-.12**	(3/830)
Organizational citizenship behavior: Global	B	**.12**	(17/2,481)
AC exercise: Case analysis	B	**.11**	(3/297)
Adaptive performance[a]	B	**.11**	(77/10,142)
Employment interview: Behavioral/High Structure[a]	B	**.10**	(11/1,298)
Salary	O	**.09**	(7/6,704)
Personnel data[a]	O	**.08**	(31/5,434)
General performance	B	**.08**	(87/17,037)
Academic attendance	B	**-.08**	(6/2,000)
Transfer of training	B/O	**.07**	(4/254)
Academic performance	B	**.07**	(117/60,213)
Training success	B/O	**.07**	(20/8,563)
Productivity	O	**.06**	(12/1,327)
AC dimension: Communication[a]	B	**.04**	(9/6,278)
Academic performance: Postsecondary	B	**.04**	(56/23,409)
Creativity	B/O	**.04**	(3/99)
Job search outcomes: Employment status	O	**.02**	(2/478)
Leadership			
Leadership emergence	B/O	**.37**	(24/5,063)
Leadership	B/O	**.35**	(46/9,618)
Leadership effectiveness	O	**.31**	(19/3,812)
Transformational leadership: Inspirational motivation	B	**.30**	(6/812)
Transformational leadership: Charisma	B	**.29**	(9/1,706)
Transformational leadership[a]	B	**.29**	(38/6,620)
Transformational leadership: Idealized influence	B	**.26**	(6/623)
Consideration	B	**.25**	(4/635)
Transformational leadership: Individualized consideration[a]	B	**.21**	(13/2,317)
Transformational leadership: Intellectual stimulation[a]	B	**.18**	(14/2,439)
Initiating structure	B	**.14**	(3/724)
Transactional leadership: Contingent reward	B	**.12**	(6/1,330)
Leadership effectiveness: Group performance	O	**.08**	(2/125)
Leadership effectiveness: Subordinate job satisfaction	O	**.05**	(2/300)
Transactional leadership: Management by exception (Lack of)	B	**.05**	(6/1,330)

Transactional leadership: Passive leadership (lack of)	B	**.04**	(7/1,426)
Leadership effectiveness: Satisfaction with leader	O	**.03**	(3/583)
Counterproductivity			
Accidents	O	**.30**	(16/1,928)
Accidents: Vehicular	O	**.25**	(6/1,021)
Irresponsible behavior	B/O	**-.17**	(5/2,638)
Accidents: Occupational	O	**.16**	(10/2,119)
Coping: Mixed emotion focus	B	**.15**	(11/1,446)
Smoking	B	**.13**	(9/4,730)
High-risk sexual encounter	B	**.11**	(5/1,741)
Procrastination	B	**.11**	(22/3,774)
Aggression	B	**-.10**	(33/9,646)
Turnover/tenure	O	**.10**	(14/1,527)
Counterproductive work behavior[a]	B	**-.10**	(10/3,014)
Counterproductive work behavior: Organizational	B	**-.08**	(6/1,803)
Narrow disengagement: Denial	B	**-.08**	(9/2,122)
Coping: Narrow disengagement	B	**-.08**	(14/2,554)
Counterproductive work behavior: Other-ratings	B	**-.07**	(9/970)
Coping: Broad disengagement	B	**-.05**	(39/11,413)
Sexual risk-taking: Aggregate	B/O	**.05**	(7/2,849)
Safety performance (lack of)	B	**.05**	(14/3,985)
Turnover	O	**.05**	(17/1,585)
Narrow disengagement: Withdrawal	B	**.04**	(5/703)
Number of sexual partners	O	**-.04**	(3/9,44)
Counterproductive work behavior: Interpersonal	B	**-.04**	(9/2,360)
Antisocial behavior[a]	B	**.03**	(54/20,241)
Absenteeism	B	**.03**	(10/1,188)
Unprotected sex	B	**.02**	(3/764)
Coping: Negative emotion focus	B	**-.02**	(24/6,833)
Academic dishonesty	B	**-.02**	(14/4,424)
Coping: Substance use	B	**.00**	(14/4,142)
Alcohol involvement	B	**.00**	(19/5,820)

Note. *Class* = variable class according to Campbell's (2012) model of performance, D = determinant of behavior or performance, B = behavior or behavioral performance, O = outcome of behavior or behavioral performance, B/O = mix of behavior or behavioral performance and its outcome; $\overline{\rho}$ = estimated population correlation (bold) corrected for unreliability in the predictor and the criterion, *k/N* = total number of studies and total sample size.

[a] = Results from second order meta-analysis (Schmidt & Oh, 2013); for complete output, see Appendix C.

Table D12

Study 2: Summary of Meta-Category Relations by the Metatraits: ***Well-Being***

Category	N_v	*M*	*SD*	*%*	*Min*	*Q1*	*Med*	*Q3*	*Max*
Well-Being									
Stability	37	.28	.18	73	-.17	.12	.28	.38	.67
Plasticity	37	.19	.13	54	-.10	.11	.20	.28	.47
Attitudes									
Stability	24	.36	.14	79					
Plasticity	24	.20	.13	38					
Domain General									
Stability	8	.47	.13	100					
Plasticity	8	.27	.15	50					
Work-Related									
Stability	16	.31	.11	69					
Plasticity	16	.17	.11	31					
Behaviors									
Stability	13	.12	.12	62					
Plasticity	13	.18	.11	85					
Benchmark[a]	**131**	**.20**	**.13**	-	.00	.10	.18	.28	.67

Note. N_v = total number of variables per (sub)category; *M* = mean estimated population correlation across variables; *SD* = between-variables standard deviation in population correlations; *%* = percentage of 80% credibility intervals for variables across constituent Big Five traits that exclude zero*; Min* = minimum correlation; *Q1* = correlation at the first quartile (i.e., 25th percentile); *Med* = median correlation; *Q3* = correlation at the third quartile (i.e., 75th percentile); *Max* = maximum correlation.

[a] = Benchmark effects are absolute values of estimated population correlations across metatraits for all variables; values provide empirical effect size benchmarks for interpreting the strength of external relations. Accordingly, correlations ranging from .00 to .10 (i.e., Quartile 1) are considered *nil/weak*; correlations that ranged from .10 to .18 (i.e., Median) are considered *small*; correlations ranging from .18 to .28 (i.e., Quartile 3) are considered *moderate*; and correlations >.28 are considered *strong*.

Table D13

Study 2: Summary of Meta-Category Relations by the Metatraits: ***Performance***

Category	N_v	*M*	*SD*	*%*	*Min*	*Q1*	*Med*	*Q3*	*Max*
Performance									
Stability	48	.16	.12	44	-.20	.06	.16	.25	.47
Plasticity	48	.16	.13	63	-.12	.09	.15	.19	.58
Behaviors									
Stability	39	.18	.12	49					
Plasticity	39	.17	.12	69					
Applicant Performance									
Stability	3	.21	.10	67					
Plasticity	3	.27	.17	100					
Assessment Center									
Stability	12	.16	.15	42					
Plasticity	12	.21	.14	83					
Academic Performance									
Stability	4	.17	.06	25					
Plasticity	4	.05	.11	25					
Job Performance									
Stability	20	.18	.12	55					
Plasticity	20	.15	.07	65					
Outcomes									
Stability	9	.10	.11	22					
Plasticity	9	.12	.17	33					
Applicant Outcomes									
Stability	3	.10	.19	0					
Plasticity	3	.13	.33	67					
Incumbent Outcomes									
Stability	6	.09	.06	33					
Plasticity	6	.11	.04	17					
Benchmark[a]	**131**	**.20**	**.13**	-	.00	.10	.18	.28	.67

Note. N_v = total number of variables per (sub)category; *M* = mean estimated population correlation across variables; *SD* = between-variables standard deviation in population correlations; *%* = percentage of 80% credibility intervals for variables across constituent Big Five traits that exclude zero*; Min* = minimum correlation; *Q1* = correlation at the first quartile (i.e., 25th percentile); *Med* = median correlation; *Q3* = correlation at the third quartile (i.e., 75th percentile); *Max* = maximum correlation.

[a] = Benchmark effects are absolute values of estimated population correlations across metatraits for all variables; values provide empirical effect size benchmarks for interpreting the strength of external relations. Accordingly, correlations ranging from .00 to .10 (i.e., Quartile 1) are considered *nil/weak*; correlations that ranged from .10 to .18 (i.e., Median) are considered *small*; correlations ranging from .18 to .28 (i.e., Quartile 3) are considered *moderate*; and correlations >.28 are considered *strong*.

Table D14

Study 2: Summary of Meta-Category Relations by the Metatraits: ***Leadership***

Category	N_v	*M*	*SD*	*%*	*Min*	*Q1*	*Med*	*Q3*	*Max*
Leadership									
Stability	17	.17	.11	47	-.08	.14	.15	.25	.32
Plasticity	17	.19	.13	59	-.05	.08	.21	.29	.37
Behaviors									
Stability	11	.16	.10	55					
Plasticity	11	.18	.11	64					
Outcomes									
Stability	6	.19	.12	33					
Plasticity	6	.20	.16	50					
Benchmark[a]	**131**	**.20**	**.13**	-	.00	.10	.18	.28	.67

Note. N_v = total number of variables per (sub)category; *M* = mean estimated population correlation across variables; *SD* = between-variables standard deviation in population correlations; *%* = percentage of 80% credibility intervals for variables across constituent Big Five traits that exclude zero*; Min* = minimum correlation; *Q1* = correlation at the first quartile (i.e., 25th percentile); *Med* = median correlation; *Q3* = correlation at the third quartile (i.e., 75th percentile); *Max* = maximum correlation.

[a] = Benchmark effects are absolute values of estimated population correlations across metatraits for all variables; values provide empirical effect size benchmarks for interpreting the strength of external relations. Accordingly, correlations ranging from .00 to .10 (i.e., Quartile 1) are considered *nil/weak*; correlations that ranged from .10 to .18 (i.e., Median) are considered *small*; correlations ranging from .18 to .28 (i.e., Quartile 3) are considered *moderate*; and correlations >.28 are considered *strong*.

Table D15

Study 2: Summary of Meta-Category Relations by the Metatraits: ***Counterproductivity***

Category	*Nv*	*M*	*SD*	*%*	*Min*	*Q1*	*Med*	*Q3*	*Max*
Counterproductivity									
Stability	**29**	**-.30**	**.11**	**76**	-.53	-.38	-.28	-.22	-.11
Plasticity	**29**	**.03**	**.11**	**38**	-.17	-.05	.02	.10	.30
Behaviors									
Stability	24	-.31	.11	75					
Plasticity	24	.00	.08	33					
Domain-General									
Stability	15	-.29	.09	80					
Plasticity	15	.01	.08	40					
Work-Related									
Stability	9	-.34	.14	67					
Plasticity	9	-.03	.08	22					
Outcomes									
Stability	5	-.23	.08	80					
Plasticity	5	.17	.10	60					
Benchmark[a]	**131**	**.20**	**.13**	-	.00	.10	.18	.28	.67

Note. N_v = total number of variables per (sub)category; *M* = mean estimated population correlation across variables; *SD* = between-variables standard deviation in population correlations; *%* = percentage of 80% credibility intervals across variables that exclude zero; *Min* = minimum correlation; *Q1* = correlation at the first quartile (i.e., 25th percentile); *Med* = median correlation; *Q3* = correlation at the third quartile (i.e., 75th percentile); *Max* = maximum correlation.

[a] = Benchmark effects are absolute values of estimated population correlations across metatraits for all variables; values provide empirical effect size benchmarks for interpreting the strength of external relations. Accordingly, correlations ranging from .00 to .10 (i.e., Quartile 1) are considered *nil/weak*; correlations that ranged from .10 to .18 (i.e., Median) are considered *small*; correlations ranging from .18 to .28 (i.e., Quartile 3) are considered *moderate*; and correlations >.28 are considered *strong*.

Table D16

Study 3: Summary of Multiple Correlations by Meta-Category: ***Unit-Weighted Composite***[a]

Category	N_v	*M*	*SD*	*Min*	*Q1*	*Med*	*Q3*	*Max*
Overall[a]	***131***	***.235***	***.13***	.012	.132	.214	.324	.693
Well-Being	**37**	**.301**	**.15**	.042	.194	.310	.378	.693
Attitudes	24	.364	.13					
Domain-General	8	.467	.15					
Work-Related	16	.312	.09					
Positive Valence	9	.307	.12					
Negative Valence	7	.318	.06					
Behaviors	13	.185	.10					
Performance	**48**	**.206**	**.12**	.044	.127	.181	.273	.551
Behaviors	39	.218	.11					
Applicant	3	.292	.16					
Assessment Center	12	.221	.16					
Academic	4	.149	.10					
Job	20	.219	.06					
Outcomes	9	.157	.13					
Applicant	3	.225	.20					
Incumbent	6	.123	.07					
Leadership	**17**	**.228**	**.11**	.012	.166	.214	.319	.387
Behaviors	11	.225	.09					
Outcomes	6	.235	.16					
Counterproductivity	**29**	**.201**	**.11**	.023	.109	.212	.294	.401
Behaviors	24	.223	.10					
Domain-General	15	.200	.08					
Work-Related	9	.261	.11					
Outcomes	5	.093	.11					

Note. N_v = total number of variables per (sub)category; *M* = mean estimated population multiple correlation across variables; *SD* = between-variables standard deviation in population multiple correlations; *Min* = minimum multiple correlation; *Q1* = multiple correlation at the first quartile (i.e., 25th percentile); *Med* = median multiple correlation; *Q3* = multiple correlation at the third quartile (i.e., 75th percentile); *Max* = maximum multiple correlation.

[a] = Benchmark effects are the absolute values of unit-weighted multiple population correlations across Big Five traits for all variables; values provide empirical benchmarks for interpreting the strength of external relations. Accordingly, correlations ranging from .00 to .13 (i.e., Quartile 1) are considered *weak*; correlations that ranged from .14 to .21 (i.e., Median) are considered *small*; correlations ranging from .22 to .32 (i.e., Quartile 3) are considered *moderate*; and correlations > .32 are considered *strong*.

Table D17

Study 3: Strongest Multiple Correlations by Meta-Category: ***Unit-Weighted Model***[a]

Variable	*Class*	*R*	*k/N*
Well-Being			
Quality of life	D	**.693**	(6/1,228)
Happiness	D	**.584**	(7/832)
Overall affect	D	**.538**	(9/1,547)
Positive affect	D	**.501**	(36/9,244)
Burnout: Personal accomplishment[b]	D	**.469**	(65/16,384)
Negative affect (lack of)	D	**.432**	(33/9,971)
Life satisfaction	D	**.416**	(39/11,073)
Burnout: Depersonalization (lack of)[b]	D	**.414**	(64/17,517)
Organizational commitment: General	D	**.388**	(10/2,568)
Organizational commitment: Affective	D	**.378**	(29/9,087)
Secondary control: Cognitive restructuring	B	**.374**	(23/7,486)
Primary control: Problem solving	B	**.369**	(49/12,213)
Burnout: Emotional exhaustion (lack of)[b]	D	**.366**	(66/18,755)
Marital satisfaction	D	**.363**	(10/2,039)
Work-nonwork spillover: Positive	D	**.338**	(2/3,145)
Family interference with work (lack of)	D	**.323**	(17/6,930)
Career satisfaction	D	**.319**	(6/8,461)
Work-nonwork spillover: Negative (lack of)	D	**.314**	(12/4,605)
Job satisfaction	D	**.310**	(60/17,451)
Work interference with family (lack of)	D	**.310**	(14/5,369)
Organizational commitment: Normative	D	**.293**	(15/4,110)
Career decision-making difficulties (lack of)	D	**.288**	(19/8,454)
Coping: Primary control	B	**.262**	(53/13,416)
Primary control: Mixed social support	B	**.219**	(25/8,485)
Intimate satisfaction: Partner-ratings	O	**.212**	(19/3,788)
Leader-member exchange	D	**.208**	(13/4,697)
Intent to quit (lack of)	D	**.207**	(7/1,819)
Coping: Secondary control	B	**.194**	(35/9,744)
Coping: Broad engagement	B	**.177**	(10/1,922)
Primary control: Instrumental social support	B	**.176**	(64/15,271)
Primary control: Emotional social support	B	**.173**	(10/1,848)
Secondary control: Acceptance	B	**.146**	(10/1,870)
Physical activity	B	**.132**	(65/11,111)
Primary control: Emotion regulation	B	**.078**	(16/5,394)
Secondary control: Distraction	B	**-.063**	(11/2,318)
Organizational commitment: Continuance	D	**-.060**	(15/4,232)
Coping: Religious	B	**.042**	(22/4,311)
Performance			
AC dimension: Drive[b]	B	**.551**	(8/5,788)
Job search outcomes: Job offers	O	**.460**	(1/163)
AC dimension: Stress tolerance[b]	B	**.432**	(8/5,666)
Job search behavior	B	**.423**	(6/1,686)
AC dimension: Influencing others[b]	B	**.375**	(10/6,231)
Teamwork	B	**.344**	(4/743)
Employment interview: Conventional/Low Structure	B	**.333**	(17/2,076)
Contextual performance	B	**.331**	(28/6,654)
Overall job performance[b]	B	**.324**	(112/31,851)
Overall job performance: Peer-ratings	B	**.301**	(14/4,404)
AC dimension: Consideration of others[b]	B	**.286**	(9/5,785)

Educational success	B	**.276**	(21/9,608)
Organizational citizenship behavior: Interpersonal	B	**.272**	(15/3,404)
AC dimension: Organizing and planning[b]	B	**.257**	(10/6,257)
Organizational citizenship behavior: Aggregate	B	**.240**	(42/8,821)
Technical performance	B	**.226**	(56/20,721)
Organizational citizenship behavior: Global	B	**.221**	(17/3,432)
Firm performance	O	**.217**	(11/2,281)
Organizational citizenship behavior: Organizational	B	**.214**	(4/1,545)
Overall job performance: Maximal	B/O	**.207**	(20/2,938)
Training success	B/O	**.197**	(4/306)
Transfer of training	B/O	**.192**	(75/16,217)
Validity	B/O	**.185**	(87/21,547)
General performance	B	**.183**	(9/2,993)
Overall job performance: Subordinate-ratings	B	**.178**	(9/2,702)
Status change	O	**.174**	(77/9,785)
Adaptive performance[b]	B	**.166**	(4/1,545)
Overall job performance: Typical	B/O	**.165**	(29/5,993)
Training performancea	B	**.158**	(9/1,777)
Academic performance	B	**.150**	(117/61,581)
Organizational citizenship behavior: Change	B	**.149**	(10/6,011)
AC dimension: Problem solving[b]	B	**.148**	(31/5,715)
Personnel data[b]	O	**.133**	(11/2,821)
AC exercise: In-basket	B	**.130**	(5/754)
AC exercise: Leaderless group discuss	B	**.130**	(56/2,3856)
Academic performance: Postsecondary	B	**.128**	(11/1,546)
Job search outcomes: Search duration	O	**-.126**	(5/1,313)
Creativity	B/O	**-.124**	(4/4,552)
Employment interview: Behavioral/High Structure[b]	B	**.119**	(3/468)
AC exercise: Role-play	B	**.107**	(2/710)
AC exercise: Oral presentation	B	**.102**	(3/331)
Promotions	O	**.102**	(7/6,477)
Job search outcomes: Employment status	O	**.088**	(9/5,921)
AC exercise: Case analysis	B	**.074**	(12/1,518)
Salary	O	**.069**	(6/1,922)
AC dimension: Communicationa	B	**.057**	(3/149)
Academic attendance	B	**.044**	(3/1,082)
Productivity	O	**.044**	(10/1,855)
Leadership			
Leadership emergence	B/O	**.387**	(24/4,740)
Leadership	B/O	**.374**	(46/9,724)
Consideration	B	**.355**	(4/635)
Leadership effectiveness	O	**.347**	(19/3,727)
Transformational leadership[b]	B	**.319**	(38/6,311)
Transformational leadership: Idealized influence	B	**.311**	(6/740)
Transformational leadership: Charisma	B	**.301**	(9/1,674)
Transformational leadership: Inspirational motivation	B	**.261**	(6/812)
Transformational leadership: Individualized consideration[b]	B	**.214**	(13/2,385)
Leadership effectiveness: Group performance	O	**.191**	(2/95)
Initiating structure	B	**.174**	(3/668)
Transformational leadership: Intellectual stimulation[b]	B	**.170**	(14/2,507)
Transactional leadership: Contingent reward	B	**.166**	(6/1,448)
Transactional leadership: Passive leadership (lack of)	B	**.119**	(7/1,517)
Leadership effectiveness: Satisfaction with leader	O	**.098**	(3/580)

Transactional leadership: Management by exception (lack of)	B	**.084**	(6/1,421)
Leadership effectiveness: Subordinate job satisfaction	O	**.012**	(2/300)
Counterproductivity			
Counterproductive work behavior[b]	B	**-.401**	(14/1,733)
Counterproductive work behavior: Organizational	B	**-.358**	(16/2,740)
Aggression	B	**-.328**	(10/2,418)
Procrastination	B	**-.325**	(5/616)
Counterproductive work behavior: Interpersonal	B	**-.324**	(6/1,535)
Irresponsible behavior	B/O	**-.315**	(9/4,730)
Antisocial behavior[b]	B	**-.298**	(10/1,250)
Coping: Negative emotion focus	B	**-.280**	(11/1,041)
Coping: Substance use	B	**-.273**	(7/2,670)
Coping: Broad disengagement	B	**-.260**	(14/4,671)
Turnover	O	**-.255**	(5/1,586)
Narrow disengagement: Denial	B	**-.240**	(3/970)
Coping: Narrow disengagement	B	**-.230**	(14/4,114)
Alcohol involvement	B	**-.228**	(3/688)
Counterproductive work behavior: Other-ratings	B	**-.212**	(9/1,591)
Unprotected sex	B	**-.195**	(19/5,880)
Safety performance (lack of)	B	**-.186**	(14/2,487)
Number of sexual partners	B	**-.178**	(9/1,846)
Academic dishonesty	B	**-.135**	(39/12,162)
Sexual risk-taking: Aggregate	B/O	**-.132**	(14/4,650)
High-risk sexual encounter	B	**-.110**	(24/6,713)
Coping: Mixed emotion focus	B	**-.109**	(17/,1626)
Absenteeism	B	**-.091**	(54/18,808)
Smoking	B	**-.085**	(5/5,794)
Accidents: Vehicular	O	**-.066**	(9/2,796)
Narrow disengagement: Withdrawal	B	**-.060**	(33/9,676)
Accidents: Occupational	O	**-.049**	(22/4,662)
Accidents	O	**-.035**	(6/2,247)
Turnover/tenure	O	**-.023**	(10/3,439)

Note. *Class* = variable class according to Campbell's (2012) model of performance; D = determinant of behavior or performance; B = behavior or behavioral performance; O = outcome of behavior or behavioral performance; B/O = mix of behavior or behavioral performance and its outcome; $\overline{\rho}$ = estimated population correlation (bold) corrected for unreliability in the predictor and the criterion; *k/N* = total number of studies and total sample size.

[a] = All unit-weighted composite correlations were estimated using corrected Big Five intercorrelations and corrected external relations. The mean Big Five interrelation used in composites was $\overline{\rho}$ = .28 (Table 22).

[b] = Results from second-order meta-analysis (Schmidt & Oh, 2013); for complete output, see Appendix C.

Table D18

Study 3: Strongest Multiple Correlations by Meta-Category: ***Big Five Model***

Variable	*Class*	*R*	ES	A	C	EX	OI	k_H/N_H
			Relative Importance					
Well-Being								
Quality of life	D	**.786**	.44	.05	.29	.19	.03	(6/1,228)
Overall affect	D	**.781**	.71	.03	.07	.18	.01	(9/1,547)
Negative affect (lack of)	D	**.729**	.84	.06	.05	.03	.02	(33/9,971)
Happiness	D	**.664**	.43	.14	.07	.34	.02	(7/832)
Positive affect	D	**.591**	.16	.02	.23	.49	.10	(36/9,244)
Life satisfaction	D	**.552**	.62	.04	.13	.21	.01	(39/11,073)
Burnout: Emotional exhaustion (lack of)	D	**.517**	.80	.06	.04	.09	.01	(66/18,755)
Primary control: Problem solving	B	**.486**	.05	.04	.63	.19	.09	(49/12,213)
Burnout: Depersonalization (lack of)	D	**.480**	.54	.26	.12	.07	.01	(64/17,517)
Burnout: Personal accomplishment	D	**.477**	.19	.19	.33	.19	.11	(65/16,384)
Primary control: Emotional social support	B	**.475**	.27	.13	.03	.55	.03	(10/1,848)
Work interference with family (lack of)	D	**.423**	.73	.13	.11	.03	.00	(14/5,369)
Organizational commitment: Affective	D	**.420**	.16	.33	.16	.33	.02	(29/9,087)
Work-nonwork spillover: Negative (lack of)	D	**.414**	.72	.10	.15	.03	.01	(12/4,605)
Career satisfaction	D	**.411**	.62	.02	.04	.28	.04	(6/8,461)
Organizational commitment: General	D	**.404**	.08	.17	.34	.30	.11	(10/2,568)
Family interference with work (lack of)	D	**.402**	.56	.20	.22	.02	.01	(17/6,930)
Marital satisfaction	D	**.398**	.37	.32	.22	.06	.02	(10/2,039)
Secondary control: Cognitive restructuring	B	**.393**	.13	.08	.29	.34	.17	(23/7,486)
Job satisfaction	D	**.388**	.38	.06	.24	.28	.03	(60/17,451)
Primary control: Mixed social support	B	**.375**	.06	.11	.07	.73	.03	(25/8,485)
Work-nonwork spillover: Positive	D	**.371**	.06	.19	.05	.44	.25	(2/3,145)
Career decision-making difficulties (lack of)	D	**.365**	.44	.04	.38	.07	.08	(19/8,454)
Primary control: Instrumental social support	B	**.353**	.12	.06	.07	.72	.03	(10/1,922)
Coping: Primary control	B	**.343**	.02	.03	.42	.41	.11	(53/13,416)
Organizational commitment: Normative	D	**.326**	.08	.47	.14	.28	.04	(15/4,110)
Intent to quit (lack of)	D	**.309**	.74	.08	.12	.04	.02	(13/4,697)
Secondary control: Distraction	B	**.309**	.60	.03	.07	.26	.04	(22/4,311)
Coping: Religious	B	**.307**	.05	.32	.14	.05	.44	(11/2,318)
Leader-member exchange	D	**.289**	.05	.29	.32	.25	.10	(7/1,819)
Intimate satisfaction: Partner-ratings	O	**.288**	.67	.20	.11	.02	.00	(19/3,788)
Coping: Broad engagement	B	**.268**	.07	.03	.26	.50	.15	(64/15,271)
Coping: Secondary control	B	**.249**	.02	.06	.17	.52	.24	(35/9,744)
Physical activity	B	**.213**	.12	.09	.38	.39	.02	(65/11,111)
Organizational commitment: Continuance	D	**.206**	.42	.23	.06	.09	.19	(15/4,232)
Secondary control: Acceptance	B	**.182**	.43	.16	.13	.03	.25	(10/1,870)
Primary control: Emotion regulation	B	**.153**	.04	.06	.56	.03	.31	(16/5,394)
Performance								
AC dimension: Drive	B	**.630**	.04	.07	.11	.54	.24	(8/5,788)
AC dimension: Stress tolerance	B	**.628**	.82	.09	.03	.03	.04	(8/5,666)
Job search behavior	B	**.611**	.04	.03	.38	.46	.10	(6/1,686)
Creativity	B/O	**.588**	.03	.73	.14	.02	.09	(3/149)
Job search outcomes: Job offers	O	**.576**	.04	.24	.02	.51	.19	(1/163)
Overall job performance: Maximal	B/O	**.486**	.27	.05	.05	.46	.17	(4/1,545)
Overall job performance: Typical	B/O	**.442**	.26	.03	.20	.49	.02	(4/1,545)
Educational success	B	**.439**	.26	.10	.47	.02	.14	(21/9,608)
AC dimension: Influencing others	B	**.438**	.08	.42	.03	.36	.11	(10/6,231)
Contextual performance	B	**.421**	.06	.10	.56	.27	.01	(28/6,654)

Transfer of training	B/O	**.408**	.21	.15	.59	.01	.04	(4/306)
Teamwork	B	**.372**	.14	.31	.37	.03	.16	(4/743)
Overall job performance	B	**.364**	.12	.08	.53	.23	.04	(112/31,851)
AC dimension: Consideration of others	B	**.363**	.32	.43	.04	.20	.02	(9/5,785)
Overall job performance: Peer-ratings	B	**.350**	.12	.20	.34	.32	.02	(14/4,404)
Employment interview: Conventional/Low Structure	B	**.344**	.30	.09	.12	.24	.25	(17/2,076)
AC exercise: Case analysis	B	**.335**	.09	.16	.04	.11	.60	(3/331)
Academic attendance	B	**.329**	.04	.05	.75	.15	.01	(6/1,922)
Academic performance: Postsecondary	B	**.310**	.03	.06	.64	.10	.16	(56/23,856)
AC exercise: Oral presentation	B	**.309**	.05	.41	.20	.21	.13	(3/468)
Academic performance	B	**.304**	.04	.06	.66	.05	.20	(117/61,581)
Organizational citizenship behavior: Interpersonal	B	**.301**	.13	.16	.35	.03	.33	(15/3,404)
Firm performance	O	**.296**	.22	.04	.31	.03	.40	(10/1,855)
Organizational citizenship behavior: Organizational	B	**.295**	.09	.18	.25	.06	.42	(11/2,281)
AC dimension: Organizing and planning	B	**.292**	.11	.03	.35	.34	.17	(10/6,257)
Technical performance	B	**.287**	.03	.05	.68	.12	.12	(56/20,721)
AC dimension: Problem solving	B	**.272**	.15	.04	.10	.07	.63	(10/6,011)
AC exercise: In-basket	B	**.262**	.03	.16	.47	.04	.30	(5/754)
Training success	B/O	**.262**	.19	.06	.70	.05	.00	(20/2,938)
Organizational citizenship behavior: Aggregate	B	**.257**	.13	.15	.36	.04	.31	(42/8,821)
General performance	B	**.254**	.18	.04	.65	.13	.01	(87/21,547)
Organizational citizenship behavior: Global	B	**.254**	.21	.13	.49	.02	.15	(17/3,432)
Organizational citizenship behavior: Change	B	**.253**	.08	.15	.22	.17	.38	(9/1,777)
Overall job performance: Subordinate-ratings	B	**.250**	.20	.53	.08	.11	.08	(9/2,993)
Validity	B/O	**.249**	.06	.04	.62	.05	.24	(75/16,217)
Salary	O	**.245**	.25	.44	.13	.16	.03	(7/6,477)
Promotions	O	**.244**	.18	.16	.06	.57	.03	(4/4,552)
Productivity	O	**.217**	.13	.14	.50	.21	.02	(12/1,518)
Training performance	B	**.212**	.04	.05	.49	.28	.13	(29/5,993)
Employment interview: Behavioral/High Structure	B	**.201**	.03	.06	.61	.29	.02	(11/1,546)
AC exercise: Leaderless group discuss	B	**.195**	.18	.06	.04	.47	.26	(11/2,821)
Job search outcomes: Search duration	O	**.188**	.11	.15	.38	.24	.12	(3/1,082)
Adaptive performance	B	**.187**	.12	.57	.08	.18	.05	(77/9,785)
AC dimension: Communication	B	**.182**	.16	.45	.35	.02	.03	(9/5,921)
Status change	O	**.177**	.09	.15	.30	.23	.22	(9/2,702)
AC exercise: Role-play	B	**.175**	.02	.02	.01	.36	.58	(5/1,313)
Job search outcomes: Employment status	O	**.166**	.18	.08	.66	.06	.02	(2/710)
Personnel data	O	**.164**	.10	.05	.66	.18	.02	(31/5,715)
Leadership								
Leadership emergence	B/O	**.513**	.12	.06	.35	.31	.16	(24/4,740)
Consideration	B	**.464**	.03	.17	.27	.50	.03	(4/635)
Leadership	B/O	**.461**	.15	.04	.30	.30	.20	(46/9,724)
Leadership effectiveness: Group performance	O	**.381**	.10	.17	.60	.03	.11	(2/95)
Transformational leadership: Inspirational motivation	B	**.376**	.06	.30	.09	.24	.31	(6/812)
Transformational leadership: Idealized influence	B	**.365**	.06	.52	.04	.19	.20	(6/740)

Leadership effectiveness	O	**.363**	.24	.14	.06	.23	.33	(19/3,727)
Initiating structure	B	**.353**	.04	.12	.52	.31	.02	(3/668)
Transformational leadership: Charisma	B	**.349**	.16	.27	.03	.29	.26	(9/1,674)
Transformational leadership	B	**.342**	.25	.07	.08	.45	.16	(38/6,311)
Transformational leadership: Individualized consideration	B	**.285**	.03	.48	.04	.28	.17	(13/2,385)
Leadership effectiveness: Satisfaction with leader	O	**.270**	.06	.76	.17	.01	.01	(3/580)
Transactional leadership: Contingent reward	B	**.259**	.11	.52	.06	.29	.02	(6/1,448)
Transformational leadership: Intellectual stimulation	B	**.254**	.18	.24	.13	.34	.11	(14/2,507)
Transactional leadership: Passive leadership (lack of)	B	**.207**	.02	.33	.24	.23	.19	(7/1,517)
Transactional leadership: Management by exception	B	**.147**	.03	.85	.05	.01	.06	(6/1,421)
Leadership effectiveness: Subordinate job satisfaction	O	**.141**	.08	.06	.48	.36	.03	(2/300)
Counterproductivity								
Procrastination	B	**.872**	.08	.05	.79	.07	.01	(22/4,662)
Coping: Negative emotion focus	B	**.576**	.89	.03	.05	.02	.01	(24/6,713)
Turnover	O	**.557**	.15	.45	.19	.02	.19	(17/1,626)
Antisocial behavior	B	**.543**	.09	.66	.17	.08	.01	(54/18,808)
Accidents	O	**.526**	.17	.03	.30	.13	.37	(16/2,740)
Counterproductive work behavior: Interpersonal	B	**.522**	.15	.67	.10	.06	.02	(9/2,796)
Counterproductive work behavior	B	**.517**	.17	.48	.31	.02	.02	(10/3,439)
Narrow disengagement: Withdrawal	B	**.504**	.73	.12	.04	.03	.08	(5/616)
Accidents: Vehicular	O	**.490**	.05	.20	.29	.38	.09	(6/1,535)
Counterproductive work behavior: Organizational	B	**.479**	.12	.26	.61	.01	.01	(6/2,247)
Irresponsible behavior	B/O	**.474**	.14	.04	.56	.03	.23	(5/5,794)
Aggression	B	**.459**	.12	.71	.10	.02	.05	(33/9,676)
Unprotected sex	B	**.449**	.06	.39	.50	.04	.01	(3/688)
Coping: Substance use	B	**.431**	.58	.20	.15	.02	.05	(14/4,650)
Coping: Mixed emotion focus	B	**.396**	.54	.06	.12	.15	.12	(11/1,041)
Coping: Narrow disengagement	B	**.391**	.87	.03	.06	.02	.02	(14/2,487)
Coping: Broad disengagement	B	**.385**	.75	.09	.14	.02	.00	(39/12,162)
Turnover	O	**.377**	.15	.45	.19	.02	.19	(17/1,626)
High-risk sexual encounter	B	**.375**	.03	.66	.09	.16	.05	(5/1,586)
Alcohol involvement	B	**.371**	.16	.29	.40	.13	.03	(19/5,880)
Safety performance (lack of)	B	**.364**	.08	.38	.37	.16	.01	(14/4,114)
Counterproductive work behavior: Other-ratings	B	**.363**	.02	.43	.26	.11	.18	(9/1,591)
Accidents: Occupational	O	**.326**	.10	.12	.32	.40	.07	(10/2,418)
Sexual risk-taking: Aggregate	B/O	**.321**	.03	.68	.14	.14	.01	(7/2,670)
Narrow disengagement: Denial	B	**.317**	.44	.11	.35	.03	.07	(9/1,846)
Smoking	B	**.299**	.17	.20	.29	.25	.09	(9/4,730)
Academic dishonesty	B	**.285**	.03	.16	.62	.11	.08	(14/4,671)
Number of sexual partners	B	**.276**	.23	.58	.06	.07	.06	(3/970)
Absenteeism	B	**.241**	.18	.04	.42	.30	.06	(10/1,250)
Turnover/tenure	O	**.218**	.02	.15	.38	.05	.40	(14/1,733)

Note. k_H/N_H = harmonic mean number of studies across variables and harmonic mean sample size across variables; ES = Emotional Stability, A = Agreeableness, C = Conscientiousness, EX = Extraversion, OI =

Openness/Intellect; *Class* = variable class according to Campbell's (2012) model of performance; D = determinant of behavior or performance; B = behavior or behavioral performance; O = outcome of behavior or behavioral performance; B/O = mix of behavior or behavioral performance and its outcome; *R* = multiple correlation (bold); *Relative Importance* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Table D19

Study 3: Strongest Multiple Correlations by Meta-Category: ***Metatrait Model***

Variable	*Class*	*R*	S	P	k_H/N_H
			Relative Importance		
Well-Being					
Quality of life	D	**.708**	.76	.24	(6/1,228)
Happiness	D	**.591**	.69	.31	(7/832)
Overall affect	D	**.565**	.83	.17	(9/1,547)
Negative affect (lack of)	D	**.545**	.97	.03	(33/9,971)
Positive affect	D	**.524**	.35	.65	(36/9,244)
Burnout: Personal accomplishment	D	**.471**	.69	.31	(65/16,384)
Burnout: Depersonalization (lack of)	D	**.453**	.91	.09	(64/17,517)
Life satisfaction	D	**.439**	.86	.15	(39/11,073)
Burnout: Emotional exhaustion (lack of)	D	**.394**	.89	.12	(66/18,755)
Marital satisfaction	D	**.393**	.90	.10	(10/2,039)
Organizational commitment: General	D	**.389**	.56	.44	(10/2,568)
Organizational commitment: Affective	D	**.383**	.75	.26	(29/9,087)
Family interference with work (lack of)	D	**.381**	.96	.04	(17/6,930)
Secondary control: Cognitive restructuring	B	**.376**	.48	.52	(23/7,486)
Work interference with family (lack of)	D	**.371**	.97	.03	(14/5,369)
Work-nonwork spillover: Negative (lack of)	D	**.370**	.96	.04	(12/4,605)
Primary control: Problem solving	B	**.370**	.54	.46	(49/12,213)
Work-nonwork spillover: Positive	D	**.363**	.26	.74	(2/3,145)
Job satisfaction	D	**.326**	.86	.14	(60/17,451)
Career satisfaction	D	**.322**	.60	.40	(6/8,461)
Organizational commitment: Normative	D	**.295**	.69	.31	(15/4,110)
Career decision-making difficulties (lack of)	D	**.293**	.79	.21	(19/8,454)
Primary control: Emotional social support	B	**.285**	.03	.97	(10/1,848)
Coping: Primary control	B	**.276**	.33	.67	(53/13,416)
Intimate satisfaction: Partner-ratings	O	**.262**	.97	.03	(19/3,788)
Intent to quit (lack of)	D	**.262**	.97	.03	(13/4,697)
Primary control: Mixed social support	B	**.256**	.15	.85	(25/8,485)
Secondary control: Distraction	B	**.251**	.62	.39	(22/4,311)
Primary control: Instrumental social support	B	**.240**	.06	.94	(10/1,922)
Leader-member exchange	D	**.230**	.94	.06	(7/1,819)
Coping: Secondary control	B	**.224**	.14	.86	(35/9,744)
Coping: Broad engagement	B	**.213**	.12	.88	(64/15,271)
Coping: Religious	B	**.173**	.63	.37	(11/2,318)
Secondary control: Acceptance	B	**.154**	.84	.16	(10/1,870)
Physical activity	B	**.136**	.38	.62	(65/11,111)
Organizational commitment: Continuance	D	**.103**	.03	.97	(15/4,232)
Primary control: Emotion regulation	B	**.084**	.22	.78	(16/5,394)
Performance					
AC dimension: Drive	B	**.605**	.21	.79	(8/5,788)
Job search outcomes: Job offers	O	**.516**	.18	.82	(1/163)
AC dimension: Stress tolerance	B	**.473**	.90	.10	(8/5,666)
Job search behavior	B	**.472**	.22	.78	(6/1,686)
AC dimension: Influencing others	B	**.383**	.42	.58	(10/6,231)
Overall job performance: Maximal	B/O	**.371**	.03	.97	(4/1,545)
Teamwork	B	**.351**	.82	.18	(4/743)
Contextual performance	B	**.342**	.81	.19	(28/6,654)
Employment interview: Conventional/Low Structure	B	**.332**	.50	.50	(17/2,076)

Overall job performance	B	**.323**	.72	.28	(112/31,851)
Overall job performance: Peer-ratings	B	**.313**	.79	.21	(14/4,404)
AC dimension: Consideration of others	B	**.288**	.75	.26	(9/5,785)
Educational success	B	**.279**	.73	.27	(21/9,608)
Organizational citizenship behavior: Interpersonal	B	**.271**	.70	.30	(15/3,404)
AC dimension: Organizing and planning	B	**.266**	.41	.59	(10/6,257)
Overall job performance: Typical	B/O	**.241**	.03	.97	(4/1,545)
Organizational citizenship behavior: Aggregate	B	**.239**	.70	.30	(42/8,821)
Organizational citizenship behavior: Global	B	**.235**	.85	.15	(17/3,432)
Training success	B/O	**.230**	.95	.05	(20/2,938)
Creativity	B/O	**.228**	.87	.13	(3/149)
Technical performance	B	**.224**	.64	.36	(56/20,721)
Firm performance	O	**.222**	.50	.50	(10/1,855)
Transfer of training	B/O	**.220**	.95	.05	(4/306)
Organizational citizenship behavior: Organizational	B	**.217**	.82	.19	(11/2,281)
General performance	B	**.201**	.92	.08	(87/21,547)
AC dimension: Problem solving	B	**.200**	.05	.96	(10/6,011)
Organizational citizenship behavior: Change	B	**.191**	.09	.91	(9/1,777)
Validity	B/O	**.185**	.59	.41	(75/16,217)
Overall job performance: Subordinate-ratings	B	**.180**	.63	.37	(9/2,993)
Academic attendance	B	**.173**	.63	.37	(6/1,922)
AC exercise: Oral presentation	B	**.172**	.03	.97	(3/468)
Adaptive performance	B	**.172**	.73	.27	(77/9,785)
Status change	O	**.172**	.50	.50	(9/2,702)
AC exercise: Leaderless group discuss	B	**.170**	.06	.94	(11/2,821)
Training performance	B	**.168**	.36	.64	(29/5,993)
AC exercise: Role-play	B	**.162**	.03	.97	(5/1,313)
Academic performance	B	**.161**	.90	.10	(117/61,581)
Academic performance: Postsecondary	B	**.160**	.97	.03	(56/2,3856)
AC exercise: In-basket	B	**.148**	.24	.76	(5/754)
Job search outcomes: Search duration	O	**.136**	.38	.62	(3/1,082)
Personnel data	O	**.136**	.78	.22	(31/5,715)
Employment interview: Behavioral/High Structure	B	**.123**	.50	.50	(11/1,546)
Promotions	O	**.122**	.14	.86	(4/4,552)
AC exercise: Case analysis	B	**.111**	.03	.97	(3/331)
Job search outcomes: Employment status	O	**.111**	.97	.03	(2/710)
Salary	O	**.091**	.11	.89	(7/6,477)
Productivity	O	**.060**	.06	.94	(12/1,518)
AC dimension: Communication	B	**.056**	.64	.36	(9/5,921)
Leadership					
Leadership emergence	B/O	**.407**	.32	.68	(24/4,740)
Leadership	B/O	**.388**	.34	.67	(46/9,724)
Leadership effectiveness	O	**.359**	.41	.59	(19/3,727)
Consideration	B	**.356**	.66	.34	(4/635)
Transformational leadership	B	**.329**	.38	.62	(38/6,311)
Transformational leadership: Charisma	B	**.315**	.30	.70	(9/1,674)
Transformational leadership: Idealized influence	B	**.314**	.47	.53	(6/740)
Transformational leadership: Inspirational motivation	B	**.305**	.14	.86	(6/812)
Transformational leadership: Individualized consideration	B	**.227**	.29	.71	(13/2,385)
Leadership effectiveness: Group performance	O	**.210**	.93	.07	(2/95)

Transformational leadership: Intellectual stimulation	B	**.188**	.21	.79	(14/2,507)
Initiating structure	B	**.179**	.55	.46	(3/668)
Transactional leadership: Contingent reward	B	**.168**	.64	.36	(6/1,448)
Transactional leadership: Passive leadership (lack of)	B	**.140**	.96	.04	(7/1,517)
Leadership effectiveness: Satisfaction with leader	O	**.110**	.96	.04	(3/580)
Transactional leadership: Management by exception	B	**.084**	.78	.22	(6/1,421)
Leadership effectiveness: Subordinate job satisfaction	O	**.063**	.23	.77	(2/300)
Counterproductivity					
Procrastination	B	**.607**	.87	.14	(22/4,662)
Counterproductive work behavior	B	**.494**	.97	.03	(10/3,439)
Accidents	O	**.489**	.46	.54	(16/2,740)
Antisocial behavior	B	**.476**	.93	.07	(54/18,808)
Counterproductive work behavior: Organizational	B	**.455**	.97	.03	(6/2,247)
Accidents: Vehicular	O	**.446**	.53	.47	(6/1,535)
Counterproductive work behavior: Interpersonal	B	**.432**	.97	.03	(9/2,796)
Coping: Substance use	B	**.412**	.95	.05	(14/4,650)
Coping: Negative emotion focus	B	**.405**	.96	.04	(24/6,713)
Aggression	B	**.381**	.96	.04	(33/9,676)
Coping: Mixed emotion focus	B	**.358**	.68	.32	(11/1,041)
Turnover	O	**.358**	.89	.11	(17/1,626)
Alcohol involvement	B	**.338**	.95	.05	(19/5,880)
Coping: Broad disengagement	B	**.335**	.97	.03	(39/12,162)
Irresponsible behavior	B/O	**.328**	.84	.16	(5/5,794)
Safety performance (lack of)	B	**.327**	.88	.12	(14/4,114)
Unprotected sex	B	**.313**	.93	.07	(3/688)
High-risk sexual encounter	B	**.301**	.73	.27	(5/1,586)
Accidents: Occupational	O	**.301**	.56	.44	(10/2,418)
Smoking	B	**.296**	.66	.34	(9/4,730)
Narrow disengagement: Denial	B	**.280**	.96	.04	(9/1,846)
Coping: Narrow disengagement	B	**.270**	.96	.04	(14/2,487)
Sexual risk-taking: Aggregate	B/O	**.254**	.86	.14	(7/2,670)
Counterproductive work behavior: Other-ratings	B	**.250**	.96	.04	(9/1,591)
Number of sexual partners	B	**.222**	.97	.03	(3/970)
Academic dishonesty	B	**.184**	.97	.03	(14/4,671)
Turnover/tenure	O	**.180**	.53	.47	(14/1,733)
Absenteeism	B	**.171**	.87	.13	(10/1,250)
Narrow disengagement: Withdrawal	B	**.146**	.80	.20	(5/616)

Note. k_H/N_H = harmonic mean number of studies across variables and harmonic mean sample size across variables; *Class* = variable class according to Campbell's (2012) model of performance; D = determinant of behavior or performance; B = behavior or behavioral performance; O = outcome of behavior or behavioral performance; B/O = mix of behavior or behavioral performance and its outcome; *R* = multiple correlation (bold); *Relative Importance* = general dominance weights rescaled by R^2 to sum to 1 (for full output, see Appendix E).

Appendix E: Results of Dominance Analyses

Table E1
*Dominance Analyses of Big Five Models for **Happiness***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.302	.144	.096	.240	.029
Emotional Stability (ES)	.550 (.303)	–	.040	.012	.113	.013
Agreeableness (A)	.380 (.144)	.198	–	.022	.171	.007
Conscientiousness (C)	.310 (.096)	.218	.070	–	.189	.017
Extraversion (EX)	.490 (.240)	.175	.075	.045	–	.000
Openness/Intellect (OI)	.170 (.029)	.287	.123	.084	.212	–
$k = 1$ average		.220	.077	.041	.171	.009
ES, A	.585 (.343)	–	–	.001	.097	.006
ES, C	.561 (.314)	–	.029	–	.107	.011
ES, EX	.645 (.415)	–	.024	.006	–	.000
ES, OI	.562 (.316)	–	.032	.010	.100	–
A, C	.408 (.167)	.177	–	–	.159	.007
A, EX	.562 (.316)	.124	–	.010	–	.004
A, OI	.389 (.152)	.197	–	.022	.168	–
C, EX	.534 (.285)	.136	.041	–	–	.001
C, OI	.336 (.113)	.212	.060	–	.173	–
EX, OI	.490 (.240)	.175	.079	.045	–	–
$k = 2$ average		.170	.044	.016	.134	.005
ES, A, C	.586 (.344)	–	–	–	.096	.006
ES, A, EX	.663 (.440)	–	–	.000	–	.001
ES, A, OI	.590 (.348)	–	–	.001	.093	–
ES, C, EX	.649 (.421)	–	.019	–	–	.000
ES, C, OI	.571 (.325)	–	.024	–	.096	–
ES, EX, OI	.645 (.416)	–	.026	.006	–	–
A, C, EX	.571 (.326)	.114	–	–	–	.004
A, C, OI	.416 (.173)	.176	–	–	.156	–
A, EX, OI	.565 (.319)	.122	–	.010	–	–
C, EX, OI	.535 (.286)	.135	.043	–	–	–
$k = 3$ average		.137	.028	.004	.110	.003
A, C, EX, OI	.574 (.329)	.112	–	–	–	–
ES, C, EX, OI	.649 (.421)	–	.020	–	–	–
ES, A, EX, OI	.664 (.441)	–	–	.000	–	–
ES, A, C, OI	.591 (.349)	–	–	–	.092	–
ES, A, C, EX	.663 (.440)	–	–	–	–	.001
$k = 4$ average		.112	.020	.000	.092	.001
ES, A, C, EX, OI	.664 (.441)					
General dominance		.188	.063	.031	.149	.009
R^2 rescaled to sum to 1		**.427**	**.142**	**.071**	**.339**	**.021**

Table E2
*Dominance Analyses of Big Five Models for **Overall Affect***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.548	.044	.102	.185	.004
Emotional Stability (ES)	.740 (.548)	–	.003	.002	.045	.000
Agreeableness (A)	.210 (.044)	.506	–	.063	.154	.000
Conscientiousness (C)	.320 (.102)	.447	.005	–	.138	.000
Extraversion (EX)	.430 (.185)	.407	.013	.055	–	.012
Openness/Intellect (OI)	.060 (.004)	.544	.041	.099	.194	–
$k = 1$ average		.476	.015	.055	.132	.003
ES, A	.742 (.550)	–	–	.005	.048	.000
ES, C	.741 (.549)	–	.006	–	.043	.000
ES, EX	.769 (.592)	–	.007	.000	–	.010
ES, OI	.740 (.548)	–	.003	.002	.054	–
A, C	.327 (.107)	.448	–	–	.133	.000
A, EX	.445 (.198)	.401	–	.042	–	.017
A, OI	.210 (.044)	.506	–	.063	.171	–
C, EX	.490 (.240)	.352	.000	–	–	.016
C, OI	.321 (.103)	.447	.004	–	.153	–
EX, OI	.444 (.197)	.405	.018	.058	–	–
$k = 2$ average		.426	.006	.028	.100	.007
ES, A, C	.745 (.555)	–	–	–	.047	.000
ES, A, EX	.774 (.599)	–	–	.003	–	.007
ES, A, OI	.742 (.550)	–	–	.005	.056	–
ES, C, EX	.770 (.593)	–	.009	–	–	.010
ES, C, OI	.741 (.550)	–	.005	–	.053	–
ES, EX, OI	.776 (.602)	–	.004	.001	–	–
A, C, EX	.490 (.240)	.362	–	–	–	.016
A, C, OI	.327 (.107)	.448	–	–	.150	–
A, EX, OI	.464 (.215)	.391	–	.041	–	–
C, EX, OI	.506 (.256)	.347	.001	–	–	–
$k = 3$ average		.387	.005	.012	.076	.008
A, C, EX, OI	.507 (.257)	.353	–	–	–	–
ES, C, EX, OI	.776 (.603)	–	.007	–	–	–
ES, A, EX, OI	.779 (.606)	–	–	.003	–	–
ES, A, C, OI	.745 (.555)	–	–	–	.054	–
ES, A, C, EX	.776 (.602)	–	–	–	–	.007
$k = 4$ average		.353	.007	.003	.054	.007
ES, A, C, EX, OI	.781 (.609)					
General dominance		.438	.015	.040	.110	.006
R^2 rescaled to sum to 1		**.719**	**.025**	**.066**	**.180**	**.010**

Table E3
Dominance Analyses of Big Five Models for ***Positive Affect***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.116	.026	.130	.250	.073
Emotional Stability (ES)	.340 (.116)	–	.002	.062	.172	.056
Agreeableness (A)	.160 (.026)	.092	–	.104	.227	.057
Conscientiousness (C)	.360 (.130)	.048	.000	–	.188	.051
Extraversion (EX)	.500 (.250)	.038	.002	.068	–	.007
Openness/Intellect (OI)	.270 (.073)	.099	.010	.107	.185	–
$k = 1$ average		.069	.004	.085	.193	.043
ES, A	.343 (.118)	–	–	.064	.171	.054
ES, C	.422 (.178)	–	.003	–	.153	.046
ES, EX	.537 (.288)	–	.000	.043	–	.008
ES, OI	.415 (.172)	–	.000	.052	.124	–
A, C	.360 (.130)	.051	–	–	.194	.054
A, EX	.502 (.252)	.036	–	.072	–	.006
A, OI	.288 (.083)	.089	–	.100	.176	–
C, EX	.564 (.318)	.013	.006	–	–	.005
C, OI	.425 (.180)	.043	.003	–	.143	–
EX, OI	.507 (.257)	.039	.001	.066	–	–
$k = 2$ average		.045	.002	.066	.160	.029
ES, A, C	.426 (.181)	–	–	–	.159	.052
ES, A, EX	.537 (.288)	–	–	.053	–	.009
ES, A, OI	.415 (.172)	–	–	.061	.125	–
ES, C, EX	.575 (.331)	–	.010	–	–	.006
ES, C, OI	.473 (.223)	–	.010	–	.113	–
ES, EX, OI	.544 (.296)	–	.001	.041	–	–
A, C, EX	.569 (.324)	.017	–	–	–	.007
A, C, OI	.428 (.183)	.050	–	–	.148	–
A, EX, OI	.508 (.259)	.038	–	.073	–	–
C, EX, OI	.569 (.323)	.013	.008	–	–	–
$k = 3$ average		.030	.007	.057	.136	.018
A, C, EX, OI	.575 (.331)	.018	–	–	–	–
ES, C, EX, OI	.580 (.337)	–	.013	–	–	–
ES, A, EX, OI	.545 (.297)	–	–	.053	–	–
ES, A, C, OI	.483 (.233)	–	–	–	.116	–
ES, A, C, EX	.584 (.341)	–	–	–	–	.009
$k = 4$ average		.018	.013	.053	.116	.009
ES, A, C, EX, OI	.591 (.349)					
General dominance		.056	.010	.078	.171	.034
R^2 rescaled to sum to 1		**.159**	**.029**	**.223**	**.490**	**.098**

Table E4
Dominance Analyses of Big Five Models for ***Negative Affect (Lack of)***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.260	.036	.084	.102	.002
Emotional Stability (ES)	.510 (.260)	–	.000	.011	.029	.000
Agreeableness (A)	.190 (.036)	.224	–	.052	.081	.000
Conscientiousness (C)	.290 (.084)	.187	.004	–	.070	.000
Extraversion (EX)	.320 (.102)	.187	.014	.052	–	.008
Openness/Intellect (OI)	.040 (.002)	.259	.035	.083	.109	–
$k = 1$ average		.214	.013	.049	.072	.002
ES, A	.510 (.260)	–	–	.012	.029	.000
ES, C	.520 (.271)	–	.001	–	.026	.000
ES, EX	.538 (.289)	–	.000	.008	–	.006
ES, OI	.510 (.260)	–	.000	.011	.035	–
A, C	.296 (.088)	.184	–	–	.067	.000
A, EX	.342 (.117)	.173	–	.038	–	.012
A, OI	.190 (.036)	.224	–	.052	.092	–
C, EX	.393 (.154)	.142	.000	–	–	.010
C, OI	.290 (.084)	.187	.004	–	.080	–
EX, OI	.332 (.110)	.185	.018	.054	–	–
$k = 2$ average		.183	.004	.029	.055	.005
ES, A, C	.521 (.272)	–	–	–	.027	.000
ES, A, EX	.538 (.289)	–	–	.010	–	.006
ES, A, OI	.510 (.260)	–	–	.012	.035	–
ES, C, EX	.545 (.297)	–	.002	–	–	.007
ES, C, OI	.521 (.271)	–	.001	–	.033	–
ES, EX, OI	.544 (.295)	–	.000	.008	–	–
A, C, EX	.393 (.155)	.144	–	–	–	.011
A, C, OI	.296 (.088)	.184	–	–	.078	–
A, EX, OI	.358 (.128)	.167	–	.037	–	–
C, EX, OI	.406 (.165)	.139	.001	–	–	–
$k = 3$ average		.159	.001	.017	.043	.006
A, C, EX, OI	.407 (.166)	.139	–	–	–	–
ES, C, EX, OI	.551 (.304)	–	.001	–	–	–
ES, A, EX, OI	.544 (.295)	–	–	.010	–	–
ES, A, C, OI	.522 (.272)	–	–	–	.033	–
ES, A, C, EX	.547 (.299)	–	–	–	–	.006
$k = 4$ average		.139	.001	.010	.033	.006
ES, A, C, EX, OI	.552 (.305)					
General dominance		.191	.011	.038	.061	.004
R^2 rescaled to sum to 1		**.626**	**.036**	**.124**	**.200**	**.014**

Table E5
*Dominance Analyses of Big Five Models for **Life Satisfaction***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.518	.073	.068	.036	.001
Emotional Stability (ES)	.720 (.518)	–	.000	.000	.001	.002
Agreeableness (A)	.270 (.073)	.446	–	.023	.017	.001
Conscientiousness (C)	.260 (.068)	.451	.028	–	.019	.000
Extraversion (EX)	.190 (.036)	.484	.054	.051	–	.002
Openness/Intellect (OI)	.030 (.001)	.519	.073	.067	.037	–
$k = 1$ average		.475	.039	.035	.019	.001
ES, A	.720 (.519)	–	–	.001	.001	.002
ES, C	.720 (.519)	–	.001	–	.001	.002
ES, EX	.721 (.520)	–	.001	.000	–	.001
ES, OI	.721 (.520)	–	.001	.000	.000	–
A, C	.309 (.096)	.424	–	–	.013	.001
A, EX	.300 (.090)	.430	–	.019	–	.007
A, OI	.272 (.074)	.447	–	.023	.023	–
C, EX	.295 (.087)	.433	.022	–	–	.003
C, OI	.260 (.068)	.453	.029	–	.023	–
EX, OI	.195 (.038)	.482	.059	.052	–	–
$k = 2$ average		.445	.019	.016	.010	.003
ES, A, C	.721 (.519)	–	–	–	.001	.002
ES, A, EX	.721 (.520)	–	–	.000	–	.001
ES, A, OI	.722 (.521)	–	–	.001	.001	–
ES, C, EX	.721 (.520)	–	.001	–	–	.001
ES, C, OI	.721 (.520)	–	.001	–	.000	–
ES, EX, OI	.722 (.521)	–	.001	.000	–	–
A, C, EX	.330 (.109)	.412	–	–	–	.007
A, C, OI	.311 (.097)	.425	–	–	.018	–
A, EX, OI	.312 (.097)	.424	–	.018	–	–
C, EX, OI	.300 (.090)	.431	.025	–	–	–
$k = 3$ average		.423	.007	.005	.005	.003
A, C, EX, OI	.340 (.115)	.407	–	–	–	–
ES, C, EX, OI	.722 (.521)	–	.001	–	–	–
ES, A, EX, OI	.722 (.522)	–	–	.000	–	–
ES, A, C, OI	.722 (.522)	–	–	–	.000	–
ES, A, C, EX	.722 (.521)	–	–	–	–	.001
$k = 4$ average		.407	.001	.000	.000	.001
ES, A, C, EX, OI	.722 (.522)					
General dominance		.454	.028	.025	.014	.002
R^2 rescaled to sum to 1		**.869**	**.053**	**.047**	**.027**	**.003**

Table E6
*Dominance Analyses of Big Five Models for **Quality of Life***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.436	.109	.314	.230	.053
Emotional Stability (ES)	.660 (.436)	–	.011	.112	.084	.027
Agreeableness (A)	.330 (.109)	.338	–	.210	.172	.025
Conscientiousness (C)	.560 (.314)	.234	.006	–	.137	.025
Extraversion (EX)	.480 (.230)	.289	.051	.221	–	.003
Openness/Intellect (OI)	.230 (.053)	.410	.081	.286	.180	–
$k = 1$ average		.318	.037	.207	.143	.020
ES, A	.668 (.447)	–	–	.101	.077	.021
ES, C	.740 (.547)	–	.001	–	.066	.017
ES, EX	.721 (.520)	–	.004	.093	–	.004
ES, OI	.680 (.463)	–	.005	.102	.061	–
A, C	.565 (.319)	.229	–	–	.132	.022
A, EX	.530 (.281)	.243	–	.170	–	.000
A, OI	.366 (.134)	.334	–	.207	.148	–
C, EX	.672 (.451)	.162	.000	–	–	.001
C, OI	.582 (.339)	.226	.002	–	.113	–
EX, OI	.483 (.233)	.290	.049	.219	–	–
$k = 2$ average		.247	.010	.149	.099	.011
ES, A, C	.740 (.548)	–	–	–	.068	.019
ES, A, EX	.724 (.524)	–	–	.092	–	.003
ES, A, OI	.684 (.468)	–	–	.099	.059	–
ES, C, EX	.783 (.613)	–	.003	–	–	.002
ES, C, OI	.752 (.565)	–	.003	–	.050	–
ES, EX, OI	.723 (.523)	–	.003	.091	–	–
A, C, EX	.672 (.451)	.164	–	–	–	.001
A, C, OI	.584 (.341)	.227	–	–	.111	–
A, EX, OI	.531 (.282)	.245	–	.170	–	–
C, EX, OI	.672 (.452)	.163	.000	–	–	–
$k = 3$ average		.200	.002	.113	.072	.006
A, C, EX, OI	.672 (.452)	.166	–	–	–	–
ES, C, EX, OI	.784 (.615)	–	.004	–	–	–
ES, A, EX, OI	.726 (.527)	–	–	.092	–	–
ES, A, C, OI	.753 (.567)	–	–	–	.051	–
ES, A, C, EX	.785 (.616)	–	–	–	–	.003
$k = 4$ average		.166	.004	.092	.051	.003
ES, A, C, EX, OI	.786 (.618)					
General dominance		.273	.032	.175	.119	.018
R^2 rescaled to sum to 1		**.442**	**.053**	**.283**	**.193**	**.030**

Table E7
Dominance Analyses of Big Five Models for ***Marital Satisfaction***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.102	.096	.078	.029	.010
Emotional Stability (ES)	.320 (.102)	–	.045	.029	.006	.005
Agreeableness (A)	.310 (.096)	.051	–	.023	.010	.001
Conscientiousness (C)	.280 (.078)	.053	.041	–	.013	.004
Extraversion (EX)	.170 (.029)	.079	.077	.062	–	.001
Openness/Intellect (OI)	.100 (.010)	.097	.087	.073	.020	–
$k = 1$ average		.070	.062	.047	.012	.003
ES, A	.384 (.147)	–	–	.009	.002	.001
ES, C	.363 (.132)	–	.025	–	.003	.003
ES, EX	.329 (.108)	–	.041	.027	–	.002
ES, OI	.327 (.107)	–	.041	.027	.003	–
A, C	.345 (.119)	.037	–	–	.007	.001
A, EX	.326 (.106)	.043	–	.020	–	.000
A, OI	.311 (.097)	.051	–	.023	.009	–
C, EX	.302 (.091)	.044	.035	–	–	.001
C, OI	.287 (.083)	.052	.037	–	.009	–
EX, OI	.174 (.030)	.080	.076	.062	–	–
$k = 2$ average		.051	.042	.028	.006	.001
ES, A, C	.395 (.156)	–	–	–	.002	.001
ES, A, EX	.386 (.149)	–	–	.009	–	.000
ES, A, OI	.384 (.148)	–	–	.009	.002	–
ES, C, EX	.367 (.135)	–	.023	–	–	.001
ES, C, OI	.367 (.134)	–	.023	–	.002	–
ES, EX, OI	.331 (.110)	–	.039	.026	–	–
A, C, EX	.355 (.126)	.032	–	–	–	.000
A, C, OI	.346 (.120)	.037	–	–	.006	–
A, EX, OI	.326 (.106)	.043	–	.020	–	–
C, EX, OI	.303 (.092)	.044	.034	–	–	–
$k = 3$ average		.039	.030	.016	.003	.000
A, C, EX, OI	.355 (.126)	.032	–	–	–	–
ES, C, EX, OI	.369 (.136)	–	.022	–	–	–
ES, A, EX, OI	.386 (.149)	–	–	.009	–	–
ES, A, C, OI	.396 (.157)	–	–	–	.001	–
ES, A, C, EX	.398 (.158)	–	–	–	–	.000
$k = 4$ average		.032	.022	.009	.001	.000
ES, A, C, EX, OI	.398 (.158)					
General dominance		.059	.051	.036	.010	.003
R^2 rescaled to sum to 1		**.372**	**.320**	**.225**	**.064**	**.018**

Table E8

Dominance Analyses of Big Five Models for ***Intimate Satisfaction: Partner-Ratings***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.073	.032	.022	.004	.001
Emotional Stability (ES)	.270 (.073)	–	.008	.003	.001	.000
Agreeableness (A)	.180 (.032)	.049	–	.005	.000	.000
Conscientiousness (C)	.150 (.022)	.053	.015	–	.001	.000
Extraversion (EX)	.060 (.004)	.070	.029	.020	–	.000
Openness/Intellect (OI)	.030 (.001)	.072	.032	.022	.003	–
$k = 1$ average		.061	.021	.012	.001	.000
ES, A	.285 (.081)	–	–	.000	.001	.000
ES, C	.275 (.076)	–	.006	–	.001	.000
ES, EX	.271 (.074)	–	.009	.003	–	.000
ES, OI	.270 (.073)	–	.009	.003	.001	–
A, C	.195 (.038)	.044	–	–	.000	.000
A, EX	.181 (.033)	.050	–	.005	–	.000
A, OI	.180 (.033)	.049	–	.006	.001	–
C, EX	.153 (.023)	.053	.015	–	–	.000
C, OI	.150 (.023)	.053	.015	–	.001	–
EX, OI	.061 (.004)	.070	.029	.020	–	–
$k = 2$ average		.053	.014	.006	.001	.000
ES, A, C	.286 (.082)	–	–	–	.002	.000
ES, A, EX	.287 (.083)	–	–	.000	–	.000
ES, A, OI	.285 (.082)	–	–	.000	.001	–
ES, C, EX	.277 (.076)	–	.007	–	–	.000
ES, C, OI	.275 (.076)	–	.006	–	.001	–
ES, EX, OI	.271 (.074)	–	.009	.003	–	–
A, C, EX	.195 (.038)	.045	–	–	–	.000
A, C, OI	.195 (.038)	.044	–	–	.000	–
A, EX, OI	.182 (.033)	.050	–	.005	–	–
C, EX, OI	.153 (.023)	.053	.015	–	–	–
$k = 3$ average		.048	.009	.002	.001	.000
A, C, EX, OI	.196 (.038)	.045	–	–	–	–
ES, C, EX, OI	.277 (.077)	–	.006	–	–	–
ES, A, EX, OI	.288 (.083)	–	–	.000	–	–
ES, A, C, OI	.286 (.082)	–	–	–	.001	–
ES, A, C, EX	.288 (.083)	–	–	–	–	.000
$k = 4$ average		.045	.006	.000	.001	.000
ES, A, C, EX, OI	.288 (.083)					
General dominance		.056	.017	.009	.002	.000
R^2 rescaled to sum to 1		**.673**	**.200**	**.105**	**.019**	**.003**

Table E9
*Dominance Analyses of Big Five Models for **Job Satisfaction***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.096	.029	.068	.062	.000
Emotional Stability (ES)	.310 (.096)	–	.004	.024	.026	.000
Agreeableness (A)	.170 (.029)	.072	–	.042	.047	.001
Conscientiousness (C)	.260 (.068)	.052	.003	–	.040	.001
Extraversion (EX)	.250 (.062)	.060	.013	.045	–	.008
Openness/Intellect (OI)	.010 (.000)	.096	.030	.068	.071	–
$k = 1$ average		.070	.013	.045	.046	.003
ES, A	.317 (.100)	–	–	.019	.024	.001
ES, C	.346 (.120)	–	.000	–	.021	.001
ES, EX	.350 (.122)	–	.002	.019	–	.008
ES, OI	.311 (.097)	–	.005	.025	.033	–
A, C	.266 (.071)	.049	–	–	.038	.001
A, EX	.275 (.076)	.048	–	.032	–	.012
A, OI	.173 (.030)	.072	–	.042	.059	–
C, EX	.328 (.108)	.034	.001	–	–	.011
C, OI	.261 (.068)	.053	.004	–	.050	–
EX, OI	.266 (.071)	.059	.017	.047	–	–
$k = 2$ average		.052	.005	.031	.037	.006
ES, A, C	.346 (.120)	–	–	–	.022	.001
ES, A, EX	.352 (.124)	–	–	.017	–	.009
ES, A, OI	.319 (.102)	–	–	.020	.032	–
ES, C, EX	.376 (.141)	–	.000	–	–	.009
ES, C, OI	.348 (.121)	–	.000	–	.029	–
ES, EX, OI	.360 (.130)	–	.004	.021	–	–
A, C, EX	.329 (.108)	.033	–	–	–	.012
A, C, OI	.268 (.072)	.049	–	–	.048	–
A, EX, OI	.297 (.088)	.045	–	.032	–	–
C, EX, OI	.344 (.118)	.032	.002	–	–	–
$k = 3$ average		.040	.001	.022	.033	.008
A, C, EX, OI	.346 (.120)	.031	–	–	–	–
ES, C, EX, OI	.388 (.150)	–	.000	–	–	–
ES, A, EX, OI	.365 (.133)	–	–	.017	–	–
ES, A, C, OI	.348 (.121)	–	–	–	.029	–
ES, A, C, EX	.376 (.141)	–	–	–	–	.009
$k = 4$ average		.031	.000	.017	.029	.009
ES, A, C, EX, OI	.388 (.151)					
General dominance		.058	.010	.036	.042	.005
R^2 rescaled to sum to 1		**.384**	**.063**	**.242**	**.276**	**.034**

Table E10
*Dominance Analyses of Big Five Models for **Leader-Member Exchange***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.014	.040	.044	.026	.001
Emotional Stability (ES)	.120 (.014)	–	.028	.032	.017	.002
Agreeableness (A)	.200 (.040)	.003	–	.017	.014	.006
Conscientiousness (C)	.210 (.044)	.002	.013	–	.014	.003
Extraversion (EX)	.160 (.026)	.005	.028	.033	–	.010
Openness/Intellect (OI)	.030 (.001)	.015	.045	.047	.034	–
$k = 1$ average		.006	.029	.032	.020	.005
ES, A	.207 (.043)	–	–	.015	.011	.006
ES, C	.214 (.046)	–	.012	–	.012	.004
ES, EX	.176 (.031)	–	.023	.027	–	.009
ES, OI	.127 (.016)	–	.033	.033	.024	–
A, C	.239 (.057)	.000	–	–	.010	.007
A, EX	.232 (.054)	.001	–	.014	–	.016
A, OI	.215 (.046)	.003	–	.018	.024	–
C, EX	.241 (.058)	.000	.010	–	–	.012
C, OI	.218 (.047)	.002	.016	–	.022	–
EX, OI	.188 (.035)	.005	.034	.035	–	–
$k = 2$ average		.002	.021	.024	.017	.009
ES, A, C	.240 (.058)	–	–	–	.010	.007
ES, A, EX	.233 (.054)	–	–	.013	–	.016
ES, A, OI	.222 (.049)	–	–	.015	.021	–
ES, C, EX	.242 (.058)	–	.009	–	–	.012
ES, C, OI	.223 (.050)	–	.015	–	.020	–
ES, EX, OI	.201 (.040)	–	.029	.030	–	–
A, C, EX	.260 (.068)	.000	–	–	–	.015
A, C, OI	.253 (.064)	.000	–	–	.019	–
A, EX, OI	.264 (.070)	.000	–	.014	–	–
C, EX, OI	.264 (.070)	.000	.013	–	–	–
$k = 3$ average		.000	.017	.018	.018	.012
A, C, EX, OI	.288 (.083)	.000	–	–	–	–
ES, C, EX, OI	.265 (.070)	–	.013	–	–	–
ES, A, EX, OI	.264 (.070)	–	–	.013	–	–
ES, A, C, OI	.254 (.064)	–	–	–	.019	–
ES, A, C, EX	.260 (.068)	–	–	–	–	.016
$k = 4$ average		.000	.013	.013	.019	.016
ES, A, C, EX, OI	.289 (.083)					
General dominance		.005	.024	.026	.020	.009
R^2 rescaled to sum to 1		**.055**	**.288**	**.315**	**.238**	**.103**

Table E11

Dominance Analyses of Big Five Models for ***Organizational Commitment: General***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.040	.068	.096	.084	.040
Emotional Stability (ES)	.200 (.040)	–	.041	.064	.058	.033
Agreeableness (A)	.260 (.068)	.014	–	.045	.056	.021
Conscientiousness (C)	.310 (.096)	.008	.017	–	.053	.026
Extraversion (EX)	.290 (.084)	.013	.039	.065	–	.009
Openness/Intellect (OI)	.200 (.040)	.033	.048	.082	.054	–
$k = 1$ average		.017	.036	.064	.055	.022
ES, A	.285 (.081)	–	–	.036	.046	.020
ES, C	.322 (.104)	–	.013	–	.046	.024
ES, EX	.312 (.098)	–	.029	.052	–	.010
ES, OI	.270 (.073)	–	.028	.056	.035	–
A, C	.336 (.113)	.004	–	–	.045	.019
A, EX	.351 (.124)	.003	–	.035	–	.004
A, OI	.297 (.088)	.013	–	.044	.040	–
C, EX	.386 (.149)	.001	.009	–	–	.007
C, OI	.349 (.122)	.006	.010	–	.034	–
EX, OI	.306 (.094)	.014	.034	.062	–	–
$k = 2$ average		.007	.021	.047	.041	.014
ES, A, C	.342 (.117)	–	–	–	.042	.019
ES, A, EX	.356 (.127)	–	–	.031	–	.005
ES, A, OI	.318 (.101)	–	–	.035	.031	–
ES, C, EX	.387 (.150)	–	.008	–	–	.007
ES, C, OI	.358 (.128)	–	.007	–	.029	–
ES, EX, OI	.328 (.107)	–	.025	.050	–	–
A, C, EX	.398 (.158)	.000	–	–	–	.005
A, C, OI	.363 (.132)	.004	–	–	.031	–
A, EX, OI	.358 (.128)	.004	–	.035	–	–
C, EX, OI	.395 (.156)	.001	.007	–	–	–
$k = 3$ average		.002	.012	.038	.033	.009
A, C, EX, OI	.404 (.163)	.000	–	–	–	–
ES, C, EX, OI	.396 (.157)	–	.006	–	–	–
ES, A, EX, OI	.363 (.132)	–	–	.031	–	–
ES, A, C, OI	.369 (.136)	–	–	–	.028	–
ES, A, C, EX	.398 (.158)	–	–	–	–	.005
$k = 4$ average		.000	.006	.031	.028	.005
ES, A, C, EX, OI	.404 (.163)					
General dominance		.013	.029	.055	.048	.018
R^2 rescaled to sum to 1		**.081**	**.175**	**.339**	**.294**	**.111**

Table E12
Dominance Analyses of Big Five Models for ***Organizational Commitment: Affective***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.068	.102	.068	.090	.008
Emotional Stability (ES)	.260 (.068)	–	.060	.030	.053	.004
Agreeableness (A)	.320 (.102)	.025	–	.015	.054	.000
Conscientiousness (C)	.260 (.068)	.030	.050	–	.063	.003
Extraversion (EX)	.300 (.090)	.031	.067	.041	–	.001
Openness/Intellect (OI)	.090 (.008)	.064	.095	.063	.083	–
$k = 1$ average		.037	.068	.037	.063	.002
ES, A	.357 (.127)	–	–	.007	.040	.000
ES, C	.313 (.098)	–	.037	–	.046	.002
ES, EX	.348 (.121)	–	.046	.023	–	.001
ES, OI	.268 (.072)	–	.056	.028	.050	–
A, C	.343 (.118)	.017	–	–	.048	.000
A, EX	.396 (.157)	.011	–	.009	–	.005
A, OI	.320 (.103)	.025	–	.015	.058	–
C, EX	.361 (.131)	.013	.035	–	–	.001
C, OI	.266 (.071)	.029	.047	–	.061	–
EX, OI	.301 (.091)	.031	.070	.041	–	–
$k = 2$ average		.021	.049	.021	.050	.002
ES, A, C	.367 (.135)	–	–	–	.038	.000
ES, A, EX	.409 (.167)	–	–	.006	–	.004
ES, A, OI	.357 (.128)	–	–	.007	.043	–
ES, C, EX	.379 (.144)	–	.029	–	–	.001
ES, C, OI	.317 (.100)	–	.035	–	.044	–
ES, EX, OI	.348 (.121)	–	.049	.023	–	–
A, C, EX	.407 (.166)	.007	–	–	–	.004
A, C, OI	.344 (.118)	.017	–	–	.052	–
A, EX, OI	.401 (.161)	.010	–	.009	–	–
C, EX, OI	.363 (.132)	.013	.038	–	–	–
$k = 3$ average		.011	.038	.011	.044	.002
A, C, EX, OI	.413 (.170)	.006	–	–	–	–
ES, C, EX, OI	.380 (.145)	–	.032	–	–	–
ES, A, EX, OI	.413 (.171)	–	–	.006	–	–
ES, A, C, OI	.367 (.135)	–	–	–	.041	–
ES, A, C, EX	.416 (.173)	–	–	–	–	.004
$k = 4$ average		.006	.032	.006	.041	.004
ES, A, C, EX, OI	.420 (.176)					
General dominance		.029	.058	.029	.058	.004
R^2 rescaled to sum to 1		**.163**	**.327**	**.162**	**.328**	**.020**

Table E13
Dominance Analyses of Big Five Models for ***Organizational Commitment: Continuance***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.014	.005	.001	.006	.008
Emotional Stability (ES)	.120 (.014)	–	.014	.007	.002	.006
Agreeableness (A)	.070 (.005)	.024	–	.000	.010	.012
Conscientiousness (C)	.030 (.001)	.020	.004	–	.008	.009
Extraversion (EX)	.080 (.006)	.010	.008	.002	–	.004
Openness/Intellect (OI)	.090 (.008)	.012	.009	.002	.002	–
$k = 1$ average		.017	.009	.003	.006	.008
ES, A	.169 (.029)	–	–	.001	.004	.011
ES, C	.145 (.021)	–	.009	–	.003	.008
ES, EX	.128 (.016)	–	.016	.008	–	.004
ES, OI	.143 (.021)	–	.019	.008	.000	–
A, C	.070 (.005)	.025	–	–	.010	.012
A, EX	.121 (.015)	.018	–	.000	–	.006
A, OI	.130 (.017)	.023	–	.000	.004	–
C, EX	.093 (.009)	.015	.006	–	–	.005
C, OI	.099 (.010)	.019	.007	–	.003	–
EX, OI	.103 (.011)	.010	.010	.003	–	–
$k = 2$ average		.018	.011	.003	.004	.008
ES, A, C	.174 (.030)	–	–	–	.004	.011
ES, A, EX	.180 (.033)	–	–	.002	–	.008
ES, A, OI	.200 (.040)	–	–	.002	.001	–
ES, C, EX	.155 (.024)	–	.010	–	–	.005
ES, C, OI	.169 (.029)	–	.013	–	.001	–
ES, EX, OI	.144 (.021)	–	.020	.008	–	–
A, C, EX	.121 (.015)	.020	–	–	–	.006
A, C, OI	.130 (.017)	.025	–	–	.004	–
A, EX, OI	.145 (.021)	.020	–	.000	–	–
C, EX, OI	.115 (.013)	.016	.008	–	–	–
$k = 3$ average		.020	.013	.003	.002	.008
A, C, EX, OI	.145 (.021)	.021	–	–	–	–
ES, C, EX, OI	.171 (.029)	–	.013	–	–	–
ES, A, EX, OI	.201 (.041)	–	–	.002	–	–
ES, A, C, OI	.204 (.042)	–	–	–	.001	–
ES, A, C, EX	.185 (.034)	–	–	–	–	.008
$k = 4$ average		.021	.013	.002	.001	.008
ES, A, C, EX, OI	.206 (.042)					
General dominance		.018	.010	.002	.004	.008
R^2 rescaled to sum to 1		**.428**	**.240**	**.055**	**.091**	**.186**

Table E14

Dominance Analyses of Big Five Models for ***Organizational Commitment: Normative***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.026	.078	.036	.048	.012
Emotional Stability (ES)	.160 (.026)	–	.057	.020	.032	.009
Agreeableness (A)	.280 (.078)	.004	–	.004	.026	.002
Conscientiousness (C)	.190 (.036)	.009	.047	–	.034	.007
Extraversion (EX)	.220 (.048)	.009	.056	.022	–	.001
Openness/Intellect (OI)	.110 (.012)	.022	.068	.031	.037	–
$k = 1$ average		.011	.057	.019	.032	.005
ES, A	.288 (.083)	–	–	.003	.022	.002
ES, C	.212 (.045)	–	.040	–	.027	.007
ES, EX	.240 (.058)	–	.047	.015	–	.001
ES, OI	.186 (.035)	–	.050	.017	.024	–
A, C	.288 (.083)	.003	–	–	.023	.002
A, EX	.322 (.104)	.001	–	.002	–	.000
A, OI	.284 (.081)	.004	–	.004	.023	–
C, EX	.265 (.070)	.002	.036	–	–	.000
C, OI	.209 (.044)	.008	.041	–	.027	–
EX, OI	.222 (.049)	.009	.055	.021	–	–
$k = 2$ average		.005	.045	.010	.025	.002
ES, A, C	.292 (.085)	–	–	–	.021	.002
ES, A, EX	.324 (.105)	–	–	.002	–	.000
ES, A, OI	.291 (.085)	–	–	.002	.020	–
ES, C, EX	.269 (.072)	–	.034	–	–	.001
ES, C, OI	.227 (.052)	–	.036	–	.021	–
ES, EX, OI	.242 (.059)	–	.046	.014	–	–
A, C, EX	.326 (.106)	.000	–	–	–	.000
A, C, OI	.291 (.085)	.003	–	–	.021	–
A, EX, OI	.323 (.104)	.001	–	.002	–	–
C, EX, OI	.265 (.070)	.003	.036	–	–	–
$k = 3$ average		.001	.038	.005	.021	.001
A, C, EX, OI	.326 (.106)	.000	–	–	–	–
ES, C, EX, OI	.270 (.073)	–	.034	–	–	–
ES, A, EX, OI	.324 (.105)	–	–	.002	–	–
ES, A, C, OI	.295 (.087)	–	–	–	.019	–
ES, A, C, EX	.326 (.106)	–	–	–	–	.000
$k = 4$ average		.000	.034	.002	.019	.000
ES, A, C, EX, OI	.326 (.107)					
General dominance		.009	.050	.015	.029	.004
R^2 rescaled to sum to 1		**.081**	**.473**	**.137**	**.273**	**.037**

Table E15
Dominance Analyses of Big Five Models for ***Work-Nonwork Spillover: Positive***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.026	.053	.022	.096	.062
Emotional Stability (ES)	.160 (.026)	–	.035	.009	.075	.055
Agreeableness (A)	.230 (.053)	.007	–	.002	.070	.041
Conscientiousness (C)	.150 (.022)	.012	.033	–	.081	.054
Extraversion (EX)	.310 (.096)	.005	.027	.008	–	.020
Openness/Intellect (OI)	.250 (.062)	.018	.031	.014	.054	–
$k = 1$ average		.011	.031	.008	.070	.043
ES, A	.245 (.060)	–	–	.001	.063	.040
ES, C	.187 (.035)	–	.026	–	.070	.051
ES, EX	.317 (.101)	–	.022	.005	–	.021
ES, OI	.284 (.081)	–	.019	.005	.041	–
A, C	.235 (.055)	.006	–	–	.068	.041
A, EX	.350 (.123)	.000	–	.000	–	.014
A, OI	.306 (.094)	.006	–	.002	.043	–
C, EX	.322 (.104)	.002	.019	–	–	.019
C, OI	.277 (.077)	.010	.019	–	.046	–
EX, OI	.341 (.117)	.005	.020	.006	–	–
$k = 2$ average		.005	.021	.003	.055	.031
ES, A, C	.247 (.061)	–	–	–	.062	.040
ES, A, EX	.351 (.123)	–	–	.000	–	.014
ES, A, OI	.317 (.100)	–	–	.000	.037	–
ES, C, EX	.324 (.105)	–	.018	–	–	.020
ES, C, OI	.294 (.086)	–	.015	–	.039	–
ES, EX, OI	.348 (.121)	–	.016	.003	–	–
A, C, EX	.351 (.123)	.000	–	–	–	.014
A, C, OI	.309 (.096)	.005	–	–	.041	–
A, EX, OI	.370 (.137)	.001	–	.000	–	–
C, EX, OI	.350 (.123)	.002	.014	–	–	–
$k = 3$ average		.002	.016	.001	.045	.022
A, C, EX, OI	.370 (.137)	.001	–	–	–	–
ES, C, EX, OI	.353 (.125)	–	.013	–	–	–
ES, A, EX, OI	.371 (.138)	–	–	.000	–	–
ES, A, C, OI	.318 (.101)	–	–	–	.037	–
ES, A, C, EX	.351 (.123)	–	–	–	–	.014
$k = 4$ average		.001	.013	.000	.037	.014
ES, A, C, EX, OI	.371 (.138)					
General dominance		.009	.027	.007	.061	.035
R^2 rescaled to sum to 1		**.063**	**.194**	**.051**	**.440**	**.251**

Table E16

Dominance Analyses of Big Five Models for ***Work-Nonwork Spillover: Negative (Lack of)***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.160	.044	.058	.014	.004
Emotional Stability (ES)	.400 (.160)	–	.006	.009	.000	.000
Agreeableness (A)	.210 (.044)	.121	–	.026	.005	.000
Conscientiousness (C)	.240 (.058)	.111	.012	–	.005	.001
Extraversion (EX)	.120 (.014)	.146	.035	.048	–	.000
Openness/Intellect (OI)	.060 (.004)	.157	.041	.055	.011	–
$k = 1$ average		.134	.023	.034	.005	.000
ES, A	.407 (.166)	–	–	.005	.000	.000
ES, C	.411 (.169)	–	.002	–	.000	.000
ES, EX	.400 (.160)	–	.006	.009	–	.001
ES, OI	.401 (.160)	–	.005	.009	.000	–
A, C	.264 (.070)	.101	–	–	.003	.000
A, EX	.223 (.050)	.116	–	.023	–	.000
A, OI	.210 (.044)	.121	–	.026	.005	–
C, EX	.250 (.063)	.107	.010	–	–	.000
C, OI	.242 (.058)	.111	.011	–	.004	–
EX, OI	.121 (.015)	.146	.035	.048	–	–
$k = 2$ average		.117	.012	.020	.002	.000
ES, A, C	.413 (.171)	–	–	–	.000	.000
ES, A, EX	.407 (.166)	–	–	.005	–	.000
ES, A, OI	.407 (.166)	–	–	.005	.000	–
ES, C, EX	.411 (.169)	–	.002	–	–	.000
ES, C, OI	.411 (.169)	–	.002	–	.000	–
ES, EX, OI	.401 (.161)	–	.005	.009	–	–
A, C, EX	.270 (.073)	.098	–	–	–	.000
A, C, OI	.264 (.070)	.101	–	–	.003	–
A, EX, OI	.223 (.050)	.116	–	.023	–	–
C, EX, OI	.250 (.063)	.107	.010	–	–	–
$k = 3$ average		.106	.005	.011	.001	.000
A, C, EX, OI	.270 (.073)	.098	–	–	–	–
ES, C, EX, OI	.412 (.170)	–	.002	–	–	–
ES, A, EX, OI	.407 (.166)	–	–	.005	–	–
ES, A, C, OI	.413 (.171)	–	–	–	.000	–
ES, A, C, EX	.414 (.171)	–	–	–	–	.000
$k = 4$ average		.098	.002	.005	.000	.000
ES, A, C, EX, OI	.414 (.171)					
General dominance		.123	.017	.026	.005	.001
R^2 rescaled to sum to 1		**.718**	**.100**	**.150**	**.027**	**.005**

Table E17

Dominance Analyses of Big Five Models for ***Family Interference with Work (Lack of)***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.130	.068	.073	.008	.005
Emotional Stability (ES)	.360 (.130)	–	.020	.021	.001	.001
Agreeableness (A)	.260 (.068)	.082	–	.028	.001	.000
Conscientiousness (C)	.270 (.073)	.077	.023	–	.001	.001
Extraversion (EX)	.090 (.008)	.122	.060	.066	–	.001
Openness/Intellect (OI)	.070 (.005)	.126	.063	.069	.005	–
$k = 1$ average		.102	.042	.046	.002	.001
ES, A	.387 (.150)	–	–	.009	.002	.000
ES, C	.388 (.150)	–	.009	–	.001	.000
ES, EX	.361 (.130)	–	.022	.022	–	.002
ES, OI	.362 (.131)	–	.019	.020	.001	–
A, C	.309 (.096)	.064	–	–	.000	.000
A, EX	.262 (.069)	.083	–	.027	–	.000
A, OI	.260 (.068)	.082	–	.028	.001	–
C, EX	.272 (.074)	.078	.022	–	–	.001
C, OI	.272 (.074)	.077	.022	–	.001	–
EX, OI	.098 (.010)	.123	.059	.065	–	–
$k = 2$ average		.084	.025	.029	.001	.001
ES, A, C	.399 (.159)	–	–	–	.002	.000
ES, A, EX	.390 (.152)	–	–	.010	–	.000
ES, A, OI	.387 (.150)	–	–	.009	.002	–
ES, C, EX	.390 (.152)	–	.010	–	–	.001
ES, C, OI	.388 (.151)	–	.009	–	.002	–
ES, EX, OI	.364 (.132)	–	.020	.021	–	–
A, C, EX	.309 (.096)	.066	–	–	–	.000
A, C, OI	.309 (.096)	.064	–	–	.000	–
A, EX, OI	.262 (.069)	.084	–	.027	–	–
C, EX, OI	.273 (.075)	.078	.021	–	–	–
$k = 3$ average		.073	.015	.017	.002	.000
A, C, EX, OI	.309 (.096)	.066	–	–	–	–
ES, C, EX, OI	.391 (.153)	–	.009	–	–	–
ES, A, EX, OI	.390 (.152)	–	–	.010	–	–
ES, A, C, OI	.399 (.159)	–	–	–	.003	–
ES, A, C, EX	.402 (.162)	–	–	–	–	.000
$k = 4$ average		.066	.009	.010	.003	.000
ES, A, C, EX, OI	.402 (.162)					
General dominance		.091	.032	.035	.003	.001
R^2 rescaled to sum to 1		**.562**	**.196**	**.215**	**.019**	**.009**

Table E18

Dominance Analyses of Big Five Models for ***Work Interference with Family (Lack of)***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.168	.053	.048	.014	.001
Emotional Stability (ES)	.410 (.168)	–	.009	.005	.000	.000
Agreeableness (A)	.230 (.053)	.124	–	.016	.005	.001
Conscientiousness (C)	.220 (.048)	.125	.021	–	.006	.000
Extraversion (EX)	.120 (.014)	.154	.043	.040	–	.000
Openness/Intellect (OI)	.030 (.001)	.167	.053	.048	.014	–
$k = 1$ average		.142	.031	.027	.006	.000
ES, A	.420 (.177)	–	–	.001	.000	.001
ES, C	.416 (.173)	–	.005	–	.000	.000
ES, EX	.410 (.168)	–	.009	.005	–	.000
ES, OI	.410 (.168)	–	.009	.005	.000	–
A, C	.263 (.069)	.109	–	–	.003	.001
A, EX	.240 (.058)	.119	–	.014	–	.003
A, OI	.231 (.053)	.124	–	.016	.007	–
C, EX	.233 (.054)	.119	.018	–	–	.001
C, OI	.220 (.048)	.125	.021	–	.006	–
EX, OI	.121 (.015)	.154	.046	.040	–	–
$k = 2$ average		.125	.018	.014	.003	.001
ES, A, C	.422 (.178)	–	–	–	.000	.001
ES, A, EX	.421 (.177)	–	–	.001	–	.001
ES, A, OI	.421 (.178)	–	–	.001	.000	–
ES, C, EX	.416 (.173)	–	.005	–	–	.000
ES, C, OI	.416 (.173)	–	.006	–	.000	–
ES, EX, OI	.410 (.168)	–	.009	.005	–	–
A, C, EX	.268 (.072)	.107	–	–	–	.002
A, C, OI	.264 (.070)	.109	–	–	.005	–
A, EX, OI	.245 (.060)	.117	–	.014	–	–
C, EX, OI	.234 (.055)	.118	.019	–	–	–
$k = 3$ average		.113	.010	.005	.001	.001
A, C, EX, OI	.273 (.074)	.105	–	–	–	–
ES, C, EX, OI	.416 (.173)	–	.006	–	–	–
ES, A, EX, OI	.422 (.178)	–	–	.001	–	–
ES, A, C, OI	.423 (.179)	–	–	–	.000	–
ES, A, C, EX	.422 (.178)	–	–	–	–	.001
$k = 4$ average		.105	.006	.001	.000	.001
ES, A, C, EX, OI	.423 (.179)					
General dominance		.131	.024	.019	.005	.001
R^2 rescaled to sum to 1		**.729**	**.132**	**.107**	**.028**	**.004**

Table E19
Dominance Analyses of Big Five Models for ***Burnout: Emotional Exhaustion (Lack of)***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.260	.040	.032	.053	.006
Emotional Stability (ES)	.510 (.260)	–	.001	.000	.006	.001
Agreeableness (A)	.200 (.040)	.221	–	.009	.036	.001
Conscientiousness (C)	.180 (.032)	.228	.017	–	.039	.003
Extraversion (EX)	.230 (.053)	.213	.023	.018	–	.000
Openness/Intellect (OI)	.080 (.006)	.255	.035	.029	.047	–
$k = 1$ average		.229	.019	.014	.032	.001
ES, A	.511 (.261)	–	–	.001	.005	.001
ES, C	.510 (.260)	–	.001	–	.006	.001
ES, EX	.516 (.266)	–	.000	.001	–	.000
ES, OI	.511 (.261)	–	.000	.000	.005	–
A, C	.222 (.049)	.212	–	–	.032	.001
A, EX	.275 (.076)	.190	–	.006	–	.001
A, OI	.203 (.041)	.220	–	.009	.036	–
C, EX	.267 (.071)	.195	.010	–	–	.000
C, OI	.189 (.036)	.226	.015	–	.036	–
EX, OI	.230 (.053)	.213	.024	.018	–	–
$k = 2$ average		.209	.008	.006	.020	.001
ES, A, C	.511 (.261)	–	–	–	.006	.001
ES, A, EX	.516 (.266)	–	–	.001	–	.000
ES, A, OI	.511 (.261)	–	–	.001	.005	–
ES, C, EX	.516 (.266)	–	.001	–	–	.000
ES, C, OI	.511 (.261)	–	.001	–	.005	–
ES, EX, OI	.516 (.266)	–	.000	.001	–	–
A, C, EX	.285 (.081)	.185	–	–	–	.001
A, C, OI	.225 (.051)	.211	–	–	.032	–
A, EX, OI	.277 (.077)	.189	–	.006	–	–
C, EX, OI	.267 (.071)	.195	.011	–	–	–
$k = 3$ average		.195	.003	.002	.012	.000
A, C, EX, OI	.287 (.082)	.184	–	–	–	–
ES, C, EX, OI	.516 (.266)	–	.001	–	–	–
ES, A, EX, OI	.516 (.266)	–	–	.001	–	–
ES, A, C, OI	.512 (.262)	–	–	–	.005	–
ES, A, C, EX	.517 (.267)	–	–	–	–	.000
$k = 4$ average		.184	.001	.001	.005	.000
ES, A, C, EX, OI	.517 (.267)					
General dominance		.216	.014	.011	.024	.002
R^2 rescaled to sum to 1		**.808**	**.053**	**.041**	**.091**	**.007**

Table E20

Dominance Analyses of Big Five Models for ***Burnout: Depersonalization (Lack of)***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.185	.116	.073	.044	.010
Emotional Stability (ES)	.430 (.185)	–	.041	.013	.007	.003
Agreeableness (A)	.340 (.116)	.110	–	.016	.018	.001
Conscientiousness (C)	.270 (.073)	.125	.058	–	.025	.004
Extraversion (EX)	.210 (.044)	.147	.090	.053	–	.000
Openness/Intellect (OI)	.100 (.010)	.178	.106	.067	.035	–
$k = 1$ average		.140	.074	.037	.021	.002
ES, A	.475 (.226)	–	–	.002	.003	.000
ES, C	.445 (.198)	–	.029	–	.005	.002
ES, EX	.438 (.191)	–	.037	.012	–	.001
ES, OI	.434 (.188)	–	.038	.012	.004	–
A, C	.362 (.131)	.096	–	–	.015	.000
A, EX	.366 (.134)	.095	–	.012	–	.001
A, OI	.341 (.116)	.110	–	.015	.019	–
C, EX	.312 (.097)	.105	.048	–	–	.000
C, OI	.278 (.077)	.123	.054	–	.020	–
EX, OI	.211 (.045)	.148	.090	.053	–	–
$k = 2$ average		.113	.050	.018	.011	.001
ES, A, C	.477 (.227)	–	–	–	.003	.000
ES, A, EX	.478 (.229)	–	–	.001	–	.000
ES, A, OI	.475 (.226)	–	–	.002	.003	–
ES, C, EX	.450 (.203)	–	.027	–	–	.001
ES, C, OI	.448 (.200)	–	.027	–	.003	–
ES, EX, OI	.439 (.192)	–	.036	.011	–	–
A, C, EX	.382 (.146)	.084	–	–	–	.001
A, C, OI	.363 (.132)	.096	–	–	.015	–
A, EX, OI	.367 (.135)	.094	–	.012	–	–
C, EX, OI	.312 (.098)	.106	.049	–	–	–
$k = 3$ average		.095	.035	.006	.006	.000
A, C, EX, OI	.383 (.147)	.084	–	–	–	–
ES, C, EX, OI	.451 (.203)	–	.027	–	–	–
ES, A, EX, OI	.478 (.229)	–	–	.001	–	–
ES, A, C, OI	.477 (.228)	–	–	–	.002	–
ES, A, C, EX	.480 (.230)	–	–	–	–	.000
$k = 4$ average		.084	.027	.001	.002	.000
ES, A, C, EX, OI	.480 (.230)					
General dominance		.123	.060	.027	.017	.003
R^2 rescaled to sum to 1		**.536**	**.261**	**.118**	**.073**	**.011**

Table E21

Dominance Analyses of Big Five Models for ***Burnout: Personal Accomplishment***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.096	.102	.137	.090	.053
Emotional Stability (ES)	.310 (.096)	–	.051	.074	.046	.040
Agreeableness (A)	.320 (.102)	.045	–	.062	.054	.026
Conscientiousness (C)	.370 (.137)	.034	.027	–	.052	.034
Extraversion (EX)	.300 (.090)	.052	.067	.099	–	.016
Openness/Intellect (OI)	.230 (.053)	.083	.075	.118	.053	–
$k = 1$ average		.053	.055	.088	.051	.029
ES, A	.384 (.147)	–	–	.040	.034	.024
ES, C	.413 (.170)	–	.017	–	.035	.030
ES, EX	.377 (.142)	–	.039	.063	–	.017
ES, OI	.369 (.136)	–	.035	.064	.023	–
A, C	.405 (.164)	.023	–	–	.042	.024
A, EX	.396 (.157)	.025	–	.050	–	.007
A, OI	.358 (.128)	.043	–	.060	.036	–
C, EX	.434 (.189)	.017	.018	–	–	.012
C, OI	.413 (.171)	.030	.018	–	.030	–
EX, OI	.325 (.106)	.053	.058	.095	–	–
$k = 2$ average		.032	.031	.062	.033	.019
ES, A, C	.433 (.187)	–	–	–	.030	.023
ES, A, EX	.426 (.181)	–	–	.036	–	.009
ES, A, OI	.414 (.171)	–	–	.039	.019	–
ES, C, EX	.453 (.205)	–	.012	–	–	.013
ES, C, OI	.448 (.201)	–	.010	–	.018	–
ES, EX, OI	.399 (.159)	–	.032	.059	–	–
A, C, EX	.454 (.206)	.012	–	–	–	.008
A, C, OI	.434 (.188)	.022	–	–	.026	–
A, EX, OI	.405 (.164)	.027	–	.050	–	–
C, EX, OI	.448 (.200)	.018	.014	–	–	–
$k = 3$ average		.020	.017	.046	.023	.013
A, C, EX, OI	.463 (.214)	.013	–	–	–	–
ES, C, EX, OI	.467 (.218)	–	.009	–	–	–
ES, A, EX, OI	.437 (.191)	–	–	.036	–	–
ES, A, C, OI	.459 (.210)	–	–	–	.017	–
ES, A, C, EX	.467 (.218)	–	–	–	–	.009
$k = 4$ average		.013	.009	.036	.017	.009
ES, A, C, EX, OI	.477 (.227)					
General dominance		.043	.043	.074	.043	.025
R^2 rescaled to sum to 1		**.189**	**.189**	**.325**	**.189**	**.109**

Table E22
Dominance Analyses of Big Five Models for ***Intent to Quit (Lack of)***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.090	.020	.026	.008	.000
Emotional Stability (ES)	.300 (.090)	–	.001	.002	.000	.002
Agreeableness (A)	.140 (.020)	.072	–	.011	.004	.002
Conscientiousness (C)	.160 (.026)	.067	.005	–	.003	.001
Extraversion (EX)	.090 (.008)	.082	.015	.021	–	.002
Openness/Intellect (OI)	.010 (.000)	.092	.021	.026	.010	–
$k = 1$ average		.078	.011	.015	.004	.002
ES, A	.302 (.091)	–	–	.001	.000	.002
ES, C	.304 (.092)	–	.000	–	.000	.002
ES, EX	.300 (.090)	–	.001	.003	–	.002
ES, OI	.303 (.092)	–	.002	.003	.000	–
A, C	.176 (.031)	.062	–	–	.002	.002
A, EX	.152 (.023)	.068	–	.010	–	.005
A, OI	.147 (.021)	.072	–	.012	.006	–
C, EX	.170 (.029)	.064	.004	–	–	.003
C, OI	.163 (.027)	.068	.007	–	.005	–
EX, OI	.102 (.010)	.081	.017	.022	–	–
$k = 2$ average		.069	.005	.008	.002	.003
ES, A, C	.305 (.093)	–	–	–	.000	.002
ES, A, EX	.302 (.091)	–	–	.002	–	.002
ES, A, OI	.306 (.094)	–	–	.002	.000	–
ES, C, EX	.304 (.093)	–	.000	–	–	.002
ES, C, OI	.307 (.095)	–	.001	–	.000	–
ES, EX, OI	.303 (.092)	–	.002	.003	–	–
A, C, EX	.182 (.033)	.060	–	–	–	.004
A, C, OI	.182 (.033)	.062	–	–	.004	–
A, EX, OI	.167 (.028)	.066	–	.010	–	–
C, EX, OI	.179 (.032)	.063	.006	–	–	–
$k = 3$ average		.063	.002	.004	.001	.003
A, C, EX, OI	.194 (.038)	.058	–	–	–	–
ES, C, EX, OI	.308 (.095)	–	.001	–	–	–
ES, A, EX, OI	.306 (.094)	–	–	.002	–	–
ES, A, C, OI	.309 (.095)	–	–	–	.000	–
ES, A, C, EX	.305 (.093)	–	–	–	–	.002
$k = 4$ average		.058	.001	.002	.000	.002
ES, A, C, EX, OI	.309 (.095)					
General dominance		.072	.008	.011	.003	.002
R^2 rescaled to sum to 1		**.750**	**.081**	**.115**	**.034**	**.020**

Table E23

Dominance Analyses of Big Five Models for ***Career Decision-Making Difficulties (Lack of)***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.084	.008	.073	.026	.017
Emotional Stability (ES)	.290 (.084)	–	.000	.030	.005	.010
Agreeableness (A)	.090 (.008)	.076	–	.067	.020	.013
Conscientiousness (C)	.270 (.073)	.041	.002	–	.011	.009
Extraversion (EX)	.160 (.026)	.064	.003	.058	–	.006
Openness/Intellect (OI)	.130 (.017)	.078	.004	.065	.014	–
$k = 1$ average		.065	.002	.055	.013	.009
ES, A	.290 (.084)	–	–	.037	.006	.011
ES, C	.338 (.114)	–	.007	–	.003	.007
ES, EX	.299 (.090)	–	.001	.028	–	.006
ES, OI	.307 (.094)	–	.001	.027	.002	–
A, C	.273 (.075)	.047	–	–	.013	.011
A, EX	.169 (.029)	.061	–	.059	–	.004
A, OI	.144 (.021)	.075	–	.065	.012	–
C, EX	.290 (.084)	.033	.003	–	–	.004
C, OI	.286 (.082)	.039	.004	–	.006	–
EX, OI	.177 (.031)	.065	.002	.057	–	–
$k = 2$ average		.053	.003	.045	.007	.007
ES, A, C	.348 (.121)	–	–	–	.004	.011
ES, A, EX	.300 (.090)	–	–	.036	–	.007
ES, A, OI	.309 (.096)	–	–	.036	.002	–
ES, C, EX	.342 (.117)	–	.009	–	–	.005
ES, C, OI	.348 (.121)	–	.011	–	.001	–
ES, EX, OI	.310 (.096)	–	.001	.026	–	–
A, C, EX	.296 (.087)	.038	–	–	–	.005
A, C, OI	.293 (.086)	.046	–	–	.007	–
A, EX, OI	.182 (.033)	.064	–	.059	–	–
C, EX, OI	.296 (.088)	.034	.005	–	–	–
$k = 3$ average		.046	.006	.039	.003	.007
A, C, EX, OI	.304 (.093)	.040	–	–	–	–
ES, C, EX, OI	.349 (.122)	–	.011	–	–	–
ES, A, EX, OI	.312 (.097)	–	–	.036	–	–
ES, A, C, OI	.363 (.132)	–	–	–	.001	–
ES, A, C, EX	.354 (.126)	–	–	–	–	.007
$k = 4$ average		.040	.011	.036	.001	.007
ES, A, C, EX, OI	.365 (.133)					
General dominance		.058	.006	.050	.010	.010
R^2 rescaled to sum to 1		**.434**	**.046**	**.374**	**.075**	**.072**

Table E24
*Dominance Analyses of Big Five Models for **Career Satisfaction***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.137	.014	.020	.078	.014
Emotional Stability (ES)	.370 (.137)	–	.000	.000	.030	.007
Agreeableness (A)	.120 (.014)	.123	–	.009	.067	.009
Conscientiousness (C)	.140 (.020)	.117	.004	–	.066	.011
Extraversion (EX)	.280 (.078)	.089	.003	.007	–	.000
Openness/Intellect (OI)	.120 (.014)	.129	.009	.016	.064	–
$k = 1$ average		.115	.004	.008	.057	.007
ES, A	.370 (.137)	–	–	.000	.031	.008
ES, C	.370 (.137)	–	.000	–	.031	.007
ES, EX	.409 (.167)	–	.001	.000	–	.000
ES, OI	.379 (.144)	–	.001	.000	.024	–
A, C	.153 (.023)	.114	–	–	.062	.009
A, EX	.286 (.082)	.087	–	.004	–	.000
A, OI	.153 (.023)	.121	–	.009	.058	–
C, EX	.292 (.085)	.082	.001	–	–	.000
C, OI	.174 (.030)	.114	.002	–	.055	–
EX, OI	.280 (.079)	.089	.003	.007	–	–
$k = 2$ average		.101	.001	.003	.044	.004
ES, A, C	.370 (.137)	–	–	–	.031	.008
ES, A, EX	.410 (.168)	–	–	.000	–	.001
ES, A, OI	.380 (.145)	–	–	.000	.024	–
ES, C, EX	.409 (.167)	–	.001	–	–	.000
ES, C, OI	.379 (.144)	–	.001	–	.024	–
ES, EX, OI	.409 (.168)	–	.001	.000	–	–
A, C, EX	.293 (.086)	.083	–	–	–	.000
A, C, OI	.179 (.032)	.113	–	–	.054	–
A, EX, OI	.286 (.082)	.087	–	.004	–	–
C, EX, OI	.292 (.085)	.083	.000	–	–	–
$k = 3$ average		.091	.001	.001	.033	.002
A, C, EX, OI	.293 (.086)	.083	–	–	–	–
ES, C, EX, OI	.410 (.168)	–	.001	–	–	–
ES, A, EX, OI	.411 (.169)	–	–	.000	–	–
ES, A, C, OI	.380 (.145)	–	–	–	.024	–
ES, A, C, EX	.410 (.168)	–	–	–	–	.001
$k = 4$ average		.083	.001	.000	.024	.001
ES, A, C, EX, OI	.411 (.169)					
General dominance		.105	.004	.006	.047	.006
R^2 rescaled to sum to 1		**.623**	**.026**	**.038**	**.280**	**.033**

Table E25
Dominance Analyses of Big Five Models for ***Coping: Broad Engagement***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.000	.005	.022	.044	.020
Emotional Stability (ES)	.000 (.000)	–	.006	.026	.049	.020
Agreeableness (A)	.070 (.005)	.001	–	.018	.040	.016
Conscientiousness (C)	.150 (.022)	.004	.000	–	.033	.015
Extraversion (EX)	.210 (.044)	.005	.000	.012	–	.004
Openness/Intellect (OI)	.140 (.020)	.000	.002	.018	.029	–
$k = 1$ average		.002	.002	.018	.038	.014
ES, A	.075 (.006)	–	–	.021	.045	.016
ES, C	.162 (.026)	–	.000	–	.042	.016
ES, EX	.221 (.049)	–	.002	.020	–	.004
ES, OI	.141 (.020)	–	.002	.022	.033	–
A, C	.150 (.023)	.004	–	–	.034	.015
A, EX	.211 (.045)	.006	–	.012	–	.004
A, OI	.145 (.021)	.001	–	.017	.027	–
C, EX	.236 (.056)	.012	.001	–	–	.003
C, OI	.193 (.037)	.005	.001	–	.022	–
EX, OI	.220 (.048)	.005	.000	.011	–	–
$k = 2$ average		.005	.001	.017	.034	.010
ES, A, C	.163 (.026)	–	–	–	.042	.016
ES, A, EX	.225 (.051)	–	–	.018	–	.003
ES, A, OI	.148 (.022)	–	–	.020	.032	–
ES, C, EX	.261 (.068)	–	.000	–	–	.003
ES, C, OI	.205 (.042)	–	.000	–	.029	–
ES, EX, OI	.230 (.053)	–	.001	.018	–	–
A, C, EX	.238 (.057)	.012	–	–	–	.004
A, C, OI	.195 (.038)	.004	–	–	.023	–
A, EX, OI	.220 (.048)	.006	–	.012	–	–
C, EX, OI	.244 (.059)	.012	.001	–	–	–
$k = 3$ average		.008	.001	.017	.032	.006
A, C, EX, OI	.247 (.061)	.011	–	–	–	–
ES, C, EX, OI	.267 (.071)	–	.000	–	–	–
ES, A, EX, OI	.232 (.054)	–	–	.018	–	–
ES, A, C, OI	.205 (.042)	–	–	–	.030	–
ES, A, C, EX	.262 (.068)	–	–	–	–	.003
$k = 4$ average		.011	.000	.018	.030	.003
ES, A, C, EX, OI	.268 (.072)					
General dominance		.005	.002	.019	.035	.011
R^2 rescaled to sum to 1		**.075**	**.025**	**.259**	**.494**	**.148**

Table E26
Dominance Analyses of Big Five Models for ***Coping: Primary Control***

Big Five subset model	*R* (R^2)	Additional contribution of ES	A	C	EX	OI
Null, $k = 0$ average		.006	.010	.062	.068	.026
Emotional Stability (ES)	.080 (.006)	–	.006	.056	.061	.023
Agreeableness (A)	.100 (.010)	.002	–	.053	.059	.020
Conscientiousness (C)	.250 (.062)	.000	.000	–	.045	.017
Extraversion (EX)	.260 (.068)	.000	.002	.040	–	.004
Openness/Intellect (OI)	.160 (.026)	.004	.004	.053	.046	–
$k = 1$ average		.002	.003	.051	.053	.016
ES, A	.111 (.012)	–	–	.051	.057	.020
ES, C	.251 (.063)	–	.000	–	.050	.017
ES, EX	.260 (.068)	–	.002	.045	–	.004
ES, OI	.172 (.030)	–	.002	.050	.042	–
A, C	.251 (.063)	.000	–	–	.047	.018
A, EX	.263 (.069)	.000	–	.041	–	.004
A, OI	.173 (.030)	.002	–	.051	.043	–
C, EX	.328 (.108)	.005	.003	–	–	.003
C, OI	.281 (.079)	.001	.002	–	.032	–
EX, OI	.268 (.072)	.000	.001	.039	–	–
$k = 2$ average		.001	.002	.046	.045	.011
ES, A, C	.251 (.063)	–	–	–	.051	.018
ES, A, EX	.264 (.069)	–	–	.045	–	.004
ES, A, OI	.178 (.032)	–	–	.049	.041	–
ES, C, EX	.336 (.113)	–	.002	–	–	.003
ES, C, OI	.282 (.080)	–	.002	–	.036	–
ES, EX, OI	.268 (.072)	–	.001	.044	–	–
A, C, EX	.332 (.110)	.004	–	–	–	.004
A, C, OI	.285 (.081)	.000	–	–	.033	–
A, EX, OI	.270 (.073)	.000	–	.041	–	–
C, EX, OI	.333 (.111)	.005	.004	–	–	–
$k = 3$ average		.002	.002	.045	.040	.007
A, C, EX, OI	.338 (.114)	.004	–	–	–	–
ES, C, EX, OI	.340 (.116)	–	.002	–	–	–
ES, A, EX, OI	.270 (.073)	–	–	.045	–	–
ES, A, C, OI	.285 (.081)	–	–	–	.037	–
ES, A, C, EX	.338 (.114)	–	–	–	–	.004
$k = 4$ average		.004	.002	.045	.037	.004
ES, A, C, EX, OI	.343 (.118)					
General dominance		.003	.004	.050	.049	.013
R^2 rescaled to sum to 1		**.026**	**.033**	**.422**	**.412**	**.107**

Table E27
Dominance Analyses of Big Five Models for ***Primary Control: Problem Solving***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.032	.017	.176	.078	.040
Emotional Stability (ES)	.180 (.032)	–	.005	.144	.056	.033
Agreeableness (A)	.130 (.017)	.021	–	.165	.066	.031
Conscientiousness (C)	.420 (.176)	.000	.006	–	.038	.022
Extraversion (EX)	.280 (.078)	.010	.005	.136	–	.010
Openness/Intellect (OI)	.200 (.040)	.026	.007	.158	.049	–
$k = 1$ average		.014	.006	.151	.052	.024
ES, A	.194 (.038)	–	–	.146	.052	.029
ES, C	.421 (.177)	–	.007	–	.039	.021
ES, EX	.297 (.088)	–	.002	.128	–	.011
ES, OI	.257 (.066)	–	.001	.132	.033	–
A, C	.427 (.182)	.002	–	–	.044	.027
A, EX	.288 (.083)	.007	–	.143	–	.008
A, OI	.218 (.047)	.020	–	.162	.044	–
C, EX	.464 (.215)	.001	.012	–	–	.007
C, OI	.445 (.198)	.000	.011	–	.024	–
EX, OI	.298 (.089)	.010	.003	.133	–	–
$k = 2$ average		.006	.006	.141	.039	.017
ES, A, C	.429 (.184)	–	–	–	.043	.027
ES, A, EX	.299 (.090)	–	–	.137	–	.010
ES, A, OI	.259 (.067)	–	–	.144	.032	–
ES, C, EX	.464 (.216)	–	.011	–	–	.006
ES, C, OI	.445 (.198)	–	.013	–	.024	–
ES, EX, OI	.314 (.099)	–	.000	.123	–	–
A, C, EX	.476 (.226)	.000	–	–	–	.010
A, C, OI	.457 (.209)	.001	–	–	.027	–
A, EX, OI	.302 (.091)	.008	–	.145	–	–
C, EX, OI	.471 (.221)	.001	.015	–	–	–
$k = 3$ average		.002	.010	.137	.031	.013
A, C, EX, OI	.486 (.236)	.000	–	–	–	–
ES, C, EX, OI	.471 (.222)	–	.014	–	–	–
ES, A, EX, OI	.315 (.099)	–	–	.137	–	–
ES, A, C, OI	.459 (.211)	–	–	–	.025	–
ES, A, C, EX	.476 (.227)	–	–	–	–	.010
$k = 4$ average		.000	.014	.137	.025	.010
ES, A, C, EX, OI	.486 (.236)					
General dominance		.011	.010	.148	.045	.021
R^2 rescaled to sum to 1		**.047**	**.044**	**.629**	**.192**	**.088**

Table E28

Dominance Analyses of Big Five Models for ***Primary Control: Instrumental Social Support***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.002	.012	.012	.090	.008
Emotional Stability (ES)	.040 (.002)	–	.018	.018	.108	.009
Agreeableness (A)	.110 (.012)	.007	–	.004	.080	.004
Conscientiousness (C)	.110 (.012)	.008	.004	–	.080	.006
Extraversion (EX)	.300 (.090)	.020	.002	.002	–	.001
Openness/Intellect (OI)	.090 (.008)	.002	.008	.010	.083	–
$k = 1$ average		.009	.008	.009	.088	.005
ES, A	.138 (.019)	–	–	.008	.098	.005
ES, C	.141 (.020)	–	.007	–	.100	.007
ES, EX	.331 (.110)	–	.008	.010	–	.001
ES, OI	.103 (.011)	–	.013	.016	.100	–
A, C	.128 (.016)	.011	–	–	.076	.004
A, EX	.303 (.092)	.026	–	.001	–	.001
A, OI	.129 (.017)	.007	–	.004	.076	–
C, EX	.304 (.092)	.028	.001	–	–	.001
C, OI	.134 (.018)	.009	.003	–	.075	–
EX, OI	.301 (.091)	.020	.002	.002	–	–
$k = 2$ average		.017	.006	.007	.088	.003
ES, A, C	.166 (.027)	–	–	–	.095	.004
ES, A, EX	.343 (.117)	–	–	.005	–	.002
ES, A, OI	.154 (.024)	–	–	.008	.096	–
ES, C, EX	.346 (.120)	–	.003	–	–	.001
ES, C, OI	.163 (.027)	–	.005	–	.095	–
ES, EX, OI	.332 (.110)	–	.009	.011	–	–
A, C, EX	.305 (.093)	.030	–	–	–	.001
A, C, OI	.144 (.021)	.011	–	–	.073	–
A, EX, OI	.305 (.093)	.027	–	.001	–	–
C, EX, OI	.305 (.093)	.028	.001	–	–	–
$k = 3$ average		.024	.004	.006	.090	.002
A, C, EX, OI	.306 (.094)	.031	–	–	–	–
ES, C, EX, OI	.348 (.121)	–	.004	–	–	–
ES, A, EX, OI	.346 (.119)	–	–	.005	–	–
ES, A, C, OI	.178 (.032)	–	–	–	.093	–
ES, A, C, EX	.350 (.123)	–	–	–	–	.002
$k = 4$ average		.031	.004	.005	.093	.002
ES, A, C, EX, OI	.353 (.125)					
General dominance		.016	.007	.008	.090	.004
R^2 rescaled to sum to 1		**.132**	**.054**	**.063**	**.718**	**.033**

Table E29

Dominance Analyses of Big Five Models for ***Primary Control: Emotional Social Support***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.022	.029	.006	.116	.014
Emotional Stability (ES)	.150 (.022)	–	.056	.022	.165	.018
Agreeableness (A)	.170 (.029)	.050	–	.000	.096	.007
Conscientiousness (C)	.080 (.006)	.038	.023	–	.109	.012
Extraversion (EX)	.340 (.116)	.072	.009	.000	–	.000
Openness/Intellect (OI)	.120 (.014)	.027	.021	.004	.101	–
$k = 1$ average		.047	.027	.007	.118	.009
ES, A	.281 (.079)	–	–	.004	.143	.008
ES, C	.211 (.044)	–	.038	–	.155	.015
ES, EX	.433 (.188)	–	.034	.011	–	.000
ES, OI	.202 (.041)	–	.046	.018	.147	–
A, C	.170 (.029)	.054	–	–	.097	.007
A, EX	.353 (.124)	.097	–	.001	–	.001
A, OI	.189 (.036)	.051	–	.000	.089	–
C, EX	.340 (.116)	.083	.010	–	–	.000
C, OI	.136 (.019)	.041	.017	–	.097	–
EX, OI	.340 (.116)	.072	.009	.000	–	–
$k = 2$ average		.066	.026	.006	.121	.005
ES, A, C	.287 (.083)	–	–	–	.140	.008
ES, A, EX	.471 (.222)	–	–	.002	–	.002
ES, A, OI	.294 (.087)	–	–	.003	.137	–
ES, C, EX	.446 (.199)	–	.024	–	–	.001
ES, C, OI	.243 (.059)	–	.031	–	.140	–
ES, EX, OI	.434 (.188)	–	.036	.012	–	–
A, C, EX	.355 (.126)	.097	–	–	–	.001
A, C, OI	.189 (.036)	.054	–	–	.091	–
A, EX, OI	.354 (.125)	.099	–	.001	–	–
C, EX, OI	.340 (.116)	.084	.011	–	–	–
$k = 3$ average		.083	.025	.004	.127	.003
A, C, EX, OI	.356 (.127)	.099	–	–	–	–
ES, C, EX, OI	.447 (.200)	–	.026	–	–	–
ES, A, EX, OI	.473 (.224)	–	–	.002	–	–
ES, A, C, OI	.300 (.090)	–	–	–	.135	–
ES, A, C, EX	.472 (.223)	–	–	–	–	.002
$k = 4$ average		.099	.026	.002	.135	.002
ES, A, C, EX, OI	.475 (.225)					
General dominance		.064	.027	.005	.123	.007
R^2 rescaled to sum to 1		**.282**	**.118**	**.022**	**.548**	**.030**

Table E30

Dominance Analyses of Big Five Models for ***Primary Control: Mixed Social Support***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.000	.026	.017	.109	.008
Emotional Stability (ES)	.010 (.000)	–	.028	.019	.118	.008
Agreeableness (A)	.160 (.026)	.002	–	.004	.091	.003
Conscientiousness (C)	.130 (.017)	.002	.013	–	.096	.005
Extraversion (EX)	.330 (.109)	.009	.007	.004	–	.001
Openness/Intellect (OI)	.090 (.008)	.000	.020	.014	.102	–
$k = 1$ average		.003	.017	.010	.102	.004
ES, A	.167 (.028)	–	–	.006	.105	.003
ES, C	.137 (.019)	–	.015	–	.110	.006
ES, EX	.344 (.118)	–	.015	.010	–	.002
ES, OI	.090 (.008)	–	.023	.016	.112	–
A, C	.172 (.029)	.005	–	–	.088	.003
A, EX	.341 (.116)	.017	–	.001	–	.003
A, OI	.169 (.029)	.003	–	.004	.091	–
C, EX	.336 (.113)	.016	.004	–	–	.002
C, OI	.149 (.022)	.002	.010	–	.092	–
EX, OI	.332 (.110)	.010	.009	.004	–	–
$k = 2$ average		.009	.013	.007	.100	.003
ES, A, C	.184 (.034)	–	–	–	.103	.003
ES, A, EX	.365 (.133)	–	–	.004	–	.004
ES, A, OI	.176 (.031)	–	–	.006	.106	–
ES, C, EX	.358 (.129)	–	.008	–	–	.002
ES, C, OI	.157 (.025)	–	.012	–	.106	–
ES, EX, OI	.346 (.120)	–	.017	.011	–	–
A, C, EX	.342 (.117)	.019	–	–	–	.003
A, C, OI	.180 (.032)	.005	–	–	.088	–
A, EX, OI	.345 (.119)	.018	–	.001	–	–
C, EX, OI	.338 (.115)	.016	.005	–	–	–
$k = 3$ average		.015	.011	.005	.101	.003
A, C, EX, OI	.346 (.120)	.021	–	–	–	–
ES, C, EX, OI	.362 (.131)	–	.010	–	–	–
ES, A, EX, OI	.370 (.137)	–	–	.004	–	–
ES, A, C, OI	.192 (.037)	–	–	–	.103	–
ES, A, C, EX	.370 (.137)	–	–	–	–	.004
$k = 4$ average		.021	.010	.004	.103	.004
ES, A, C, EX, OI	.375 (.140)					
General dominance		.009	.015	.009	.103	.004
R^2 rescaled to sum to 1		**.067**	**.108**	**.061**	**.732**	**.032**

Table E31
Dominance Analyses of Big Five Models for ***Primary Control: Emotion Regulation***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.000	.000	.012	.002	.008
Emotional Stability (ES)	.000 (.000)	–	.000	.014	.002	.008
Agreeableness (A)	.010 (.000)	.000	–	.014	.002	.008
Conscientiousness (C)	.110 (.012)	.002	.002	–	.000	.006
Extraversion (EX)	.040 (.002)	.000	.000	.011	–	.007
Openness/Intellect (OI)	.090 (.008)	.000	.000	.010	.000	–
$k = 1$ average		.001	.001	.012	.001	.007
ES, A	.011 (.000)	–	–	.016	.002	.008
ES, C	.119 (.014)	–	.001	–	.001	.006
ES, EX	.042 (.002)	–	.000	.013	–	.006
ES, OI	.090 (.008)	–	.000	.012	.000	–
A, C	.120 (.014)	.001	–	–	.001	.008
A, EX	.040 (.002)	.000	–	.013	–	.007
A, OI	.091 (.008)	.000	–	.014	.000	–
C, EX	.111 (.012)	.003	.003	–	–	.006
C, OI	.134 (.018)	.002	.004	–	.000	–
EX, OI	.090 (.008)	.000	.000	.010	–	–
$k = 2$ average		.001	.001	.013	.001	.007
ES, A, C	.125 (.016)	–	–	–	.001	.008
ES, A, EX	.042 (.002)	–	–	.015	–	.007
ES, A, OI	.091 (.008)	–	–	.015	.000	–
ES, C, EX	.123 (.015)	–	.002	–	–	.005
ES, C, OI	.143 (.020)	–	.003	–	.000	–
ES, EX, OI	.091 (.008)	–	.000	.012	–	–
A, C, EX	.122 (.015)	.002	–	–	–	.007
A, C, OI	.148 (.022)	.001	–	–	.000	–
A, EX, OI	.091 (.008)	.000	–	.014	–	–
C, EX, OI	.134 (.018)	.002	.004	–	–	–
$k = 3$ average		.001	.002	.014	.000	.007
A, C, EX, OI	.148 (.022)	.001	–	–	–	–
ES, C, EX, OI	.143 (.020)	–	.003	–	–	–
ES, A, EX, OI	.091 (.008)	–	–	.015	–	–
ES, A, C, OI	.153 (.023)	–	–	–	.000	–
ES, A, C, EX	.130 (.017)	–	–	–	–	.007
$k = 4$ average		.001	.003	.015	.000	.007
ES, A, C, EX, OI	.153 (.023)					
General dominance		.001	.001	.013	.001	.007
R^2 rescaled to sum to 1		**.038**	**.062**	**.568**	**.029**	**.302**

Table E32
Dominance Analyses of Big Five Models for ***Coping: Secondary Control***

		Additional contribution of				
Big Five subset model	*R* (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.002	.010	.017	.044	.026
Emotional Stability (ES)	.040 (.002)	–	.008	.015	.043	.025
Agreeableness (A)	.100 (.010)	.000	–	.009	.037	.020
Conscientiousness (C)	.130 (.017)	.000	.002	–	.035	.021
Extraversion (EX)	.210 (.044)	.001	.003	.008	–	.008
Openness/Intellect (OI)	.160 (.026)	.001	.004	.012	.026	–
$k = 1$ average		.000	.004	.011	.035	.018
ES, A	.100 (.010)	–	–	.009	.039	.020
ES, C	.130 (.017)	–	.002	–	.038	.021
ES, EX	.212 (.045)	–	.004	.011	–	.007
ES, OI	.162 (.026)	–	.004	.012	.026	–
A, C	.137 (.019)	.000	–	–	.033	.019
A, EX	.217 (.047)	.002	–	.005	–	.006
A, OI	.173 (.030)	.000	–	.008	.023	–
C, EX	.228 (.052)	.004	.000	–	–	.007
C, OI	.194 (.038)	.000	.000	–	.021	–
EX, OI	.227 (.052)	.001	.002	.007	–	–
$k = 2$ average		.001	.002	.009	.030	.013
ES, A, C	.139 (.019)	–	–	–	.037	.019
ES, A, EX	.221 (.049)	–	–	.007	–	.006
ES, A, OI	.173 (.030)	–	–	.009	.025	–
ES, C, EX	.235 (.055)	–	.001	–	–	.006
ES, C, OI	.195 (.038)	–	.000	–	.024	–
ES, EX, OI	.229 (.052)	–	.002	.009	–	–
A, C, EX	.228 (.052)	.004	–	–	–	.006
A, C, OI	.195 (.038)	.000	–	–	.021	–
A, EX, OI	.231 (.053)	.002	–	.005	–	–
C, EX, OI	.242 (.059)	.003	.000	–	–	–
$k = 3$ average		.002	.001	.008	.026	.009
A, C, EX, OI	.242 (.059)	.003	–	–	–	–
ES, C, EX, OI	.248 (.062)	–	.000	–	–	–
ES, A, EX, OI	.234 (.055)	–	–	.007	–	–
ES, A, C, OI	.196 (.038)	–	–	–	.023	–
ES, A, C, EX	.237 (.056)	–	–	–	–	.006
$k = 4$ average		.003	.000	.007	.023	.006
ES, A, C, EX, OI	.249 (.062)					
General dominance		.002	.003	.010	.032	.014
R^2 rescaled to sum to 1		**.028**	**.056**	**.166**	**.515**	**.234**

Table E33
Dominance Analyses of Big Five Models for ***Secondary Control: Distraction***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.053	.005	.010	.014	.005
Emotional Stability (ES)	.230 (.053)	–	.000	.000	.040	.009
Agreeableness (A)	.070 (.005)	.048	–	.006	.020	.008
Conscientiousness (C)	.100 (.010)	.043	.001	–	.021	.007
Extraversion (EX)	.120 (.014)	.079	.010	.016	–	.001
Openness/Intellect (OI)	.070 (.005)	.057	.008	.012	.010	–
$k = 1$ average		.057	.005	.009	.023	.006
ES, A	.230 (.053)	–	–	.000	.041	.009
ES, C	.230 (.053)	–	.000	–	.042	.009
ES, EX	.306 (.093)	–	.000	.001	–	.000
ES, OI	.248 (.062)	–	.000	.001	.032	–
A, C	.103 (.011)	.043	–	–	.022	.008
A, EX	.156 (.024)	.069	–	.009	–	.002
A, OI	.113 (.013)	.049	–	.006	.014	–
C, EX	.175 (.031)	.064	.002	–	–	.001
C, OI	.130 (.017)	.045	.002	–	.015	–
EX, OI	.123 (.015)	.079	.011	.017	–	–
$k = 2$ average		.058	.003	.006	.028	.005
ES, A, C	.231 (.053)	–	–	–	.041	.009
ES, A, EX	.306 (.094)	–	–	.001	–	.001
ES, A, OI	.248 (.062)	–	–	.000	.033	–
ES, C, EX	.308 (.095)	–	.000	–	–	.001
ES, C, OI	.249 (.062)	–	.000	–	.033	–
ES, EX, OI	.306 (.094)	–	.000	.001	–	–
A, C, EX	.182 (.033)	.061	–	–	–	.002
A, C, OI	.137 (.019)	.043	–	–	.016	–
A, EX, OI	.162 (.026)	.068	–	.009	–	–
C, EX, OI	.179 (.032)	.063	.003	–	–	–
$k = 3$ average		.059	.001	.003	.031	.003
A, C, EX, OI	.187 (.035)	.060	–	–	–	–
ES, C, EX, OI	.308 (.095)	–	.000	–	–	–
ES, A, EX, OI	.307 (.094)	–	–	.001	–	–
ES, A, C, OI	.249 (.062)	–	–	–	.033	–
ES, A, C, EX	.308 (.095)	–	–	–	–	.001
$k = 4$ average		.060	.000	.001	.033	.001
ES, A, C, EX, OI	.309 (.095)					
General dominance		.057	.003	.006	.026	.004
R^2 rescaled to sum to 1		**.603**	**.028**	**.059**	**.270**	**.041**

Table E34

Dominance Analyses of Big Five Models for ***Secondary Control: Cognitive Restructuring***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.048	.040	.078	.090	.048
Emotional Stability (ES)	.220 (.048)	–	.017	.045	.059	.040
Agreeableness (A)	.200 (.040)	.026	–	.044	.068	.032
Conscientiousness (C)	.280 (.078)	.015	.006	–	.061	.034
Extraversion (EX)	.300 (.090)	.018	.018	.049	–	.013
Openness/Intellect (OI)	.220 (.048)	.040	.024	.064	.055	–
$k = 1$ average		.025	.016	.051	.061	.030
ES, A	.256 (.066)	–	–	.031	.052	.031
ES, C	.306 (.093)	–	.003	–	.050	.032
ES, EX	.328 (.108)	–	.010	.035	–	.014
ES, OI	.297 (.088)	–	.008	.037	.034	–
A, C	.291 (.084)	.012	–	–	.056	.030
A, EX	.329 (.108)	.010	–	.033	–	.009
A, OI	.268 (.072)	.024	–	.043	.045	–
C, EX	.373 (.139)	.004	.002	–	–	.010
C, OI	.336 (.113)	.013	.002	–	.037	–
EX, OI	.321 (.103)	.018	.014	.047	–	–
$k = 2$ average		.013	.006	.038	.046	.021
ES, A, C	.310 (.096)	–	–	–	.048	.030
ES, A, EX	.343 (.118)	–	–	.026	–	.010
ES, A, OI	.310 (.096)	–	–	.029	.032	–
ES, C, EX	.378 (.143)	–	.001	–	–	.011
ES, C, OI	.354 (.125)	–	.000	–	.029	–
ES, EX, OI	.349 (.122)	–	.006	.033	–	–
A, C, EX	.375 (.141)	.003	–	–	–	.010
A, C, OI	.338 (.114)	.011	–	–	.036	–
A, EX, OI	.342 (.117)	.011	–	.033	–	–
C, EX, OI	.387 (.150)	.004	.001	–	–	–
$k = 3$ average		.007	.002	.030	.036	.015
A, C, EX, OI	.388 (.150)	.004	–	–	–	–
ES, C, EX, OI	.393 (.154)	–	.000	–	–	–
ES, A, EX, OI	.358 (.128)	–	–	.026	–	–
ES, A, C, OI	.355 (.126)	–	–	–	.029	–
ES, A, C, EX	.379 (.144)	–	–	–	–	.010
$k = 4$ average		.004	.000	.026	.029	.010
ES, A, C, EX, OI	.393 (.154)					
General dominance		.020	.013	.045	.052	.025
R^2 rescaled to sum to 1		**.127**	**.084**	**.290**	**.338**	**.161**

Table E35
Dominance Analyses of Big Five Models for ***Secondary Control: Acceptance***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.020	.012	.010	.001	.010
Emotional Stability (ES)	.140 (.020)	–	.004	.003	.000	.007
Agreeableness (A)	.110 (.012)	.012	–	.003	.000	.006
Conscientiousness (C)	.100 (.010)	.012	.005	–	.000	.008
Extraversion (EX)	.030 (.001)	.019	.011	.009	–	.009
Openness/Intellect (OI)	.100 (.010)	.017	.008	.008	.000	–
$k = 1$ average		.015	.007	.006	.000	.008
ES, A	.154 (.024)	–	–	.001	.001	.006
ES, C	.149 (.022)	–	.002	–	.000	.007
ES, EX	.141 (.020)	–	.005	.003	–	.010
ES, OI	.165 (.027)	–	.002	.002	.002	–
A, C	.123 (.015)	.009	–	–	.000	.006
A, EX	.110 (.012)	.012	–	.003	–	.006
A, OI	.134 (.018)	.011	–	.003	.001	–
C, EX	.100 (.010)	.012	.005	–	–	.008
C, OI	.133 (.018)	.011	.003	–	.001	–
EX, OI	.100 (.010)	.019	.008	.008	–	–
$k = 2$ average		.013	.004	.003	.001	.007
ES, A, C	.157 (.025)	–	–	–	.001	.005
ES, A, EX	.156 (.024)	–	–	.001	–	.008
ES, A, OI	.171 (.029)	–	–	.001	.003	–
ES, C, EX	.150 (.023)	–	.003	–	–	.009
ES, C, OI	.170 (.029)	–	.001	–	.003	–
ES, EX, OI	.172 (.030)	–	.003	.002	–	–
A, C, EX	.123 (.015)	.010	–	–	–	.007
A, C, OI	.144 (.021)	.009	–	–	.001	–
A, EX, OI	.136 (.019)	.014	–	.003	–	–
C, EX, OI	.135 (.018)	.013	.003	–	–	–
$k = 3$ average		.012	.002	.002	.002	.007
A, C, EX, OI	.147 (.022)	.011	–	–	–	–
ES, C, EX, OI	.178 (.032)	–	.001	–	–	–
ES, A, EX, OI	.179 (.032)	–	–	.001	–	–
ES, A, C, OI	.173 (.030)	–	–	–	.003	–
ES, A, C, EX	.159 (.025)	–	–	–	–	.008
$k = 4$ average		.011	.001	.001	.003	.008
ES, A, C, EX, OI	.182 (.033)					
General dominance		.014	.005	.004	.001	.008
R^2 rescaled to sum to 1		**.426**	**.166**	**.129**	**.039**	**.240**

Table E36
Dominance Analyses of Big Five Models for ***Coping: Religious***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.000	.029	.017	.001	.029
Emotional Stability (ES)	.010 (.000)	–	.034	.021	.001	.029
Agreeableness (A)	.170 (.029)	.006	–	.003	.000	.046
Conscientiousness (C)	.130 (.017)	.004	.015	–	.000	.036
Extraversion (EX)	.030 (.001)	.000	.028	.016	–	.038
Openness/Intellect (OI)	.170 (.029)	.000	.046	.024	.010	–
$k = 1$ average		.003	.031	.016	.003	.037
ES, A	.185 (.034)	–	–	.006	.000	.046
ES, C	.145 (.021)	–	.020	–	.000	.034
ES, EX	.036 (.001)	–	.033	.020	–	.039
ES, OI	.170 (.029)	–	.051	.026	.011	–
A, C	.179 (.032)	.008	–	–	.000	.047
A, EX	.170 (.029)	.006	–	.003	–	.051
A, OI	.274 (.075)	.005	–	.004	.005	–
C, EX	.130 (.017)	.005	.015	–	–	.041
C, OI	.229 (.052)	.003	.027	–	.006	–
EX, OI	.198 (.039)	.001	.040	.019	–	–
$k = 2$ average		.004	.031	.013	.004	.043
ES, A, C	.202 (.041)	–	–	–	.000	.046
ES, A, EX	.186 (.034)	–	–	.006	–	.054
ES, A, OI	.283 (.080)	–	–	.007	.008	–
ES, C, EX	.146 (.021)	–	.019	–	–	.043
ES, C, OI	.235 (.055)	–	.032	–	.009	–
ES, EX, OI	.200 (.040)	–	.048	.024	–	–
A, C, EX	.180 (.032)	.008	–	–	–	.050
A, C, OI	.281 (.079)	.008	–	–	.004	–
A, EX, OI	.283 (.080)	.008	–	.003	–	–
C, EX, OI	.241 (.058)	.006	.025	–	–	–
$k = 3$ average		.008	.031	.010	.005	.048
A, C, EX, OI	.288 (.083)	.011	–	–	–	–
ES, C, EX, OI	.253 (.064)	–	.030	–	–	–
ES, A, EX, OI	.297 (.088)	–	–	.006	–	–
ES, A, C, OI	.295 (.087)	–	–	–	.007	–
ES, A, C, EX	.202 (.041)	–	–	–	–	.054
$k = 4$ average		.011	.030	.006	.007	.054
ES, A, C, EX, OI	.307 (.094)					
General dominance		.005	.030	.012	.004	.042
R^2 rescaled to sum to 1		**.055**	**.322**	**.132**	**.043**	**.448**

Table E37
*Dominance Analyses of Big Five Models for **Physical Activity***

Big Five subset model	R (R^2)	Additional contribution of ES	A	C	EX	OI
Null, $k = 0$ average		.010	.000	.020	.022	.002
Emotional Stability (ES)	.100 (.010)	–	.001	.012	.016	.001
Agreeableness (A)	.000 (.000)	.011	–	.025	.024	.002
Conscientiousness (C)	.140 (.020)	.003	.006	–	.015	.000
Extraversion (EX)	.150 (.022)	.003	.001	.012	–	.000
Openness/Intellect (OI)	.040 (.002)	.009	.000	.018	.021	–
$k = 1$ average		.007	.002	.017	.019	.001
ES, A	.107 (.011)	–	–	.018	.017	.002
ES, C	.149 (.022)	–	.008	–	.013	.000
ES, EX	.160 (.026)	–	.003	.010	–	.000
ES, OI	.104 (.011)	–	.002	.012	.015	–
A, C	.159 (.025)	.005	–	–	.019	.001
A, EX	.154 (.024)	.005	–	.020	–	.000
A, OI	.041 (.002)	.011	–	.025	.022	–
C, EX	.187 (.035)	.000	.009	–	–	.001
C, OI	.142 (.020)	.002	.006	–	.015	–
EX, OI	.151 (.023)	.003	.001	.013	–	–
$k = 2$ average		.004	.005	.016	.017	.001
ES, A, C	.172 (.030)	–	–	–	.015	.001
ES, A, EX	.169 (.029)	–	–	.016	–	.000
ES, A, OI	.114 (.013)	–	–	.018	.016	–
ES, C, EX	.188 (.035)	–	.010	–	–	.001
ES, C, OI	.150 (.023)	–	.009	–	.013	–
ES, EX, OI	.161 (.026)	–	.003	.010	–	–
A, C, EX	.209 (.044)	.001	–	–	–	.000
A, C, OI	.163 (.027)	.005	–	–	.017	–
A, EX, OI	.155 (.024)	.005	–	.020	–	–
C, EX, OI	.188 (.035)	.000	.008	–	–	–
$k = 3$ average		.003	.007	.016	.015	.001
A, C, EX, OI	.209 (.044)	.001	–	–	–	–
ES, C, EX, OI	.189 (.036)	–	.009	–	–	–
ES, A, EX, OI	.170 (.029)	–	–	.016	–	–
ES, A, C, OI	.176 (.031)	–	–	–	.014	–
ES, A, C, EX	.212 (.045)	–	–	–	–	.000
$k = 4$ average		.001	.009	.016	.014	.000
ES, A, C, EX, OI	.213 (.045)					
General dominance		.005	.005	.017	.018	.001
R^2 rescaled to sum to 1		**.111**	**.105**	**.378**	**.389**	**.017**

Table E38

Dominance Analyses of Big Five Models for ***Employment Interview: Conventional/Low Structure***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.062	.032	.036	.058	.048
Emotional Stability (ES)	.250 (.062)	–	.010	.011	.029	.038
Agreeableness (A)	.180 (.032)	.040	–	.014	.042	.034
Conscientiousness (C)	.190 (.036)	.037	.011	–	.042	.039
Extraversion (EX)	.240 (.058)	.034	.016	.020	–	.019
Openness/Intellect (OI)	.220 (.048)	.053	.018	.026	.029	–
$k = 1$ average		.041	.014	.018	.035	.033
ES, A	.269 (.072)	–	–	.005	.025	.032
ES, C	.270 (.073)	–	.004	–	.026	.035
ES, EX	.303 (.092)	–	.006	.007	–	.020
ES, OI	.318 (.101)	–	.003	.007	.011	–
A, C	.216 (.047)	.030	–	–	.037	.033
A, EX	.272 (.074)	.023	–	.009	–	.015
A, OI	.257 (.066)	.038	–	.013	.022	–
C, EX	.279 (.078)	.021	.005	–	–	.017
C, OI	.274 (.075)	.033	.004	–	.020	–
EX, OI	.277 (.077)	.035	.012	.018	–	–
$k = 2$ average		.030	.006	.010	.024	.025
ES, A, C	.278 (.077)	–	–	–	.024	.032
ES, A, EX	.312 (.098)	–	–	.004	–	.017
ES, A, OI	.323 (.104)	–	–	.004	.011	–
ES, C, EX	.315 (.099)	–	.002	–	–	.019
ES, C, OI	.328 (.108)	–	.001	–	.010	–
ES, EX, OI	.335 (.112)	–	.003	.006	–	–
A, C, EX	.289 (.083)	.018	–	–	–	.015
A, C, OI	.282 (.079)	.030	–	–	.019	–
A, EX, OI	.298 (.089)	.026	–	.010	–	–
C, EX, OI	.309 (.095)	.023	.003	–	–	–
$k = 3$ average		.024	.002	.006	.016	.021
A, C, EX, OI	.313 (.098)	.020	–	–	–	–
ES, C, EX, OI	.343 (.118)	–	.001	–	–	–
ES, A, EX, OI	.339 (.115)	–	–	.004	–	–
ES, A, C, OI	.330 (.109)	–	–	–	.010	–
ES, A, C, EX	.318 (.101)	–	–	–	–	.017
$k = 4$ average		.020	.001	.004	.010	.017
ES, A, C, EX, OI	.344 (.119)					
General dominance		.036	.011	.015	.028	.029
R^2 rescaled to sum to 1		**.300**	**.092**	**.124**	**.240**	**.243**

Table E39

Dominance Analyses of Big Five Models for ***Employment Interview: Behavioral/High Structure***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.002	.000	.026	.014	.002
Emotional Stability (ES)	.040 (.002)	–	.000	.025	.013	.001
Agreeableness (A)	.020 (.000)	.001	–	.029	.014	.001
Conscientiousness (C)	.160 (.026)	.001	.004	–	.008	.000
Extraversion (EX)	.120 (.014)	.000	.000	.019	–	.000
Openness/Intellect (OI)	.040 (.002)	.001	.000	.024	.013	–
$k = 1$ average		.001	.001	.024	.012	.001
ES, A	.041 (.002)	–	–	.028	.013	.001
ES, C	.162 (.026)	–	.003	–	.009	.000
ES, EX	.120 (.014)	–	.000	.021	–	.000
ES, OI	.054 (.003)	–	.000	.024	.012	–
A, C	.172 (.030)	.000	–	–	.010	.001
A, EX	.120 (.014)	.000	–	.025	–	.000
A, OI	.042 (.002)	.001	–	.029	.013	–
C, EX	.183 (.033)	.002	.006	–	–	.000
C, OI	.161 (.026)	.001	.005	–	.008	–
EX, OI	.120 (.014)	.000	.000	.019	–	–
$k = 2$ average		.001	.002	.024	.011	.000
ES, A, C	.172 (.030)	–	–	–	.011	.001
ES, A, EX	.120 (.014)	–	–	.026	–	.000
ES, A, OI	.054 (.003)	–	–	.028	.012	–
ES, C, EX	.189 (.036)	–	.005	–	–	.000
ES, C, OI	.163 (.027)	–	.004	–	.009	–
ES, EX, OI	.120 (.014)	–	.000	.021	–	–
A, C, EX	.198 (.039)	.001	–	–	–	.000
A, C, OI	.175 (.031)	.000	–	–	.009	–
A, EX, OI	.120 (.014)	.000	–	.025	–	–
C, EX, OI	.183 (.034)	.002	.006	–	–	–
$k = 3$ average		.001	.004	.025	.010	.000
A, C, EX, OI	.198 (.039)	.001	–	–	–	–
ES, C, EX, OI	.189 (.036)	–	.005	–	–	–
ES, A, EX, OI	.120 (.015)	–	–	.026	–	–
ES, A, C, OI	.175 (.031)	–	–	–	.010	–
ES, A, C, EX	.201 (.040)	–	–	–	–	.000
$k = 4$ average		.001	.005	.026	.010	.000
ES, A, C, EX, OI	.201 (.040)					
General dominance		.001	.002	.025	.011	.001
R^2 rescaled to sum to 1		**.025**	**.060**	**.618**	**.281**	**.016**

Table E40
*Dominance Analyses of Big Five Models for **Job Search Behavior***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.005	.026	.168	.221	.073
Emotional Stability (ES)	.070 (.005)	–	.021	.172	.222	.070
Agreeableness (A)	.160 (.026)	.000	–	.144	.198	.057
Conscientiousness (C)	.410 (.168)	.009	.001	–	.154	.048
Extraversion (EX)	.470 (.221)	.006	.003	.101	–	.010
Openness/Intellect (OI)	.270 (.073)	.002	.010	.143	.158	–
$k = 1$ average		.004	.009	.140	.183	.046
ES, A	.161 (.026)	–	–	.151	.208	.057
ES, C	.420 (.177)	–	.000	–	.185	.050
ES, EX	.477 (.227)	–	.007	.135	–	.009
ES, OI	.273 (.075)	–	.008	.152	.162	–
A, C	.412 (.169)	.008	–	–	.162	.053
A, EX	.473 (.224)	.010	–	.108	–	.008
A, OI	.288 (.083)	.000	–	.139	.149	–
C, EX	.568 (.322)	.040	.010	–	–	.007
C, OI	.465 (.216)	.011	.007	–	.113	–
EX, OI	.480 (.231)	.006	.001	.098	–	–
$k = 2$ average		.012	.005	.131	.163	.031
ES, A, C	.421 (.177)	–	–	–	.189	.054
ES, A, EX	.484 (.234)	–	–	.132	–	.007
ES, A, OI	.288 (.083)	–	–	.147	.158	–
ES, C, EX	.602 (.362)	–	.004	–	–	.005
ES, C, OI	.476 (.227)	–	.004	–	.140	–
ES, EX, OI	.487 (.237)	–	.004	.131	–	–
A, C, EX	.576 (.332)	.034	–	–	–	.009
A, C, OI	.472 (.222)	.008	–	–	.119	–
A, EX, OI	.482 (.232)	.009	–	.109	–	–
C, EX, OI	.573 (.329)	.038	.012	–	–	–
$k = 3$ average		.022	.006	.130	.152	.019
A, C, EX, OI	.584 (.341)	.032	–	–	–	–
ES, C, EX, OI	.606 (.367)	–	.006	–	–	–
ES, A, EX, OI	.491 (.241)	–	–	.132	–	–
ES, A, C, OI	.480 (.231)	–	–	–	.143	–
ES, A, C, EX	.605 (.366)	–	–	–	–	.007
$k = 4$ average		.032	.006	.132	.143	.007
ES, A, C, EX, OI	.611 (.373)					
General dominance		.015	.010	.140	.172	.035
R^2 rescaled to sum to 1		**.041**	**.028**	**.376**	**.462**	**.094**

Table E41

*Dominance Analyses of Big Five Models for **Assessment Center Dimension: Communication***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.005	.012	.004	.001	.002
Emotional Stability (ES)	.070 (.005)	–	.008	.009	.000	.001
Agreeableness (A)	.110 (.012)	.001	–	.016	.000	.000
Conscientiousness (C)	.060 (.004)	.010	.025	–	.002	.002
Extraversion (EX)	.030 (.001)	.004	.011	.005	–	.001
Openness/Intellect (OI)	.040 (.002)	.004	.011	.004	.000	–
$k = 1$ average		.005	.014	.008	.001	.001
ES, A	.115 (.013)	–	–	.020	.000	.000
ES, C	.117 (.014)	–	.019	–	.000	.002
ES, EX	.071 (.005)	–	.008	.009	–	.001
ES, OI	.077 (.006)	–	.007	.009	.000	–
A, C	.168 (.028)	.005	–	–	.000	.000
A, EX	.110 (.012)	.001	–	.016	–	.000
A, OI	.111 (.012)	.001	–	.016	.000	–
C, EX	.074 (.005)	.009	.023	–	–	.001
C, OI	.077 (.006)	.010	.023	–	.001	–
EX, OI	.043 (.002)	.004	.010	.005	–	–
$k = 2$ average		.005	.015	.013	.000	.001
ES, A, C	.181 (.033)	–	–	–	.000	.000
ES, A, EX	.115 (.013)	–	–	.020	–	.000
ES, A, OI	.116 (.013)	–	–	.020	.000	–
ES, C, EX	.118 (.014)	–	.019	–	–	.001
ES, C, OI	.124 (.015)	–	.018	–	.000	–
ES, EX, OI	.078 (.006)	–	.008	.009	–	–
A, C, EX	.169 (.029)	.004	–	–	–	.000
A, C, OI	.169 (.028)	.005	–	–	.000	–
A, EX, OI	.111 (.012)	.001	–	.016	–	–
C, EX, OI	.082 (.007)	.009	.022	–	–	–
$k = 3$ average		.005	.017	.016	.000	.001
A, C, EX, OI	.169 (.029)	.005	–	–	–	–
ES, C, EX, OI	.125 (.016)	–	.018	–	–	–
ES, A, EX, OI	.116 (.014)	–	–	.020	–	–
ES, A, C, OI	.182 (.033)	–	–	–	.000	–
ES, A, C, EX	.181 (.033)	–	–	–	–	.000
$k = 4$ average		.005	.018	.020	.000	.000
ES, A, C, EX, OI	.182 (.033)					
General dominance		.005	.015	.012	.000	.001
R^2 rescaled to sum to 1		**.145**	**.453**	**.365**	**.011**	**.026**

Table E42

*Dominance Analyses of Big Five Models for **Assessment Center Dimension: Consideration of Others***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.068	.078	.008	.044	.006
Emotional Stability (ES)	.260 (.068)	–	.041	.000	.019	.003
Agreeableness (A)	.280 (.078)	.030	–	.002	.022	.000
Conscientiousness (C)	.090 (.008)	.060	.073	–	.038	.005
Extraversion (EX)	.210 (.044)	.042	.057	.002	–	.000
Openness/Intellect (OI)	.080 (.006)	.064	.072	.006	.038	–
$k = 1$ average		.049	.061	.003	.029	.002
ES, A	.329 (.108)	–	–	.009	.012	.000
ES, C	.260 (.068)	–	.050	–	.019	.003
ES, EX	.293 (.086)	–	.034	.001	–	.000
ES, OI	.266 (.071)	–	.038	.000	.016	–
A, C	.284 (.081)	.037	–	–	.024	.000
A, EX	.317 (.101)	.020	–	.004	–	.001
A, OI	.280 (.079)	.030	–	.002	.024	–
C, EX	.215 (.046)	.040	.059	–	–	.000
C, OI	.113 (.013)	.058	.068	–	.033	–
EX, OI	.210 (.044)	.042	.058	.002	–	–
$k = 2$ average		.038	.051	.003	.021	.001
ES, A, C	.343 (.117)	–	–	–	.013	.000
ES, A, EX	.347 (.120)	–	–	.010	–	.001
ES, A, OI	.329 (.108)	–	–	.009	.013	–
ES, C, EX	.294 (.087)	–	.044	–	–	.000
ES, C, OI	.266 (.071)	–	.047	–	.016	–
ES, EX, OI	.294 (.086)	–	.035	.001	–	–
A, C, EX	.324 (.105)	.026	–	–	–	.002
A, C, OI	.284 (.081)	.037	–	–	.026	–
A, EX, OI	.320 (.102)	.019	–	.004	–	–
C, EX, OI	.215 (.046)	.040	.060	–	–	–
$k = 3$ average		.030	.047	.006	.017	.001
A, C, EX, OI	.326 (.107)	.025	–	–	–	–
ES, C, EX, OI	.295 (.087)	–	.045	–	–	–
ES, A, EX, OI	.348 (.121)	–	–	.010	–	–
ES, A, C, OI	.343 (.118)	–	–	–	.014	–
ES, A, C, EX	.362 (.131)	–	–	–	–	.001
$k = 4$ average		.025	.045	.010	.014	.001
ES, A, C, EX, OI	.363 (.131)					
General dominance		.042	.056	.006	.025	.002
R^2 rescaled to sum to 1		**.319**	**.428**	**.046**	**.191**	**.016**

Table E43

*Dominance Analyses of Big Five Models for **Assessment Center Dimension: Drive***

Big Five subset model	R (R^2)	Additional contribution of ES	A	C	EX	OI
Null, $k = 0$ average		.053	.084	.096	.314	.168
Emotional Stability (ES)	.230 (.053)	–	.050	.058	.264	.151
Agreeableness (A)	.290 (.084)	.019	–	.039	.257	.124
Conscientiousness (C)	.310 (.096)	.015	.027	–	.256	.139
Extraversion (EX)	.560 (.314)	.004	.027	.039	–	.045
Openness/Intellect (OI)	.410 (.168)	.036	.040	.067	.191	–
$k = 1$ average		.018	.036	.051	.242	.115
ES, A	.321 (.103)	–	–	.028	.238	.122
ES, C	.333 (.111)	–	.020	–	.242	.134
ES, EX	.563 (.317)	–	.024	.035	–	.046
ES, OI	.452 (.204)	–	.021	.041	.159	–
A, C	.350 (.123)	.008	–	–	.237	.121
A, EX	.584 (.341)	.000	–	.019	–	.036
A, OI	.457 (.209)	.017	–	.035	.168	–
C, EX	.594 (.352)	.000	.008	–	–	.041
C, OI	.485 (.235)	.010	.009	–	.158	–
EX, OI	.599 (.359)	.004	.018	.034	–	–
$k = 2$ average		.007	.017	.032	.200	.083
ES, A, C	.362 (.131)	–	–	–	.230	.120
ES, A, EX	.584 (.341)	–	–	.019	–	.036
ES, A, OI	.475 (.225)	–	–	.025	.152	–
ES, C, EX	.594 (.352)	–	.008	–	–	.041
ES, C, OI	.495 (.245)	–	.006	–	.148	–
ES, EX, OI	.603 (.363)	–	.014	.030	–	–
A, C, EX	.600 (.360)	.001	–	–	–	.037
A, C, OI	.494 (.244)	.007	–	–	.153	–
A, EX, OI	.614 (.377)	.001	–	.020	–	–
C, EX, OI	.627 (.393)	.000	.003	–	–	–
$k = 3$ average		.002	.008	.024	.171	.059
A, C, EX, OI	.630 (.397)	.000	–	–	–	–
ES, C, EX, OI	.627 (.393)	–	.003	–	–	–
ES, A, EX, OI	.614 (.377)	–	–	.019	–	–
ES, A, C, OI	.501 (.251)	–	–	–	.146	–
ES, A, C, EX	.600 (.361)	–	–	–	–	.036
$k = 4$ average		.000	.003	.019	.146	.036
ES, A, C, EX, OI	.630 (.397)					
General dominance		.016	.030	.044	.215	.092
R^2 rescaled to sum to 1		**.040**	**.075**	**.112**	**.541**	**.233**

Table E44

*Dominance Analyses of Big Five Models for **Assessment Center Dimension: Influencing Others***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.040	.116	.017	.109	.048
Emotional Stability (ES)	.200 (.040)	–	.083	.003	.079	.040
Agreeableness (A)	.340 (.116)	.007	–	.001	.067	.021
Conscientiousness (C)	.130 (.017)	.027	.100	–	.096	.042
Extraversion (EX)	.330 (.109)	.011	.074	.004	–	.010
Openness/Intellect (OI)	.220 (.048)	.032	.088	.010	.071	–
$k = 1$ average		.019	.086	.005	.078	.029
ES, A	.351 (.123)	–	–	.003	.060	.021
ES, C	.208 (.043)	–	.083	–	.077	.038
ES, EX	.346 (.119)	–	.064	.001	–	.011
ES, OI	.284 (.080)	–	.063	.001	.050	–
A, C	.342 (.117)	.010	–	–	.070	.021
A, EX	.427 (.183)	.000	–	.004	–	.004
A, OI	.370 (.137)	.007	–	.001	.049	–
C, EX	.336 (.113)	.008	.074	–	–	.010
C, OI	.243 (.059)	.023	.079	–	.064	–
EX, OI	.345 (.119)	.011	.067	.003	–	–
$k = 2$ average		.010	.072	.002	.062	.017
ES, A, C	.356 (.126)	–	–	–	.062	.021
ES, A, EX	.428 (.183)	–	–	.005	–	.004
ES, A, OI	.379 (.144)	–	–	.004	.043	–
ES, C, EX	.347 (.120)	–	.068	–	–	.011
ES, C, OI	.286 (.082)	–	.066	–	.049	–
ES, EX, OI	.361 (.130)	–	.056	.000	–	–
A, C, EX	.432 (.187)	.002	–	–	–	.003
A, C, OI	.372 (.138)	.009	–	–	.052	–
A, EX, OI	.431 (.186)	.001	–	.004	–	–
C, EX, OI	.350 (.123)	.008	.068	–	–	–
$k = 3$ average		.005	.064	.003	.051	.010
A, C, EX, OI	.436 (.190)	.002	–	–	–	–
ES, C, EX, OI	.362 (.131)	–	.061	–	–	–
ES, A, EX, OI	.432 (.187)	–	–	.005	–	–
ES, A, C, OI	.384 (.148)	–	–	–	.045	–
ES, A, C, EX	.434 (.188)	–	–	–	–	.004
$k = 4$ average		.002	.061	.005	.045	.004
ES, A, C, EX, OI	.438 (.192)					
General dominance		.015	.080	.007	.069	.022
R^2 rescaled to sum to 1		**.079**	**.416**	**.034**	**.359**	**.112**

Table E45

*Dominance Analyses of Big Five Models for **Assessment Center Dimension: Organizing and Planning***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.022	.010	.044	.048	.026
Emotional Stability (ES)	.150 (.022)	–	.003	.027	.033	.021
Agreeableness (A)	.100 (.010)	.015	–	.034	.041	.020
Conscientiousness (C)	.210 (.044)	.006	.000	–	.032	.018
Extraversion (EX)	.220 (.048)	.007	.003	.028	–	.007
Openness/Intellect (OI)	.160 (.026)	.018	.004	.036	.030	–
$k = 1$ average		.012	.002	.031	.034	.016
ES, A	.158 (.025)	–	–	.025	.031	.019
ES, C	.223 (.050)	–	.000	–	.028	.017
ES, EX	.236 (.056)	–	.001	.022	–	.007
ES, OI	.209 (.044)	–	.000	.023	.019	–
A, C	.210 (.044)	.006	–	–	.033	.019
A, EX	.226 (.051)	.006	–	.026	–	.006
A, OI	.173 (.030)	.014	–	.033	.027	–
C, EX	.277 (.076)	.001	.001	–	–	.005
C, OI	.249 (.062)	.005	.001	–	.020	–
EX, OI	.235 (.055)	.008	.001	.027	–	–
$k = 2$ average		.007	.001	.026	.026	.012
ES, A, C	.224 (.050)	–	–	–	.028	.018
ES, A, EX	.238 (.056)	–	–	.022	–	.007
ES, A, OI	.210 (.044)	–	–	.024	.019	–
ES, C, EX	.278 (.077)	–	.001	–	–	.006
ES, C, OI	.258 (.067)	–	.002	–	.016	–
ES, EX, OI	.251 (.063)	–	.000	.020	–	–
A, C, EX	.278 (.077)	.001	–	–	–	.006
A, C, OI	.250 (.063)	.006	–	–	.021	–
A, EX, OI	.238 (.057)	.006	–	.027	–	–
C, EX, OI	.286 (.082)	.001	.001	–	–	–
$k = 3$ average		.004	.001	.023	.021	.009
A, C, EX, OI	.289 (.083)	.002	–	–	–	–
ES, C, EX, OI	.288 (.083)	–	.002	–	–	–
ES, A, EX, OI	.251 (.063)	–	–	.022	–	–
ES, A, C, OI	.261 (.068)	–	–	–	.017	–
ES, A, C, EX	.280 (.078)	–	–	–	–	.007
$k = 4$ average		.002	.002	.022	.017	.007
ES, A, C, EX, OI	.292 (.085)					
General dominance		.009	.003	.029	.029	.014
R^2 rescaled to sum to 1		**.108**	**.038**	**.345**	**.345**	**.164**

Table E46

*Dominance Analyses of Big Five Models for **Assessment Center Dimension: Problem Solving***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.012	.005	.002	.012	.053
Emotional Stability (ES)	.110 (.012)	–	.001	.008	.006	.048
Agreeableness (A)	.070 (.005)	.008	–	.007	.009	.048
Conscientiousness (C)	.040 (.002)	.018	.010	–	.015	.056
Extraversion (EX)	.110 (.012)	.006	.002	.004	–	.041
Openness/Intellect (OI)	.230 (.053)	.008	.000	.005	.001	–
$k = 1$ average		.010	.003	.006	.008	.049
ES, A	.115 (.013)	–	–	.012	.006	.047
ES, C	.141 (.020)	–	.005	–	.008	.053
ES, EX	.136 (.018)	–	.001	.009	–	.042
ES, OI	.246 (.061)	–	.000	.012	.000	–
A, C	.108 (.012)	.014	–	–	.011	.049
A, EX	.119 (.014)	.005	–	.009	–	.039
A, OI	.231 (.053)	.007	–	.008	.000	–
C, EX	.128 (.016)	.012	.007	–	–	.043
C, OI	.241 (.058)	.015	.003	–	.001	–
EX, OI	.231 (.053)	.007	.000	.006	–	–
$k = 2$ average		.010	.003	.009	.005	.046
ES, A, C	.159 (.025)	–	–	–	.007	.048
ES, A, EX	.138 (.019)	–	–	.013	–	.042
ES, A, OI	.246 (.061)	–	–	.013	.000	–
ES, C, EX	.167 (.028)	–	.004	–	–	.045
ES, C, OI	.270 (.073)	–	.001	–	.000	–
ES, EX, OI	.246 (.061)	–	.000	.012	–	–
A, C, EX	.152 (.023)	.009	–	–	–	.039
A, C, OI	.247 (.061)	.013	–	–	.001	–
A, EX, OI	.232 (.054)	.007	–	.008	–	–
C, EX, OI	.243 (.059)	.014	.003	–	–	–
$k = 3$ average		.011	.002	.012	.002	.044
A, C, EX, OI	.249 (.062)	.012	–	–	–	–
ES, C, EX, OI	.270 (.073)	–	.001	–	–	–
ES, A, EX, OI	.246 (.061)	–	–	.013	–	–
ES, A, C, OI	.272 (.074)	–	–	–	.000	–
ES, A, C, EX	.179 (.032)	–	–	–	–	.042
$k = 4$ average		.012	.001	.013	.000	.042
ES, A, C, EX, OI	.272 (.074)					
General dominance		.011	.003	.008	.005	.046
R^2 rescaled to sum to 1		**.148**	**.038**	**.113**	**.071**	**.629**

Table E47

*Dominance Analyses of Big Five Models for **Assessment Center Dimension: Stress Tolerance***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.372	.078	.036	.029	.026
Emotional Stability (ES)	.610 (.372)	–	.005	.002	.000	.010
Agreeableness (A)	.280 (.078)	.299	–	.004	.012	.010
Conscientiousness (C)	.190 (.036)	.338	.047	–	.018	.019
Extraversion (EX)	.170 (.029)	.344	.061	.025	–	.011
Openness/Intellect (OI)	.160 (.026)	.356	.062	.029	.014	–
$k = 1$ average		.334	.044	.015	.011	.012
ES, A	.614 (.377)	–	–	.006	.001	.007
ES, C	.612 (.374)	–	.009	–	.000	.011
ES, EX	.610 (.373)	–	.006	.002	–	.013
ES, OI	.618 (.382)	–	.003	.003	.004	–
A, C	.288 (.083)	.301	–	–	.010	.009
A, EX	.300 (.090)	.288	–	.003	–	.004
A, OI	.297 (.088)	.297	–	.004	.006	–
C, EX	.232 (.054)	.321	.039	–	–	.009
C, OI	.234 (.055)	.330	.037	–	.008	–
EX, OI	.199 (.040)	.346	.055	.023	–	–
$k = 2$ average		.314	.025	.007	.005	.009
ES, A, C	.619 (.383)	–	–	–	.001	.008
ES, A, EX	.615 (.378)	–	–	.006	–	.011
ES, A, OI	.620 (.385)	–	–	.007	.004	–
ES, C, EX	.612 (.374)	–	.010	–	–	.014
ES, C, OI	.621 (.385)	–	.006	–	.003	–
ES, EX, OI	.621 (.386)	–	.003	.003	–	–
A, C, EX	.305 (.093)	.291	–	–	–	.004
A, C, OI	.303 (.092)	.299	–	–	.005	–
A, EX, OI	.307 (.094)	.294	–	.003	–	–
C, EX, OI	.250 (.063)	.326	.035	–	–	–
$k = 3$ average		.303	.013	.005	.003	.009
A, C, EX, OI	.312 (.097)	.297	–	–	–	–
ES, C, EX, OI	.623 (.388)	–	.006	–	–	–
ES, A, EX, OI	.624 (.389)	–	–	.006	–	–
ES, A, C, OI	.625 (.391)	–	–	–	.004	–
ES, A, C, EX	.620 (.384)	–	–	–	–	.011
$k = 4$ average		.297	.006	.006	.004	.011
ES, A, C, EX, OI	.628 (.395)					
General dominance		.324	.033	.014	.010	.013
R^2 rescaled to sum to 1		**.821**	**.085**	**.035**	**.026**	**.034**

Table E48

*Dominance Analyses of Big Five Models for **Assessment Center Exercise: Case Analysis***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.006	.006	.002	.002	.053
Emotional Stability (ES)	.080 (.006)	–	.013	.000	.005	.050
Agreeableness (A)	.080 (.006)	.013	–	.010	.000	.065
Conscientiousness (C)	.050 (.003)	.004	.014	–	.003	.051
Extraversion (EX)	.040 (.002)	.009	.005	.004	–	.070
Openness/Intellect (OI)	.230 (.053)	.003	.019	.000	.019	–
$k = 1$ average		.008	.013	.004	.007	.059
ES, A	.140 (.020)	–	–	.005	.003	.064
ES, C	.083 (.007)	–	.018	–	.005	.049
ES, EX	.105 (.011)	–	.011	.001	–	.071
ES, OI	.237 (.056)	–	.027	.000	.026	–
A, C	.127 (.016)	.009	–	–	.001	.064
A, EX	.083 (.007)	.016	–	.011	–	.078
A, OI	.267 (.072)	.012	–	.009	.014	–
C, EX	.072 (.005)	.007	.012	–	–	.069
C, OI	.231 (.053)	.003	.027	–	.021	–
EX, OI	.268 (.072)	.011	.014	.002	–	–
$k = 2$ average		.009	.018	.005	.012	.066
ES, A, C	.158 (.025)	–	–	–	.003	.063
ES, A, EX	.150 (.022)	–	–	.006	–	.084
ES, A, OI	.289 (.084)	–	–	.004	.023	–
ES, C, EX	.109 (.012)	–	.016	–	–	.071
ES, C, OI	.237 (.056)	–	.032	–	.026	–
ES, EX, OI	.287 (.082)	–	.024	.000	–	–
A, C, EX	.132 (.017)	.011	–	–	–	.079
A, C, OI	.283 (.080)	.008	–	–	.017	–
A, EX, OI	.292 (.085)	.021	–	.012	–	–
C, EX, OI	.272 (.074)	.009	.023	–	–	–
$k = 3$ average		.012	.024	.005	.017	.074
A, C, EX, OI	.311 (.097)	.015	–	–	–	–
ES, C, EX, OI	.287 (.083)	–	.030	–	–	–
ES, A, EX, OI	.326 (.107)	–	–	.006	–	–
ES, A, C, OI	.297 (.088)	–	–	–	.024	–
ES, A, C, EX	.168 (.028)	–	–	–	–	.084
$k = 4$ average		.015	.030	.006	.024	.084
ES, A, C, EX, OI	.335 (.112)					
General dominance		.010	.018	.004	.012	.067
R^2 rescaled to sum to 1		**.090**	**.162**	**.038**	**.109**	**.600**

Table E49

*Dominance Analyses of Big Five Models for **Assessment Center Exercise: In-Basket***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.002	.001	.029	.006	.022
Emotional Stability (ES)	.050 (.003)	–	.003	.027	.005	.021
Agreeableness (A)	.030 (.001)	.004	–	.044	.008	.026
Conscientiousness (C)	.170 (.029)	.000	.016	–	.002	.017
Extraversion (EX)	.080 (.006)	.001	.002	.025	–	.017
Openness/Intellect (OI)	.150 (.022)	.001	.004	.023	.001	–
$k = 1$ average		.002	.006	.029	.004	.020
ES, A	.071 (.005)	–	–	.039	.006	.026
ES, C	.171 (.029)	–	.015	–	.003	.017
ES, EX	.084 (.007)	–	.004	.025	–	.017
ES, OI	.154 (.024)	–	.007	.022	.000	–
A, C	.211 (.044)	.000	–	–	.004	.024
A, EX	.094 (.009)	.002	–	.040	–	.019
A, OI	.164 (.027)	.004	–	.042	.001	–
C, EX	.176 (.031)	.001	.018	–	–	.015
C, OI	.213 (.046)	.001	.023	–	.000	–
EX, OI	.152 (.023)	.001	.005	.022	–	–
$k = 2$ average		.001	.012	.032	.002	.020
ES, A, C	.211 (.045)	–	–	–	.004	.024
ES, A, EX	.104 (.011)	–	–	.038	–	.020
ES, A, OI	.175 (.031)	–	–	.038	.000	–
ES, C, EX	.178 (.032)	–	.017	–	–	.014
ES, C, OI	.215 (.046)	–	.023	–	.000	–
ES, EX, OI	.155 (.024)	–	.007	.022	–	–
A, C, EX	.221 (.049)	.000	–	–	–	.020
A, C, OI	.262 (.069)	.000	–	–	.000	–
A, EX, OI	.168 (.028)	.003	–	.041	–	–
C, EX, OI	.213 (.046)	.001	.023	–	–	–
$k = 3$ average		.001	.018	.035	.001	.020
A, C, EX, OI	.262 (.069)	.000	–	–	–	–
ES, C, EX, OI	.215 (.046)	–	.023	–	–	–
ES, A, EX, OI	.176 (.031)	–	–	.038	–	–
ES, A, C, OI	.262 (.069)	–	–	–	.000	–
ES, A, C, EX	.221 (.049)	–	–	–	–	.020
$k = 4$ average		.000	.023	.038	.000	.020
ES, A, C, EX, OI	.262 (.069)					
General dominance		.001	.012	.033	.003	.020
R^2 rescaled to sum to 1		**.018**	**.173**	**.472**	**.040**	**.297**

Table E50

*Dominance Analyses of Big Five Models for **Assessment Center Exercise: Leaderless Group Discussion***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.010	.000	.002	.026	.014
Emotional Stability (ES)	.100 (.010)	–	.001	.000	.018	.012
Agreeableness (A)	.000 (.000)	.011	–	.003	.027	.015
Conscientiousness (C)	.050 (.003)	.008	.001	–	.023	.013
Extraversion (EX)	.160 (.026)	.003	.001	.000	–	.004
Openness/Intellect (OI)	.120 (.014)	.008	.001	.001	.015	–
$k = 1$ average		.007	.001	.001	.021	.011
ES, A	.107 (.011)	–	–	.001	.020	.015
ES, C	.101 (.010)	–	.002	–	.018	.012
ES, EX	.169 (.028)	–	.003	.000	–	.004
ES, OI	.149 (.022)	–	.004	.000	.010	–
A, C	.057 (.003)	.009	–	–	.025	.015
A, EX	.164 (.027)	.005	–	.001	–	.005
A, OI	.123 (.015)	.011	–	.003	.017	–
C, EX	.161 (.026)	.003	.003	–	–	.004
C, OI	.125 (.016)	.007	.002	–	.014	–
EX, OI	.172 (.030)	.003	.002	.000	–	–
$k = 2$ average		.006	.003	.001	.018	.009
ES, A, C	.111 (.012)	–	–	–	.020	.015
ES, A, EX	.178 (.032)	–	–	.000	–	.006
ES, A, OI	.161 (.026)	–	–	.001	.011	–
ES, C, EX	.169 (.028)	–	.004	–	–	.004
ES, C, OI	.149 (.022)	–	.005	–	.010	–
ES, EX, OI	.181 (.033)	–	.005	.000	–	–
A, C, EX	.169 (.028)	.004	–	–	–	.005
A, C, OI	.134 (.018)	.009	–	–	.015	–
A, EX, OI	.179 (.032)	.005	–	.001	–	–
C, EX, OI	.173 (.030)	.003	.004	–	–	–
$k = 3$ average		.005	.004	.001	.014	.007
A, C, EX, OI	.183 (.034)	.004	–	–	–	–
ES, C, EX, OI	.181 (.033)	–	.005	–	–	–
ES, A, EX, OI	.193 (.037)	–	–	.000	–	–
ES, A, C, OI	.164 (.027)	–	–	–	.011	–
ES, A, C, EX	.179 (.032)	–	–	–	–	.006
$k = 4$ average		.004	.005	.000	.011	.006
ES, A, C, EX, OI	.195 (.038)					
General dominance		.007	.003	.001	.018	.010
R^2 rescaled to sum to 1		**.174**	**.069**	**.030**	**.473**	**.253**

Table E51

*Dominance Analyses of Big Five Models for **Assessment Center Exercise: Oral Presentation***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.005	.017	.012	.026	.014
Emotional Stability (ES)	.070 (.005)	–	.027	.008	.021	.013
Agreeableness (A)	.130 (.017)	.015	–	.038	.038	.024
Conscientiousness (C)	.110 (.012)	.001	.042	–	.020	.011
Extraversion (EX)	.160 (.026)	.000	.029	.006	–	.004
Openness/Intellect (OI)	.120 (.014)	.003	.026	.009	.015	–
$k = 1$ average		.005	.031	.015	.024	.013
ES, A	.179 (.032)	–	–	.028	.029	.023
ES, C	.114 (.013)	–	.047	–	.019	.011
ES, EX	.161 (.026)	–	.035	.006	–	.004
ES, OI	.133 (.018)	–	.037	.006	.012	–
A, C	.233 (.054)	.006	–	–	.030	.022
A, EX	.234 (.055)	.006	–	.030	–	.009
A, OI	.202 (.041)	.014	–	.036	.023	–
C, EX	.178 (.032)	.000	.053	–	–	.004
C, OI	.153 (.023)	.001	.053	–	.012	–
EX, OI	.172 (.030)	.001	.034	.006	–	–
$k = 2$ average		.005	.043	.019	.021	.012
ES, A, C	.245 (.060)	–	–	–	.026	.022
ES, A, EX	.247 (.061)	–	–	.025	–	.010
ES, A, OI	.235 (.055)	–	–	.027	.015	–
ES, C, EX	.178 (.032)	–	.054	–	–	.004
ES, C, OI	.155 (.024)	–	.058	–	.011	–
ES, EX, OI	.174 (.030)	–	.040	.005	–	–
A, C, EX	.291 (.085)	.001	–	–	–	.009
A, C, OI	.277 (.077)	.005	–	–	.017	–
A, EX, OI	.252 (.063)	.007	–	.030	–	–
C, EX, OI	.188 (.035)	.000	.058	–	–	–
$k = 3$ average		.003	.053	.022	.017	.011
A, C, EX, OI	.306 (.094)	.002	–	–	–	–
ES, C, EX, OI	.188 (.035)	–	.060	–	–	–
ES, A, EX, OI	.265 (.070)	–	–	.025	–	–
ES, A, C, OI	.286 (.082)	–	–	–	.013	–
ES, A, C, EX	.293 (.086)	–	–	–	–	.010
$k = 4$ average		.002	.060	.025	.013	.010
ES, A, C, EX, OI	.309 (.095)					
General dominance		.004	.041	.019	.020	.012
R^2 rescaled to sum to 1		**.041**	**.428**	**.194**	**.211**	**.126**

Table E56

*Dominance Analyses of Big Five Models for **Assessment Center Exercise: Role-Play***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.002	.000	.001	.017	.022
Emotional Stability (ES)	.040 (.002)	–	.000	.000	.015	.022
Agreeableness (A)	.010 (.000)	.002	–	.001	.017	.023
Conscientiousness (C)	.030 (.001)	.001	.000	–	.016	.022
Extraversion (EX)	.130 (.017)	.000	.000	.000	–	.012
Openness/Intellect (OI)	.150 (.022)	.001	.001	.000	.006	–
$k = 1$ average		.001	.000	.000	.014	.020
ES, A	.040 (.002)	–	–	.000	.016	.023
ES, C	.043 (.002)	–	.000	–	.015	.021
ES, EX	.130 (.017)	–	.000	.000	–	.012
ES, OI	.152 (.023)	–	.001	.000	.006	–
A, C	.030 (.001)	.001	–	–	.017	.023
A, EX	.132 (.017)	.000	–	.000	–	.013
A, OI	.152 (.023)	.001	–	.001	.007	–
C, EX	.130 (.017)	.000	.001	–	–	.012
C, OI	.150 (.023)	.001	.001	–	.006	–
EX, OI	.169 (.029)	.000	.001	.000	–	–
$k = 2$ average		.000	.001	.000	.011	.017
ES, A, C	.045 (.002)	–	–	–	.016	.023
ES, A, EX	.132 (.017)	–	–	.000	–	.013
ES, A, OI	.156 (.024)	–	–	.000	.006	–
ES, C, EX	.130 (.017)	–	.001	–	–	.012
ES, C, OI	.152 (.023)	–	.002	–	.006	–
ES, EX, OI	.170 (.029)	–	.002	.000	–	–
A, C, EX	.132 (.017)	.000	–	–	–	.013
A, C, OI	.154 (.024)	.001	–	–	.007	–
A, EX, OI	.174 (.030)	.000	–	.000	–	–
C, EX, OI	.170 (.029)	.000	.002	–	–	–
$k = 3$ average		.000	.001	.000	.008	.015
A, C, EX, OI	.174 (.030)	.000	–	–	–	–
ES, C, EX, OI	.170 (.029)	–	.002	–	–	–
ES, A, EX, OI	.174 (.030)	–	–	.000	–	–
ES, A, C, OI	.157 (.025)	–	–	–	.006	–
ES, A, C, EX	.132 (.018)	–	–	–	–	.013
$k = 4$ average		.000	.002	.000	.006	.013
ES, A, C, EX, OI	.175 (.031)					
General dominance		.001	.001	.000	.011	.017
R^2 rescaled to sum to 1		**.021**	**.029**	**.011**	**.366**	**.573**

Table E53
*Dominance Analyses of Big Five Models for **Academic Performance***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.000	.010	.062	.000	.020
Emotional Stability (ES)	.010 (.000)	–	.011	.071	.000	.020
Agreeableness (A)	.100 (.010)	.001	–	.053	.001	.014
Conscientiousness (C)	.250 (.062)	.008	.000	–	.004	.012
Extraversion (EX)	.010 (.000)	.000	.011	.066	–	.024
Openness/Intellect (OI)	.140 (.020)	.000	.005	.055	.005	–
$k = 1$ average		.002	.007	.061	.003	.017
ES, A	.104 (.011)	–	–	.060	.001	.015
ES, C	.266 (.071)	–	.000	–	.002	.013
ES, EX	.017 (.000)	–	.011	.072	–	.024
ES, OI	.140 (.020)	–	.006	.064	.005	–
A, C	.251 (.063)	.008	–	–	.004	.013
A, EX	.106 (.011)	.000	–	.056	–	.020
A, OI	.156 (.024)	.001	–	.052	.006	–
C, EX	.258 (.067)	.006	.000	–	–	.020
C, OI	.272 (.074)	.010	.002	–	.012	–
EX, OI	.156 (.024)	.000	.007	.062	–	–
$k = 2$ average		.004	.004	.061	.005	.017
ES, A, C	.266 (.071)	–	–	–	.002	.013
ES, A, EX	.107 (.012)	–	–	.061	–	.019
ES, A, OI	.159 (.025)	–	–	.059	.006	–
ES, C, EX	.270 (.073)	–	.000	–	–	.019
ES, C, OI	.290 (.084)	–	.000	–	.008	–
ES, EX, OI	.157 (.025)	–	.006	.067	–	–
A, C, EX	.258 (.067)	.006	–	–	–	.021
A, C, OI	.276 (.076)	.008	–	–	.012	–
A, EX, OI	.176 (.031)	.000	–	.057	–	–
C, EX, OI	.294 (.087)	.005	.001	–	–	–
$k = 3$ average		.005	.002	.061	.007	.018
A, C, EX, OI	.296 (.088)	.005	–	–	–	–
ES, C, EX, OI	.303 (.092)	–	.000	–	–	–
ES, A, EX, OI	.176 (.031)	–	–	.061	–	–
ES, A, C, OI	.290 (.084)	–	–	–	.008	–
ES, A, C, EX	.270 (.073)	–	–	–	–	.019
$k = 4$ average		.005	.000	.061	.008	.019
ES, A, C, EX, OI	.304 (.092)					
General dominance		.003	.005	.061	.004	.018
R^2 rescaled to sum to 1		**.035**	**.051**	**.666**	**.048**	**.200**

Table E54

*Dominance Analyses of Big Five Models for **Academic Performance: Postsecondary***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.000	.008	.058	.002	.014
Emotional Stability (ES)	.010 (.000)	–	.009	.065	.003	.014
Agreeableness (A)	.090 (.008)	.001	–	.050	.005	.010
Conscientiousness (C)	.240 (.058)	.008	.001	–	.011	.008
Extraversion (EX)	.050 (.003)	.001	.011	.066	–	.023
Openness/Intellect (OI)	.120 (.014)	.000	.004	.051	.011	–
$k = 1$ average		.002	.006	.058	.007	.014
ES, A	.093 (.009)	–	–	.057	.005	.011
ES, C	.256 (.065)	–	.000	–	.007	.009
ES, EX	.057 (.003)	–	.010	.069	–	.023
ES, OI	.120 (.014)	–	.005	.060	.012	–
A, C	.241 (.058)	.007	–	–	.010	.009
A, EX	.116 (.013)	.000	–	.055	–	.018
A, OI	.136 (.019)	.001	–	.049	.013	–
C, EX	.261 (.068)	.004	.000	–	–	.019
C, OI	.256 (.066)	.009	.002	–	.021	–
EX, OI	.158 (.025)	.001	.007	.062	–	–
$k = 2$ average		.004	.004	.059	.011	.015
ES, A, C	.256 (.065)	–	–	–	.007	.010
ES, A, EX	.116 (.013)	–	–	.059	–	.018
ES, A, OI	.138 (.019)	–	–	.056	.013	–
ES, C, EX	.269 (.072)	–	.000	–	–	.018
ES, C, OI	.272 (.074)	–	.001	–	.016	–
ES, EX, OI	.161 (.026)	–	.006	.064	–	–
A, C, EX	.261 (.068)	.004	–	–	–	.019
A, C, OI	.260 (.068)	.007	–	–	.020	–
A, EX, OI	.178 (.032)	.000	–	.056	–	–
C, EX, OI	.294 (.087)	.003	.001	–	–	–
$k = 3$ average		.004	.002	.059	.014	.016
A, C, EX, OI	.296 (.088)	.003	–	–	–	–
ES, C, EX, OI	.300 (.090)	–	.000	–	–	–
ES, A, EX, OI	.178 (.032)	–	–	.059	–	–
ES, A, C, OI	.274 (.075)	–	–	–	.016	–
ES, A, C, EX	.269 (.072)	–	–	–	–	.018
$k = 4$ average		.003	.000	.059	.016	.018
ES, A, C, EX, OI	.301 (.091)					
General dominance		.002	.004	.058	.010	.016
R^2 rescaled to sum to 1		**.027**	**.045**	**.644**	**.112**	**.171**

Table E55
*Dominance Analyses of Big Five Models for **Academic Attendance***

Big Five subset model	R (R^2)	Additional contribution of ES	A	C	EX	OI
Null, $k = 0$ average		.000	.000	.068	.012	.000
Emotional Stability (ES)	.010 (.000)	–	.001	.081	.013	.000
Agreeableness (A)	.020 (.000)	.000	–	.081	.014	.001
Conscientiousness (C)	.260 (.068)	.014	.013	–	.028	.003
Extraversion (EX)	.110 (.012)	.001	.002	.084	–	.001
Openness/Intellect (OI)	.020 (.000)	.000	.001	.070	.012	–
$k = 1$ average		.004	.004	.079	.017	.001
ES, A	.027 (.001)	–	–	.089	.014	.001
ES, C	.285 (.081)	–	.009	–	.020	.002
ES, EX	.113 (.013)	–	.002	.089	–	.001
ES, OI	.022 (.000)	–	.001	.083	.013	–
A, C	.285 (.081)	.009	–	–	.023	.001
A, EX	.119 (.014)	.000	–	.090	–	.000
A, OI	.032 (.001)	.000	–	.081	.013	–
C, EX	.310 (.096)	.006	.008	–	–	.000
C, OI	.266 (.071)	.013	.012	–	.025	–
EX, OI	.112 (.013)	.001	.002	.083	–	–
$k = 2$ average		.005	.005	.086	.018	.001
ES, A, C	.300 (.090)	–	–	–	.018	.001
ES, A, EX	.120 (.014)	–	–	.094	–	.000
ES, A, OI	.037 (.001)	–	–	.090	.013	–
ES, C, EX	.319 (.102)	–	.006	–	–	.000
ES, C, OI	.289 (.084)	–	.007	–	.018	–
ES, EX, OI	.115 (.013)	–	.001	.089	–	–
A, C, EX	.323 (.104)	.004	–	–	–	.000
A, C, OI	.286 (.082)	.009	–	–	.023	–
A, EX, OI	.121 (.015)	.000	–	.090	–	–
C, EX, OI	.310 (.096)	.006	.009	–	–	–
$k = 3$ average		.005	.006	.091	.018	.000
A, C, EX, OI	.324 (.105)	.004	–	–	–	–
ES, C, EX, OI	.319 (.102)	–	.006	–	–	–
ES, A, EX, OI	.121 (.015)	–	–	.094	–	–
ES, A, C, OI	.302 (.091)	–	–	–	.017	–
ES, A, C, EX	.329 (.108)	–	–	–	–	.000
$k = 4$ average		.004	.006	.094	.017	.000
ES, A, C, EX, OI	.329 (.108)					
General dominance		.003	.004	.083	.016	.001
R^2 rescaled to sum to 1		**.032**	**.041**	**.769**	**.152**	**.006**

Table E56
Dominance Analyses of Big Five Models for ***Educational Success***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.068	.000	.102	.014	.032
Emotional Stability (ES)	.260 (.068)	–	.007	.057	.002	.024
Agreeableness (A)	.010 (.000)	.075	–	.128	.015	.033
Conscientiousness (C)	.320 (.102)	.022	.025	–	.003	.019
Extraversion (EX)	.120 (.014)	.055	.000	.091	–	.021
Openness/Intellect (OI)	.180 (.032)	.059	.001	.089	.003	–
$k = 1$ average		.053	.009	.091	.006	.024
ES, A	.274 (.075)	–	–	.088	.003	.031
ES, C	.353 (.125)	–	.038	–	.000	.017
ES, EX	.263 (.069)	–	.009	.056	–	.023
ES, OI	.303 (.092)	–	.015	.051	.000	–
A, C	.357 (.128)	.035	–	–	.006	.030
A, EX	.121 (.015)	.063	–	.119	–	.023
A, OI	.183 (.033)	.073	–	.124	.004	–
C, EX	.325 (.105)	.020	.029	–	–	.017
C, OI	.349 (.122)	.020	.036	–	.000	–
EX, OI	.188 (.036)	.056	.002	.086	–	–
$k = 2$ average		.045	.021	.087	.002	.023
ES, A, C	.403 (.163)	–	–	–	.001	.029
ES, A, EX	.279 (.078)	–	–	.086	–	.028
ES, A, OI	.326 (.106)	–	–	.086	.000	–
ES, C, EX	.354 (.125)	–	.039	–	–	.018
ES, C, OI	.377 (.142)	–	.050	–	.001	–
ES, EX, OI	.303 (.092)	–	.015	.051	–	–
A, C, EX	.366 (.134)	.030	–	–	–	.024
A, C, OI	.397 (.158)	.034	–	–	.000	–
A, EX, OI	.193 (.037)	.069	–	.121	–	–
C, EX, OI	.349 (.122)	.021	.036	–	–	–
$k = 3$ average		.039	.035	.086	.001	.025
A, C, EX, OI	.398 (.158)	.034	–	–	–	–
ES, C, EX, OI	.378 (.143)	–	.049	–	–	–
ES, A, EX, OI	.326 (.106)	–	–	.086	–	–
ES, A, C, OI	.438 (.192)	–	–	–	.001	–
ES, A, C, EX	.405 (.164)	–	–	–	–	.028
$k = 4$ average		.034	.049	.086	.001	.028
ES, A, C, EX, OI	.439 (.192)					
General dominance		.048	.023	.091	.005	.027
R^2 rescaled to sum to 1		**.247**	**.119**	**.471**	**.025**	**.139**

Table E57
*Dominance Analyses of Big Five Models for **General Performance***

Big Five subset model	*R* (R^2)	Additional contribution of ES	A	C	EX	OI
Null, $k = 0$ average		.022	.006	.053	.014	.000
Emotional Stability (ES)	.150 (.022)	–	.001	.035	.006	.000
Agreeableness (A)	.080 (.006)	.017	–	.048	.011	.000
Conscientiousness (C)	.230 (.053)	.005	.001	–	.005	.000
Extraversion (EX)	.120 (.014)	.014	.003	.044	–	.001
Openness/Intellect (OI)	.020 (.000)	.022	.006	.053	.015	–
$k = 1$ average		.014	.003	.045	.009	.000
ES, A	.153 (.023)	–	–	.036	.005	.000
ES, C	.240 (.057)	–	.002	–	.003	.000
ES, EX	.169 (.028)	–	.000	.032	–	.001
ES, OI	.150 (.023)	–	.001	.035	.007	–
A, C	.232 (.054)	.006	–	–	.006	.000
A, EX	.132 (.017)	.012	–	.043	–	.001
A, OI	.080 (.006)	.017	–	.048	.012	–
C, EX	.241 (.058)	.003	.002	–	–	.002
C, OI	.230 (.053)	.005	.001	–	.007	–
EX, OI	.123 (.015)	.014	.003	.045	–	–
$k = 2$ average		.009	.002	.040	.007	.001
ES, A, C	.244 (.060)	–	–	–	.004	.000
ES, A, EX	.170 (.029)	–	–	.035	–	.001
ES, A, OI	.153 (.023)	–	–	.036	.006	–
ES, C, EX	.247 (.061)	–	.003	–	–	.001
ES, C, OI	.240 (.058)	–	.002	–	.005	–
ES, EX, OI	.171 (.029)	–	.001	.033	–	–
A, C, EX	.245 (.060)	.004	–	–	–	.001
A, C, OI	.232 (.054)	.006	–	–	.007	–
A, EX, OI	.137 (.019)	.011	–	.043	–	–
C, EX, OI	.245 (.060)	.002	.001	–	–	–
$k = 3$ average		.006	.002	.037	.006	.001
A, C, EX, OI	.248 (.061)	.003	–	–	–	–
ES, C, EX, OI	.249 (.062)	–	.002	–	–	–
ES, A, EX, OI	.172 (.030)	–	–	.035	–	–
ES, A, C, OI	.244 (.060)	–	–	–	.005	–
ES, A, C, EX	.252 (.064)	–	–	–	–	.001
$k = 4$ average		.003	.002	.035	.005	.001
ES, A, C, EX, OI	.254 (.065)					
General dominance		.011	.003	.042	.008	.001
R^2 rescaled to sum to 1		**.171**	**.046**	**.648**	**.127**	**.009**

Table E58
*Dominance Analyses of Big Five Models for **Overall Job Performance***

		Additional contribution of				
Big Five subset model	*R* (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.040	.032	.102	.053	.014
Emotional Stability (ES)	.200 (.040)	–	.014	.070	.031	.010
Agreeableness (A)	.180 (.032)	.021	–	.071	.038	.007
Conscientiousness (C)	.320 (.102)	.007	.001	–	.028	.006
Extraversion (EX)	.230 (.053)	.018	.017	.077	–	.001
Openness/Intellect (OI)	.120 (.014)	.036	.025	.094	.040	–
$k = 1$ average		.021	.014	.078	.034	.006
ES, A	.232 (.054)	–	–	.056	.026	.006
ES, C	.331 (.110)	–	.000	–	.022	.006
ES, EX	.267 (.071)	–	.009	.061	–	.001
ES, OI	.224 (.050)	–	.010	.065	.023	–
A, C	.322 (.104)	.006	–	–	.027	.005
A, EX	.264 (.070)	.010	–	.060	–	.000
A, OI	.197 (.039)	.021	–	.070	.031	–
C, EX	.361 (.130)	.002	.000	–	–	.000
C, OI	.330 (.109)	.006	.000	–	.022	–
EX, OI	.233 (.054)	.019	.016	.076	–	–
$k = 2$ average		.011	.006	.065	.025	.003
ES, A, C	.331 (.110)	–	–	–	.022	.005
ES, A, EX	.283 (.080)	–	–	.052	–	.000
ES, A, OI	.245 (.060)	–	–	.055	.021	–
ES, C, EX	.363 (.132)	–	.000	–	–	.000
ES, C, OI	.339 (.115)	–	.000	–	.017	–
ES, EX, OI	.270 (.073)	–	.008	.060	–	–
A, C, EX	.361 (.130)	.002	–	–	–	.000
A, C, OI	.330 (.109)	.006	–	–	.022	–
A, EX, OI	.265 (.070)	.010	–	.060	–	–
C, EX, OI	.361 (.131)	.002	.000	–	–	–
$k = 3$ average		.005	.002	.057	.020	.002
A, C, EX, OI	.361 (.131)	.002	–	–	–	–
ES, C, EX, OI	.364 (.133)	–	.000	–	–	–
ES, A, EX, OI	.284 (.081)	–	–	.052	–	–
ES, A, C, OI	.339 (.115)	–	–	–	.017	–
ES, A, C, EX	.363 (.132)	–	–	–	–	.000
$k = 4$ average		.002	.000	.052	.017	.000
ES, A, C, EX, OI	.364 (.133)					
General dominance		.016	.011	.071	.030	.005
R^2 rescaled to sum to 1		**.118**	**.082**	**.534**	**.226**	**.039**

Table E59
*Dominance Analyses of Big Five Models for **Overall Job Performance: Maximal***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.026	.017	.012	.116	.068
Emotional Stability (ES)	.160 (.026)	–	.039	.034	.168	.077
Agreeableness (A)	.130 (.017)	.048	–	.003	.102	.056
Conscientiousness (C)	.110 (.012)	.048	.008	–	.105	.061
Extraversion (EX)	.340 (.116)	.078	.003	.002	–	.020
Openness/Intellect (OI)	.260 (.068)	.035	.005	.006	.068	–
$k = 1$ average		.052	.014	.011	.111	.054
ES, A	.255 (.065)	–	–	.014	.149	.058
ES, C	.244 (.060)	–	.019	–	.154	.068
ES, EX	.440 (.194)	–	.021	.020	–	.018
ES, OI	.320 (.103)	–	.021	.025	.109	–
A, C	.141 (.020)	.059	–	–	.099	.055
A, EX	.344 (.118)	.096	–	.000	–	.018
A, OI	.270 (.073)	.050	–	.002	.064	–
C, EX	.342 (.117)	.097	.002	–	–	.019
C, OI	.271 (.074)	.054	.002	–	.063	–
EX, OI	.368 (.136)	.076	.001	.001	–	–
$k = 2$ average		.072	.011	.010	.106	.040
ES, A, C	.280 (.079)	–	–	–	.145	.057
ES, A, EX	.463 (.214)	–	–	.009	–	.013
ES, A, OI	.351 (.123)	–	–	.012	.104	–
ES, C, EX	.462 (.214)	–	.009	–	–	.016
ES, C, OI	.357 (.127)	–	.008	–	.102	–
ES, EX, OI	.460 (.212)	–	.015	.018	–	–
A, C, EX	.345 (.119)	.105	–	–	–	.018
A, C, OI	.274 (.075)	.060	–	–	.062	–
A, EX, OI	.370 (.137)	.090	–	.000	–	–
C, EX, OI	.370 (.137)	.093	.000	–	–	–
$k = 3$ average		.087	.008	.010	.103	.026
A, C, EX, OI	.370 (.137)	.099	–	–	–	–
ES, C, EX, OI	.479 (.230)	–	.006	–	–	–
ES, A, EX, OI	.476 (.227)	–	–	.009	–	–
ES, A, C, OI	.368 (.136)	–	–	–	.100	–
ES, A, C, EX	.473 (.223)	–	–	–	–	.013
$k = 4$ average		.099	.006	.009	.100	.013
ES, A, C, EX, OI	.486 (.236)					
General dominance		.067	.011	.011	.107	.040
R^2 rescaled to sum to 1		**.285**	**.047**	**.045**	**.454**	**.169**

Table E60

*Dominance Analyses of Big Five Models for **Overall Job Performance: Typical***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.017	.006	.036	.090	.010
Emotional Stability (ES)	.130 (.017)	–	.018	.067	.128	.013
Agreeableness (A)	.080 (.006)	.028	–	.030	.084	.007
Conscientiousness (C)	.190 (.036)	.048	.000	–	.071	.006
Extraversion (EX)	.300 (.090)	.055	.000	.017	–	.000
Openness/Intellect (OI)	.100 (.010)	.020	.003	.032	.080	–
$k = 1$ average		.038	.005	.036	.091	.006
ES, A	.187 (.035)	–	–	.050	.118	.008
ES, C	.290 (.084)	–	.001	–	.111	.008
ES, EX	.381 (.145)	–	.007	.050	–	.000
ES, OI	.173 (.030)	–	.013	.062	.116	–
A, C	.190 (.036)	.049	–	–	.073	.006
A, EX	.300 (.090)	.062	–	.019	–	.000
A, OI	.116 (.013)	.029	–	.029	.077	–
C, EX	.327 (.107)	.088	.003	–	–	.001
C, OI	.205 (.042)	.050	.001	–	.066	–
EX, OI	.300 (.090)	.055	.000	.017	–	–
$k = 2$ average		.055	.004	.038	.093	.004
ES, A, C	.292 (.085)	–	–	–	.109	.007
ES, A, EX	.390 (.152)	–	–	.042	–	.001
ES, A, OI	.206 (.043)	–	–	.050	.111	–
ES, C, EX	.441 (.195)	–	.000	–	–	.001
ES, C, OI	.303 (.092)	–	.000	–	.104	–
ES, EX, OI	.381 (.145)	–	.008	.050	–	–
A, C, EX	.331 (.110)	.085	–	–	–	.000
A, C, OI	.206 (.043)	.050	–	–	.067	–
A, EX, OI	.301 (.090)	.063	–	.019	–	–
C, EX, OI	.328 (.107)	.088	.002	–	–	–
$k = 3$ average		.072	.003	.040	.098	.002
A, C, EX, OI	.331 (.110)	.086	–	–	–	–
ES, C, EX, OI	.442 (.196)	–	.000	–	–	–
ES, A, EX, OI	.392 (.154)	–	–	.042	–	–
ES, A, C, OI	.303 (.092)	–	–	–	.104	–
ES, A, C, EX	.441 (.195)	–	–	–	–	.001
$k = 4$ average		.086	.000	.042	.104	.001
ES, A, C, EX, OI	.442 (.196)					
General dominance		.054	.004	.039	.095	.005
R^2 rescaled to sum to 1		**.273**	**.019**	**.197**	**.486**	**.024**

Table E61

*Dominance Analyses of Big Five Models for **Overall Job Performance: Peer-Ratings***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.040	.053	.073	.058	.002
Emotional Stability (ES)	.200 (.040)	–	.029	.044	.035	.001
Agreeableness (A)	.230 (.053)	.016	–	.034	.037	.000
Conscientiousness (C)	.270 (.073)	.011	.014	–	.035	.000
Extraversion (EX)	.240 (.058)	.017	.032	.050	–	.002
Openness/Intellect (OI)	.050 (.003)	.038	.050	.071	.057	–
$k = 1$ average		.021	.031	.050	.041	.001
ES, A	.263 (.069)	–	–	.024	.027	.000
ES, C	.290 (.084)	–	.009	–	.028	.000
ES, EX	.274 (.075)	–	.022	.037	–	.002
ES, OI	.202 (.041)	–	.028	.043	.036	–
A, C	.294 (.087)	.007	–	–	.029	.000
A, EX	.300 (.090)	.007	–	.026	–	.005
A, OI	.230 (.053)	.016	–	.034	.042	–
C, EX	.329 (.108)	.004	.008	–	–	.003
C, OI	.270 (.073)	.011	.013	–	.038	–
EX, OI	.244 (.060)	.017	.036	.052	–	–
$k = 2$ average		.010	.019	.036	.033	.002
ES, A, C	.306 (.093)	–	–	–	.025	.000
ES, A, EX	.311 (.097)	–	–	.021	–	.005
ES, A, OI	.263 (.069)	–	–	.024	.032	–
ES, C, EX	.334 (.112)	–	.006	–	–	.003
ES, C, OI	.290 (.084)	–	.009	–	.031	–
ES, EX, OI	.277 (.077)	–	.024	.038	–	–
A, C, EX	.341 (.116)	.002	–	–	–	.005
A, C, OI	.294 (.087)	.007	–	–	.035	–
A, EX, OI	.309 (.095)	.006	–	.026	–	–
C, EX, OI	.334 (.111)	.003	.010	–	–	–
$k = 3$ average		.004	.012	.027	.030	.003
A, C, EX, OI	.348 (.121)	.002	–	–	–	–
ES, C, EX, OI	.339 (.115)	–	.008	–	–	–
ES, A, EX, OI	.318 (.101)	–	–	.021	–	–
ES, A, C, OI	.306 (.093)	–	–	–	.029	–
ES, A, C, EX	.343 (.118)	–	–	–	–	.005
$k = 4$ average		.002	.008	.021	.029	.005
ES, A, C, EX, OI	.350 (.123)					
General dominance		.015	.025	.041	.038	.003
R^2 rescaled to sum to 1		**.126**	**.203**	**.338**	**.313**	**.021**

Table E62

*Dominance Analyses of Big Five Models for **Overall Job Performance: Subordinate-Ratings***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.020	.040	.000	.014	.010
Emotional Stability (ES)	.140 (.020)	–	.026	.001	.006	.007
Agreeableness (A)	.200 (.040)	.006	–	.007	.006	.003
Conscientiousness (C)	.020 (.000)	.020	.047	–	.014	.010
Extraversion (EX)	.120 (.014)	.012	.031	.000	–	.003
Openness/Intellect (OI)	.100 (.010)	.017	.033	.000	.008	–
$k = 1$ average		.014	.034	.002	.009	.006
ES, A	.214 (.046)	–	–	.011	.003	.003
ES, C	.145 (.021)	–	.036	–	.007	.008
ES, EX	.162 (.026)	–	.023	.002	–	.004
ES, OI	.165 (.027)	–	.021	.002	.003	–
A, C	.217 (.047)	.010	–	–	.007	.003
A, EX	.214 (.046)	.003	–	.009	–	.001
A, OI	.208 (.043)	.005	–	.007	.004	–
C, EX	.120 (.014)	.014	.040	–	–	.004
C, OI	.100 (.010)	.019	.040	–	.008	–
EX, OI	.134 (.018)	.012	.029	.000	–	–
$k = 2$ average		.011	.032	.005	.005	.004
ES, A, C	.239 (.057)	–	–	–	.004	.003
ES, A, EX	.222 (.049)	–	–	.012	–	.001
ES, A, OI	.220 (.048)	–	–	.012	.002	–
ES, C, EX	.168 (.028)	–	.033	–	–	.004
ES, C, OI	.171 (.029)	–	.031	–	.003	–
ES, EX, OI	.173 (.030)	–	.021	.002	–	–
A, C, EX	.234 (.055)	.007	–	–	–	.001
A, C, OI	.224 (.050)	.010	–	–	.005	–
A, EX, OI	.216 (.047)	.004	–	.009	–	–
C, EX, OI	.134 (.018)	.014	.037	–	–	–
$k = 3$ average		.009	.031	.009	.004	.002
A, C, EX, OI	.235 (.055)	.007	–	–	–	–
ES, C, EX, OI	.179 (.032)	–	.030	–	–	–
ES, A, EX, OI	.224 (.050)	–	–	.012	–	–
ES, A, C, OI	.245 (.060)	–	–	–	.002	–
ES, A, C, EX	.248 (.061)	–	–	–	–	.001
$k = 4$ average		.007	.030	.012	.002	.001
ES, A, C, EX, OI	.250 (.063)					
General dominance		.012	.033	.006	.007	.005
R^2 rescaled to sum to 1		**.191**	**.533**	**.092**	**.110**	**.074**

Table E63
Dominance Analyses of Big Five Models for ***Training Performance***

		Additional contribution of				
Big Five subset model	*R* (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.005	.001	.026	.020	.010
Emotional Stability (ES)	.070 (.005)	–	.000	.021	.015	.009
Agreeableness (A)	.030 (.001)	.004	–	.027	.019	.009
Conscientiousness (C)	.160 (.026)	.000	.003	–	.012	.006
Extraversion (EX)	.140 (.020)	.001	.000	.018	–	.003
Openness/Intellect (OI)	.100 (.010)	.004	.000	.022	.012	–
$k = 1$ average		.002	.001	.022	.015	.007
ES, A	.070 (.005)	–	–	.024	.016	.009
ES, C	.160 (.026)	–	.003	–	.012	.006
ES, EX	.143 (.020)	–	.000	.017	–	.003
ES, OI	.117 (.014)	–	.000	.018	.009	–
A, C	.168 (.028)	.000	–	–	.014	.008
A, EX	.140 (.020)	.001	–	.023	–	.003
A, OI	.100 (.010)	.004	–	.027	.012	–
C, EX	.194 (.037)	.000	.005	–	–	.002
C, OI	.179 (.032)	.000	.005	–	.007	–
EX, OI	.149 (.022)	.001	.000	.017	–	–
$k = 2$ average		.001	.002	.021	.012	.005
ES, A, C	.169 (.029)	–	–	–	.014	.008
ES, A, EX	.143 (.021)	–	–	.022	–	.003
ES, A, OI	.118 (.014)	–	–	.023	.010	–
ES, C, EX	.194 (.038)	–	.004	–	–	.002
ES, C, OI	.179 (.032)	–	.005	–	.008	–
ES, EX, OI	.152 (.023)	–	.000	.017	–	–
A, C, EX	.205 (.042)	.000	–	–	–	.003
A, C, OI	.191 (.037)	.000	–	–	.008	–
A, EX, OI	.149 (.022)	.001	–	.023	–	–
C, EX, OI	.198 (.039)	.000	.006	–	–	–
$k = 3$ average		.000	.004	.021	.010	.004
A, C, EX, OI	.212 (.045)	.000	–	–	–	–
ES, C, EX, OI	.199 (.040)	–	.005	–	–	–
ES, A, EX, OI	.153 (.023)	–	–	.022	–	–
ES, A, C, OI	.192 (.037)	–	–	–	.008	–
ES, A, C, EX	.205 (.042)	–	–	–	–	.003
$k = 4$ average		.000	.005	.022	.008	.003
ES, A, C, EX, OI	.212 (.045)					
General dominance		.002	.003	.022	.013	.006
R^2 rescaled to sum to 1		**.038**	**.058**	**.494**	**.283**	**.127**

Table E64
Dominance Analyses of Big Five Models for ***Training Success***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.026	.012	.062	.008	.001
Emotional Stability (ES)	.160 (.026)	–	.003	.042	.002	.000
Agreeableness (A)	.110 (.012)	.017	–	.050	.004	.000
Conscientiousness (C)	.250 (.062)	.005	.000	–	.001	.000
Extraversion (EX)	.090 (.008)	.019	.008	.056	–	.000
Openness/Intellect (OI)	.030 (.001)	.025	.011	.062	.007	–
$k = 1$ average		.016	.006	.052	.004	.000
ES, A	.170 (.029)	–	–	.039	.001	.000
ES, C	.260 (.067)	–	.001	–	.000	.000
ES, EX	.166 (.027)	–	.003	.040	–	.000
ES, OI	.161 (.026)	–	.003	.042	.002	–
A, C	.250 (.063)	.005	–	–	.002	.000
A, EX	.129 (.017)	.014	–	.048	–	.000
A, OI	.110 (.012)	.017	–	.050	.005	–
C, EX	.253 (.064)	.004	.000	–	–	.000
C, OI	.250 (.063)	.005	.000	–	.002	–
EX, OI	.090 (.008)	.019	.009	.056	–	–
$k = 2$ average		.011	.003	.046	.002	.000
ES, A, C	.261 (.068)	–	–	–	.001	.000
ES, A, EX	.174 (.030)	–	–	.038	–	.000
ES, A, OI	.170 (.029)	–	–	.039	.001	–
ES, C, EX	.261 (.068)	–	.001	–	–	.000
ES, C, OI	.260 (.067)	–	.001	–	.001	–
ES, EX, OI	.166 (.027)	–	.003	.041	–	–
A, C, EX	.253 (.064)	.004	–	–	–	.000
A, C, OI	.250 (.063)	.005	–	–	.002	–
A, EX, OI	.130 (.017)	.013	–	.048	–	–
C, EX, OI	.254 (.064)	.004	.000	–	–	–
$k = 3$ average		.007	.001	.041	.001	.000
A, C, EX, OI	.254 (.064)	.004	–	–	–	–
ES, C, EX, OI	.261 (.068)	–	.001	–	–	–
ES, A, EX, OI	.174 (.030)	–	–	.038	–	–
ES, A, C, OI	.261 (.068)	–	–	–	.001	–
ES, A, C, EX	.262 (.069)	–	–	–	–	.000
$k = 4$ average		.004	.001	.038	.001	.000
ES, A, C, EX, OI	.262 (.069)					
General dominance		.013	.004	.048	.003	.000
R^2 rescaled to sum to 1		**.186**	**.064**	**.701**	**.045**	**.004**

Table E65
Dominance Analyses of Big Five Models for ***Transfer of Training***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.044	.001	.096	.002	.006
Emotional Stability (ES)	.210 (.044)	–	.012	.062	.001	.004
Agreeableness (A)	.030 (.001)	.055	–	.135	.002	.008
Conscientiousness (C)	.310 (.096)	.010	.040	–	.001	.002
Extraversion (EX)	.040 (.002)	.043	.002	.095	–	.005
Openness/Intellect (OI)	.080 (.006)	.041	.002	.091	.000	–
$k = 1$ average		.037	.014	.096	.001	.005
ES, A	.237 (.056)	–	–	.100	.000	.007
ES, C	.326 (.106)	–	.051	–	.003	.001
ES, EX	.212 (.045)	–	.012	.064	–	.006
ES, OI	.218 (.048)	–	.016	.060	.003	–
A, C	.368 (.136)	.021	–	–	.000	.006
A, EX	.057 (.003)	.053	–	.133	–	.006
A, OI	.094 (.009)	.055	–	.133	.000	–
C, EX	.311 (.097)	.012	.039	–	–	.003
C, OI	.313 (.098)	.010	.044	–	.002	–
EX, OI	.081 (.007)	.044	.003	.093	–	–
$k = 2$ average		.032	.027	.097	.001	.005
ES, A, C	.396 (.157)	–	–	–	.001	.006
ES, A, EX	.238 (.056)	–	–	.101	–	.009
ES, A, OI	.252 (.063)	–	–	.099	.002	–
ES, C, EX	.330 (.109)	–	.049	–	–	.003
ES, C, OI	.327 (.107)	–	.055	–	.005	–
ES, EX, OI	.224 (.050)	–	.015	.062	–	–
A, C, EX	.368 (.136)	.022	–	–	–	.007
A, C, OI	.377 (.142)	.021	–	–	.001	–
A, EX, OI	.096 (.009)	.056	–	.133	–	–
C, EX, OI	.316 (.100)	.013	.043	–	–	–
$k = 3$ average		.028	.041	.099	.002	.006
A, C, EX, OI	.378 (.143)	.024	–	–	–	–
ES, C, EX, OI	.335 (.112)	–	.054	–	–	–
ES, A, EX, OI	.256 (.065)	–	–	.101	–	–
ES, A, C, OI	.403 (.163)	–	–	–	.004	–
ES, A, C, EX	.397 (.158)	–	–	–	–	.009
$k = 4$ average		.024	.054	.101	.004	.009
ES, A, C, EX, OI	.408 (.166)					
General dominance		.033	.027	.098	.002	.006
R^2 rescaled to sum to 1		**.199**	**.165**	**.588**	**.012**	**.037**

Table E66
Dominance Analyses of Big Five Models for ***Technical Performance***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.008	.012	.068	.020	.017
Emotional Stability (ES)	.090 (.008)	–	.007	.060	.014	.015
Agreeableness (A)	.110 (.012)	.003	–	.056	.014	.012
Conscientiousness (C)	.260 (.068)	.000	.000	–	.008	.009
Extraversion (EX)	.140 (.020)	.002	.006	.056	–	.007
Openness/Intellect (OI)	.130 (.017)	.006	.007	.060	.010	–
$k = 1$ average		.003	.005	.058	.011	.011
ES, A	.123 (.015)	–	–	.053	.012	.011
ES, C	.260 (.068)	–	.000	–	.009	.010
ES, EX	.148 (.022)	–	.005	.054	–	.007
ES, OI	.151 (.023)	–	.004	.054	.006	–
A, C	.260 (.068)	.000	–	–	.008	.010
A, EX	.161 (.026)	.001	–	.050	–	.005
A, OI	.154 (.024)	.003	–	.054	.007	–
C, EX	.274 (.075)	.001	.001	–	–	.005
C, OI	.278 (.077)	.000	.001	–	.003	–
EX, OI	.163 (.026)	.003	.005	.054	–	–
$k = 2$ average		.001	.002	.053	.008	.008
ES, A, C	.260 (.068)	–	–	–	.009	.010
ES, A, EX	.163 (.027)	–	–	.050	–	.005
ES, A, OI	.163 (.026)	–	–	.052	.006	–
ES, C, EX	.276 (.076)	–	.000	–	–	.005
ES, C, OI	.278 (.077)	–	.001	–	.004	–
ES, EX, OI	.170 (.029)	–	.003	.052	–	–
A, C, EX	.276 (.076)	.001	–	–	–	.006
A, C, OI	.279 (.078)	.000	–	–	.003	–
A, EX, OI	.176 (.031)	.001	–	.051	–	–
C, EX, OI	.283 (.080)	.001	.001	–	–	–
$k = 3$ average		.001	.001	.051	.005	.007
A, C, EX, OI	.286 (.082)	.001	–	–	–	–
ES, C, EX, OI	.285 (.081)	–	.001	–	–	–
ES, A, EX, OI	.179 (.032)	–	–	.050	–	–
ES, A, C, OI	.280 (.078)	–	–	–	.004	–
ES, A, C, EX	.277 (.077)	–	–	–	–	.005
$k = 4$ average		.001	.001	.050	.004	.005
ES, A, C, EX, OI	.287 (.082)					
General dominance		.003	.004	.056	.010	.009
R^2 rescaled to sum to 1		**.033**	**.054**	**.681**	**.116**	**.116**

Table E67
*Dominance Analyses of Big Five Models for **Contextual Performance***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.036	.044	.137	.068	.002
Emotional Stability (ES)	.190 (.036)	–	.023	.104	.045	.001
Agreeableness (A)	.210 (.044)	.015	–	.094	.047	.000
Conscientiousness (C)	.370 (.137)	.003	.002	–	.035	.000
Extraversion (EX)	.260 (.068)	.013	.024	.104	–	.003
Openness/Intellect (OI)	.050 (.003)	.035	.042	.134	.068	–
$k = 1$ average		.017	.023	.109	.049	.001
ES, A	.244 (.060)	–	–	.081	.037	.000
ES, C	.374 (.140)	–	.001	–	.032	.000
ES, EX	.284 (.081)	–	.016	.091	–	.003
ES, OI	.193 (.037)	–	.022	.103	.046	–
A, C	.372 (.139)	.002	–	–	.033	.000
A, EX	.302 (.091)	.005	–	.080	–	.006
A, OI	.210 (.044)	.015	–	.095	.053	–
C, EX	.414 (.172)	.000	.000	–	–	.005
C, OI	.370 (.137)	.003	.002	–	.040	–
EX, OI	.265 (.070)	.013	.027	.106	–	–
$k = 2$ average		.006	.011	.093	.040	.002
ES, A, C	.375 (.141)	–	–	–	.031	.000
ES, A, EX	.311 (.097)	–	–	.075	–	.005
ES, A, OI	.244 (.060)	–	–	.081	.042	–
ES, C, EX	.414 (.172)	–	.000	–	–	.005
ES, C, OI	.374 (.140)	–	.001	–	.037	–
ES, EX, OI	.289 (.083)	–	.019	.093	–	–
A, C, EX	.415 (.172)	.000	–	–	–	.005
A, C, OI	.372 (.139)	.002	–	–	.039	–
A, EX, OI	.312 (.098)	.004	–	.080	–	–
C, EX, OI	.420 (.177)	.000	.001	–	–	–
$k = 3$ average		.002	.005	.082	.037	.004
A, C, EX, OI	.421 (.177)	.000	–	–	–	–
ES, C, EX, OI	.420 (.177)	–	.001	–	–	–
ES, A, EX, OI	.319 (.102)	–	–	.075	–	–
ES, A, C, OI	.375 (.141)	–	–	–	.037	–
ES, A, C, EX	.415 (.172)	–	–	–	–	.005
$k = 4$ average		.000	.001	.075	.037	.005
ES, A, C, EX, OI	.421 (.177)					
General dominance		.012	.017	.099	.046	.003
R^2 rescaled to sum to 1		**.069**	**.094**	**.560**	**.260**	**.017**

Table E68

Dominance Analyses of Big Five Models for ***Organizational Citizenship Behavior: Aggregate***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.020	.026	.040	.010	.029
Emotional Stability (ES)	.140 (.020)	–	.014	.025	.004	.025
Agreeableness (A)	.160 (.026)	.008	–	.020	.004	.019
Conscientiousness (C)	.200 (.040)	.005	.006	–	.004	.021
Extraversion (EX)	.100 (.010)	.013	.020	.034	–	.020
Openness/Intellect (OI)	.170 (.029)	.015	.015	.032	.001	–
$k = 1$ average		.010	.014	.028	.003	.021
ES, A	.183 (.034)	–	–	.015	.002	.018
ES, C	.212 (.045)	–	.004	–	.002	.020
ES, EX	.152 (.023)	–	.012	.024	–	.021
ES, OI	.210 (.044)	–	.008	.021	.000	–
A, C	.214 (.046)	.003	–	–	.002	.018
A, EX	.173 (.030)	.006	–	.018	–	.015
A, OI	.211 (.044)	.008	–	.019	.000	–
C, EX	.209 (.044)	.003	.004	–	–	.018
C, OI	.247 (.061)	.004	.002	–	.000	–
EX, OI	.174 (.030)	.014	.014	.031	–	–
$k = 2$ average		.006	.007	.021	.001	.018
ES, A, C	.220 (.049)	–	–	–	.001	.018
ES, A, EX	.189 (.036)	–	–	.014	–	.016
ES, A, OI	.228 (.052)	–	–	.014	.000	–
ES, C, EX	.216 (.047)	–	.003	–	–	.018
ES, C, OI	.255 (.065)	–	.001	–	.000	–
ES, EX, OI	.210 (.044)	–	.008	.021	–	–
A, C, EX	.219 (.048)	.002	–	–	–	.015
A, C, OI	.252 (.063)	.003	–	–	.000	–
A, EX, OI	.211 (.045)	.007	–	.019	–	–
C, EX, OI	.247 (.061)	.004	.002	–	–	–
$k = 3$ average		.004	.004	.017	.000	.017
A, C, EX, OI	.252 (.063)	.003	–	–	–	–
ES, C, EX, OI	.255 (.065)	–	.001	–	–	–
ES, A, EX, OI	.228 (.052)	–	–	.014	–	–
ES, A, C, OI	.257 (.066)	–	–	–	.000	–
ES, A, C, EX	.223 (.050)	–	–	–	–	.016
$k = 4$ average		.003	.001	.014	.000	.016
ES, A, C, EX, OI	.257 (.066)					
General dominance		.009	.010	.024	.003	.020
R^2 rescaled to sum to 1		**.129**	**.156**	**.363**	**.045**	**.307**

Table E69

Dominance Analyses of Big Five Models for ***Organizational Citizenship Behavior: Global***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.026	.022	.048	.005	.014
Emotional Stability (ES)	.160 (.026)	–	.010	.030	.000	.011
Agreeableness (A)	.150 (.022)	.013	–	.029	.001	.008
Conscientiousness (C)	.220 (.048)	.007	.003	–	.001	.008
Extraversion (EX)	.070 (.005)	.021	.019	.044	–	.010
Openness/Intellect (OI)	.120 (.014)	.022	.016	.042	.001	–
$k = 1$ average		.016	.012	.036	.001	.009
ES, A	.189 (.036)	–	–	.021	.000	.007
ES, C	.235 (.055)	–	.001	–	.000	.008
ES, EX	.161 (.026)	–	.010	.029	–	.011
ES, OI	.191 (.037)	–	.006	.026	.000	–
A, C	.226 (.051)	.005	–	–	.000	.007
A, EX	.154 (.024)	.012	–	.028	–	.006
A, OI	.174 (.030)	.013	–	.028	.000	–
C, EX	.221 (.049)	.006	.002	–	–	.008
C, OI	.239 (.057)	.006	.001	–	.000	–
EX, OI	.123 (.015)	.022	.015	.042	–	–
$k = 2$ average		.011	.006	.029	.000	.008
ES, A, C	.238 (.057)	–	–	–	.000	.007
ES, A, EX	.189 (.036)	–	–	.021	–	.008
ES, A, OI	.207 (.043)	–	–	.020	.001	–
ES, C, EX	.235 (.055)	–	.001	–	–	.009
ES, C, OI	.251 (.063)	–	.000	–	.001	–
ES, EX, OI	.192 (.037)	–	.007	.027	–	–
A, C, EX	.227 (.051)	.005	–	–	–	.007
A, C, OI	.241 (.058)	.005	–	–	.000	–
A, EX, OI	.174 (.030)	.013	–	.028	–	–
C, EX, OI	.239 (.057)	.007	.001	–	–	–
$k = 3$ average		.008	.002	.024	.000	.008
A, C, EX, OI	.242 (.058)	.006	–	–	–	–
ES, C, EX, OI	.253 (.064)	–	.000	–	–	–
ES, A, EX, OI	.209 (.044)	–	–	.021	–	–
ES, A, C, OI	.252 (.063)	–	–	–	.001	–
ES, A, C, EX	.238 (.057)	–	–	–	–	.008
$k = 4$ average		.006	.000	.021	.001	.008
ES, A, C, EX, OI	.254 (.064)					
General dominance		.013	.009	.032	.001	.009
R^2 rescaled to sum to 1		**.204**	**.135**	**.493**	**.022**	**.146**

Table E70

Dominance Analyses of Big Five Models for ***Organizational Citizenship Behavior: Interpersonal***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.026	.036	.053	.010	.040
Emotional Stability (ES)	.160 (.026)	–	.020	.033	.003	.034
Agreeableness (A)	.190 (.036)	.010	–	.025	.003	.026
Conscientiousness (C)	.230 (.053)	.006	.009	–	.003	.029
Extraversion (EX)	.100 (.010)	.018	.029	.046	–	.031
Openness/Intellect (OI)	.200 (.040)	.020	.022	.042	.001	–
$k = 1$ average		.014	.020	.037	.002	.030
ES, A	.215 (.046)	–	–	.019	.001	.025
ES, C	.243 (.059)	–	.006	–	.001	.028
ES, EX	.169 (.028)	–	.019	.032	–	.032
ES, OI	.245 (.060)	–	.011	.027	.000	–
A, C	.248 (.062)	.004	–	–	.002	.025
A, EX	.199 (.039)	.008	–	.024	–	.022
A, OI	.249 (.062)	.009	–	.024	.000	–
C, EX	.236 (.056)	.005	.007	–	–	.027
C, OI	.287 (.082)	.005	.004	–	.000	–
EX, OI	.202 (.041)	.019	.021	.042	–	–
$k = 2$ average		.008	.011	.028	.001	.026
ES, A, C	.255 (.065)	–	–	–	.001	.024
ES, A, EX	.217 (.047)	–	–	.019	–	.025
ES, A, OI	.267 (.071)	–	–	.018	.001	–
ES, C, EX	.245 (.060)	–	.006	–	–	.028
ES, C, OI	.295 (.087)	–	.002	–	.001	–
ES, EX, OI	.245 (.060)	–	.012	.028	–	–
A, C, EX	.251 (.063)	.003	–	–	–	.023
A, C, OI	.293 (.086)	.003	–	–	.000	–
A, EX, OI	.249 (.062)	.010	–	.024	–	–
C, EX, OI	.287 (.082)	.005	.004	–	–	–
$k = 3$ average		.005	.006	.022	.001	.025
A, C, EX, OI	.294 (.086)	.004	–	–	–	–
ES, C, EX, OI	.297 (.088)	–	.002	–	–	–
ES, A, EX, OI	.268 (.072)	–	–	.019	–	–
ES, A, C, OI	.299 (.089)	–	–	–	.001	–
ES, A, C, EX	.257 (.066)	–	–	–	–	.024
$k = 4$ average		.004	.002	.019	.001	.024
ES, A, C, EX, OI	.301 (.090)					
General dominance		.011	.015	.032	.003	.029
R^2 rescaled to sum to 1		**.126**	**.168**	**.351**	**.032**	**.323**

Table E71

Dominance Analyses of Big Five Models for ***Organizational Citizenship Behavior: Organizational***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.014	.032	.036	.000	.040
Emotional Stability (ES)	.120 (.014)	–	.022	.024	.001	.036
Agreeableness (A)	.180 (.032)	.004	–	.014	.001	.027
Conscientiousness (C)	.190 (.036)	.003	.011	–	.001	.031
Extraversion (EX)	.010 (.000)	.015	.033	.037	–	.045
Openness/Intellect (OI)	.200 (.040)	.010	.019	.027	.005	–
$k = 1$ average		.008	.021	.026	.002	.035
ES, A	.190 (.036)	–	–	.012	.002	.026
ES, C	.197 (.039)	–	.009	–	.002	.030
ES, EX	.123 (.015)	–	.023	.026	–	.046
ES, OI	.224 (.050)	–	.012	.019	.011	–
A, C	.216 (.047)	.001	–	–	.002	.026
A, EX	.183 (.033)	.005	–	.015	–	.034
A, OI	.243 (.059)	.003	–	.013	.009	–
C, EX	.192 (.037)	.004	.012	–	–	.041
C, OI	.260 (.067)	.002	.005	–	.010	–
EX, OI	.212 (.045)	.016	.023	.033	–	–
$k = 2$ average		.005	.014	.020	.006	.034
ES, A, C	.218 (.048)	–	–	–	.003	.025
ES, A, EX	.196 (.039)	–	–	.012	–	.037
ES, A, OI	.250 (.062)	–	–	.011	.013	–
ES, C, EX	.202 (.041)	–	.010	–	–	.042
ES, C, OI	.263 (.069)	–	.004	–	.014	–
ES, EX, OI	.248 (.061)	–	.014	.021	–	–
A, C, EX	.221 (.049)	.002	–	–	–	.035
A, C, OI	.269 (.072)	.001	–	–	.012	–
A, EX, OI	.261 (.068)	.007	–	.016	–	–
C, EX, OI	.279 (.078)	.005	.006	–	–	–
$k = 3$ average		.004	.008	.015	.010	.035
A, C, EX, OI	.290 (.084)	.003	–	–	–	–
ES, C, EX, OI	.287 (.083)	–	.005	–	–	–
ES, A, EX, OI	.274 (.075)	–	–	.012	–	–
ES, A, C, OI	.270 (.073)	–	–	–	.014	–
ES, A, C, EX	.225 (.051)	–	–	–	–	.037
$k = 4$ average		.003	.005	.012	.014	.037
ES, A, C, EX, OI	.295 (.087)					
General dominance		.007	.016	.022	.007	.036
R^2 rescaled to sum to 1		**.079**	**.185**	**.249**	**.075**	**.412**

Table E72
Dominance Analyses of Big Five Models for ***Organizational Citizenship Behavior: Change***

		Additional contribution of				
Big Five subset model	*R* (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.008	.001	.014	.020	.029
Emotional Stability (ES)	.090 (.008)	–	.004	.009	.014	.026
Agreeableness (A)	.030 (.001)	.012	–	.023	.023	.033
Conscientiousness (C)	.120 (.014)	.002	.010	–	.014	.024
Extraversion (EX)	.140 (.020)	.002	.004	.009	–	.016
Openness/Intellect (OI)	.170 (.029)	.005	.005	.010	.007	–
$k = 1$ average		.005	.006	.013	.014	.025
ES, A	.111 (.012)	–	–	.016	.016	.032
ES, C	.129 (.017)	–	.012	–	.012	.024
ES, EX	.148 (.022)	–	.007	.007	–	.016
ES, OI	.185 (.034)	–	.010	.006	.004	–
A, C	.155 (.024)	.005	–	–	.018	.032
A, EX	.154 (.024)	.005	–	.018	–	.019
A, OI	.184 (.034)	.011	–	.022	.009	–
C, EX	.168 (.028)	.000	.014	–	–	.015
C, OI	.197 (.039)	.002	.017	–	.004	–
EX, OI	.189 (.036)	.003	.007	.007	–	–
$k = 2$ average		.004	.011	.013	.011	.023
ES, A, C	.170 (.029)	–	–	–	.015	.031
ES, A, EX	.170 (.029)	–	–	.015	–	.021
ES, A, OI	.211 (.045)	–	–	.016	.005	–
ES, C, EX	.169 (.029)	–	.015	–	–	.015
ES, C, OI	.201 (.040)	–	.020	–	.003	–
ES, EX, OI	.195 (.038)	–	.011	.005	–	–
A, C, EX	.205 (.042)	.002	–	–	–	.020
A, C, OI	.236 (.056)	.005	–	–	.006	–
A, EX, OI	.207 (.043)	.007	–	.019	–	–
C, EX, OI	.207 (.043)	.001	.019	–	–	–
$k = 3$ average		.003	.016	.014	.007	.022
A, C, EX, OI	.248 (.062)	.003	–	–	–	–
ES, C, EX, OI	.208 (.043)	–	.021	–	–	–
ES, A, EX, OI	.222 (.049)	–	–	.015	–	–
ES, A, C, OI	.245 (.060)	–	–	–	.004	–
ES, A, C, EX	.209 (.044)	–	–	–	–	.021
$k = 4$ average		.003	.021	.015	.004	.021
ES, A, C, EX, OI	.253 (.064)					
General dominance		.005	.011	.014	.011	.024
R^2 rescaled to sum to 1		**.074**	**.171**	**.212**	**.173**	**.371**

Table E73
*Dominance Analyses of Big Five Models for **Adaptive Performance***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.010	.029	.008	.012	.005
Emotional Stability (ES)	.100 (.010)	–	.021	.003	.007	.004
Agreeableness (A)	.170 (.029)	.002	–	.000	.005	.001
Conscientiousness (C)	.090 (.008)	.005	.021	–	.009	.003
Extraversion (EX)	.110 (.012)	.005	.022	.005	–	.001
Openness/Intellect (OI)	.070 (.005)	.009	.025	.007	.008	–
$k = 1$ average		.005	.022	.004	.007	.002
ES, A	.175 (.031)	–	–	.000	.004	.001
ES, C	.115 (.013)	–	.018	–	.006	.003
ES, EX	.130 (.017)	–	.018	.002	–	.001
ES, OI	.117 (.014)	–	.018	.003	.004	–
A, C	.170 (.029)	.002	–	–	.005	.001
A, EX	.185 (.034)	.001	–	.000	–	.000
A, OI	.173 (.030)	.002	–	.000	.004	–
C, EX	.130 (.017)	.002	.017	–	–	.001
C, OI	.108 (.012)	.005	.018	–	.006	–
EX, OI	.114 (.013)	.005	.021	.004	–	–
$k = 2$ average		.003	.018	.002	.005	.001
ES, A, C	.175 (.031)	–	–	–	.004	.001
ES, A, EX	.187 (.035)	–	–	.000	–	.000
ES, A, OI	.178 (.032)	–	–	.000	.003	–
ES, C, EX	.139 (.019)	–	.016	–	–	.001
ES, C, OI	.127 (.016)	–	.016	–	.004	–
ES, EX, OI	.134 (.018)	–	.017	.002	–	–
A, C, EX	.185 (.034)	.001	–	–	–	.000
A, C, OI	.173 (.030)	.002	–	–	.004	–
A, EX, OI	.185 (.034)	.001	–	.000	–	–
C, EX, OI	.132 (.017)	.003	.017	–	–	–
$k = 3$ average		.001	.016	.001	.004	.000
A, C, EX, OI	.185 (.034)	.001	–	–	–	–
ES, C, EX, OI	.141 (.020)	–	.015	–	–	–
ES, A, EX, OI	.187 (.035)	–	–	.000	–	–
ES, A, C, OI	.178 (.032)	–	–	–	.003	–
ES, A, C, EX	.187 (.035)	–	–	–	–	.000
$k = 4$ average		.001	.015	.000	.003	.000
ES, A, C, EX, OI	.187 (.035)					
General dominance		.004	.020	.003	.006	.002
R^2 rescaled to sum to 1		**.114**	**.576**	**.079**	**.180**	**.051**

Table E74
Dominance Analyses of Big Five Models for ***Teamwork***

Big Five subset model	R (R^2)	Additional contribution of ES	A	C	EX	OI
Null, $k = 0$ average		.044	.084	.090	.017	.036
Emotional Stability (ES)	.210 (.044)	–	.053	.057	.005	.029
Agreeableness (A)	.290 (.084)	.013	–	.034	.004	.016
Conscientiousness (C)	.300 (.090)	.011	.028	–	.005	.023
Extraversion (EX)	.130 (.017)	.032	.071	.078	–	.023
Openness/Intellect (OI)	.190 (.036)	.037	.064	.077	.004	–
$k = 1$ average		.023	.054	.061	.004	.023
ES, A	.312 (.098)	–	–	.026	.001	.015
ES, C	.317 (.101)	–	.023	–	.002	.022
ES, EX	.221 (.049)	–	.050	.054	–	.024
ES, OI	.270 (.073)	–	.040	.049	.000	–
A, C	.344 (.118)	.005	–	–	.002	.015
A, EX	.297 (.088)	.011	–	.032	–	.012
A, OI	.316 (.100)	.013	–	.033	.001	–
C, EX	.308 (.095)	.008	.026	–	–	.019
C, OI	.336 (.113)	.009	.020	–	.000	–
EX, OI	.200 (.040)	.033	.061	.073	–	–
$k = 2$ average		.013	.037	.045	.001	.018
ES, A, C	.351 (.123)	–	–	–	.001	.015
ES, A, EX	.314 (.099)	–	–	.025	–	.014
ES, A, OI	.336 (.113)	–	–	.025	.000	–
ES, C, EX	.320 (.103)	–	.021	–	–	.020
ES, C, OI	.350 (.122)	–	.016	–	.000	–
ES, EX, OI	.270 (.073)	–	.040	.049	–	–
A, C, EX	.347 (.120)	.004	–	–	–	.013
A, C, OI	.365 (.133)	.005	–	–	.000	–
A, EX, OI	.317 (.101)	.012	–	.033	–	–
C, EX, OI	.337 (.113)	.009	.020	–	–	–
$k = 3$ average		.007	.024	.033	.000	.015
A, C, EX, OI	.365 (.133)	.005	–	–	–	–
ES, C, EX, OI	.350 (.122)	–	.016	–	–	–
ES, A, EX, OI	.336 (.113)	–	–	.025	–	–
ES, A, C, OI	.372 (.138)	–	–	–	.000	–
ES, A, C, EX	.352 (.124)	–	–	–	–	.014
$k = 4$ average		.005	.016	.025	.000	.014
ES, A, C, EX, OI	.372 (.138)					
General dominance		.019	.043	.051	.005	.021
R^2 rescaled to sum to 1		**.134**	**.311**	**.368**	**.033**	**.154**

Table E75
*Dominance Analyses of Big Five Models for **Creativity***

Big Five subset model	R (R^2)	Additional contribution of ES	A	C	EX	OI
Null, $k = 0$ average		.006	.202	.004	.002	.012
Emotional Stability (ES)	.080 (.006)	–	.203	.010	.001	.014
Agreeableness (A)	.450 (.202)	.007	–	.095	.003	.048
Conscientiousness (C)	.060 (.004)	.012	.294	–	.004	.011
Extraversion (EX)	.050 (.003)	.005	.203	.005	–	.019
Openness/Intellect (OI)	.110 (.012)	.008	.239	.002	.010	–
$k = 1$ average		.008	.235	.028	.004	.023
ES, A	.458 (.209)	–	–	.088	.001	.047
ES, C	.126 (.016)	–	.281	–	.001	.012
ES, EX	.084 (.007)	–	.203	.010	–	.019
ES, OI	.143 (.020)	–	.236	.007	.006	–
A, C	.545 (.297)	.000	–	–	.000	.045
A, EX	.453 (.206)	.005	–	.092	–	.046
A, OI	.501 (.251)	.006	–	.091	.000	–
C, EX	.088 (.008)	.010	.290	–	–	.018
C, OI	.119 (.014)	.014	.328	–	.012	–
EX, OI	.148 (.022)	.004	.229	.004	–	–
$k = 2$ average		.006	.261	.049	.004	.031
ES, A, C	.545 (.297)	–	–	–	.000	.045
ES, A, EX	.459 (.211)	–	–	.087	–	.048
ES, A, OI	.507 (.257)	–	–	.085	.002	–
ES, C, EX	.132 (.017)	–	.280	–	–	.017
ES, C, OI	.167 (.028)	–	.314	–	.007	–
ES, EX, OI	.162 (.026)	–	.232	.008	–	–
A, C, EX	.545 (.297)	.000	–	–	–	.048
A, C, OI	.585 (.342)	.000	–	–	.003	–
A, EX, OI	.501 (.251)	.008	–	.094	–	–
C, EX, OI	.162 (.026)	.009	.319	–	–	–
$k = 3$ average		.004	.286	.069	.003	.039
A, C, EX, OI	.588 (.345)	.000	–	–	–	–
ES, C, EX, OI	.186 (.035)	–	.311	–	–	–
ES, A, EX, OI	.509 (.259)	–	–	.087	–	–
ES, A, C, OI	.585 (.342)	–	–	–	.004	–
ES, A, C, EX	.545 (.297)	–	–	–	–	.048
$k = 4$ average		.000	.311	.087	.004	.048
ES, A, C, EX, OI	.588 (.345)					
General dominance		.005	.259	.047	.003	.031
R^2 rescaled to sum to 1		**.015**	**.750**	**.136**	**.010**	**.089**

Table E76
*Dominance Analyses of Big Five Models for **Validity***

Big Five subset model	*R* (R^2)	Additional contribution of ES	A	C	EX	OI
Null, $k = 0$ average		.008	.004	.044	.008	.020
Emotional Stability (ES)	.090 (.008)	–	.001	.036	.004	.017
Agreeableness (A)	.060 (.004)	.005	–	.042	.006	.017
Conscientiousness (C)	.210 (.044)	.000	.002	–	.002	.013
Extraversion (EX)	.090 (.008)	.004	.002	.038	–	.013
Openness/Intellect (OI)	.140 (.020)	.006	.001	.037	.002	–
$k = 1$ average		.004	.001	.039	.004	.015
ES, A	.095 (.009)	–	–	.037	.004	.016
ES, C	.210 (.044)	–	.002	–	.002	.013
ES, EX	.111 (.012)	–	.000	.034	–	.013
ES, OI	.159 (.025)	–	.000	.032	.000	–
A, C	.215 (.046)	.000	–	–	.003	.015
A, EX	.099 (.010)	.003	–	.039	–	.012
A, OI	.143 (.020)	.005	–	.041	.001	–
C, EX	.215 (.046)	.000	.003	–	–	.011
C, OI	.239 (.057)	.000	.004	–	.000	–
EX, OI	.146 (.021)	.005	.001	.036	–	–
$k = 2$ average		.002	.002	.037	.002	.013
ES, A, C	.216 (.046)	–	–	–	.003	.015
ES, A, EX	.113 (.013)	–	–	.036	–	.013
ES, A, OI	.160 (.025)	–	–	.036	.000	–
ES, C, EX	.215 (.046)	–	.003	–	–	.011
ES, C, OI	.239 (.057)	–	.005	–	.000	–
ES, EX, OI	.160 (.026)	–	.000	.031	–	–
A, C, EX	.221 (.049)	.000	–	–	–	.013
A, C, OI	.248 (.062)	.000	–	–	.000	–
A, EX, OI	.147 (.022)	.004	–	.040	–	–
C, EX, OI	.239 (.057)	.000	.005	–	–	–
$k = 3$ average		.001	.003	.036	.001	.013
A, C, EX, OI	.248 (.062)	.000	–	–	–	–
ES, C, EX, OI	.239 (.057)	–	.005	–	–	–
ES, A, EX, OI	.161 (.026)	–	–	.036	–	–
ES, A, C, OI	.249 (.062)	–	–	–	.000	–
ES, A, C, EX	.221 (.049)	–	–	–	–	.013
$k = 4$ average		.000	.005	.036	.000	.013
ES, A, C, EX, OI	.249 (.062)					
General dominance		.003	.003	.038	.003	.015
R^2 rescaled to sum to 1		**.050**	**.047**	**.618**	**.046**	**.239**

Table E77
*Dominance Analyses of Big Five Models for **Job Search Outcomes: Job Offers***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.040	.122	.012	.240	.122
Emotional Stability (ES)	.200 (.040)	–	.089	.001	.203	.110
Agreeableness (A)	.350 (.122)	.007	–	.004	.177	.077
Conscientiousness (C)	.110 (.012)	.029	.114	–	.228	.115
Extraversion (EX)	.490 (.240)	.003	.059	.000	–	.031
Openness/Intellect (OI)	.350 (.122)	.028	.077	.004	.149	–
$k = 1$ average		.017	.085	.002	.189	.083
ES, A	.360 (.129)	–	–	.007	.171	.076
ES, C	.203 (.041)	–	.095	–	.201	.109
ES, EX	.493 (.243)	–	.057	.000	–	.032
ES, OI	.387 (.150)	–	.055	.000	.124	–
A, C	.355 (.126)	.010	–	–	.186	.078
A, EX	.547 (.300)	.001	–	.013	–	.020
A, OI	.446 (.199)	.006	–	.005	.120	–
C, EX	.490 (.240)	.003	.072	–	–	.031
C, OI	.356 (.127)	.023	.077	–	.145	–
EX, OI	.521 (.271)	.003	.048	.000	–	–
$k = 2$ average		.008	.068	.004	.158	.057
ES, A, C	.370 (.137)	–	–	–	.175	.077
ES, A, EX	.548 (.300)	–	–	.012	–	.019
ES, A, OI	.453 (.205)	–	–	.008	.114	–
ES, C, EX	.493 (.243)	–	.069	–	–	.032
ES, C, OI	.387 (.150)	–	.064	–	.125	–
ES, EX, OI	.524 (.274)	–	.045	.000	–	–
A, C, EX	.559 (.312)	.000	–	–	–	.019
A, C, OI	.452 (.204)	.010	–	–	.127	–
A, EX, OI	.565 (.319)	.000	–	.012	–	–
C, EX, OI	.521 (.271)	.003	.060	–	–	–
$k = 3$ average		.003	.059	.008	.136	.037
A, C, EX, OI	.576 (.331)	.000	–	–	–	–
ES, C, EX, OI	.524 (.275)	–	.057	–	–	–
ES, A, EX, OI	.565 (.319)	–	–	.012	–	–
ES, A, C, OI	.462 (.214)	–	–	–	.118	–
ES, A, C, EX	.559 (.312)	–	–	–	–	.019
$k = 4$ average		.000	.057	.012	.118	.019
ES, A, C, EX, OI	.576 (.332)					
General dominance		.014	.078	.008	.168	.064
R^2 rescaled to sum to 1		**.041**	**.236**	**.024**	**.507**	**.193**

Table E78
Dominance Analyses of Big Five Models for ***Job Search Outcomes: Search Duration***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.000	.010	.017	.012	.008
Emotional Stability (ES)	.010 (.000)	–	.012	.021	.014	.008
Agreeableness (A)	.100 (.010)	.002	–	.009	.008	.005
Conscientiousness (C)	.130 (.017)	.004	.002	–	.007	.005
Extraversion (EX)	.110 (.012)	.002	.006	.012	–	.003
Openness/Intellect (OI)	.090 (.008)	.000	.007	.014	.007	–
$k = 1$ average		.002	.007	.014	.009	.005
ES, A	.111 (.012)	–	–	.012	.011	.005
ES, C	.145 (.021)	–	.003	–	.011	.006
ES, EX	.119 (.014)	–	.009	.018	–	.003
ES, OI	.092 (.008)	–	.009	.019	.008	–
A, C	.137 (.019)	.006	–	–	.006	.004
A, EX	.134 (.018)	.005	–	.007	–	.002
A, OI	.121 (.015)	.002	–	.009	.005	–
C, EX	.155 (.024)	.008	.001	–	–	.002
C, OI	.149 (.022)	.005	.001	–	.004	–
EX, OI	.122 (.015)	.002	.005	.011	–	–
$k = 2$ average		.005	.005	.013	.008	.004
ES, A, C	.156 (.024)	–	–	–	.010	.005
ES, A, EX	.153 (.023)	–	–	.011	–	.001
ES, A, OI	.131 (.017)	–	–	.012	.007	–
ES, C, EX	.179 (.032)	–	.002	–	–	.002
ES, C, OI	.164 (.027)	–	.002	–	.007	–
ES, EX, OI	.130 (.017)	–	.008	.017	–	–
A, C, EX	.158 (.025)	.009	–	–	–	.002
A, C, OI	.153 (.023)	.006	–	–	.004	–
A, EX, OI	.140 (.020)	.005	–	.007	–	–
C, EX, OI	.162 (.026)	.008	.001	–	–	–
$k = 3$ average		.007	.003	.012	.007	.002
A, C, EX, OI	.164 (.027)	.009	–	–	–	–
ES, C, EX, OI	.184 (.034)	–	.002	–	–	–
ES, A, EX, OI	.157 (.025)	–	–	.011	–	–
ES, A, C, OI	.170 (.029)	–	–	–	.006	–
ES, A, C, EX	.185 (.034)	–	–	–	–	.001
$k = 4$ average		.009	.002	.011	.006	.001
ES, A, C, EX, OI	.188 (.035)					
General dominance		.005	.005	.013	.008	.004
R^2 rescaled to sum to 1		**.127**	**.148**	**.372**	**.236**	**.116**

Table E79

Dominance Analyses of Big Five Models for ***Job Search Outcomes: Employment Status***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.008	.000	.020	.002	.000
Emotional Stability (ES)	.090 (.008)	–	.001	.013	.001	.000
Agreeableness (A)	.010 (.000)	.009	–	.023	.002	.000
Conscientiousness (C)	.140 (.020)	.002	.004	–	.000	.001
Extraversion (EX)	.050 (.003)	.006	.000	.018	–	.001
Openness/Intellect (OI)	.010 (.000)	.008	.000	.020	.003	–
$k = 1$ average		.006	.001	.019	.002	.001
ES, A	.093 (.009)	–	–	.018	.001	.000
ES, C	.146 (.021)	–	.005	–	.000	.001
ES, EX	.093 (.009)	–	.001	.013	–	.001
ES, OI	.092 (.008)	–	.000	.014	.001	–
A, C	.154 (.024)	.003	–	–	.001	.000
A, EX	.050 (.003)	.007	–	.022	–	.001
A, OI	.016 (.000)	.009	–	.024	.003	–
C, EX	.142 (.020)	.001	.005	–	–	.002
C, OI	.143 (.020)	.002	.003	–	.001	–
EX, OI	.059 (.003)	.006	.000	.018	–	–
$k = 2$ average		.005	.002	.018	.001	.001
ES, A, C	.163 (.027)	–	–	–	.000	.000
ES, A, EX	.097 (.009)	–	–	.018	–	.001
ES, A, OI	.094 (.009)	–	–	.018	.001	–
ES, C, EX	.146 (.021)	–	.006	–	–	.001
ES, C, OI	.149 (.022)	–	.005	–	.001	–
ES, EX, OI	.098 (.010)	–	.000	.013	–	–
A, C, EX	.157 (.025)	.002	–	–	–	.001
A, C, OI	.155 (.024)	.003	–	–	.002	–
A, EX, OI	.059 (.003)	.006	–	.022	–	–
C, EX, OI	.147 (.022)	.001	.004	–	–	–
$k = 3$ average		.003	.004	.018	.001	.001
A, C, EX, OI	.159 (.025)	.002	–	–	–	–
ES, C, EX, OI	.151 (.023)	–	.005	–	–	–
ES, A, EX, OI	.100 (.010)	–	–	.018	–	–
ES, A, C, OI	.164 (.027)	–	–	–	.001	–
ES, A, C, EX	.164 (.027)	–	–	–	–	.001
$k = 4$ average		.002	.005	.018	.001	.001
ES, A, C, EX, OI	.166 (.028)					
General dominance		.005	.002	.018	.001	.001
R^2 rescaled to sum to 1		**.176**	**.088**	**.663**	**.051**	**.021**

Table E80
Dominance Analyses of Big Five Models for ***Status Change***

		Additional contribution of				
Big Five subset model	*R* (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.008	.012	.017	.014	.012
Emotional Stability (ES)	.090 (.008)	–	.007	.011	.009	.010
Agreeableness (A)	.110 (.012)	.003	–	.008	.009	.008
Conscientiousness (C)	.130 (.017)	.002	.003	–	.009	.009
Extraversion (EX)	.120 (.014)	.003	.007	.011	–	.005
Openness/Intellect (OI)	.110 (.012)	.006	.008	.014	.007	–
$k = 1$ average		.004	.006	.011	.009	.008
ES, A	.123 (.015)	–	–	.006	.007	.007
ES, C	.137 (.019)	–	.002	–	.007	.008
ES, EX	.132 (.017)	–	.005	.009	–	.005
ES, OI	.136 (.018)	–	.004	.009	.004	–
A, C	.141 (.020)	.001	–	–	.008	.007
A, EX	.147 (.022)	.001	–	.006	–	.003
A, OI	.140 (.020)	.003	–	.007	.005	–
C, EX	.161 (.026)	.000	.002	–	–	.004
C, OI	.160 (.026)	.002	.001	–	.004	–
EX, OI	.139 (.019)	.003	.006	.011	–	–
$k = 2$ average		.002	.003	.008	.006	.006
ES, A, C	.145 (.021)	–	–	–	.007	.007
ES, A, EX	.150 (.023)	–	–	.005	–	.004
ES, A, OI	.150 (.022)	–	–	.006	.004	–
ES, C, EX	.162 (.026)	–	.001	–	–	.004
ES, C, OI	.165 (.027)	–	.001	–	.003	–
ES, EX, OI	.150 (.022)	–	.004	.008	–	–
A, C, EX	.166 (.028)	.000	–	–	–	.003
A, C, OI	.165 (.027)	.001	–	–	.004	–
A, EX, OI	.158 (.025)	.001	–	.006	–	–
C, EX, OI	.173 (.030)	.001	.001	–	–	–
$k = 3$ average		.001	.002	.006	.004	.005
A, C, EX, OI	.176 (.031)	.000	–	–	–	–
ES, C, EX, OI	.175 (.030)	–	.001	–	–	–
ES, A, EX, OI	.162 (.026)	–	–	.005	–	–
ES, A, C, OI	.168 (.028)	–	–	–	.003	–
ES, A, C, EX	.167 (.028)	–	–	–	–	.004
$k = 4$ average		.000	.001	.005	.003	.004
ES, A, C, EX, OI	.177 (.031)					
General dominance		.003	.005	.009	.007	.007
R^2 rescaled to sum to 1		**.092**	**.155**	**.302**	**.234**	**.217**

Table E81
Dominance Analyses of Big Five Models for ***Promotions***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.014	.002	.004	.036	.000
Emotional Stability (ES)	.120 (.014)	–	.010	.000	.026	.000
Agreeableness (A)	.050 (.003)	.022	–	.009	.043	.000
Conscientiousness (C)	.060 (.004)	.011	.008	–	.033	.000
Extraversion (EX)	.190 (.036)	.004	.009	.000	–	.005
Openness/Intellect (OI)	.010 (.000)	.014	.003	.004	.041	–
$k = 1$ average		.013	.007	.003	.036	.001
ES, A	.155 (.024)	–	–	.003	.031	.000
ES, C	.121 (.015)	–	.013	–	.026	.000
ES, EX	.201 (.040)	–	.015	.000	–	.004
ES, OI	.120 (.014)	–	.010	.000	.030	–
A, C	.107 (.011)	.016	–	–	.039	.000
A, EX	.213 (.045)	.010	–	.005	–	.003
A, OI	.055 (.003)	.021	–	.009	.045	–
C, EX	.191 (.037)	.004	.014	–	–	.005
C, OI	.060 (.004)	.011	.008	–	.038	–
EX, OI	.202 (.041)	.004	.008	.001	–	–
$k = 2$ average		.011	.011	.003	.035	.002
ES, A, C	.166 (.027)	–	–	–	.030	.000
ES, A, EX	.234 (.055)	–	–	.002	–	.002
ES, A, OI	.156 (.024)	–	–	.003	.033	–
ES, C, EX	.201 (.040)	–	.017	–	–	.004
ES, C, OI	.121 (.015)	–	.013	–	.030	–
ES, EX, OI	.211 (.045)	–	.012	.000	–	–
A, C, EX	.224 (.050)	.007	–	–	–	.003
A, C, OI	.109 (.012)	.016	–	–	.041	–
A, EX, OI	.219 (.048)	.009	–	.005	–	–
C, EX, OI	.203 (.041)	.003	.012	–	–	–
$k = 3$ average		.009	.014	.003	.033	.002
A, C, EX, OI	.230 (.053)	.006	–	–	–	–
ES, C, EX, OI	.211 (.045)	–	.015	–	–	–
ES, A, EX, OI	.239 (.057)	–	–	.002	–	–
ES, A, C, OI	.167 (.028)	–	–	–	.032	–
ES, A, C, EX	.239 (.057)	–	–	–	–	.002
$k = 4$ average		.006	.015	.002	.032	.002
ES, A, C, EX, OI	.244 (.059)					
General dominance		.011	.010	.003	.034	.002
R^2 rescaled to sum to 1		**.179**	**.167**	**.050**	**.577**	**.027**

Table E82
Dominance Analyses of Big Five Models for ***Salary***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.014	.012	.005	.012	.002
Emotional Stability (ES)	.120 (.014)	–	.026	.001	.006	.001
Agreeableness (A)	.110 (.012)	.029	–	.019	.019	.005
Conscientiousness (C)	.070 (.005)	.010	.026	–	.010	.001
Extraversion (EX)	.110 (.012)	.008	.019	.002	–	.000
Openness/Intellect (OI)	.040 (.002)	.014	.015	.004	.011	–
$k = 1$ average		.015	.022	.007	.011	.002
ES, A	.202 (.041)	–	–	.009	.010	.004
ES, C	.123 (.015)	–	.035	–	.006	.001
ES, EX	.142 (.020)	–	.030	.000	–	.000
ES, OI	.123 (.015)	–	.030	.001	.005	–
A, C	.176 (.031)	.019	–	–	.015	.004
A, EX	.177 (.031)	.019	–	.015	–	.000
A, OI	.129 (.017)	.028	–	.019	.015	–
C, EX	.120 (.014)	.006	.032	–	–	.000
C, OI	.077 (.006)	.010	.029	–	.009	–
EX, OI	.110 (.012)	.008	.020	.002	–	–
$k = 2$ average		.015	.029	.008	.010	.002
ES, A, C	.224 (.050)	–	–	–	.009	.004
ES, A, EX	.225 (.051)	–	–	.008	–	.001
ES, A, OI	.212 (.045)	–	–	.009	.007	–
ES, C, EX	.144 (.021)	–	.038	–	–	.000
ES, C, OI	.126 (.016)	–	.038	–	.005	–
ES, EX, OI	.142 (.020)	–	.031	.000	–	–
A, C, EX	.215 (.046)	.013	–	–	–	.001
A, C, OI	.187 (.035)	.019	–	–	.012	–
A, EX, OI	.178 (.032)	.020	–	.015	–	–
C, EX, OI	.120 (.014)	.006	.032	–	–	–
$k = 3$ average		.014	.035	.008	.008	.001
A, C, EX, OI	.217 (.047)	.013	–	–	–	–
ES, C, EX, OI	.144 (.021)	–	.039	–	–	–
ES, A, EX, OI	.227 (.052)	–	–	.008	–	–
ES, A, C, OI	.232 (.054)	–	–	–	.006	–
ES, A, C, EX	.243 (.059)	–	–	–	–	.001
$k = 4$ average		.013	.039	.008	.006	.001
ES, A, C, EX, OI	.245 (.060)					
General dominance		.014	.028	.007	.009	.001
R^2 rescaled to sum to 1		**.240**	**.459**	**.119**	**.158**	**.023**

Table E83
Dominance Analyses of Big Five Models for ***Personnel Data***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.006	.004	.022	.008	.002
Emotional Stability (ES)	.080 (.006)	–	.001	.017	.005	.001
Agreeableness (A)	.060 (.004)	.004	–	.019	.006	.001
Conscientiousness (C)	.150 (.022)	.001	.000	–	.004	.000
Extraversion (EX)	.090 (.008)	.003	.002	.018	–	.000
Openness/Intellect (OI)	.040 (.002)	.006	.003	.021	.007	–
$k = 1$ average		.003	.001	.019	.005	.001
ES, A	.087 (.008)	–	–	.016	.004	.001
ES, C	.152 (.023)	–	.000	–	.003	.000
ES, EX	.105 (.011)	–	.001	.015	–	.000
ES, OI	.086 (.007)	–	.001	.016	.004	–
A, C	.150 (.023)	.001	–	–	.004	.001
A, EX	.099 (.010)	.002	–	.017	–	.000
A, OI	.066 (.004)	.004	–	.019	.005	–
C, EX	.161 (.026)	.000	.000	–	–	.000
C, OI	.151 (.023)	.001	.000	–	.003	–
EX, OI	.090 (.008)	.003	.002	.018	–	–
$k = 2$ average		.002	.001	.017	.004	.000
ES, A, C	.153 (.023)	–	–	–	.003	.001
ES, A, EX	.108 (.012)	–	–	.015	–	.000
ES, A, OI	.091 (.008)	–	–	.016	.004	–
ES, C, EX	.162 (.026)	–	.001	–	–	.000
ES, C, OI	.153 (.023)	–	.000	–	.003	–
ES, EX, OI	.106 (.011)	–	.001	.015	–	–
A, C, EX	.163 (.027)	.000	–	–	–	.000
A, C, OI	.152 (.023)	.001	–	–	.003	–
A, EX, OI	.099 (.010)	.002	–	.017	–	–
C, EX, OI	.161 (.026)	.000	.000	–	–	–
$k = 3$ average		.001	.001	.016	.003	.000
A, C, EX, OI	.163 (.027)	.000	–	–	–	–
ES, C, EX, OI	.162 (.026)	–	.001	–	–	–
ES, A, EX, OI	.108 (.012)	–	–	.015	–	–
ES, A, C, OI	.155 (.024)	–	–	–	.003	–
ES, A, C, EX	.163 (.027)	–	–	–	–	.000
$k = 4$ average		.000	.001	.015	.003	.000
ES, A, C, EX, OI	.164 (.027)					
General dominance		.002	.001	.018	.005	.001
R^2 rescaled to sum to 1		**.093**	**.051**	**.663**	**.174**	**.019**

Table E84
Dominance Analyses of Big Five Models for ***Productivity***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.002	.002	.017	.008	.000
Emotional Stability (ES)	.040 (.002)	–	.001	.025	.012	.000
Agreeableness (A)	.040 (.002)	.001	–	.028	.010	.000
Conscientiousness (C)	.130 (.017)	.009	.013	–	.004	.000
Extraversion (EX)	.090 (.008)	.005	.004	.013	–	.001
Openness/Intellect (OI)	.000 (.000)	.002	.002	.017	.009	–
$k = 1$ average		.004	.005	.021	.009	.000
ES, A	.049 (.002)	–	–	.033	.013	.000
ES, C	.162 (.026)	–	.009	–	.008	.000
ES, EX	.115 (.013)	–	.002	.021	–	.001
ES, OI	.040 (.002)	–	.001	.025	.013	–
A, C	.173 (.030)	.006	–	–	.007	.000
A, EX	.110 (.012)	.003	–	.025	–	.001
A, OI	.041 (.002)	.001	–	.028	.011	–
C, EX	.145 (.021)	.014	.016	–	–	.002
C, OI	.131 (.017)	.009	.013	–	.006	–
EX, OI	.097 (.009)	.005	.003	.013	–	–
$k = 2$ average		.006	.007	.024	.010	.001
ES, A, C	.189 (.036)	–	–	–	.010	.000
ES, A, EX	.123 (.015)	–	–	.031	–	.001
ES, A, OI	.050 (.002)	–	–	.033	.014	–
ES, C, EX	.186 (.035)	–	.011	–	–	.002
ES, C, OI	.162 (.026)	–	.009	–	.011	–
ES, EX, OI	.121 (.015)	–	.001	.022	–	–
A, C, EX	.192 (.037)	.009	–	–	–	.001
A, C, OI	.173 (.030)	.006	–	–	.007	–
A, EX, OI	.113 (.013)	.003	–	.025	–	–
C, EX, OI	.151 (.023)	.014	.015	–	–	–
$k = 3$ average		.008	.009	.028	.011	.001
A, C, EX, OI	.194 (.037)	.010	–	–	–	–
ES, C, EX, OI	.192 (.037)	–	.010	–	–	–
ES, A, EX, OI	.127 (.016)	–	–	.031	–	–
ES, A, C, OI	.189 (.036)	–	–	–	.011	–
ES, A, C, EX	.215 (.046)	–	–	–	–	.001
$k = 4$ average		.010	.010	.031	.011	.001
ES, A, C, EX, OI	.217 (.047)					
General dominance		.006	.007	.024	.010	.001
R^2 rescaled to sum to 1		**.126**	**.140**	**.514**	**.207**	**.013**

Table E85
Dominance Analyses of Big Five Models for ***Firm Performance***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.029	.002	.036	.010	.040
Emotional Stability (ES)	.170 (.029)	–	.000	.018	.002	.034
Agreeableness (A)	.050 (.003)	.027	–	.036	.008	.038
Conscientiousness (C)	.190 (.036)	.011	.002	–	.004	.031
Extraversion (EX)	.100 (.010)	.021	.001	.030	–	.031
Openness/Intellect (OI)	.200 (.040)	.023	.000	.027	.001	–
$k = 1$ average		.020	.001	.028	.004	.033
ES, A	.170 (.029)	–	–	.023	.003	.036
ES, C	.217 (.047)	–	.005	–	.001	.029
ES, EX	.177 (.031)	–	.000	.017	–	.032
ES, OI	.250 (.063)	–	.002	.014	.000	–
A, C	.195 (.038)	.014	–	–	.005	.036
A, EX	.104 (.011)	.021	–	.032	–	.030
A, OI	.200 (.040)	.025	–	.034	.001	–
C, EX	.200 (.040)	.009	.003	–	–	.027
C, OI	.260 (.067)	.009	.006	–	.000	–
EX, OI	.202 (.041)	.022	.000	.027	–	–
$k = 2$ average		.017	.003	.024	.002	.032
ES, A, C	.228 (.052)	–	–	–	.002	.035
ES, A, EX	.178 (.032)	–	–	.022	–	.034
ES, A, OI	.255 (.065)	–	–	.022	.000	–
ES, C, EX	.220 (.049)	–	.005	–	–	.029
ES, C, OI	.277 (.077)	–	.010	–	.001	–
ES, EX, OI	.251 (.063)	–	.002	.014	–	–
A, C, EX	.207 (.043)	.011	–	–	–	.031
A, C, OI	.272 (.074)	.013	–	–	.000	–
A, EX, OI	.202 (.041)	.025	–	.033	–	–
C, EX, OI	.260 (.067)	.010	.006	–	–	–
$k = 3$ average		.015	.006	.023	.001	.032
A, C, EX, OI	.272 (.074)	.014	–	–	–	–
ES, C, EX, OI	.278 (.077)	–	.010	–	–	–
ES, A, EX, OI	.256 (.065)	–	–	.022	–	–
ES, A, C, OI	.295 (.087)	–	–	–	.001	–
ES, A, C, EX	.232 (.054)	–	–	–	–	.034
$k = 4$ average		.014	.010	.022	.001	.034
ES, A, C, EX, OI	.296 (.088)					
General dominance		.019	.004	.027	.003	.034
R^2 rescaled to sum to 1		**.216**	**.051**	**.304**	**.038**	**.391**

Table E86
Dominance Analyses of Big Five Models for ***Initiating Structure***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.010	.000	.062	.044	.000
Emotional Stability (ES)	.100 (.010)	–	.003	.053	.035	.000
Agreeableness (A)	.020 (.000)	.013	–	.086	.049	.001
Conscientiousness (C)	.250 (.062)	.000	.024	–	.026	.000
Extraversion (EX)	.210 (.044)	.001	.005	.044	–	.004
Openness/Intellect (OI)	.020 (.000)	.010	.001	.062	.048	–
$k = 1$ average		.006	.008	.061	.039	.001
ES, A	.116 (.013)	–	–	.075	.039	.001
ES, C	.250 (.063)	–	.026	–	.027	.000
ES, EX	.213 (.045)	–	.007	.044	–	.004
ES, OI	.101 (.010)	–	.004	.053	.039	–
A, C	.295 (.087)	.002	–	–	.035	.000
A, EX	.221 (.049)	.004	–	.073	–	.003
A, OI	.032 (.001)	.013	–	.086	.051	–
C, EX	.297 (.088)	.001	.033	–	–	.006
C, OI	.250 (.063)	.000	.024	–	.032	–
EX, OI	.220 (.048)	.001	.004	.046	–	–
$k = 2$ average		.003	.016	.063	.037	.002
ES, A, C	.297 (.088)	–	–	–	.033	.000
ES, A, EX	.230 (.053)	–	–	.069	–	.002
ES, A, OI	.118 (.014)	–	–	.075	.041	–
ES, C, EX	.300 (.090)	–	.032	–	–	.006
ES, C, OI	.250 (.063)	–	.026	–	.033	–
ES, EX, OI	.223 (.050)	–	.006	.046	–	–
A, C, EX	.349 (.122)	.000	–	–	–	.002
A, C, OI	.295 (.087)	.001	–	–	.037	–
A, EX, OI	.228 (.052)	.003	–	.072	–	–
C, EX, OI	.307 (.094)	.002	.030	–	–	–
$k = 3$ average		.002	.023	.066	.036	.003
A, C, EX, OI	.352 (.124)	.000	–	–	–	–
ES, C, EX, OI	.310 (.096)	–	.028	–	–	–
ES, A, EX, OI	.235 (.055)	–	–	.069	–	–
ES, A, C, OI	.298 (.089)	–	–	–	.036	–
ES, A, C, EX	.349 (.122)	–	–	–	–	.003
$k = 4$ average		.000	.028	.069	.036	.003
ES, A, C, EX, OI	.353 (.124)					
General dominance		.004	.015	.064	.039	.002
R^2 rescaled to sum to 1		**.034**	**.124**	**.517**	**.310**	**.015**

Table E87
Dominance Analyses of Big Five Models for ***Consideration***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.026	.073	.096	.130	.002
Emotional Stability (ES)	.160 (.026)	–	.052	.073	.107	.001
Agreeableness (A)	.270 (.073)	.005	–	.043	.094	.000
Conscientiousness (C)	.310 (.096)	.002	.020	–	.091	.000
Extraversion (EX)	.360 (.130)	.003	.037	.057	–	.009
Openness/Intellect (OI)	.050 (.003)	.024	.071	.094	.136	–
$k = 1$ average		.008	.045	.067	.107	.003
ES, A	.279 (.078)	–	–	.038	.089	.000
ES, C	.313 (.098)	–	.018	–	.090	.000
ES, EX	.364 (.132)	–	.034	.056	–	.009
ES, OI	.164 (.027)	–	.051	.071	.114	–
A, C	.340 (.116)	.000	–	–	.080	.000
A, EX	.408 (.167)	.000	–	.030	–	.016
A, OI	.270 (.073)	.005	–	.043	.109	–
C, EX	.433 (.187)	.001	.009	–	–	.012
C, OI	.310 (.096)	.002	.020	–	.102	–
EX, OI	.372 (.138)	.002	.044	.060	–	–
$k = 2$ average		.002	.030	.050	.098	.006
ES, A, C	.341 (.116)	–	–	–	.083	.000
ES, A, EX	.408 (.167)	–	–	.032	–	.016
ES, A, OI	.279 (.078)	–	–	.039	.105	–
ES, C, EX	.434 (.188)	–	.011	–	–	.012
ES, C, OI	.313 (.098)	–	.018	–	.102	–
ES, EX, OI	.375 (.141)	–	.042	.059	–	–
A, C, EX	.443 (.196)	.003	–	–	–	.015
A, C, OI	.341 (.116)	.000	–	–	.095	–
A, EX, OI	.427 (.182)	.000	–	.029	–	–
C, EX, OI	.446 (.199)	.001	.013	–	–	–
$k = 3$ average		.001	.021	.040	.096	.011
A, C, EX, OI	.460 (.211)	.003	–	–	–	–
ES, C, EX, OI	.447 (.200)	–	.015	–	–	–
ES, A, EX, OI	.427 (.183)	–	–	.032	–	–
ES, A, C, OI	.341 (.117)	–	–	–	.098	–
ES, A, C, EX	.446 (.199)	–	–	–	–	.016
$k = 4$ average		.003	.015	.032	.098	.016
ES, A, C, EX, OI	.464 (.215)					
General dominance		.008	.037	.057	.106	.008
R^2 rescaled to sum to 1		**.038**	**.171**	**.265**	**.492**	**.035**

Table E88
Dominance Analyses of Big Five Models for ***Transformational Leadership***

		Additional contribution of				
Big Five subset model	*R* (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.053	.026	.026	.084	.036
Emotional Stability (ES)	.230 (.053)	–	.007	.006	.053	.028
Agreeableness (A)	.160 (.026)	.035	–	.009	.068	.025
Conscientiousness (C)	.160 (.026)	.033	.009	–	.069	.029
Extraversion (EX)	.290 (.084)	.022	.009	.010	–	.007
Openness/Intellect (OI)	.190 (.036)	.045	.014	.019	.055	–
$k = 1$ average		.034	.010	.011	.061	.022
ES, A	.245 (.060)	–	–	.002	.049	.024
ES, C	.243 (.059)	–	.003	–	.050	.026
ES, EX	.325 (.106)	–	.003	.003	–	.008
ES, OI	.285 (.081)	–	.003	.004	.033	–
A, C	.187 (.035)	.028	–	–	.063	.024
A, EX	.305 (.093)	.015	–	.004	–	.005
A, OI	.224 (.050)	.033	–	.008	.048	–
C, EX	.307 (.094)	.014	.003	–	–	.007
C, OI	.234 (.055)	.030	.004	–	.046	–
EX, OI	.303 (.092)	.022	.007	.009	–	–
$k = 2$ average		.024	.004	.005	.048	.016
ES, A, C	.250 (.063)	–	–	–	.048	.023
ES, A, EX	.330 (.109)	–	–	.001	–	.007
ES, A, OI	.289 (.084)	–	–	.002	.032	–
ES, C, EX	.330 (.109)	–	.001	–	–	.007
ES, C, OI	.291 (.085)	–	.001	–	.031	–
ES, EX, OI	.337 (.114)	–	.002	.002	–	–
A, C, EX	.312 (.098)	.012	–	–	–	.005
A, C, OI	.243 (.059)	.027	–	–	.044	–
A, EX, OI	.314 (.098)	.017	–	.004	–	–
C, EX, OI	.318 (.101)	.015	.002	–	–	–
$k = 3$ average		.018	.001	.003	.039	.011
A, C, EX, OI	.321 (.103)	.014	–	–	–	–
ES, C, EX, OI	.341 (.116)	–	.001	–	–	–
ES, A, EX, OI	.340 (.115)	–	–	.001	–	–
ES, A, C, OI	.293 (.086)	–	–	–	.031	–
ES, A, C, EX	.332 (.110)	–	–	–	–	.007
$k = 4$ average		.014	.001	.001	.031	.007
ES, A, C, EX, OI	.342 (.117)					
General dominance		.028	.008	.009	.053	.018
R^2 rescaled to sum to 1		**.244**	**.071**	**.079**	**.451**	**.156**

Table E89
Dominance Analyses of Big Five Models for ***Transformational Leadership: Charisma***

Big Five subset model	R (R^2)	Additional contribution of ES	A	C	EX	OI
Null, $k = 0$ average		.036	.053	.005	.062	.053
Emotional Stability (ES)	.190 (.036)	–	.030	.000	.040	.045
Agreeableness (A)	.230 (.053)	.014	–	.002	.041	.033
Conscientiousness (C)	.070 (.005)	.031	.050	–	.058	.050
Extraversion (EX)	.250 (.062)	.014	.031	.000	–	.021
Openness/Intellect (OI)	.230 (.053)	.028	.033	.002	.031	–
$k = 1$ average		.022	.036	.001	.043	.037
ES, A	.258 (.067)	–	–	.006	.032	.032
ES, C	.190 (.036)	–	.036	–	.041	.046
ES, EX	.277 (.077)	–	.022	.001	–	.022
ES, OI	.285 (.081)	–	.018	.001	.017	–
A, C	.234 (.055)	.018	–	–	.044	.034
A, EX	.306 (.094)	.005	–	.005	–	.014
A, OI	.293 (.086)	.013	–	.002	.022	–
C, EX	.251 (.063)	.014	.036	–	–	.021
C, OI	.234 (.055)	.027	.034	–	.029	–
EX, OI	.289 (.084)	.015	.024	.000	–	–
$k = 2$ average		.015	.028	.002	.031	.028
ES, A, C	.269 (.072)	–	–	–	.034	.033
ES, A, EX	.314 (.099)	–	–	.007	–	.016
ES, A, OI	.314 (.099)	–	–	.006	.015	–
ES, C, EX	.278 (.077)	–	.029	–	–	.023
ES, C, OI	.286 (.082)	–	.024	–	.018	–
ES, EX, OI	.314 (.099)	–	.016	.001	–	–
A, C, EX	.314 (.098)	.008	–	–	–	.014
A, C, OI	.297 (.088)	.017	–	–	.024	–
A, EX, OI	.329 (.108)	.006	–	.004	–	–
C, EX, OI	.290 (.084)	.016	.029	–	–	–
$k = 3$ average		.012	.024	.005	.023	.021
A, C, EX, OI	.335 (.112)	.009	–	–	–	–
ES, C, EX, OI	.316 (.100)	–	.022	–	–	–
ES, A, EX, OI	.338 (.114)	–	–	.008	–	–
ES, A, C, OI	.324 (.105)	–	–	–	.016	–
ES, A, C, EX	.326 (.106)	–	–	–	–	.016
$k = 4$ average		.009	.022	.008	.016	.016
ES, A, C, EX, OI	.349 (.122)					
General dominance		.019	.033	.004	.035	.031
R^2 rescaled to sum to 1		**.154**	**.269**	**.034**	**.288**	**.255**

Table E90

Dominance Analyses of Big Five Models for ***Transformational Leadership: Idealized Influence***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.022	.096	.014	.048	.048
Emotional Stability (ES)	.150 (.022)	–	.076	.005	.033	.042
Agreeableness (A)	.310 (.096)	.002	–	.001	.023	.023
Conscientiousness (C)	.120 (.014)	.013	.083	–	.040	.042
Extraversion (EX)	.220 (.048)	.007	.071	.006	–	.022
Openness/Intellect (OI)	.220 (.048)	.017	.071	.008	.022	–
$k = 1$ average		.010	.075	.005	.030	.033
ES, A	.313 (.098)	–	–	.002	.021	.023
ES, C	.165 (.027)	–	.073	–	.031	.040
ES, EX	.236 (.056)	–	.064	.002	–	.022
ES, OI	.255 (.065)	–	.056	.002	.013	–
A, C	.311 (.097)	.003	–	–	.025	.024
A, EX	.346 (.119)	.000	–	.002	–	.011
A, OI	.346 (.119)	.002	–	.001	.011	–
C, EX	.233 (.054)	.004	.068	–	–	.021
C, OI	.239 (.057)	.010	.064	–	.018	–
EX, OI	.265 (.070)	.008	.061	.005	–	–
$k = 2$ average		.005	.064	.002	.020	.023
ES, A, C	.316 (.100)	–	–	–	.022	.023
ES, A, EX	.346 (.119)	–	–	.003	–	.012
ES, A, OI	.348 (.121)	–	–	.002	.010	–
ES, C, EX	.241 (.058)	–	.064	–	–	.021
ES, C, OI	.259 (.067)	–	.056	–	.012	–
ES, EX, OI	.279 (.078)	–	.053	.002	–	–
A, C, EX	.349 (.122)	.000	–	–	–	.011
A, C, OI	.347 (.121)	.003	–	–	.012	–
A, EX, OI	.362 (.131)	.000	–	.002	–	–
C, EX, OI	.273 (.075)	.005	.058	–	–	–
$k = 3$ average		.002	.058	.002	.014	.017
A, C, EX, OI	.365 (.133)	.001	–	–	–	–
ES, C, EX, OI	.282 (.080)	–	.054	–	–	–
ES, A, EX, OI	.362 (.131)	–	–	.003	–	–
ES, A, C, OI	.351 (.123)	–	–	–	.010	–
ES, A, C, EX	.349 (.122)	–	–	–	–	.012
$k = 4$ average		.001	.054	.003	.010	.012
ES, A, C, EX, OI	.365 (.134)					
General dominance		.008	.069	.005	.024	.027
R^2 rescaled to sum to 1		**.059**	**.519**	**.039**	**.183**	**.199**

Table E91

Dominance Analyses of Big Five Models for ***Transformational Leadership: Inspirational Motivation***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.017	.053	.000	.058	.068
Emotional Stability (ES)	.130 (.017)	–	.039	.004	.044	.062
Agreeableness (A)	.230 (.053)	.003	–	.018	.037	.045
Conscientiousness (C)	.010 (.000)	.021	.071	–	.061	.069
Extraversion (EX)	.240 (.058)	.003	.032	.004	–	.033
Openness/Intellect (OI)	.260 (.068)	.011	.031	.002	.023	–
$k = 1$ average		.010	.043	.007	.041	.052
ES, A	.236 (.056)	–	–	.023	.034	.045
ES, C	.145 (.021)	–	.058	–	.048	.066
ES, EX	.247 (.061)	–	.029	.008	–	.034
ES, OI	.280 (.079)	–	.022	.008	.016	–
A, C	.266 (.071)	.008	–	–	.044	.047
A, EX	.300 (.090)	.000	–	.025	–	.024
A, OI	.313 (.098)	.002	–	.019	.016	–
C, EX	.248 (.061)	.007	.053	–	–	.035
C, OI	.264 (.070)	.017	.048	–	.027	–
EX, OI	.302 (.091)	.004	.023	.005	–	–
$k = 2$ average		.006	.039	.015	.031	.042
ES, A, C	.281 (.079)	–	–	–	.038	.046
ES, A, EX	.300 (.090)	–	–	.027	–	.025
ES, A, OI	.317 (.101)	–	–	.025	.014	–
ES, C, EX	.262 (.069)	–	.048	–	–	.036
ES, C, OI	.294 (.087)	–	.039	–	.018	–
ES, EX, OI	.308 (.095)	–	.020	.010	–	–
A, C, EX	.339 (.115)	.002	–	–	–	.024
A, C, OI	.343 (.118)	.008	–	–	.021	–
A, EX, OI	.338 (.114)	.000	–	.024	–	–
C, EX, OI	.310 (.096)	.009	.042	–	–	–
$k = 3$ average		.005	.037	.021	.023	.033
A, C, EX, OI	.372 (.138)	.003	–	–	–	–
ES, C, EX, OI	.323 (.105)	–	.037	–	–	–
ES, A, EX, OI	.338 (.114)	–	–	.027	–	–
ES, A, C, OI	.354 (.125)	–	–	–	.016	–
ES, A, C, EX	.342 (.117)	–	–	–	–	.025
$k = 4$ average		.003	.037	.027	.016	.025
ES, A, C, EX, OI	.376 (.141)					
General dominance		.008	.042	.014	.034	.044
R^2 rescaled to sum to 1		**.057**	**.296**	**.099**	**.238**	**.310**

Table E92

Dominance Analyses of Big Five Models for ***Transformational Leadership: Intellectual Stimulation***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.017	.020	.000	.032	.014
Emotional Stability (ES)	.130 (.017)	–	.010	.006	.022	.012
Agreeableness (A)	.140 (.020)	.007	–	.009	.023	.008
Conscientiousness (C)	.020 (.000)	.022	.029	–	.035	.015
Extraversion (EX)	.180 (.032)	.006	.010	.003	–	.003
Openness/Intellect (OI)	.120 (.014)	.014	.013	.001	.021	–
$k = 1$ average		.012	.016	.005	.025	.010
ES, A	.165 (.027)	–	–	.015	.018	.008
ES, C	.150 (.023)	–	.020	–	.024	.013
ES, EX	.196 (.038)	–	.007	.008	–	.003
ES, OI	.169 (.028)	–	.006	.007	.013	–
A, C	.170 (.029)	.013	–	–	.027	.009
A, EX	.207 (.043)	.002	–	.013	–	.002
A, OI	.167 (.028)	.007	–	.010	.017	–
C, EX	.189 (.036)	.011	.020	–	–	.003
C, OI	.125 (.016)	.020	.022	–	.024	–
EX, OI	.188 (.036)	.006	.009	.004	–	–
$k = 2$ average		.010	.014	.010	.020	.006
ES, A, C	.206 (.042)	–	–	–	.020	.008
ES, A, EX	.212 (.045)	–	–	.017	–	.002
ES, A, OI	.187 (.035)	–	–	.016	.012	–
ES, C, EX	.216 (.047)	–	.016	–	–	.004
ES, C, OI	.189 (.036)	–	.015	–	.015	–
ES, EX, OI	.204 (.042)	–	.005	.009	–	–
A, C, EX	.237 (.056)	.006	–	–	–	.001
A, C, OI	.194 (.038)	.013	–	–	.020	–
A, EX, OI	.210 (.044)	.003	–	.013	–	–
C, EX, OI	.198 (.039)	.011	.018	–	–	–
$k = 3$ average		.008	.014	.014	.017	.004
A, C, EX, OI	.240 (.058)	.007	–	–	–	–
ES, C, EX, OI	.225 (.051)	–	.014	–	–	–
ES, A, EX, OI	.217 (.047)	–	–	.017	–	–
ES, A, C, OI	.225 (.051)	–	–	–	.014	–
ES, A, C, EX	.250 (.063)	–	–	–	–	.002
$k = 4$ average		.007	.014	.017	.014	.002
ES, A, C, EX, OI	.254 (.064)					
General dominance		.011	.015	.009	.022	.007
R^2 rescaled to sum to 1		**.170**	**.237**	**.144**	**.337**	**.112**

Table E93

Dominance Analyses of Big Five Models for ***Transformational Leadership: Individualized Consideration***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.006	.048	.002	.036	.026
Emotional Stability (ES)	.080 (.006)	–	.042	.000	.030	.023
Agreeableness (A)	.220 (.048)	.000	–	.005	.021	.013
Conscientiousness (C)	.040 (.002)	.005	.052	–	.035	.024
Extraversion (EX)	.190 (.036)	.000	.033	.000	–	.009
Openness/Intellect (OI)	.160 (.026)	.004	.035	.000	.020	–
$k = 1$ average		.002	.041	.001	.026	.017
ES, A	.220 (.048)	–	–	.006	.022	.013
ES, C	.081 (.007)	–	.048	–	.030	.023
ES, EX	.191 (.037)	–	.033	.000	–	.009
ES, OI	.172 (.030)	–	.031	.000	.016	–
A, C	.231 (.054)	.001	–	–	.023	.013
A, EX	.263 (.069)	.001	–	.008	–	.004
A, OI	.247 (.061)	.000	–	.006	.012	–
C, EX	.190 (.036)	.001	.041	–	–	.009
C, OI	.161 (.026)	.004	.041	–	.019	–
EX, OI	.212 (.045)	.001	.028	.000	–	–
$k = 2$ average		.001	.037	.003	.020	.012
ES, A, C	.233 (.054)	–	–	–	.023	.013
ES, A, EX	.265 (.070)	–	–	.007	–	.004
ES, A, OI	.247 (.061)	–	–	.006	.013	–
ES, C, EX	.191 (.037)	–	.040	–	–	.009
ES, C, OI	.173 (.030)	–	.037	–	.016	–
ES, EX, OI	.214 (.046)	–	.029	.000	–	–
A, C, EX	.277 (.077)	.000	–	–	–	.004
A, C, OI	.258 (.067)	.000	–	–	.015	–
A, EX, OI	.271 (.073)	.001	–	.008	–	–
C, EX, OI	.212 (.045)	.001	.036	–	–	–
$k = 3$ average		.001	.036	.005	.017	.008
A, C, EX, OI	.285 (.081)	.000	–	–	–	–
ES, C, EX, OI	.214 (.046)	–	.035	–	–	–
ES, A, EX, OI	.273 (.074)	–	–	.007	–	–
ES, A, C, OI	.259 (.067)	–	–	–	.014	–
ES, A, C, EX	.278 (.077)	–	–	–	–	.004
$k = 4$ average		.000	.035	.007	.014	.004
ES, A, C, EX, OI	.285 (.081)					
General dominance		.002	.039	.004	.023	.013
R^2 rescaled to sum to 1		**.026**	**.485**	**.046**	**.280**	**.164**

Table E94

Dominance Analyses of Big Five Models for ***Transactional Leadership: Contingent Reward***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.014	.040	.001	.026	.001
Emotional Stability (ES)	.120 (.014)	–	.028	.000	.017	.000
Agreeableness (A)	.200 (.040)	.003	–	.005	.014	.000
Conscientiousness (C)	.030 (.001)	.014	.044	–	.025	.001
Extraversion (EX)	.160 (.026)	.005	.028	.000	–	.001
Openness/Intellect (OI)	.030 (.001)	.014	.039	.001	.026	–
$k = 1$ average		.009	.035	.002	.020	.001
ES, A	.207 (.043)	–	–	.008	.011	.000
ES, C	.121 (.015)	–	.036	–	.017	.000
ES, EX	.176 (.031)	–	.023	.001	–	.001
ES, OI	.121 (.015)	–	.028	.000	.017	–
A, C	.213 (.045)	.006	–	–	.016	.000
A, EX	.232 (.054)	.001	–	.008	–	.004
A, OI	.201 (.040)	.003	–	.005	.017	–
C, EX	.160 (.026)	.006	.036	–	–	.001
C, OI	.040 (.002)	.013	.044	–	.025	–
EX, OI	.163 (.027)	.005	.031	.000	–	–
$k = 2$ average		.006	.033	.004	.017	.001
ES, A, C	.226 (.051)	–	–	–	.013	.000
ES, A, EX	.233 (.054)	–	–	.009	–	.003
ES, A, OI	.208 (.043)	–	–	.008	.015	–
ES, C, EX	.179 (.032)	–	.031	–	–	.001
ES, C, OI	.123 (.015)	–	.036	–	.018	–
ES, EX, OI	.179 (.032)	–	.026	.001	–	–
A, C, EX	.248 (.061)	.002	–	–	–	.004
A, C, OI	.213 (.045)	.006	–	–	.020	–
A, EX, OI	.240 (.057)	.000	–	.008	–	–
C, EX, OI	.163 (.027)	.006	.038	–	–	–
$k = 3$ average		.004	.033	.006	.016	.002
A, C, EX, OI	.255 (.065)	.002	–	–	–	–
ES, C, EX, OI	.181 (.033)	–	.034	–	–	–
ES, A, EX, OI	.240 (.058)	–	–	.009	–	–
ES, A, C, OI	.226 (.051)	–	–	–	.016	–
ES, A, C, EX	.252 (.063)	–	–	–	–	.003
$k = 4$ average		.002	.034	.009	.016	.003
ES, A, C, EX, OI	.259 (.067)					
General dominance		.007	.035	.004	.019	.002
R^2 rescaled to sum to 1		**.103**	**.523**	**.065**	**.285**	**.025**

Table E95

Dominance Analyses of Big Five Models for ***Transactional Leadership: Management by Exception (Lack of)***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.001	.020	.001	.001	.002
Emotional Stability (ES)	.030 (.001)	–	.019	.000	.000	.002
Agreeableness (A)	.140 (.020)	.000	–	.002	.000	.000
Conscientiousness (C)	.030 (.001)	.000	.020	–	.001	.002
Extraversion (EX)	.030 (.001)	.000	.019	.001	–	.002
Openness/Intellect (OI)	.050 (.003)	.001	.017	.001	.000	–
$k = 1$ average		.000	.019	.001	.000	.002
ES, A	.141 (.020)	–	–	.001	.000	.000
ES, C	.036 (.001)	–	.020	–	.000	.002
ES, EX	.037 (.001)	–	.019	.000	–	.002
ES, OI	.056 (.003)	–	.017	.000	.000	–
A, C	.146 (.021)	.000	–	–	.000	.000
A, EX	.140 (.020)	.000	–	.002	–	.000
A, OI	.141 (.020)	.000	–	.002	.000	–
C, EX	.039 (.001)	.000	.020	–	–	.002
C, OI	.055 (.003)	.000	.019	–	.000	–
EX, OI	.051 (.003)	.001	.017	.000	–	–
$k = 2$ average		.000	.019	.001	.000	.001
ES, A, C	.146 (.021)	–	–	–	.000	.000
ES, A, EX	.141 (.020)	–	–	.001	–	.000
ES, A, OI	.143 (.020)	–	–	.001	.000	–
ES, C, EX	.041 (.002)	–	.020	–	–	.002
ES, C, OI	.058 (.003)	–	.018	–	.000	–
ES, EX, OI	.056 (.003)	–	.017	.000	–	–
A, C, EX	.146 (.021)	.000	–	–	–	.000
A, C, OI	.147 (.022)	.000	–	–	.000	–
A, EX, OI	.141 (.020)	.000	–	.002	–	–
C, EX, OI	.056 (.003)	.000	.019	–	–	–
$k = 3$ average		.000	.018	.001	.000	.001
A, C, EX, OI	.147 (.022)	.000	–	–	–	–
ES, C, EX, OI	.058 (.003)	–	.018	–	–	–
ES, A, EX, OI	.143 (.020)	–	–	.001	–	–
ES, A, C, OI	.147 (.022)	–	–	–	.000	–
ES, A, C, EX	.146 (.021)	–	–	–	–	.000
$k = 4$ average		.000	.018	.001	.000	.000
ES, A, C, EX, OI	.147 (.022)					
General dominance		.000	.019	.001	.000	.001
R^2 rescaled to sum to 1		**.019**	**.864**	**.047**	**.012**	**.058**

Table E96

Dominance Analyses of Big Five Models for ***Transactional Leadership: Passive Leadership (Lack of)***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.004	.020	.017	.010	.002
Emotional Stability (ES)	.060 (.004)	–	.016	.013	.007	.003
Agreeableness (A)	.140 (.020)	.000	–	.005	.005	.007
Conscientiousness (C)	.130 (.017)	.000	.008	–	.006	.005
Extraversion (EX)	.100 (.010)	.001	.014	.012	–	.009
Openness/Intellect (OI)	.050 (.003)	.004	.024	.019	.017	–
$k = 1$ average		.001	.016	.013	.009	.006
ES, A	.140 (.020)	–	–	.005	.005	.007
ES, C	.131 (.017)	–	.008	–	.005	.005
ES, EX	.105 (.011)	–	.014	.012	–	.009
ES, OI	.082 (.007)	–	.020	.015	.013	–
A, C	.158 (.025)	.000	–	–	.004	.007
A, EX	.156 (.024)	.000	–	.004	–	.013
A, OI	.164 (.027)	.000	–	.006	.011	–
C, EX	.150 (.022)	.000	.006	–	–	.010
C, OI	.146 (.021)	.000	.011	–	.011	–
EX, OI	.138 (.019)	.001	.019	.014	–	–
$k = 2$ average		.000	.013	.009	.008	.009
ES, A, C	.158 (.025)	–	–	–	.004	.007
ES, A, EX	.156 (.024)	–	–	.005	–	.014
ES, A, OI	.164 (.027)	–	–	.005	.011	–
ES, C, EX	.150 (.022)	–	.007	–	–	.010
ES, C, OI	.147 (.022)	–	.011	–	.011	–
ES, EX, OI	.141 (.020)	–	.018	.013	–	–
A, C, EX	.169 (.029)	.000	–	–	–	.013
A, C, OI	.180 (.032)	.000	–	–	.009	–
A, EX, OI	.194 (.038)	.000	–	.004	–	–
C, EX, OI	.181 (.033)	.000	.009	–	–	–
$k = 3$ average		.000	.011	.007	.009	.011
A, C, EX, OI	.204 (.042)	.001	–	–	–	–
ES, C, EX, OI	.181 (.033)	–	.010	–	–	–
ES, A, EX, OI	.195 (.038)	–	–	.005	–	–
ES, A, C, OI	.180 (.032)	–	–	–	.010	–
ES, A, C, EX	.171 (.029)	–	–	–	–	.014
$k = 4$ average		.001	.010	.005	.010	.014
ES, A, C, EX, OI	.207 (.043)					
General dominance		.001	.014	.010	.009	.008
R^2 rescaled to sum to 1		**.030**	**.324**	**.234**	**.216**	**.196**

Table E97
*Dominance Analyses of Big Five Models for **Leadership***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.062	.006	.090	.109	.068
Emotional Stability (ES)	.250 (.062)	–	.000	.049	.071	.056
Agreeableness (A)	.080 (.006)	.056	–	.088	.103	.062
Conscientiousness (C)	.300 (.090)	.022	.005	–	.075	.050
Extraversion (EX)	.330 (.109)	.024	.000	.056	–	.021
Openness/Intellect (OI)	.260 (.068)	.051	.000	.072	.062	–
$k = 1$ average		.038	.001	.066	.078	.047
ES, A	.250 (.063)	–	–	.060	.072	.059
ES, C	.334 (.112)	–	.010	–	.059	.046
ES, EX	.365 (.133)	–	.002	.038	–	.022
ES, OI	.344 (.118)	–	.003	.040	.037	–
A, C	.308 (.095)	.027	–	–	.082	.058
A, EX	.330 (.109)	.026	–	.068	–	.022
A, OI	.261 (.068)	.054	–	.085	.062	–
C, EX	.406 (.165)	.006	.013	–	–	.018
C, OI	.374 (.140)	.018	.013	–	.042	–
EX, OI	.361 (.130)	.025	.000	.052	–	–
$k = 2$ average		.026	.007	.057	.059	.037
ES, A, C	.349 (.122)	–	–	–	.065	.057
ES, A, EX	.367 (.135)	–	–	.052	–	.025
ES, A, OI	.349 (.122)	–	–	.057	.039	–
ES, C, EX	.414 (.171)	–	.016	–	–	.019
ES, C, OI	.397 (.158)	–	.021	–	.032	–
ES, EX, OI	.394 (.155)	–	.005	.034	–	–
A, C, EX	.421 (.177)	.010	–	–	–	.023
A, C, OI	.391 (.153)	.026	–	–	.047	–
A, EX, OI	.361 (.130)	.030	–	.069	–	–
C, EX, OI	.427 (.182)	.007	.018	–	–	–
$k = 3$ average		.018	.015	.053	.046	.031
A, C, EX, OI	.447 (.200)	.013	–	–	–	–
ES, C, EX, OI	.435 (.190)	–	.023	–	–	–
ES, A, EX, OI	.400 (.160)	–	–	.052	–	–
ES, A, C, OI	.423 (.179)	–	–	–	.034	–
ES, A, C, EX	.433 (.187)	–	–	–	–	.025
$k = 4$ average		.013	.023	.052	.034	.025
ES, A, C, EX, OI	.461 (.213)					
General dominance		.032	.011	.064	.065	.042
R^2 rescaled to sum to 1		**.149**	**.050**	**.300**	**.306**	**.196**

Table E98
Dominance Analyses of Big Five Models for ***Leadership Emergence***

Big Five subset model	*R* (R^2)	Additional contribution of ES	A	C	EX	OI
Null, $k = 0$ average		.062	.002	.116	.130	.068
Emotional Stability (ES)	.250 (.062)	–	.002	.070	.088	.056
Agreeableness (A)	.050 (.003)	.062	–	.129	.128	.065
Conscientiousness (C)	.340 (.116)	.017	.015	–	.087	.047
Extraversion (EX)	.360 (.130)	.021	.001	.073	–	.018
Openness/Intellect (OI)	.260 (.068)	.051	.000	.095	.080	–
$k = 1$ average		.038	.005	.092	.096	.047
ES, A	.253 (.064)	–	–	.093	.093	.063
ES, C	.364 (.133)	–	.024	–	.073	.044
ES, EX	.388 (.151)	–	.007	.055	–	.019
ES, OI	.344 (.118)	–	.008	.059	.051	–
A, C	.362 (.131)	.026	–	–	.101	.061
A, EX	.362 (.131)	.027	–	.101	–	.020
A, OI	.260 (.068)	.059	–	.124	.083	–
C, EX	.450 (.203)	.003	.029	–	–	.014
C, OI	.404 (.163)	.014	.029	–	.054	–
EX, OI	.384 (.147)	.022	.003	.069	–	–
$k = 2$ average		.025	.017	.084	.076	.037
ES, A, C	.396 (.157)	–	–	–	.083	.059
ES, A, EX	.397 (.157)	–	–	.083	–	.023
ES, A, OI	.356 (.127)	–	–	.090	.054	–
ES, C, EX	.454 (.206)	–	.034	–	–	.015
ES, C, OI	.421 (.177)	–	.039	–	.044	–
ES, EX, OI	.411 (.169)	–	.011	.051	–	–
A, C, EX	.482 (.232)	.008	–	–	–	.021
A, C, OI	.438 (.192)	.025	–	–	.062	–
A, EX, OI	.388 (.150)	.030	–	.103	–	–
C, EX, OI	.466 (.217)	.004	.037	–	–	–
$k = 3$ average		.017	.030	.082	.061	.030
A, C, EX, OI	.503 (.253)	.010	–	–	–	–
ES, C, EX, OI	.470 (.221)	–	.043	–	–	–
ES, A, EX, OI	.425 (.181)	–	–	.083	–	–
ES, A, C, OI	.465 (.216)	–	–	–	.047	–
ES, A, C, EX	.490 (.240)	–	–	–	–	.023
$k = 4$ average		.010	.043	.083	.047	.023
ES, A, C, EX, OI	.513 (.263)					
General dominance		.030	.019	.091	.082	.041
R^2 rescaled to sum to 1		**.115**	**.073**	**.346**	**.311**	**.155**

Table E99
Dominance Analyses of Big Five Models for ***Leadership Effectiveness***

		Additional contribution of				
Big Five subset model	*R* (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.058	.044	.026	.062	.068
Emotional Stability (ES)	.240 (.058)	–	.018	.006	.034	.056
Agreeableness (A)	.210 (.044)	.032	–	.005	.043	.047
Conscientiousness (C)	.160 (.026)	.038	.023	–	.049	.058
Extraversion (EX)	.250 (.062)	.029	.025	.012	–	.032
Openness/Intellect (OI)	.260 (.068)	.046	.024	.016	.027	–
$k = 1$ average		.036	.022	.010	.038	.048
ES, A	.275 (.076)	–	–	.001	.028	.046
ES, C	.251 (.063)	–	.013	–	.032	.053
ES, EX	.303 (.092)	–	.012	.003	–	.033
ES, OI	.337 (.114)	–	.008	.003	.011	–
A, C	.221 (.049)	.027	–	–	.040	.047
A, EX	.295 (.087)	.017	–	.002	–	.024
A, OI	.302 (.091)	.030	–	.004	.020	–
C, EX	.273 (.075)	.020	.015	–	–	.030
C, OI	.289 (.084)	.033	.012	–	.021	–
EX, OI	.307 (.094)	.030	.017	.010	–	–
$k = 2$ average		.026	.013	.004	.025	.039
ES, A, C	.276 (.076)	–	–	–	.028	.046
ES, A, EX	.322 (.104)	–	–	.000	–	.027
ES, A, OI	.348 (.121)	–	–	.000	.010	–
ES, C, EX	.308 (.095)	–	.009	–	–	.032
ES, C, OI	.341 (.116)	–	.005	–	.010	–
ES, EX, OI	.353 (.125)	–	.006	.002	–	–
A, C, EX	.298 (.089)	.015	–	–	–	.024
A, C, OI	.309 (.096)	.026	–	–	.018	–
A, EX, OI	.334 (.111)	.020	–	.002	–	–
C, EX, OI	.323 (.104)	.022	.009	–	–	–
$k = 3$ average		.021	.008	.001	.016	.032
A, C, EX, OI	.337 (.114)	.018	–	–	–	–
ES, C, EX, OI	.356 (.127)	–	.005	–	–	–
ES, A, EX, OI	.362 (.131)	–	–	.000	–	–
ES, A, C, OI	.349 (.122)	–	–	–	.010	–
ES, A, C, EX	.323 (.104)	–	–	–	–	.027
$k = 4$ average		.018	.005	.000	.010	.027
ES, A, C, EX, OI	.363 (.131)					
General dominance		.032	.018	.008	.030	.043
R^2 rescaled to sum to 1		**.242**	**.139**	**.061**	**.231**	**.326**

Table E100

Dominance Analyses of Big Five Models for ***Leadership Effectiveness: Subordinate Job Satisfaction***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.001	.000	.006	.006	.000
Emotional Stability (ES)	.030 (.001)	–	.000	.010	.006	.000
Agreeableness (A)	.010 (.000)	.001	–	.009	.006	.000
Conscientiousness (C)	.080 (.006)	.004	.003	–	.010	.000
Extraversion (EX)	.080 (.006)	.000	.000	.010	–	.001
Openness/Intellect (OI)	.000 (.000)	.001	.000	.007	.007	–
$k = 1$ average		.002	.001	.009	.007	.000
ES, A	.030 (.001)	–	–	.011	.006	.000
ES, C	.103 (.011)	–	.002	–	.007	.000
ES, EX	.080 (.006)	–	.000	.011	–	.001
ES, OI	.030 (.001)	–	.000	.010	.007	–
A, C	.096 (.009)	.003	–	–	.008	.000
A, EX	.080 (.006)	.000	–	.011	–	.001
A, OI	.010 (.000)	.001	–	.009	.007	–
C, EX	.127 (.016)	.002	.002	–	–	.001
C, OI	.081 (.007)	.004	.003	–	.010	–
EX, OI	.086 (.007)	.000	.000	.009	–	–
$k = 2$ average		.002	.001	.010	.008	.000
ES, A, C	.111 (.012)	–	–	–	.007	.000
ES, A, EX	.081 (.007)	–	–	.012	–	.001
ES, A, OI	.030 (.001)	–	–	.011	.007	–
ES, C, EX	.134 (.018)	–	.001	–	–	.001
ES, C, OI	.103 (.011)	–	.002	–	.008	–
ES, EX, OI	.087 (.008)	–	.000	.011	–	–
A, C, EX	.133 (.018)	.001	–	–	–	.001
A, C, OI	.096 (.009)	.003	–	–	.010	–
A, EX, OI	.087 (.007)	.000	–	.011	–	–
C, EX, OI	.130 (.017)	.002	.002	–	–	–
$k = 3$ average		.001	.001	.012	.008	.001
A, C, EX, OI	.137 (.019)	.001	–	–	–	–
ES, C, EX, OI	.136 (.019)	–	.001	–	–	–
ES, A, EX, OI	.087 (.008)	–	–	.012	–	–
ES, A, C, OI	.111 (.012)	–	–	–	.008	–
ES, A, C, EX	.138 (.019)	–	–	–	–	.001
$k = 4$ average		.001	.001	.012	.008	.001
ES, A, C, EX, OI	.141 (.020)					
General dominance		.001	.001	.010	.007	.000
R^2 rescaled to sum to 1		**.066**	**.044**	**.498**	**.367**	**.025**

Table E101

Dominance Analyses of Big Five Models for ***Leadership Effectiveness: Satisfaction with Leader***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.005	.048	.001	.000	.001
Emotional Stability (ES)	.070 (.005)	–	.044	.004	.000	.001
Agreeableness (A)	.220 (.048)	.000	–	.023	.001	.000
Conscientiousness (C)	.030 (.001)	.008	.070	–	.001	.001
Extraversion (EX)	.020 (.000)	.005	.049	.001	–	.001
Openness/Intellect (OI)	.030 (.001)	.005	.048	.001	.000	–
$k = 1$ average		.004	.053	.007	.000	.001
ES, A	.220 (.048)	–	–	.024	.001	.000
ES, C	.093 (.009)	–	.064	–	.000	.001
ES, EX	.070 (.005)	–	.044	.004	–	.001
ES, OI	.074 (.005)	–	.043	.004	.000	–
A, C	.267 (.071)	.001	–	–	.000	.000
A, EX	.222 (.049)	.000	–	.022	–	.000
A, OI	.221 (.049)	.000	–	.023	.001	–
C, EX	.040 (.002)	.007	.070	–	–	.001
C, OI	.045 (.002)	.007	.069	–	.000	–
EX, OI	.031 (.001)	.005	.049	.001	–	–
$k = 2$ average		.003	.057	.013	.000	.001
ES, A, C	.269 (.072)	–	–	–	.000	.000
ES, A, EX	.222 (.049)	–	–	.023	–	.000
ES, A, OI	.221 (.049)	–	–	.024	.001	–
ES, C, EX	.093 (.009)	–	.064	–	–	.001
ES, C, OI	.098 (.010)	–	.063	–	.000	–
ES, EX, OI	.075 (.006)	–	.044	.004	–	–
A, C, EX	.267 (.071)	.001	–	–	–	.000
A, C, OI	.267 (.072)	.001	–	–	.000	–
A, EX, OI	.223 (.050)	.000	–	.022	–	–
C, EX, OI	.048 (.002)	.007	.069	–	–	–
$k = 3$ average		.002	.060	.018	.000	.000
A, C, EX, OI	.268 (.072)	.001	–	–	–	–
ES, C, EX, OI	.098 (.010)	–	.063	–	–	–
ES, A, EX, OI	.223 (.050)	–	–	.023	–	–
ES, A, C, OI	.270 (.073)	–	–	–	.000	–
ES, A, C, EX	.270 (.073)	–	–	–	–	.000
$k = 4$ average		.001	.063	.023	.000	.000
ES, A, C, EX, OI	.270 (.073)					
General dominance		.003	.056	.013	.000	.001
R^2 rescaled to sum to 1		**.045**	**.771**	**.172**	**.005**	**.007**

Table E102

Dominance Analyses of Big Five Models for ***Leadership Effectiveness: Group Performance***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.001	.040	.096	.000	.020
Emotional Stability (ES)	.030 (.001)	–	.050	.121	.000	.021
Agreeableness (A)	.200 (.040)	.011	–	.060	.002	.009
Conscientiousness (C)	.310 (.096)	.026	.004	–	.004	.010
Extraversion (EX)	.000 (.000)	.001	.042	.101	–	.023
Openness/Intellect (OI)	.140 (.020)	.002	.030	.087	.003	–
$k = 1$ average		.010	.032	.092	.003	.016
ES, A	.227 (.051)	–	–	.080	.000	.010
ES, C	.349 (.122)	–	.009	–	.001	.012
ES, EX	.032 (.001)	–	.051	.121	–	.023
ES, OI	.147 (.022)	–	.040	.112	.002	–
A, C	.316 (.100)	.031	–	–	.006	.008
A, EX	.206 (.042)	.010	–	.064	–	.014
A, OI	.222 (.049)	.012	–	.059	.007	–
C, EX	.317 (.101)	.022	.005	–	–	.018
C, OI	.326 (.106)	.027	.002	–	.012	–
EX, OI	.151 (.023)	.001	.034	.096	–	–
$k = 2$ average		.017	.023	.088	.005	.014
ES, A, C	.362 (.131)	–	–	–	.001	.009
ES, A, EX	.228 (.052)	–	–	.081	–	.013
ES, A, OI	.247 (.061)	–	–	.079	.004	–
ES, C, EX	.350 (.122)	–	.010	–	–	.016
ES, C, OI	.366 (.134)	–	.006	–	.005	–
ES, EX, OI	.154 (.024)	–	.041	.115	–	–
A, C, EX	.325 (.106)	.027	–	–	–	.016
A, C, OI	.329 (.108)	.032	–	–	.013	–
A, EX, OI	.238 (.057)	.008	–	.065	–	–
C, EX, OI	.344 (.118)	.020	.003	–	–	–
$k = 3$ average		.022	.015	.085	.006	.013
A, C, EX, OI	.348 (.121)	.024	–	–	–	–
ES, C, EX, OI	.372 (.139)	–	.007	–	–	–
ES, A, EX, OI	.254 (.065)	–	–	.081	–	–
ES, A, C, OI	.374 (.140)	–	–	–	.006	–
ES, A, C, EX	.364 (.132)	–	–	–	–	.013
$k = 4$ average		.024	.007	.081	.006	.013
ES, A, C, EX, OI	.381 (.145)					
General dominance		.015	.023	.088	.004	.015
R^2 rescaled to sum to 1		**.101**	**.161**	**.608**	**.026**	**.104**

Table E103
Dominance Analyses of Big Five Models for ***Coping: Broad Disengagement***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.137	.032	.044	.004	.001
Emotional Stability (ES)	.370 (.137)	–	.003	.006	.003	.000
Agreeableness (A)	.180 (.032)	.107	–	.020	.000	.000
Conscientiousness (C)	.210 (.044)	.098	.008	–	.000	.000
Extraversion (EX)	.060 (.004)	.137	.029	.041	–	.000
Openness/Intellect (OI)	.030 (.001)	.136	.032	.043	.003	–
$k = 1$ average		.120	.018	.027	.002	.000
ES, A	.374 (.140)	–	–	.003	.004	.000
ES, C	.378 (.143)	–	.001	–	.004	.000
ES, EX	.374 (.140)	–	.004	.007	–	.000
ES, OI	.370 (.137)	–	.003	.006	.003	–
A, C	.229 (.053)	.091	–	–	.000	.000
A, EX	.181 (.033)	.111	–	.020	–	.000
A, OI	.180 (.033)	.108	–	.020	.001	–
C, EX	.211 (.044)	.102	.008	–	–	.000
C, OI	.210 (.044)	.099	.009	–	.000	–
EX, OI	.061 (.004)	.137	.029	.041	–	–
$k = 2$ average		.108	.009	.016	.002	.000
ES, A, C	.378 (.143)	–	–	–	.005	.000
ES, A, EX	.380 (.144)	–	–	.004	–	.000
ES, A, OI	.374 (.140)	–	–	.003	.004	–
ES, C, EX	.383 (.147)	–	.001	–	–	.000
ES, C, OI	.378 (.143)	–	.001	–	.004	–
ES, EX, OI	.375 (.140)	–	.004	.007	–	–
A, C, EX	.229 (.053)	.095	–	–	–	.000
A, C, OI	.230 (.053)	.091	–	–	.000	–
A, EX, OI	.182 (.033)	.111	–	.020	–	–
C, EX, OI	.211 (.044)	.103	.009	–	–	–
$k = 3$ average		.100	.004	.008	.003	.000
A, C, EX, OI	.230 (.053)	.095	–	–	–	–
ES, C, EX, OI	.383 (.147)	–	.001	–	–	–
ES, A, EX, OI	.380 (.144)	–	–	.004	–	–
ES, A, C, OI	.379 (.144)	–	–	–	.004	–
ES, A, C, EX	.385 (.148)	–	–	–	–	.000
$k = 4$ average		.095	.001	.004	.004	.000
ES, A, C, EX, OI	.385 (.148)					
General dominance		.112	.013	.020	.003	.000
R^2 rescaled to sum to 1		**.756**	**.087**	**.135**	**.020**	**.002**

Table E104
Dominance Analyses of Big Five Models for ***Coping: Narrow Disengagement***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.144	.010	.020	.004	.005
Emotional Stability (ES)	.380 (.144)	–	.001	.000	.004	.001
Agreeableness (A)	.100 (.010)	.136	–	.011	.001	.002
Conscientiousness (C)	.140 (.020)	.125	.002	–	.001	.003
Extraversion (EX)	.060 (.004)	.144	.008	.017	–	.003
Openness/Intellect (OI)	.070 (.005)	.141	.007	.017	.001	–
$k = 1$ average		.136	.005	.011	.002	.002
ES, A	.382 (.146)	–	–	.000	.003	.002
ES, C	.380 (.144)	–	.001	–	.004	.001
ES, EX	.385 (.148)	–	.001	.000	–	.003
ES, OI	.381 (.145)	–	.002	.000	.006	–
A, C	.145 (.021)	.125	–	–	.001	.002
A, EX	.107 (.011)	.137	–	.010	–	.001
A, OI	.111 (.012)	.135	–	.011	.001	–
C, EX	.143 (.021)	.128	.001	–	–	.002
C, OI	.149 (.022)	.123	.001	–	.000	–
EX, OI	.079 (.006)	.145	.007	.016	–	–
$k = 2$ average		.132	.002	.006	.002	.002
ES, A, C	.382 (.146)	–	–	–	.003	.002
ES, A, EX	.386 (.149)	–	–	.000	–	.004
ES, A, OI	.384 (.147)	–	–	.000	.006	–
ES, C, EX	.385 (.148)	–	.001	–	–	.003
ES, C, OI	.381 (.145)	–	.002	–	.006	–
ES, EX, OI	.389 (.152)	–	.001	.000	–	–
A, C, EX	.148 (.022)	.127	–	–	–	.002
A, C, OI	.152 (.023)	.124	–	–	.000	–
A, EX, OI	.113 (.013)	.140	–	.010	–	–
C, EX, OI	.150 (.023)	.129	.001	–	–	–
$k = 3$ average		.130	.001	.003	.004	.003
A, C, EX, OI	.153 (.023)	.130	–	–	–	–
ES, C, EX, OI	.389 (.152)	–	.002	–	–	–
ES, A, EX, OI	.391 (.153)	–	–	.000	–	–
ES, A, C, OI	.384 (.147)	–	–	–	.006	–
ES, A, C, EX	.386 (.149)	–	–	–	–	.004
$k = 4$ average		.130	.002	.000	.006	.004
ES, A, C, EX, OI	.391 (.153)					
General dominance		.135	.004	.008	.003	.003
R^2 rescaled to sum to 1		**.879**	**.025**	**.052**	**.023**	**.021**

Table E105
Dominance Analyses of Big Five Models for ***Narrow Disengagement: Denial***

		Additional contribution of				
Big Five subset model	*R* (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.062	.029	.058	.001	.010
Emotional Stability (ES)	.250 (.062)	–	.008	.025	.002	.006
Agreeableness (A)	.170 (.029)	.041	–	.033	.000	.004
Conscientiousness (C)	.240 (.058)	.029	.004	–	.000	.005
Extraversion (EX)	.030 (.001)	.064	.028	.057	–	.009
Openness/Intellect (OI)	.100 (.010)	.058	.023	.052	.000	–
$k = 1$ average		.048	.016	.042	.001	.006
ES, A	.265 (.070)	–	–	.018	.004	.003
ES, C	.295 (.087)	–	.001	–	.004	.004
ES, EX	.255 (.065)	–	.009	.027	–	.010
ES, OI	.261 (.068)	–	.005	.022	.007	–
A, C	.249 (.062)	.026	–	–	.001	.003
A, EX	.170 (.029)	.045	–	.034	–	.005
A, OI	.181 (.033)	.041	–	.032	.001	–
C, EX	.241 (.058)	.033	.005	–	–	.007
C, OI	.250 (.062)	.028	.003	–	.002	–
EX, OI	.100 (.010)	.065	.024	.055	–	–
$k = 2$ average		.040	.008	.031	.003	.005
ES, A, C	.297 (.088)	–	–	–	.005	.003
ES, A, EX	.272 (.074)	–	–	.019	–	.007
ES, A, OI	.271 (.074)	–	–	.017	.008	–
ES, C, EX	.303 (.092)	–	.001	–	–	.008
ES, C, OI	.301 (.091)	–	.000	–	.009	–
ES, EX, OI	.274 (.075)	–	.006	.025	–	–
A, C, EX	.251 (.063)	.030	–	–	–	.005
A, C, OI	.255 (.065)	.026	–	–	.003	–
A, EX, OI	.184 (.034)	.048	–	.034	–	–
C, EX, OI	.255 (.065)	.035	.003	–	–	–
$k = 3$ average		.035	.003	.024	.006	.006
A, C, EX, OI	.261 (.068)	.032	–	–	–	–
ES, C, EX, OI	.316 (.100)	–	.001	–	–	–
ES, A, EX, OI	.286 (.082)	–	–	.019	–	–
ES, A, C, OI	.302 (.091)	–	–	–	.009	–
ES, A, C, EX	.305 (.093)	–	–	–	–	.007
$k = 4$ average		.032	.001	.019	.009	.007
ES, A, C, EX, OI	.317 (.100)					
General dominance		.043	.011	.035	.004	.007
R^2 rescaled to sum to 1		**.434**	**.111**	**.345**	**.041**	**.069**

Table E106
Dominance Analyses of Big Five Models for ***Narrow Disengagement: Withdrawal***

		Additional contribution of				
Big Five subset model	*R* (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.160	.012	.000	.005	.020
Emotional Stability (ES)	.400 (.160)	–	.071	.031	.003	.033
Agreeableness (A)	.110 (.012)	.219	–	.002	.010	.014
Conscientiousness (C)	.010 (.000)	.191	.014	–	.005	.020
Extraversion (EX)	.070 (.005)	.158	.017	.001	–	.032
Openness/Intellect (OI)	.140 (.020)	.173	.006	.000	.018	–
$k = 1$ average		.185	.027	.008	.009	.025
ES, A	.481 (.231)	–	–	.006	.000	.016
ES, C	.437 (.191)	–	.047	–	.001	.027
ES, EX	.404 (.163)	–	.068	.029	–	.030
ES, OI	.439 (.193)	–	.055	.025	.000	–
A, C	.120 (.014)	.223	–	–	.009	.014
A, EX	.147 (.022)	.210	–	.001	–	.026
A, OI	.161 (.026)	.222	–	.003	.022	–
C, EX	.074 (.006)	.187	.017	–	–	.032
C, OI	.140 (.020)	.198	.009	–	.018	–
EX, OI	.193 (.037)	.156	.010	.000	–	–
$k = 2$ average		.199	.034	.011	.008	.024
ES, A, C	.487 (.237)	–	–	–	.000	.016
ES, A, EX	.481 (.232)	–	–	.006	–	.017
ES, A, OI	.498 (.248)	–	–	.006	.001	–
ES, C, EX	.438 (.192)	–	.045	–	–	.026
ES, C, OI	.467 (.218)	–	.036	–	.000	–
ES, EX, OI	.439 (.193)	–	.055	.025	–	–
A, C, EX	.152 (.023)	.215	–	–	–	.026
A, C, OI	.169 (.029)	.225	–	–	.020	–
A, EX, OI	.219 (.048)	.200	–	.001	–	–
C, EX, OI	.194 (.038)	.181	.011	–	–	–
$k = 3$ average		.205	.037	.009	.005	.021
A, C, EX, OI	.221 (.049)	.205	–	–	–	–
ES, C, EX, OI	.467 (.218)	–	.036	–	–	–
ES, A, EX, OI	.498 (.248)	–	–	.006	–	–
ES, A, C, OI	.503 (.253)	–	–	–	.001	–
ES, A, C, EX	.487 (.237)	–	–	–	–	.017
$k = 4$ average		.205	.036	.006	.001	.017
ES, A, C, EX, OI	.504 (.254)					
General dominance		.191	.029	.007	.006	.021
R^2 rescaled to sum to 1		**.751**	**.115**	**.027**	**.023**	**.084**

Table E107

Dominance Analyses of Big Five Models for ***Coping: Mixed Emotion Focus***

Big Five subset model	R (R^2)	Additional contribution of ES	A	C	EX	OI
Null, $k = 0$ average		.090	.017	.032	.012	.020
Emotional Stability (ES)	.300 (.090)	–	.001	.005	.046	.029
Agreeableness (A)	.130 (.017)	.074	–	.018	.021	.030
Conscientiousness (C)	.180 (.032)	.063	.003	–	.023	.027
Extraversion (EX)	.110 (.012)	.123	.025	.043	–	.011
Openness/Intellect (OI)	.140 (.020)	.100	.028	.040	.004	–
$k = 1$ average		.090	.014	.027	.023	.025
ES, A	.301 (.091)	–	–	.004	.048	.033
ES, C	.308 (.095)	–	.000	–	.049	.032
ES, EX	.368 (.136)	–	.003	.009	–	.010
ES, OI	.345 (.119)	–	.004	.008	.026	–
A, C	.187 (.035)	.060	–	–	.026	.032
A, EX	.194 (.038)	.101	–	.023	–	.018
A, OI	.218 (.047)	.076	–	.019	.008	–
C, EX	.235 (.055)	.089	.006	–	–	.014
C, OI	.244 (.060)	.068	.007	–	.010	–
EX, OI	.153 (.023)	.122	.032	.046	–	–
$k = 2$ average		.086	.009	.018	.028	.023
ES, A, C	.308 (.095)	–	–	–	.050	.033
ES, A, EX	.373 (.139)	–	–	.006	–	.012
ES, A, OI	.351 (.123)	–	–	.005	.028	–
ES, C, EX	.380 (.144)	–	.000	–	–	.011
ES, C, OI	.356 (.127)	–	.001	–	.029	–
ES, EX, OI	.381 (.145)	–	.006	.010	–	–
A, C, EX	.247 (.061)	.084	–	–	–	.017
A, C, OI	.258 (.067)	.061	–	–	.011	–
A, EX, OI	.235 (.055)	.096	–	.023	–	–
C, EX, OI	.263 (.069)	.086	.009	–	–	–
$k = 3$ average		.082	.004	.011	.029	.018
A, C, EX, OI	.279 (.078)	.079	–	–	–	–
ES, C, EX, OI	.394 (.156)	–	.002	–	–	–
ES, A, EX, OI	.389 (.151)	–	–	.006	–	–
ES, A, C, OI	.358 (.128)	–	–	–	.029	–
ES, A, C, EX	.381 (.145)	–	–	–	–	.012
$k = 4$ average		.079	.002	.006	.029	.012
ES, A, C, EX, OI	.396 (.157)					
General dominance		.085	.009	.019	.024	.020
R^2 rescaled to sum to 1		**.543**	**.058**	**.120**	**.155**	**.124**

Table E108
Dominance Analyses of Big Five Models for ***Coping: Negative Emotion Focus***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.314	.017	.036	.005	.002
Emotional Stability (ES)	.560 (.314)	–	.005	.001	.012	.009
Agreeableness (A)	.130 (.017)	.302	–	.021	.002	.005
Conscientiousness (C)	.190 (.036)	.278	.002	–	.001	.004
Extraversion (EX)	.070 (.005)	.321	.014	.032	–	.005
Openness/Intellect (OI)	.040 (.002)	.321	.020	.039	.008	–
$k = 1$ average		.305	.010	.023	.006	.006
ES, A	.564 (.319)	–	–	.000	.010	.007
ES, C	.561 (.314)	–	.004	–	.011	.009
ES, EX	.571 (.325)	–	.003	.000	–	.004
ES, OI	.568 (.323)	–	.003	.000	.006	–
A, C	.196 (.038)	.280	–	–	.001	.006
A, EX	.136 (.019)	.310	–	.020	–	.008
A, OI	.149 (.022)	.303	–	.022	.005	–
C, EX	.192 (.037)	.289	.002	–	–	.007
C, OI	.201 (.040)	.283	.004	–	.003	–
EX, OI	.100 (.010)	.319	.017	.034	–	–
$k = 2$ average		.297	.005	.013	.006	.007
ES, A, C	.564 (.319)	–	–	–	.010	.007
ES, A, EX	.573 (.329)	–	–	.000	–	.003
ES, A, OI	.571 (.326)	–	–	.000	.006	–
ES, C, EX	.571 (.326)	–	.003	–	–	.004
ES, C, OI	.568 (.323)	–	.002	–	.006	–
ES, EX, OI	.574 (.329)	–	.002	.000	–	–
A, C, EX	.197 (.039)	.290	–	–	–	.008
A, C, OI	.210 (.044)	.282	–	–	.003	–
A, EX, OI	.164 (.027)	.304	–	.020	–	–
C, EX, OI	.209 (.044)	.285	.003	–	–	–
$k = 3$ average		.290	.003	.005	.006	.005
A, C, EX, OI	.216 (.047)	.285	–	–	–	–
ES, C, EX, OI	.574 (.329)	–	.002	–	–	–
ES, A, EX, OI	.576 (.331)	–	–	.000	–	–
ES, A, C, OI	.571 (.326)	–	–	–	.006	–
ES, A, C, EX	.573 (.329)	–	–	–	–	.003
$k = 4$ average		.285	.002	.000	.006	.003
ES, A, C, EX, OI	.576 (.331)					
General dominance		.298	.007	.015	.006	.004
R^2 rescaled to sum to 1		**.900**	**.023**	**.047**	**.017**	**.013**

Table E109
Dominance Analyses of Big Five Models for ***Coping: Substance Use***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.144	.068	.062	.004	.004
Emotional Stability (ES)	.380 (.144)	–	.018	.013	.004	.010
Agreeableness (A)	.260 (.068)	.095	–	.021	.000	.015
Conscientiousness (C)	.250 (.062)	.095	.026	–	.000	.009
Extraversion (EX)	.060 (.004)	.144	.064	.059	–	.008
Openness/Intellect (OI)	.060 (.004)	.151	.079	.068	.008	–
$k = 1$ average		.121	.047	.040	.003	.010
ES, A	.403 (.163)	–	–	.004	.006	.017
ES, C	.397 (.157)	–	.010	–	.005	.012
ES, EX	.385 (.148)	–	.021	.015	–	.007
ES, OI	.393 (.154)	–	.026	.016	.001	–
A, C	.298 (.089)	.079	–	–	.000	.016
A, EX	.260 (.068)	.102	–	.021	–	.017
A, OI	.288 (.083)	.097	–	.022	.002	–
C, EX	.250 (.063)	.100	.026	–	–	.011
C, OI	.267 (.071)	.098	.033	–	.002	–
EX, OI	.108 (.012)	.143	.073	.062	–	–
$k = 2$ average		.103	.032	.023	.003	.013
ES, A, C	.409 (.167)	–	–	–	.007	.017
ES, A, EX	.411 (.169)	–	–	.005	–	.012
ES, A, OI	.424 (.180)	–	–	.005	.001	–
ES, C, EX	.403 (.163)	–	.011	–	–	.008
ES, C, OI	.412 (.170)	–	.015	–	.001	–
ES, EX, OI	.393 (.155)	–	.026	.016	–	–
A, C, EX	.298 (.089)	.085	–	–	–	.017
A, C, OI	.323 (.105)	.080	–	–	.001	–
A, EX, OI	.291 (.085)	.096	–	.021	–	–
C, EX, OI	.271 (.073)	.098	.032	–	–	–
$k = 3$ average		.090	.021	.012	.003	.013
A, C, EX, OI	.325 (.105)	.081	–	–	–	–
ES, C, EX, OI	.413 (.171)	–	.015	–	–	–
ES, A, EX, OI	.425 (.181)	–	–	.005	–	–
ES, A, C, OI	.429 (.184)	–	–	–	.002	–
ES, A, C, EX	.417 (.174)	–	–	–	–	.012
$k = 4$ average		.081	.015	.005	.002	.012
ES, A, C, EX, OI	.431 (.186)					
General dominance		.108	.036	.029	.003	.010
R^2 rescaled to sum to 1		**.580**	**.196**	**.153**	**.015**	**.056**

Table E110
*Dominance Analyses of Big Five Models for **Smoking***

Big Five subset model	R (R^2)	Additional contribution of ES	A	C	EX	OI
Null, $k = 0$ average		.020	.026	.036	.014	.008
Emotional Stability (ES)	.140 (.020)	–	.014	.022	.030	.011
Agreeableness (A)	.160 (.026)	.008	–	.017	.026	.017
Conscientiousness (C)	.190 (.036)	.005	.006	–	.027	.013
Extraversion (EX)	.120 (.014)	.035	.037	.048	–	.002
Openness/Intellect (OI)	.090 (.008)	.022	.034	.041	.009	–
$k = 1$ average		.018	.023	.032	.023	.011
ES, A	.183 (.034)	–	–	.012	.036	.017
ES, C	.204 (.041)	–	.004	–	.035	.014
ES, EX	.222 (.049)	–	.021	.028	–	.002
ES, OI	.175 (.031)	–	.021	.025	.021	–
A, C	.206 (.043)	.003	–	–	.032	.018
A, EX	.227 (.052)	.018	–	.023	–	.006
A, OI	.206 (.043)	.009	–	.018	.015	–
C, EX	.251 (.063)	.014	.011	–	–	.004
C, OI	.222 (.049)	.006	.011	–	.017	–
EX, OI	.129 (.017)	.034	.041	.050	–	–
$k = 2$ average		.014	.018	.026	.026	.010
ES, A, C	.214 (.046)	–	–	–	.039	.018
ES, A, EX	.264 (.070)	–	–	.015	–	.005
ES, A, OI	.226 (.051)	–	–	.013	.023	–
ES, C, EX	.277 (.077)	–	.007	–	–	.003
ES, C, OI	.236 (.056)	–	.008	–	.024	–
ES, EX, OI	.226 (.051)	–	.023	.029	–	–
A, C, EX	.272 (.074)	.010	–	–	–	.006
A, C, OI	.246 (.060)	.004	–	–	.020	–
A, EX, OI	.241 (.058)	.017	–	.022	–	–
C, EX, OI	.258 (.066)	.014	.014	–	–	–
$k = 3$ average		.011	.013	.020	.026	.008
A, C, EX, OI	.283 (.080)	.009	–	–	–	–
ES, C, EX, OI	.283 (.080)	–	.009	–	–	–
ES, A, EX, OI	.273 (.075)	–	–	.015	–	–
ES, A, C, OI	.253 (.064)	–	–	–	.025	–
ES, A, C, EX	.291 (.084)	–	–	–	–	.005
$k = 4$ average		.009	.009	.015	.025	.005
ES, A, C, EX, OI	.299 (.089)					
General dominance		.014	.018	.026	.023	.008
R^2 rescaled to sum to 1		**.160**	**.200**	**.288**	**.257**	**.094**

Table E111
*Dominance Analyses of Big Five Models for **Alcohol Involvement***

Big Five subset model	R (R^2)	Additional contribution of ES	A	C	EX	OI
Null, $k = 0$ average		.036	.068	.084	.004	.004
Emotional Stability (ES)	.190 (.036)	–	.043	.055	.016	.002
Agreeableness (A)	.260 (.068)	.011	–	.036	.015	.000
Conscientiousness (C)	.290 (.084)	.007	.020	–	.015	.001
Extraversion (EX)	.060 (.004)	.048	.079	.096	–	.008
Openness/Intellect (OI)	.060 (.004)	.034	.064	.081	.008	–
$k = 1$ average		.025	.051	.067	.014	.003
ES, A	.281 (.079)	–	–	.028	.024	.000
ES, C	.303 (.092)	–	.016	–	.023	.000
ES, EX	.227 (.052)	–	.051	.062	–	.009
ES, OI	.194 (.038)	–	.041	.054	.023	–
A, C	.322 (.104)	.003	–	–	.022	.000
A, EX	.288 (.083)	.020	–	.043	–	.002
A, OI	.260 (.068)	.011	–	.036	.017	–
C, EX	.315 (.099)	.015	.026	–	–	.005
C, OI	.291 (.085)	.007	.019	–	.020	–
EX, OI	.108 (.012)	.049	.073	.093	–	–
$k = 2$ average		.018	.038	.053	.021	.003
ES, A, C	.327 (.107)	–	–	–	.027	.000
ES, A, EX	.320 (.103)	–	–	.031	–	.003
ES, A, OI	.281 (.079)	–	–	.028	.027	–
ES, C, EX	.338 (.114)	–	.020	–	–	.006
ES, C, OI	.303 (.092)	–	.015	–	.028	–
ES, EX, OI	.246 (.061)	–	.045	.060	–	–
A, C, EX	.354 (.125)	.009	–	–	–	.002
A, C, OI	.322 (.104)	.003	–	–	.024	–
A, EX, OI	.291 (.085)	.021	–	.043	–	–
C, EX, OI	.323 (.105)	.016	.023	–	–	–
$k = 3$ average		.012	.026	.041	.027	.003
A, C, EX, OI	.357 (.128)	.010	–	–	–	–
ES, C, EX, OI	.347 (.120)	–	.017	–	–	–
ES, A, EX, OI	.325 (.106)	–	–	.031	–	–
ES, A, C, OI	.327 (.107)	–	–	–	.030	–
ES, A, C, EX	.366 (.134)	–	–	–	–	.003
$k = 4$ average		.010	.017	.031	.030	.003
ES, A, C, EX, OI	.371 (.137)					
General dominance		.020	.040	.055	.019	.003
R^2 rescaled to sum to 1		**.147**	**.291**	**.402**	**.139**	**.022**

Table E112

Dominance Analyses of Big Five Models for ***Sexual Risk-Taking: Aggregate***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.005	.078	.026	.006	.000
Emotional Stability (ES)	.070 (.005)	–	.074	.021	.011	.000
Agreeableness (A)	.280 (.078)	.001	–	.001	.022	.004
Conscientiousness (C)	.160 (.026)	.000	.054	–	.014	.000
Extraversion (EX)	.080 (.006)	.010	.094	.033	–	.001
Openness/Intellect (OI)	.000 (.000)	.005	.083	.026	.007	–
$k = 1$ average		.004	.076	.020	.014	.001
ES, A	.282 (.079)	–	–	.002	.021	.004
ES, C	.160 (.026)	–	.055	–	.015	.000
ES, EX	.128 (.016)	–	.084	.024	–	.001
ES, OI	.070 (.005)	–	.079	.021	.013	–
A, C	.282 (.079)	.002	–	–	.023	.004
A, EX	.317 (.100)	.000	–	.003	–	.000
A, OI	.288 (.083)	.001	–	.001	.018	–
C, EX	.198 (.039)	.002	.064	–	–	.001
C, OI	.161 (.026)	.000	.058	–	.014	–
EX, OI	.086 (.007)	.010	.093	.032	–	–
$k = 2$ average		.002	.072	.014	.017	.002
ES, A, C	.285 (.081)	–	–	–	.022	.004
ES, A, EX	.317 (.100)	–	–	.002	–	.000
ES, A, OI	.289 (.084)	–	–	.002	.017	–
ES, C, EX	.202 (.041)	–	.062	–	–	.001
ES, C, OI	.162 (.026)	–	.059	–	.015	–
ES, EX, OI	.133 (.018)	–	.083	.024	–	–
A, C, EX	.321 (.103)	.000	–	–	–	.000
A, C, OI	.290 (.084)	.001	–	–	.019	–
A, EX, OI	.317 (.101)	.000	–	.002	–	–
C, EX, OI	.199 (.040)	.002	.064	–	–	–
$k = 3$ average		.001	.067	.008	.018	.001
A, C, EX, OI	.321 (.103)	.000	–	–	–	–
ES, C, EX, OI	.203 (.041)	–	.062	–	–	–
ES, A, EX, OI	.317 (.101)	–	–	.002	–	–
ES, A, C, OI	.292 (.085)	–	–	–	.018	–
ES, A, C, EX	.321 (.103)	–	–	–	–	.000
$k = 4$ average		.000	.062	.002	.018	.000
ES, A, C, EX, OI	.321 (.103)					
General dominance		.002	.071	.014	.015	.001
R^2 rescaled to sum to 1		**.023**	**.689**	**.135**	**.142**	**.010**

Table E113

Dominance Analyses of Big Five Models for ***High-Risk Sexual Encounter***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.006	.096	.022	.014	.004
Emotional Stability (ES)	.080 (.006)	–	.091	.017	.023	.005
Agreeableness (A)	.310 (.096)	.001	–	.000	.039	.018
Conscientiousness (C)	.150 (.022)	.001	.074	–	.024	.006
Extraversion (EX)	.120 (.014)	.015	.120	.032	–	.000
Openness/Intellect (OI)	.060 (.004)	.007	.111	.025	.011	–
$k = 1$ average		.006	.099	.019	.024	.007
ES, A	.311 (.097)	–	–	.000	.038	.018
ES, C	.152 (.023)	–	.074	–	.028	.007
ES, EX	.172 (.030)	–	.106	.021	–	.000
ES, OI	.105 (.011)	–	.104	.019	.019	–
A, C	.310 (.096)	.001	–	–	.039	.018
A, EX	.367 (.135)	.000	–	.001	–	.005
A, OI	.338 (.114)	.001	–	.000	.026	–
C, EX	.216 (.047)	.004	.089	–	–	.001
C, OI	.170 (.029)	.001	.085	–	.018	–
EX, OI	.121 (.015)	.015	.125	.033	–	–
$k = 2$ average		.004	.097	.012	.028	.008
ES, A, C	.312 (.097)	–	–	–	.039	.018
ES, A, EX	.368 (.135)	–	–	.001	–	.005
ES, A, OI	.339 (.115)	–	–	.000	.025	–
ES, C, EX	.226 (.051)	–	.085	–	–	.001
ES, C, OI	.173 (.030)	–	.086	–	.022	–
ES, EX, OI	.173 (.030)	–	.110	.022	–	–
A, C, EX	.368 (.136)	.000	–	–	–	.005
A, C, OI	.338 (.114)	.001	–	–	.026	–
A, EX, OI	.374 (.140)	.000	–	.001	–	–
C, EX, OI	.217 (.047)	.004	.093	–	–	–
$k = 3$ average		.001	.094	.006	.028	.007
A, C, EX, OI	.375 (.141)	.000	–	–	–	–
ES, C, EX, OI	.227 (.051)	–	.089	–	–	–
ES, A, EX, OI	.374 (.140)	–	–	.001	–	–
ES, A, C, OI	.340 (.115)	–	–	–	.025	–
ES, A, C, EX	.368 (.136)	–	–	–	–	.005
$k = 4$ average		.000	.089	.001	.025	.005
ES, A, C, EX, OI	.375 (.141)					
General dominance		.004	.095	.012	.024	.006
R^2 rescaled to sum to 1		**.025**	**.675**	**.085**	**.170**	**.044**

Table E114
Dominance Analyses of Big Five Models for ***Unprotected Sex***

Big Five subset model	*R* (R^2)	Additional contribution of ES	A	C	EX	OI
Null, $k = 0$ average		.000	.102	.122	.002	.000
Emotional Stability (ES)	.000 (.000)	–	.117	.143	.003	.000
Agreeableness (A)	.320 (.102)	.014	–	.051	.016	.004
Conscientiousness (C)	.350 (.122)	.021	.031	–	.016	.001
Extraversion (EX)	.050 (.003)	.000	.116	.136	–	.001
Openness/Intellect (OI)	.010 (.000)	.000	.107	.124	.003	–
$k = 1$ average		.009	.093	.113	.010	.002
ES, A	.342 (.117)	–	–	.071	.010	.004
ES, C	.378 (.143)	–	.045	–	.009	.001
ES, EX	.053 (.003)	–	.124	.149	–	.001
ES, OI	.010 (.000)	–	.121	.144	.004	–
A, C	.392 (.154)	.034	–	–	.024	.005
A, EX	.344 (.119)	.008	–	.059	–	.001
A, OI	.327 (.107)	.014	–	.052	.012	–
C, EX	.372 (.138)	.013	.039	–	–	.000
C, OI	.352 (.124)	.020	.035	–	.015	–
EX, OI	.059 (.003)	.000	.116	.135	–	–
$k = 2$ average		.015	.080	.102	.012	.002
ES, A, C	.433 (.188)	–	–	–	.013	.005
ES, A, EX	.356 (.127)	–	–	.074	–	.001
ES, A, OI	.347 (.121)	–	–	.072	.007	–
ES, C, EX	.390 (.152)	–	.049	–	–	.000
ES, C, OI	.379 (.144)	–	.048	–	.008	–
ES, EX, OI	.061 (.004)	–	.124	.148	–	–
A, C, EX	.421 (.178)	.024	–	–	–	.000
A, C, OI	.398 (.159)	.034	–	–	.019	–
A, EX, OI	.345 (.119)	.009	–	.059	–	–
C, EX, OI	.372 (.139)	.013	.039	–	–	–
$k = 3$ average		.020	.065	.088	.012	.001
A, C, EX, OI	.422 (.178)	.024	–	–	–	–
ES, C, EX, OI	.390 (.152)	–	.050	–	–	–
ES, A, EX, OI	.357 (.128)	–	–	.074	–	–
ES, A, C, OI	.439 (.192)	–	–	–	.010	–
ES, A, C, EX	.448 (.201)	–	–	–	–	.001
$k = 4$ average		.024	.050	.074	.010	.001
ES, A, C, EX, OI	.449 (.202)					
General dominance		.014	.078	.100	.009	.001
R^2 rescaled to sum to 1		**.067**	**.386**	**.495**	**.045**	**.006**

Table E115
Dominance Analyses of Big Five Models for ***Number of Sexual Partners***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.026	.058	.012	.000	.006
Emotional Stability (ES)	.160 (.026)	–	.039	.003	.004	.004
Agreeableness (A)	.240 (.058)	.007	–	.000	.004	.001
Conscientiousness (C)	.110 (.012)	.016	.046	–	.001	.004
Extraversion (EX)	.010 (.000)	.029	.062	.013	–	.008
Openness/Intellect (OI)	.080 (.006)	.023	.052	.010	.002	–
$k = 1$ average		.019	.049	.007	.003	.004
ES, A	.253 (.064)	–	–	.001	.008	.001
ES, C	.169 (.028)	–	.036	–	.005	.004
ES, EX	.172 (.030)	–	.043	.004	–	.009
ES, OI	.172 (.030)	–	.035	.002	.009	–
A, C	.240 (.058)	.007	–	–	.005	.001
A, EX	.249 (.062)	.010	–	.000	–	.003
A, OI	.241 (.058)	.006	–	.000	.007	–
C, EX	.115 (.013)	.020	.049	–	–	.007
C, OI	.128 (.016)	.015	.042	–	.004	–
EX, OI	.091 (.008)	.030	.056	.012	–	–
$k = 2$ average		.015	.044	.003	.006	.004
ES, A, C	.255 (.065)	–	–	–	.008	.001
ES, A, EX	.269 (.072)	–	–	.000	–	.004
ES, A, OI	.254 (.065)	–	–	.001	.011	–
ES, C, EX	.182 (.033)	–	.040	–	–	.008
ES, C, OI	.179 (.032)	–	.033	–	.009	–
ES, EX, OI	.196 (.038)	–	.037	.003	–	–
A, C, EX	.249 (.062)	.011	–	–	–	.003
A, C, OI	.241 (.058)	.007	–	–	.007	–
A, EX, OI	.255 (.065)	.011	–	.000	–	–
C, EX, OI	.143 (.020)	.021	.044	–	–	–
$k = 3$ average		.012	.039	.001	.009	.004
A, C, EX, OI	.255 (.065)	.011	–	–	–	–
ES, C, EX, OI	.203 (.041)	–	.035	–	–	–
ES, A, EX, OI	.275 (.076)	–	–	.000	–	–
ES, A, C, OI	.256 (.065)	–	–	–	.011	–
ES, A, C, EX	.270 (.073)	–	–	–	–	.004
$k = 4$ average		.011	.035	.000	.011	.004
ES, A, C, EX, OI	.276 (.076)					
General dominance		.017	.045	.005	.006	.004
R^2 rescaled to sum to 1		**.219**	**.588**	**.061**	**.075**	**.057**

Table E116
*Dominance Analyses of Big Five Models for **Antisocial Behavior***

Big Five subset model	R (R^2)	Additional contribution of ES	A	C	EX	OI
Null, $k = 0$ average		.048	.240	.096	.005	.000
Emotional Stability (ES)	.220 (.048)	–	.194	.060	.021	.000
Agreeableness (A)	.490 (.240)	.003	–	.008	.035	.009
Conscientiousness (C)	.310 (.096)	.012	.152	–	.019	.000
Extraversion (EX)	.070 (.005)	.065	.270	.110	–	.003
Openness/Intellect (OI)	.020 (.000)	.048	.249	.096	.007	–
$k = 1$ average		.032	.216	.069	.021	.003
ES, A	.493 (.243)	–	–	.006	.043	.009
ES, C	.329 (.108)	–	.141	–	.030	.001
ES, EX	.264 (.070)	–	.216	.068	–	.003
ES, OI	.220 (.048)	–	.204	.061	.024	–
A, C	.498 (.248)	.001	–	–	.040	.010
A, EX	.525 (.275)	.010	–	.013	–	.001
A, OI	.499 (.249)	.003	–	.009	.027	–
C, EX	.339 (.115)	.023	.173	–	–	.001
C, OI	.311 (.097)	.012	.161	–	.020	–
EX, OI	.086 (.007)	.065	.269	.109	–	–
$k = 2$ average		.019	.194	.044	.031	.004
ES, A, C	.499 (.249)	–	–	–	.045	.010
ES, A, EX	.535 (.286)	–	–	.008	–	.001
ES, A, OI	.502 (.252)	–	–	.007	.034	–
ES, C, EX	.371 (.138)	–	.156	–	–	.001
ES, C, OI	.330 (.109)	–	.150	–	.030	–
ES, EX, OI	.269 (.073)	–	.214	.067	–	–
A, C, EX	.537 (.288)	.006	–	–	–	.001
A, C, OI	.508 (.258)	.001	–	–	.031	–
A, EX, OI	.526 (.276)	.010	–	.013	–	–
C, EX, OI	.341 (.116)	.023	.173	–	–	–
$k = 3$ average		.010	.173	.024	.035	.003
A, C, EX, OI	.538 (.289)	.006	–	–	–	–
ES, C, EX, OI	.373 (.139)	–	.155	–	–	–
ES, A, EX, OI	.535 (.286)	–	–	.008	–	–
ES, A, C, OI	.509 (.259)	–	–	–	.036	–
ES, A, C, EX	.542 (.294)	–	–	–	–	.001
$k = 4$ average		.006	.155	.008	.036	.001
ES, A, C, EX, OI	.543 (.295)					
General dominance		.023	.196	.048	.026	.002
R^2 rescaled to sum to 1		**.078**	**.664**	**.163**	**.087**	**.008**

Table E117
*Dominance Analyses of Big Five Models for **Aggression***

Big Five subset model	R (R^2)	Additional contribution of ES	A	C	EX	OI
Null, $k = 0$ average		.048	.194	.053	.002	.020
Emotional Stability (ES)	.220 (.048)	–	.150	.025	.001	.014
Agreeableness (A)	.440 (.194)	.005	–	.001	.004	.002
Conscientiousness (C)	.230 (.053)	.021	.141	–	.000	.012
Extraversion (EX)	.040 (.002)	.048	.196	.051	–	.018
Openness/Intellect (OI)	.140 (.020)	.043	.176	.046	.000	–
$k = 1$ average		.029	.166	.031	.001	.012
ES, A	.446 (.199)	–	–	.000	.007	.001
ES, C	.271 (.073)	–	.125	–	.002	.011
ES, EX	.222 (.049)	–	.156	.026	–	.019
ES, OI	.250 (.062)	–	.138	.022	.006	–
A, C	.441 (.194)	.004	–	–	.004	.002
A, EX	.444 (.198)	.008	–	.001	–	.004
A, OI	.442 (.195)	.005	–	.001	.007	–
C, EX	.230 (.053)	.023	.146	–	–	.015
C, OI	.255 (.065)	.019	.131	–	.003	–
EX, OI	.141 (.020)	.049	.182	.048	–	–
$k = 2$ average		.018	.146	.016	.005	.009
ES, A, C	.446 (.199)	–	–	–	.007	.001
ES, A, EX	.453 (.206)	–	–	.000	–	.005
ES, A, OI	.447 (.200)	–	–	.000	.011	–
ES, C, EX	.275 (.076)	–	.130	–	–	.017
ES, C, OI	.290 (.084)	–	.116	–	.008	–
ES, EX, OI	.262 (.069)	–	.142	.024	–	–
A, C, EX	.446 (.199)	.007	–	–	–	.004
A, C, OI	.443 (.196)	.004	–	–	.007	–
A, EX, OI	.449 (.202)	.009	–	.001	–	–
C, EX, OI	.261 (.068)	.024	.135	–	–	–
$k = 3$ average		.011	.131	.006	.008	.007
A, C, EX, OI	.451 (.203)	.008	–	–	–	–
ES, C, EX, OI	.304 (.092)	–	.119	–	–	–
ES, A, EX, OI	.459 (.211)	–	–	.000	–	–
ES, A, C, OI	.447 (.200)	–	–	–	.011	–
ES, A, C, EX	.454 (.206)	–	–	–	–	.005
$k = 4$ average		.008	.119	.000	.011	.005
ES, A, C, EX, OI	.459 (.211)					
General dominance		.023	.151	.021	.005	.010
R^2 rescaled to sum to 1		**.108**	**.716**	**.101**	**.025**	**.049**

Table E118
Dominance Analyses of Big Five Models for ***Procrastination***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.090	.022	.608	.020	.002
Emotional Stability (ES)	.300 (.090)	–	.002	.518	.060	.005
Agreeableness (A)	.150 (.022)	.070	–	.646	.032	.006
Conscientiousness (C)	.780 (.608)	.000	.060	–	.097	.020
Extraversion (EX)	.140 (.020)	.130	.035	.685	–	.000
Openness/Intellect (OI)	.040 (.002)	.093	.027	.627	.018	–
$k = 1$ average		.073	.031	.619	.052	.008
ES, A	.304 (.092)	–	–	.580	.065	.007
ES, C	.780 (.608)	–	.063	–	.104	.020
ES, EX	.387 (.150)	–	.007	.562	–	.000
ES, OI	.308 (.095)	–	.004	.534	.056	–
A, C	.818 (.669)	.003	–	–	.077	.009
A, EX	.234 (.055)	.102	–	.690	–	.000
A, OI	.168 (.028)	.071	–	.650	.027	–
C, EX	.840 (.705)	.007	.040	–	–	.001
C, OI	.793 (.629)	.000	.049	–	.077	–
EX, OI	.141 (.020)	.131	.035	.686	–	–
$k = 2$ average		.052	.033	.617	.067	.006
ES, A, C	.820 (.672)	–	–	–	.089	.010
ES, A, EX	.396 (.157)	–	–	.604	–	.000
ES, A, OI	.315 (.099)	–	–	.582	.058	–
ES, C, EX	.844 (.712)	–	.048	–	–	.001
ES, C, OI	.793 (.629)	–	.053	–	.084	–
ES, EX, OI	.388 (.151)	–	.006	.563	–	–
A, C, EX	.863 (.745)	.015	–	–	–	.000
A, C, OI	.823 (.678)	.003	–	–	.067	–
A, EX, OI	.234 (.055)	.102	–	.690	–	–
C, EX, OI	.840 (.706)	.007	.039	–	–	–
$k = 3$ average		.032	.037	.610	.074	.003
A, C, EX, OI	.863 (.745)	.015	–	–	–	–
ES, C, EX, OI	.844 (.713)	–	.047	–	–	–
ES, A, EX, OI	.396 (.157)	–	–	.604	–	–
ES, A, C, OI	.825 (.681)	–	–	–	.079	–
ES, A, C, EX	.872 (.760)	–	–	–	–	.000
$k = 4$ average		.015	.047	.604	.079	.000
ES, A, C, EX, OI	.872 (.760)					
General dominance		.053	.034	.612	.058	.004
R^2 rescaled to sum to 1		**.069**	**.045**	**.804**	**.077**	**.005**

Table E119
*Dominance Analyses of Big Five Models for **Absenteeism***

Big Five subset model	R (R^2)	Additional contribution of ES	A	C	EX	OI
Null, $k = 0$ average		.012	.005	.029	.008	.002
Emotional Stability (ES)	.110 (.012)	–	.001	.019	.017	.001
Agreeableness (A)	.070 (.005)	.008	–	.024	.012	.001
Conscientiousness (C)	.170 (.029)	.002	.000	–	.017	.000
Extraversion (EX)	.090 (.008)	.021	.009	.037	–	.006
Openness/Intellect (OI)	.040 (.002)	.011	.004	.028	.013	–
$k = 1$ average		.011	.003	.027	.015	.002
ES, A	.115 (.013)	–	–	.019	.019	.001
ES, C	.177 (.031)	–	.000	–	.021	.000
ES, EX	.171 (.029)	–	.003	.023	–	.007
ES, OI	.114 (.013)	–	.001	.019	.023	–
A, C	.170 (.029)	.003	–	–	.016	.000
A, EX	.130 (.017)	.015	–	.029	–	.004
A, OI	.074 (.006)	.008	–	.024	.016	–
C, EX	.213 (.045)	.007	.000	–	–	.005
C, OI	.171 (.029)	.002	.000	–	.021	–
EX, OI	.121 (.015)	.022	.007	.036	–	–
$k = 2$ average		.010	.002	.025	.019	.003
ES, A, C	.178 (.032)	–	–	–	.021	.000
ES, A, EX	.178 (.032)	–	–	.021	–	.006
ES, A, OI	.117 (.014)	–	–	.018	.024	–
ES, C, EX	.229 (.053)	–	.000	–	–	.005
ES, C, OI	.178 (.032)	–	.001	–	.026	–
ES, EX, OI	.190 (.036)	–	.001	.022	–	–
A, C, EX	.213 (.046)	.007	–	–	–	.005
A, C, OI	.172 (.029)	.003	–	–	.021	–
A, EX, OI	.146 (.021)	.016	–	.029	–	–
C, EX, OI	.224 (.050)	.008	.000	–	–	–
$k = 3$ average		.008	.001	.023	.023	.004
A, C, EX, OI	.224 (.050)	.008	–	–	–	–
ES, C, EX, OI	.241 (.058)	–	.000	–	–	–
ES, A, EX, OI	.194 (.038)	–	–	.021	–	–
ES, A, C, OI	.179 (.032)	–	–	–	.026	–
ES, A, C, EX	.229 (.053)	–	–	–	–	.006
$k = 4$ average		.008	.000	.021	.026	.006
ES, A, C, EX, OI	.241 (.058)					
General dominance		.010	.002	.025	.018	.003
R^2 rescaled to sum to 1		**.168**	**.038**	**.426**	**.313**	**.056**

Table E120
*Dominance Analyses of Big Five Models for **Safety Performance (Lack of)***

Big Five subset model	R (R^2)	Additional contribution of ES	A	C	EX	OI
Null, $k = 0$ average		.020	.073	.073	.008	.000
Emotional Stability (ES)	.140 (.020)	–	.056	.055	.020	.000
Agreeableness (A)	.270 (.073)	.002	–	.026	.024	.003
Conscientiousness (C)	.270 (.073)	.002	.026	–	.023	.001
Extraversion (EX)	.090 (.008)	.031	.089	.087	–	.002
Openness/Intellect (OI)	.010 (.000)	.020	.076	.073	.010	–
$k = 1$ average		.014	.062	.060	.019	.001
ES, A	.274 (.075)	–	–	.024	.030	.003
ES, C	.273 (.075)	–	.025	–	.027	.001
ES, EX	.198 (.039)	–	.066	.063	–	.003
ES, OI	.140 (.020)	–	.059	.056	.022	–
A, C	.315 (.099)	.000	–	–	.031	.003
A, EX	.312 (.097)	.008	–	.033	–	.000
A, OI	.275 (.076)	.002	–	.027	.022	–
C, EX	.309 (.095)	.007	.035	–	–	.001
C, OI	.271 (.074)	.002	.029	–	.023	–
EX, OI	.102 (.010)	.032	.087	.086	–	–
$k = 2$ average		.008	.050	.048	.026	.002
ES, A, C	.315 (.099)	–	–	–	.034	.003
ES, A, EX	.325 (.106)	–	–	.027	–	.000
ES, A, OI	.280 (.078)	–	–	.024	.027	–
ES, C, EX	.319 (.102)	–	.031	–	–	.001
ES, C, OI	.274 (.075)	–	.027	–	.028	–
ES, EX, OI	.205 (.042)	–	.064	.061	–	–
A, C, EX	.361 (.130)	.002	–	–	–	.000
A, C, OI	.320 (.103)	.000	–	–	.028	–
A, EX, OI	.312 (.097)	.008	–	.033	–	–
C, EX, OI	.310 (.096)	.007	.034	–	–	–
$k = 3$ average		.004	.039	.036	.029	.001
A, C, EX, OI	.361 (.130)	.002	–	–	–	–
ES, C, EX, OI	.321 (.103)	–	.030	–	–	–
ES, A, EX, OI	.325 (.106)	–	–	.027	–	–
ES, A, C, OI	.320 (.103)	–	–	–	.030	–
ES, A, C, EX	.364 (.133)	–	–	–	–	.000
$k = 4$ average		.002	.030	.027	.030	.000
ES, A, C, EX, OI	.364 (.133)					
General dominance		.010	.051	.049	.023	.001
R^2 rescaled to sum to 1		**.073**	**.381**	**.369**	**.170**	**.007**

Table E121
*Dominance Analyses of Big Five Models for **Academic Dishonesty***

Big Five subset model	*R* (R^2)	Additional contribution of ES	A	C	EX	OI
Null, $k = 0$ average		.001	.022	.058	.002	.006
Emotional Stability (ES)	.030 (.001)	–	.022	.061	.004	.006
Agreeableness (A)	.150 (.022)	.001	–	.037	.008	.002
Conscientiousness (C)	.240 (.058)	.004	.002	–	.011	.002
Extraversion (EX)	.050 (.003)	.002	.028	.066	–	.011
Openness/Intellect (OI)	.080 (.006)	.000	.018	.054	.008	–
$k = 1$ average		.002	.017	.054	.007	.006
ES, A	.152 (.023)	–	–	.042	.007	.002
ES, C	.249 (.062)	–	.003	–	.008	.003
ES, EX	.069 (.005)	–	.025	.065	–	.012
ES, OI	.083 (.007)	–	.018	.058	.010	–
A, C	.244 (.059)	.006	–	–	.012	.002
A, EX	.173 (.030)	.000	–	.042	–	.007
A, OI	.157 (.025)	.001	–	.036	.012	–
C, EX	.261 (.068)	.002	.003	–	–	.009
C, OI	.245 (.060)	.005	.001	–	.017	–
EX, OI	.118 (.014)	.003	.023	.063	–	–
$k = 2$ average		.003	.012	.051	.011	.006
ES, A, C	.255 (.065)	–	–	–	.009	.002
ES, A, EX	.173 (.030)	–	–	.044	–	.007
ES, A, OI	.159 (.025)	–	–	.042	.011	–
ES, C, EX	.264 (.070)	–	.004	–	–	.008
ES, C, OI	.255 (.065)	–	.002	–	.013	–
ES, EX, OI	.128 (.016)	–	.020	.062	–	–
A, C, EX	.268 (.072)	.003	–	–	–	.007
A, C, OI	.247 (.061)	.006	–	–	.018	–
A, EX, OI	.192 (.037)	.000	–	.042	–	–
C, EX, OI	.277 (.077)	.001	.002	–	–	–
$k = 3$ average		.003	.007	.047	.013	.006
A, C, EX, OI	.281 (.079)	.002	–	–	–	–
ES, C, EX, OI	.280 (.078)	–	.003	–	–	–
ES, A, EX, OI	.192 (.037)	–	–	.044	–	–
ES, A, C, OI	.259 (.067)	–	–	–	.014	–
ES, A, C, EX	.273 (.074)	–	–	–	–	.007
$k = 4$ average		.002	.003	.044	.014	.007
ES, A, C, EX, OI	.285 (.081)					
General dominance		.002	.012	.051	.010	.006
R^2 rescaled to sum to 1		**.025**	**.154**	**.629**	**.117**	**.075**

Table E122

Dominance Analyses of Big Five Models for ***Irresponsible Behavior***

Big Five subset model	R (R^2)	Additional contribution of ES	A	C	EX	OI
Null, $k = 0$ average		.053	.017	.152	.002	.058
Emotional Stability (ES)	.230 (.053)	–	.003	.107	.001	.048
Agreeableness (A)	.130 (.017)	.039	–	.139	.000	.047
Conscientiousness (C)	.390 (.152)	.008	.004	–	.001	.036
Extraversion (EX)	.050 (.003)	.051	.015	.151	–	.057
Openness/Intellect (OI)	.240 (.058)	.043	.006	.131	.002	–
$k = 1$ average		.035	.007	.132	.001	.047
ES, A	.236 (.056)	–	–	.111	.001	.045
ES, C	.400 (.160)	–	.007	–	.003	.035
ES, EX	.231 (.053)	–	.003	.110	–	.059
ES, OI	.317 (.100)	–	.000	.094	.012	–
A, C	.395 (.156)	.011	–	–	.001	.043
A, EX	.132 (.017)	.039	–	.139	–	.049
A, OI	.252 (.064)	.037	–	.135	.003	–
C, EX	.391 (.153)	.010	.003	–	–	.047
C, OI	.434 (.189)	.006	.010	–	.012	–
EX, OI	.244 (.060)	.053	.007	.141	–	–
$k = 2$ average		.026	.005	.122	.005	.046
ES, A, C	.408 (.166)	–	–	–	.002	.042
ES, A, EX	.238 (.057)	–	–	.112	–	.056
ES, A, OI	.317 (.101)	–	–	.108	.012	–
ES, C, EX	.404 (.163)	–	.006	–	–	.049
ES, C, OI	.441 (.195)	–	.014	–	.018	–
ES, EX, OI	.336 (.113)	–	.000	.100	–	–
A, C, EX	.395 (.156)	.013	–	–	–	.052
A, C, OI	.445 (.198)	.010	–	–	.010	–
A, EX, OI	.258 (.067)	.046	–	.142	–	–
C, EX, OI	.448 (.201)	.012	.008	–	–	–
$k = 3$ average		.020	.007	.115	.011	.050
A, C, EX, OI	.457 (.209)	.016	–	–	–	–
ES, C, EX, OI	.461 (.212)	–	.013	–	–	–
ES, A, EX, OI	.336 (.113)	–	–	.112	–	–
ES, A, C, OI	.457 (.208)	–	–	–	.017	–
ES, A, C, EX	.411 (.169)	–	–	–	–	.056
$k = 4$ average		.016	.013	.112	.017	.056
ES, A, C, EX, OI	.474 (.225)					
General dominance		.030	.010	.127	.007	.051
R^2 rescaled to sum to 1		**.134**	**.043**	**.563**	**.032**	**.229**

Table E123

Dominance Analyses of Big Five Models for ***Counterproductive Work Behavior***

Big Five subset model	R (R^2)	Additional contribution of ES	A	C	EX	OI
Null, $k = 0$ average		.090	.202	.152	.002	.012
Emotional Stability (ES)	.300 (.090)	–	.136	.089	.002	.006
Agreeableness (A)	.450 (.202)	.023	–	.041	.003	.000
Conscientiousness (C)	.390 (.152)	.027	.091	–	.001	.004
Extraversion (EX)	.050 (.003)	.090	.203	.151	–	.010
Openness/Intellect (OI)	.110 (.012)	.084	.190	.144	.000	–
$k = 1$ average		.056	.155	.106	.002	.005
ES, A	.475 (.226)	–	–	.028	.009	.000
ES, C	.423 (.179)	–	.075	–	.006	.003
ES, EX	.303 (.092)	–	.143	.093	–	.011
ES, OI	.311 (.096)	–	.129	.085	.006	–
A, C	.493 (.243)	.011	–	–	.006	.000
A, EX	.453 (.206)	.029	–	.044	–	.001
A, OI	.450 (.203)	.023	–	.041	.004	–
C, EX	.391 (.153)	.032	.097	–	–	.006
C, OI	.395 (.156)	.026	.088	–	.003	–
EX, OI	.110 (.012)	.091	.194	.147	–	–
$k = 2$ average		.035	.121	.073	.006	.003
ES, A, C	.504 (.254)	–	–	–	.011	.000
ES, A, EX	.485 (.235)	–	–	.030	–	.002
ES, A, OI	.475 (.226)	–	–	.028	.011	–
ES, C, EX	.430 (.185)	–	.080	–	–	.007
ES, C, OI	.426 (.182)	–	.072	–	.010	–
ES, EX, OI	.321 (.103)	–	.134	.089	–	–
A, C, EX	.500 (.250)	.016	–	–	–	.001
A, C, OI	.493 (.243)	.011	–	–	.007	–
A, EX, OI	.454 (.206)	.030	–	.044	–	–
C, EX, OI	.399 (.159)	.033	.092	–	–	–
$k = 3$ average		.022	.094	.048	.010	.002
A, C, EX, OI	.501 (.251)	.016	–	–	–	–
ES, C, EX, OI	.438 (.192)	–	.075	–	–	–
ES, A, EX, OI	.486 (.237)	–	–	.030	–	–
ES, A, C, OI	.504 (.254)	–	–	–	.013	–
ES, A, C, EX	.515 (.265)	–	–	–	–	.002
$k = 4$ average		.016	.075	.030	.013	.002
ES, A, C, EX, OI	.517 (.267)					
General dominance		.044	.130	.082	.007	.005
R^2 rescaled to sum to 1		**.165**	**.485**	**.307**	**.025**	**.018**

Table E124

Dominance Analyses of Big Five Models for ***Counterproductive Work Behavior: Other-Ratings***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.004	.078	.053	.002	.026
Emotional Stability (ES)	.060 (.004)	–	.076	.050	.005	.024
Agreeableness (A)	.280 (.078)	.002	–	.012	.014	.010
Conscientiousness (C)	.230 (.053)	.001	.038	–	.010	.017
Extraversion (EX)	.050 (.003)	.006	.090	.061	–	.037
Openness/Intellect (OI)	.160 (.026)	.002	.062	.045	.014	–
$k = 1$ average		.003	.067	.042	.011	.022
ES, A	.283 (.080)	–	–	.016	.012	.010
ES, C	.232 (.054)	–	.042	–	.009	.018
ES, EX	.094 (.009)	–	.084	.054	–	.038
ES, OI	.166 (.028)	–	.062	.044	.019	–
A, C	.301 (.091)	.005	–	–	.017	.009
A, EX	.304 (.092)	.000	–	.016	–	.022
A, OI	.297 (.088)	.002	–	.012	.026	–
C, EX	.251 (.063)	.000	.045	–	–	.032
C, OI	.265 (.070)	.001	.030	–	.025	–
EX, OI	.200 (.040)	.007	.074	.056	–	–
$k = 2$ average		.003	.056	.033	.018	.022
ES, A, C	.310 (.096)	–	–	–	.014	.009
ES, A, EX	.304 (.092)	–	–	.018	–	.022
ES, A, OI	.300 (.090)	–	–	.015	.024	–
ES, C, EX	.251 (.063)	–	.047	–	–	.032
ES, C, OI	.267 (.071)	–	.034	–	.024	–
ES, EX, OI	.217 (.047)	–	.067	.049	–	–
A, C, EX	.329 (.108)	.002	–	–	–	.023
A, C, OI	.316 (.100)	.005	–	–	.031	–
A, EX, OI	.338 (.114)	.000	–	.017	–	–
C, EX, OI	.309 (.095)	.000	.035	–	–	–
$k = 3$ average		.002	.046	.025	.023	.022
A, C, EX, OI	.362 (.131)	.001	–	–	–	–
ES, C, EX, OI	.309 (.095)	–	.036	–	–	–
ES, A, EX, OI	.338 (.114)	–	–	.018	–	–
ES, A, C, OI	.325 (.105)	–	–	–	.026	–
ES, A, C, EX	.332 (.110)	–	–	–	–	.022
$k = 4$ average		.001	.036	.018	.026	.022
ES, A, C, EX, OI	.363 (.132)					
General dominance		.002	.057	.034	.016	.022
R^2 rescaled to sum to 1		**.018**	**.430**	**.258**	**.123**	**.171**

Table E125

Dominance Analyses of Big Five Models for ***Counterproductive Work Behavior: Interpersonal***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.068	.230	.062	.001	.008
Emotional Stability (ES)	.260 (.068)	–	.172	.027	.014	.004
Agreeableness (A)	.480 (.230)	.010	–	.001	.021	.000
Conscientiousness (C)	.250 (.062)	.032	.169	–	.007	.003
Extraversion (EX)	.030 (.001)	.080	.250	.069	–	.012
Openness/Intellect (OI)	.090 (.008)	.064	.223	.058	.005	–
$k = 1$ average		.046	.204	.038	.012	.005
ES, A	.490 (.240)	–	–	.000	.030	.001
ES, C	.307 (.094)	–	.146	–	.018	.002
ES, EX	.285 (.081)	–	.189	.031	–	.013
ES, OI	.268 (.072)	–	.169	.025	.023	–
A, C	.481 (.231)	.009	–	–	.022	.000
A, EX	.501 (.251)	.019	–	.002	–	.001
A, OI	.480 (.231)	.010	–	.001	.021	–
C, EX	.264 (.070)	.043	.184	–	–	.009
C, OI	.257 (.066)	.031	.166	–	.013	–
EX, OI	.114 (.013)	.082	.239	.066	–	–
$k = 2$ average		.032	.182	.021	.021	.004
ES, A, C	.490 (.240)	–	–	–	.031	.001
ES, A, EX	.520 (.271)	–	–	.000	–	.002
ES, A, OI	.490 (.241)	–	–	.000	.032	–
ES, C, EX	.335 (.112)	–	.158	–	–	.011
ES, C, OI	.311 (.097)	–	.144	–	.026	–
ES, EX, OI	.307 (.094)	–	.178	.029	–	–
A, C, EX	.503 (.253)	.017	–	–	–	.001
A, C, OI	.481 (.232)	.009	–	–	.023	–
A, EX, OI	.502 (.252)	.020	–	.002	–	–
C, EX, OI	.281 (.079)	.044	.176	–	–	–
$k = 3$ average		.023	.164	.008	.028	.003
A, C, EX, OI	.504 (.254)	.018	–	–	–	–
ES, C, EX, OI	.351 (.123)	–	.149	–	–	–
ES, A, EX, OI	.522 (.272)	–	–	.000	–	–
ES, A, C, OI	.490 (.241)	–	–	–	.032	–
ES, A, C, EX	.520 (.271)	–	–	–	–	.002
$k = 4$ average		.018	.149	.000	.032	.002
ES, A, C, EX, OI	.522 (.272)					
General dominance		.037	.186	.026	.019	.005
R^2 rescaled to sum to 1		**.137**	**.682**	**.095**	**.069**	**.017**

Table E126

Dominance Analyses of Big Five Models for ***Counterproductive Work Behavior: Organizational***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.062	.116	.202	.008	.002
Emotional Stability (ES)	.250 (.062)	–	.073	.147	.000	.000
Agreeableness (A)	.340 (.116)	.020	–	.108	.000	.002
Conscientiousness (C)	.450 (.202)	.007	.021	–	.000	.000
Extraversion (EX)	.090 (.008)	.055	.108	.194	–	.000
Openness/Intellect (OI)	.040 (.002)	.061	.116	.201	.007	–
$k = 1$ average		.036	.079	.163	.002	.001
ES, A	.368 (.135)	–	–	.092	.001	.002
ES, C	.458 (.210)	–	.017	–	.001	.001
ES, EX	.250 (.063)	–	.073	.148	–	.000
ES, OI	.250 (.063)	–	.074	.148	.000	–
A, C	.473 (.224)	.003	–	–	.001	.002
A, EX	.340 (.116)	.020	–	.109	–	.002
A, OI	.342 (.117)	.020	–	.109	.001	–
C, EX	.450 (.203)	.008	.022	–	–	.000
C, OI	.450 (.203)	.007	.023	–	.000	–
EX, OI	.090 (.008)	.055	.110	.195	–	–
$k = 2$ average		.019	.053	.133	.000	.001
ES, A, C	.476 (.227)	–	–	–	.002	.002
ES, A, EX	.368 (.136)	–	–	.093	–	.001
ES, A, OI	.370 (.137)	–	–	.092	.000	–
ES, C, EX	.459 (.211)	–	.018	–	–	.000
ES, C, OI	.459 (.210)	–	.019	–	.000	–
ES, EX, OI	.251 (.063)	–	.074	.148	–	–
A, C, EX	.474 (.224)	.004	–	–	–	.002
A, C, OI	.475 (.226)	.003	–	–	.000	–
A, EX, OI	.343 (.118)	.019	–	.108	–	–
C, EX, OI	.450 (.203)	.008	.023	–	–	–
$k = 3$ average		.009	.034	.110	.001	.001
A, C, EX, OI	.475 (.226)	.004	–	–	–	–
ES, C, EX, OI	.459 (.211)	–	.019	–	–	–
ES, A, EX, OI	.370 (.137)	–	–	.093	–	–
ES, A, C, OI	.479 (.229)	–	–	–	.001	–
ES, A, C, EX	.478 (.229)	–	–	–	–	.001
$k = 4$ average		.004	.019	.093	.001	.001
ES, A, C, EX, OI	.479 (.230)					
General dominance		.026	.060	.140	.002	.001
R^2 rescaled to sum to 1		**.113**	**.262**	**.610**	**.010**	**.005**

Table E127
Dominance Analyses of Big Five Models for ***Turnover/Tenure***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.000	.008	.020	.002	.017
Emotional Stability (ES)	.020 (.000)	–	.008	.020	.003	.018
Agreeableness (A)	.090 (.008)	.000	–	.012	.005	.024
Conscientiousness (C)	.140 (.020)	.001	.001	–	.007	.022
Extraversion (EX)	.050 (.003)	.001	.011	.024	–	.014
Openness/Intellect (OI)	.130 (.017)	.001	.015	.025	.000	–
$k = 1$ average		.001	.009	.020	.004	.020
ES, A	.091 (.008)	–	–	.014	.005	.024
ES, C	.145 (.021)	–	.001	–	.006	.022
ES, EX	.062 (.004)	–	.010	.023	–	.014
ES, OI	.134 (.018)	–	.014	.025	.000	–
A, C	.143 (.020)	.002	–	–	.007	.025
A, EX	.116 (.013)	.000	–	.014	–	.019
A, OI	.179 (.032)	.000	–	.013	.000	–
C, EX	.162 (.026)	.000	.002	–	–	.017
C, OI	.205 (.042)	.001	.003	–	.001	–
EX, OI	.130 (.017)	.001	.016	.026	–	–
$k = 2$ average		.001	.008	.019	.003	.020
ES, A, C	.149 (.022)	–	–	–	.006	.025
ES, A, EX	.116 (.013)	–	–	.015	–	.019
ES, A, OI	.179 (.032)	–	–	.015	.000	–
ES, C, EX	.163 (.026)	–	.002	–	–	.017
ES, C, OI	.207 (.043)	–	.004	–	.001	–
ES, EX, OI	.135 (.018)	–	.014	.025	–	–
A, C, EX	.167 (.028)	.001	–	–	–	.019
A, C, OI	.213 (.045)	.002	–	–	.001	–
A, EX, OI	.180 (.032)	.000	–	.014	–	–
C, EX, OI	.207 (.043)	.000	.004	–	–	–
$k = 3$ average		.001	.006	.017	.002	.020
A, C, EX, OI	.215 (.046)	.001	–	–	–	–
ES, C, EX, OI	.208 (.043)	–	.004	–	–	–
ES, A, EX, OI	.180 (.033)	–	–	.015	–	–
ES, A, C, OI	.216 (.047)	–	–	–	.001	–
ES, A, C, EX	.168 (.028)	–	–	–	–	.019
$k = 4$ average		.001	.004	.015	.001	.019
ES, A, C, EX, OI	.218 (.047)					
General dominance		.001	.007	.018	.002	.019
R^2 rescaled to sum to 1		**.016**	**.146**	**.384**	**.052**	**.402**

Table E128
Dominance Analyses of Big Five Models for ***Turnover***

		Additional contribution of				
Big Five subset model	R (R^2)	ES	A	C	EX	OI
Null, $k = 0$ average		.090	.185	.116	.004	.032
Emotional Stability (ES)	.300 (.090)	–	.120	.060	.001	.045
Agreeableness (A)	.430 (.185)	.025	–	.024	.002	.082
Conscientiousness (C)	.340 (.116)	.034	.094	–	.000	.051
Extraversion (EX)	.060 (.004)	.088	.183	.112	–	.048
Openness/Intellect (OI)	.180 (.032)	.102	.235	.134	.019	–
$k = 1$ average		.062	.158	.083	.006	.056
ES, A	.459 (.210)	–	–	.014	.007	.084
ES, C	.387 (.150)	–	.075	–	.004	.056
ES, EX	.302 (.091)	–	.126	.062	–	.045
ES, OI	.367 (.135)	–	.160	.071	.002	–
A, C	.458 (.209)	.015	–	–	.003	.084
A, EX	.432 (.186)	.031	–	.026	–	.084
A, OI	.517 (.267)	.027	–	.027	.004	–
C, EX	.340 (.116)	.038	.097	–	–	.057
C, OI	.408 (.167)	.039	.127	–	.006	–
EX, OI	.227 (.052)	.085	.219	.121	–	–
$k = 2$ average		.039	.134	.054	.004	.069
ES, A, C	.474 (.224)	–	–	–	.008	.086
ES, A, EX	.466 (.217)	–	–	.015	–	.078
ES, A, OI	.543 (.295)	–	–	.016	.000	–
ES, C, EX	.392 (.153)	–	.079	–	–	.053
ES, C, OI	.454 (.206)	–	.104	–	.001	–
ES, EX, OI	.370 (.137)	–	.158	.070	–	–
A, C, EX	.461 (.213)	.020	–	–	–	.083
A, C, OI	.542 (.294)	.016	–	–	.002	–
A, EX, OI	.521 (.271)	.024	–	.025	–	–
C, EX, OI	.415 (.172)	.034	.123	–	–	–
$k = 3$ average		.023	.116	.031	.003	.075
A, C, EX, OI	.544 (.296)	.015	–	–	–	–
ES, C, EX, OI	.454 (.206)	–	.104	–	–	–
ES, A, EX, OI	.543 (.295)	–	–	.015	–	–
ES, A, C, OI	.557 (.310)	–	–	–	.000	–
ES, A, C, EX	.482 (.233)	–	–	–	–	.078
$k = 4$ average		.015	.104	.015	.000	.078
ES, A, C, EX, OI	.557 (.310)					
General dominance		.046	.139	.060	.003	.062
R^2 rescaled to sum to 1		**.148**	**.449**	**.192**	**.011**	**.200**

Table E129
*Dominance Analyses of Big Five Models for **Accidents***

Big Five subset model	R (R^2)	Additional contribution of ES	A	C	EX	OI
Null, $k = 0$ average		.053	.008	.090	.032	.109
Emotional Stability (ES)	.230 (.053)	–	.000	.053	.070	.126
Agreeableness (A)	.090 (.008)	.045	–	.085	.043	.130
Conscientiousness (C)	.300 (.090)	.016	.003	–	.062	.139
Extraversion (EX)	.180 (.032)	.090	.018	.119	–	.080
Openness/Intellect (OI)	.330 (.109)	.070	.029	.120	.003	–
$k = 1$ average		.055	.013	.094	.044	.119
ES, A	.230 (.053)	–	–	.060	.072	.133
ES, C	.325 (.106)	–	.007	–	.084	.144
ES, EX	.350 (.123)	–	.002	.067	–	.077
ES, OI	.423 (.179)	–	.007	.071	.021	–
A, C	.306 (.093)	.020	–	–	.059	.135
A, EX	.225 (.051)	.074	–	.102	–	.095
A, OI	.371 (.138)	.048	–	.091	.008	–
C, EX	.390 (.152)	.038	.000	–	–	.091
C, OI	.478 (.229)	.021	.000	–	.015	–
EX, OI	.335 (.112)	.087	.033	.131	–	–
$k = 2$ average		.048	.008	.087	.043	.113
ES, A, C	.336 (.113)	–	–	–	.080	.137
ES, A, EX	.353 (.125)	–	–	.068	–	.084
ES, A, OI	.432 (.186)	–	–	.064	.022	–
ES, C, EX	.436 (.190)	–	.003	–	–	.087
ES, C, OI	.500 (.250)	–	.000	–	.027	–
ES, EX, OI	.447 (.199)	–	.009	.077	–	–
A, C, EX	.390 (.152)	.041	–	–	–	.092
A, C, OI	.478 (.229)	.021	–	–	.015	–
A, EX, OI	.382 (.146)	.063	–	.098	–	–
C, EX, OI	.493 (.243)	.033	.001	–	–	–
$k = 3$ average		.040	.003	.077	.036	.100
A, C, EX, OI	.494 (.244)	.033	–	–	–	–
ES, C, EX, OI	.526 (.277)	–	.000	–	–	–
ES, A, EX, OI	.457 (.209)	–	–	.068	–	–
ES, A, C, OI	.500 (.250)	–	–	–	.027	–
ES, A, C, EX	.439 (.193)	–	–	–	–	.084
$k = 4$ average		.033	.000	.068	.027	.084
ES, A, C, EX, OI	.526 (.277)					
General dominance		.046	.007	.083	.036	.105
R^2 rescaled to sum to 1		**.165**	**.024**	**.301**	**.132**	**.378**

Table E130
*Dominance Analyses of Big Five Models for **Accidents: Vehicular***

Big Five subset model	R (R^2)	Additional contribution of ES	A	C	EX	OI
Null, $k = 0$ average		.012	.058	.084	.073	.022
Emotional Stability (ES)	.110 (.012)	–	.046	.072	.102	.026
Agreeableness (A)	.240 (.058)	.001	–	.040	.112	.044
Conscientiousness (C)	.290 (.084)	.000	.014	–	.115	.036
Extraversion (EX)	.270 (.073)	.042	.096	.126	–	.003
Openness/Intellect (OI)	.150 (.022)	.016	.080	.097	.053	–
$k = 1$ average		.015	.059	.084	.095	.027
ES, A	.242 (.058)	–	–	.040	.124	.045
ES, C	.290 (.084)	–	.014	–	.122	.036
ES, EX	.338 (.114)	–	.068	.092	–	.002
ES, OI	.196 (.038)	–	.065	.082	.078	–
A, C	.313 (.098)	.001	–	–	.130	.047
A, EX	.411 (.169)	.013	–	.059	–	.010
A, OI	.319 (.102)	.001	–	.043	.078	–
C, EX	.446 (.199)	.008	.029	–	–	.005
C, OI	.346 (.120)	.000	.025	–	.084	–
EX, OI	.275 (.076)	.041	.104	.128	–	–
$k = 2$ average		.011	.051	.074	.103	.024
ES, A, C	.314 (.099)	–	–	–	.133	.047
ES, A, EX	.427 (.183)	–	–	.049	–	.009
ES, A, OI	.321 (.103)	–	–	.042	.088	–
ES, C, EX	.454 (.207)	–	.025	–	–	.005
ES, C, OI	.346 (.120)	–	.025	–	.091	–
ES, EX, OI	.342 (.117)	–	.075	.094	–	–
A, C, EX	.477 (.228)	.004	–	–	–	.010
A, C, OI	.380 (.145)	.000	–	–	.093	–
A, EX, OI	.424 (.180)	.012	–	.058	–	–
C, EX, OI	.451 (.204)	.007	.034	–	–	–
$k = 3$ average		.006	.040	.061	.101	.017
A, C, EX, OI	.487 (.237)	.003	–	–	–	–
ES, C, EX, OI	.459 (.211)	–	.029	–	–	–
ES, A, EX, OI	.437 (.191)	–	–	.049	–	–
ES, A, C, OI	.381 (.145)	–	–	–	.095	–
ES, A, C, EX	.481 (.231)	–	–	–	–	.009
$k = 4$ average		.003	.029	.049	.095	.009
ES, A, C, EX, OI	.490 (.240)					
General dominance		.009	.047	.070	.093	.020
R^2 rescaled to sum to 1		**.038**	**.197**	**.293**	**.389**	**.083**

Table E131
*Dominance Analyses of Big Five Models for **Accidents: Occupational***

Big Five subset model	R (R^2)	Additional contribution of ES	A	C	EX	OI
Null, $k = 0$ average		.012	.017	.040	.032	.008
Emotional Stability (ES)	.110 (.012)	–	.010	.029	.051	.010
Agreeableness (A)	.130 (.017)	.005	–	.025	.047	.015
Conscientiousness (C)	.200 (.040)	.001	.002	–	.052	.014
Extraversion (EX)	.180 (.032)	.030	.031	.059	–	.001
Openness/Intellect (OI)	.090 (.008)	.014	.024	.046	.025	–
$k = 1$ average		.013	.017	.040	.043	.010
ES, A	.147 (.022)	–	–	.021	.058	.016
ES, C	.203 (.041)	–	.001	–	.060	.014
ES, EX	.251 (.063)	–	.017	.038	–	.000
ES, OI	.150 (.022)	–	.015	.033	.041	–
A, C	.204 (.042)	.001	–	–	.056	.016
A, EX	.252 (.063)	.016	–	.034	–	.003
A, OI	.179 (.032)	.005	–	.026	.034	–
C, EX	.303 (.092)	.010	.006	–	–	.001
C, OI	.232 (.054)	.002	.004	–	.039	–
EX, OI	.182 (.033)	.030	.033	.060	–	–
$k = 2$ average		.011	.013	.035	.048	.008
ES, A, C	.206 (.042)	–	–	–	.062	.016
ES, A, EX	.282 (.080)	–	–	.025	–	.002
ES, A, OI	.193 (.037)	–	–	.022	.044	–
ES, C, EX	.318 (.101)	–	.004	–	–	.001
ES, C, OI	.236 (.056)	–	.003	–	.047	–
ES, EX, OI	.251 (.063)	–	.018	.039	–	–
A, C, EX	.312 (.097)	.007	–	–	–	.002
A, C, OI	.241 (.058)	.001	–	–	.042	–
A, EX, OI	.257 (.066)	.015	–	.034	–	–
C, EX, OI	.305 (.093)	.009	.007	–	–	–
$k = 3$ average		.008	.008	.030	.049	.005
A, C, EX, OI	.316 (.100)	.007	–	–	–	–
ES, C, EX, OI	.320 (.102)	–	.004	–	–	–
ES, A, EX, OI	.285 (.081)	–	–	.025	–	–
ES, A, C, OI	.242 (.059)	–	–	–	.048	–
ES, A, C, EX	.324 (.105)	–	–	–	–	.002
$k = 4$ average		.007	.004	.025	.048	.002
ES, A, C, EX, OI	.326 (.107)					
General dominance		.010	.012	.034	.044	.007
R^2 rescaled to sum to 1		**.095**	**.110**	**.319**	**.413**	**.063**

Table E132
*Dominance Analyses of Metatrait Models for **Happiness***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.292	.160
Stability (S)	.540 (.292)	–	.058
Plasticity (P)	.400 (.160)	.189	–
$k = 1$ average		.189	.058
S, P	.591 (.349)	–	–
General dominance		.240	.109
R^2 rescaled to sum to 1		**.688**	**.312**

Table E133
*Dominance Analyses of Metatrait Models for **Overall Affect***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.302	.090
Stability (S)	.550 (.303)	–	.017
Plasticity (P)	.300 (.090)	.230	–
$k = 1$ average		.230	.017
S, P	.565 (.320)	–	–
General dominance		.266	.054
R^2 rescaled to sum to 1		**.832**	**.168**

Table E134
*Dominance Analyses of Metatrait Models for **Positive Affect***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.137	.221
Stability (S)	.370 (.137)	–	.138
Plasticity (P)	.470 (.221)	.054	–
$k = 1$ average		.054	.138
S, P	.524 (.275)	–	–
General dominance		.095	.179
R^2 rescaled to sum to 1		**.347**	**.653**

Table E135
*Dominance Analyses of Metatrait Models for **Negative Affect (Lack of)***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.185	.048
Stability (S)	.430 (.185)	–	.008
Plasticity (P)	.220 (.048)	.144	–
$k = 1$ average		.144	.008
S, P	.439 (.192)	–	–
General dominance		.164	.028
R^2 rescaled to sum to 1		**.855**	**.145**

Table E136
*Dominance Analyses of Metatrait Models for **Life Satisfaction***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.292	.017
Stability (S)	.540 (.292)	–	.002
Plasticity (P)	.130 (.017)	.277	–
$k = 1$ average		.277	.002
S, P	.542 (.294)	–	–
General dominance		.284	.009
R^2 rescaled to sum to 1		**.968**	**.032**

Table E137
*Dominance Analyses of Metatrait Models for **Quality of Life***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.449	.185
Stability (S)	.670 (.449)	–	.052
Plasticity (P)	.430 (.185)	.316	–
$k = 1$ average		.316	.052
S, P	.708 (.501)	–	–
General dominance		.382	.118
R^2 rescaled to sum to 1		**.764**	**.236**

Table E138
*Dominance Analyses of Metatrait Models for **Marital Satisfaction***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.152	.029
Stability (S)	.390 (.152)	–	.002
Plasticity (P)	.170 (.029)	.125	–
$k = 1$ average		.125	.002
S, P	.393 (.154)	–	–
General dominance		.139	.016
R^2 rescaled to sum to 1		**.899**	**.101**

Table E139
*Dominance Analyses of Metatrait Models for **Intimate Satisfaction: Partner-Ratings***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.068	.002
Stability (S)	.260 (.068)	–	.001
Plasticity (P)	.050 (.003)	.066	–
$k = 1$ average		.066	.001
S, P	.262 (.069)	–	–
General dominance		.067	.002
R^2 rescaled to sum to 1		**.973**	**.027**

Table E140
*Dominance Analyses of Metatrait Models for **Job Satisfaction***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.102	.026
Stability (S)	.320 (.102)	–	.004
Plasticity (P)	.160 (.026)	.080	–
$k = 1$ average		.080	.004
S, P	.326 (.106)	–	–
General dominance		.091	.015
R^2 rescaled to sum to 1		**.862**	**.138**

Table E141

*Dominance Analyses of Metatrait Models for **Leader-Member Exchange***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.053	.006
Stability (S)	.230 (.053)	–	.000
Plasticity (P)	.080 (.006)	.047	–
$k = 1$ average		.047	.000
S, P	.230 (.053)	–	–
General dominance		.050	.003
R^2 rescaled to sum to 1		**.939**	**.061**

Table E142

*Dominance Analyses of Metatrait Models for **Organizational Commitment: General***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.109	.090
Stability (S)	.330 (.109)	–	.042
Plasticity (P)	.300 (.090)	.061	–
$k = 1$ average		.061	.042
S, P	.389 (.151)	–	–
General dominance		.085	.066
R^2 rescaled to sum to 1		**.563**	**.437**

Table E143

*Dominance Analyses of Metatrait Models for **Organizational Commitment: Affective***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.130	.058
Stability (S)	.360 (.130)	–	.017
Plasticity (P)	.240 (.058)	.089	–
$k = 1$ average		.089	.017
S, P	.383 (.147)	–	–
General dominance		.109	.037
R^2 rescaled to sum to 1		**.745**	**.255**

Table E144

*Dominance Analyses of Metatrait Models for **Organizational Commitment: Continuance***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.000	.010
Stability (S)	.010 (.000)	–	.010
Plasticity (P)	.100 (.010)	.001	–
$k = 1$ average		.001	.010
S, P	.103 (.011)	–	–
General dominance		.000	.010
R^2 rescaled to sum to 1		**.030**	**.970**

Table E145

*Dominance Analyses of Metatrait Models for **Organizational Commitment: Normative***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.073	.040
Stability (S)	.270 (.073)	–	.014
Plasticity (P)	.200 (.040)	.047	–
$k = 1$ average		.047	.014
S, P	.295 (.087)	–	–
General dominance		.060	.027
R^2 rescaled to sum to 1		**.688**	**.312**

Table E146

*Dominance Analyses of Metatrait Models for **Work-Nonwork Spillover: Positive***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.053	.116
Stability (S)	.230 (.053)	–	.079
Plasticity (P)	.340 (.116)	.016	–
$k = 1$ average		.016	.079
S, P	.363 (.132)	–	–
General dominance		.035	.097
R^2 rescaled to sum to 1		**.262**	**.738**

Table E147

Dominance Analyses of Big Five Models for ***Work-Nonwork Spillover: Negative (Lack of)***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.137	.012
Stability (S)	.370 (.137)	–	.000
Plasticity (P)	.110 (.012)	.125	–
$k = 1$ average		.125	.000
S, P	.370 (.137)	–	–
General dominance		.131	.006
R^2 rescaled to sum to 1		**.956**	**.044**

Table E148

Dominance Analyses of Metatrait Models for ***Family Interference with Work (Lack of)***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.144	.010
Stability (S)	.380 (.144)	–	.001
Plasticity (P)	.100 (.010)	.135	–
$k = 1$ average		.135	.001
S, P	.381 (.145)	–	–
General dominance		.140	.005
R^2 rescaled to sum to 1		**.964**	**.036**

Table E149

Dominance Analyses of Metatrait Models for ***Work Interference with Family (Lack of)***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.137	.008
Stability (S)	.370 (.137)	–	.001
Plasticity (P)	.090 (.008)	.130	–
$k = 1$ average		.130	.001
S, P	.371 (.138)	–	–
General dominance		.133	.004
R^2 rescaled to sum to 1		**.967**	**.033**

Table E150

Dominance Analyses of Metatrait Models for ***Burnout: Emotional Exhaustion (Lack of)***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.152	.032
Stability (S)	.390 (.152)	–	.003
Plasticity (P)	.180 (.032)	.123	–
$k = 1$ average		.123	.003
S, P	.394 (.155)	–	–
General dominance		.138	.018
R^2 rescaled to sum to 1		**.885**	**.115**

Table E151

Dominance Analyses of Metatrait Models for ***Burnout: Depersonalization (Lack of)***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.202	.036
Stability (S)	.450 (.202)	–	.002
Plasticity (P)	.190 (.036)	.169	–
$k = 1$ average		.169	.002
S, P	.453 (.205)	–	–
General dominance		.186	.019
R^2 rescaled to sum to 1		**.906**	**.094**

Table E152

Dominance Analyses of Metatrait Models for ***Burnout: Personal Accomplishment***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.185	.102
Stability (S)	.430 (.185)	–	.037
Plasticity (P)	.320 (.102)	.120	–
$k = 1$ average		.120	.037
S, P	.471 (.222)	–	–
General dominance		.152	.070
R^2 rescaled to sum to 1		**.686**	**.314**

Table E153
*Dominance Analyses of Metatrait Models for **Intent to Quit (Lack of)***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.068	.002
Stability (S)	.260 (.068)	–	.001
Plasticity (P)	.050 (.003)	.066	–
$k = 1$ average		.066	.001
S, P	.262 (.069)	–	–
General dominance		.067	.002
R^2 rescaled to sum to 1		**.973**	**.027**

Table E154
*Dominance Analyses of Metatrait Models for **Career Decision-Making Difficulties (Lack of)***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.078	.029
Stability (S)	.280 (.078)	–	.007
Plasticity (P)	.170 (.029)	.057	–
$k = 1$ average		.057	.007
S, P	.293 (.086)	–	–
General dominance		.068	.018
R^2 rescaled to sum to 1		**.789**	**.211**

Table E155
*Dominance Analyses of Metatrait Models for **Career Satisfaction***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.078	.058
Stability (S)	.280 (.078)	–	.025
Plasticity (P)	.240 (.058)	.046	–
$k = 1$ average		.046	.025
S, P	.322 (.104)	–	–
General dominance		.062	.041
R^2 rescaled to sum to 1		**.600**	**.400**

Table E156
Dominance Analyses of Metatrait Models for ***Coping: Broad Engagement***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.010	.044
Stability (S)	.100 (.010)	–	.035
Plasticity (P)	.210 (.044)	.001	–
$k = 1$ average		.001	.035
S, P	.213 (.045)	–	–
General dominance		.006	.040
R^2 rescaled to sum to 1		**.124**	**.876**

Table E157
Dominance Analyses of Metatrait Models for ***Coping: Primary Control***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.036	.062
Stability (S)	.190 (.036)	–	.040
Plasticity (P)	.250 (.062)	.013	–
$k = 1$ average		.013	.040
S, P	.276 (.076)	–	–
General dominance		.025	.051
R^2 rescaled to sum to 1		**.326**	**.674**

Table E158
Dominance Analyses of Metatrait Models for ***Primary Control: Problem Solving***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.096	.084
Stability (S)	.310 (.096)	–	.041
Plasticity (P)	.290 (.084)	.053	–
$k = 1$ average		.053	.041
S, P	.370 (.137)	–	–
General dominance		.074	.062
R^2 rescaled to sum to 1		**.544**	**.456**

Table E159

Dominance Analyses of Metatrait Models for ***Primary Control: Instrumental Social Support***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.006	.058
Stability (S)	.080 (.006)	–	.051
Plasticity (P)	.240 (.058)	.000	–
$k = 1$ average		.000	.051
S, P	.240 (.058)	–	–
General dominance		.003	.054
R^2 rescaled to sum to 1		**.056**	**.944**

Table E160

Dominance Analyses of Metatrait Models for ***Primary Control: Emotional Social Support***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.002	.078
Stability (S)	.040 (.002)	–	.080
Plasticity (P)	.280 (.078)	.003	–
$k = 1$ average		.003	.080
S, P	.285 (.081)	–	–
General dominance		.002	.079
R^2 rescaled to sum to 1		**.027**	**.973**

Table E161

Dominance Analyses of Metatrait Models for ***Primary Control: Mixed Social Support***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.017	.062
Stability (S)	.130 (.017)	–	.048
Plasticity (P)	.250 (.062)	.003	–
$k = 1$ average		.003	.048
S, P	.256 (.065)	–	–
General dominance		.010	.055
R^2 rescaled to sum to 1		**.151**	**.849**

Table E162

Dominance Analyses of Metatrait Models for ***Primary Control: Emotion Regulation***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.002	.006
Stability (S)	.050 (.003)	–	.005
Plasticity (P)	.080 (.006)	.001	–
$k = 1$ average		.001	.005
S, P	.084 (.007)	–	–
General dominance		.002	.005
R^2 rescaled to sum to 1		**.224**	**.776**

Table E163

Dominance Analyses of Metatrait Models for ***Coping: Secondary Control***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.012	.048
Stability (S)	.110 (.012)	–	.038
Plasticity (P)	.220 (.048)	.002	–
$k = 1$ average		.002	.038
S, P	.224 (.050)	–	–
General dominance		.007	.043
R^2 rescaled to sum to 1		**.138**	**.862**

Table E164

Dominance Analyses of Metatrait Models for ***Secondary Control: Distraction***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.029	.014
Stability (S)	.170 (.029)	–	.034
Plasticity (P)	.120 (.014)	.048	–
$k = 1$ average		.048	.034
S, P	.251 (.063)	–	–
General dominance		.039	.024
R^2 rescaled to sum to 1		**.615**	**.385**

Table E165

Dominance Analyses of Metatrait Models for ***Secondary Control: Cognitive Restructuring***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.090	.096
Stability (S)	.300 (.090)	–	.051
Plasticity (P)	.310 (.096)	.045	–
$k = 1$ average		.045	.051
S, P	.376 (.141)	–	–
General dominance		.067	.074
R^2 rescaled to sum to 1		**.478**	**.522**

Table E166

Dominance Analyses of Metatrait Models for ***Secondary Control: Acceptance***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.022	.006
Stability (S)	.150 (.022)	–	.001
Plasticity (P)	.080 (.006)	.017	–
$k = 1$ average		.017	.001
S, P	.154 (.024)	–	–
General dominance		.020	.004
R^2 rescaled to sum to 1		**.841**	**.159**

Table E167

Dominance Analyses of Metatrait Models for ***Coping: Religious***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.014	.006
Stability (S)	.120 (.014)	–	.016
Plasticity (P)	.080 (.006)	.024	–
$k = 1$ average		.024	.016
S, P	.173 (.030)	–	–
General dominance		.019	.011
R^2 rescaled to sum to 1		**.633**	**.367**

Table E168
Dominance Analyses of Metatrait Models for ***Physical Activity***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.010	.014
Stability (S)	.100 (.010)	–	.009
Plasticity (P)	.120 (.014)	.004	–
$k = 1$ average		.004	.009
S, P	.136 (.019)	–	–
General dominance		.007	.012
R^2 rescaled to sum to 1		**.382**	**.618**

Table E169
Dominance Analyses of Metatrait Models for ***Employment Interview: Conventional/Low Structure***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.073	.073
Stability (S)	.270 (.073)	–	.038
Plasticity (P)	.270 (.073)	.038	–
$k = 1$ average		.038	.038
S, P	.332 (.110)	–	–
General dominance		.055	.055
R^2 rescaled to sum to 1		**.500**	**.500**

Table E170
Dominance Analyses of Metatrait Models for ***Employment Interview: Behavioral/High Structure***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.010	.010
Stability (S)	.100 (.010)	–	.005
Plasticity (P)	.100 (.010)	.005	–
$k = 1$ average		.005	.005
S, P	.123 (.015)	–	–
General dominance		.008	.008
R^2 rescaled to sum to 1		**.500**	**.500**

Table E171
*Dominance Analyses of Metatrait Models for **Job Search Behavior***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.078	.202
Stability (S)	.280 (.078)	–	.145
Plasticity (P)	.450 (.202)	.021	–
$k = 1$ average		.021	.145
S, P	.472 (.223)	–	–
General dominance		.050	.174
R^2 rescaled to sum to 1		**.222**	**.778**

Table E172
*Dominance Analyses of Metatrait Models for **Assessment Center Dimension: Communication***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.002	.002
Stability (S)	.050 (.003)	–	.001
Plasticity (P)	.040 (.002)	.002	–
$k = 1$ average		.002	.001
S, P	.056 (.003)	–	–
General dominance		.002	.001
R^2 rescaled to sum to 1		**.643**	**.357**

Table E173
*Dominance Analyses of Metatrait Models for **Assessment Center Dimension: Consideration of Others***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.073	.032
Stability (S)	.270 (.073)	–	.010
Plasticity (P)	.180 (.032)	.050	–
$k = 1$ average		.050	.010
S, P	.288 (.083)	–	–
General dominance		.062	.021
R^2 rescaled to sum to 1		**.745**	**.255**

Table E174

*Dominance Analyses of Metatrait Models for **Assessment Center Dimension: Drive***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.122	.336
Stability (S)	.350 (.122)	–	.244
Plasticity (P)	.580 (.336)	.030	–
$k = 1$ average		.030	.244
S, P	.605 (.367)	–	–
General dominance		.076	.290
R^2 rescaled to sum to 1		**.208**	**.792**

Table E175

*Dominance Analyses of Metatrait Models for **Assessment Center Dimension: Influencing Others***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.084	.109
Stability (S)	.290 (.084)	–	.063
Plasticity (P)	.330 (.109)	.038	–
$k = 1$ average		.038	.063
S, P	.383 (.147)	–	–
General dominance		.061	.086
R^2 rescaled to sum to 1		**.416**	**.584**

Table E176

*Dominance Analyses of Metatrait Models for **Assessment Center Dimension: Organizing and Planning***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.040	.053
Stability (S)	.200 (.040)	–	.031
Plasticity (P)	.230 (.053)	.018	–
$k = 1$ average		.018	.031
S, P	.266 (.071)	–	–
General dominance		.029	.042
R^2 rescaled to sum to 1		**.409**	**.591**

Table E177

Dominance Analyses of Metatrait Models for ***Assessment Center Dimension: Problem Solving***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.004	.040
Stability (S)	.060 (.004)	–	.036
Plasticity (P)	.200 (.040)	.000	–
$k = 1$ average		.000	.036
S, P	.200 (.040)	–	–
General dominance		.002	.038
R^2 rescaled to sum to 1		**.045**	**.955**

Table E178

Dominance Analyses of Metatrait Models for ***Assessment Center Dimension: Stress Tolerance***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.221	.040
Stability (S)	.470 (.221)	–	.003
Plasticity (P)	.200 (.040)	.184	–
$k = 1$ average		.184	.003
S, P	.473 (.224)	–	–
General dominance		.202	.021
R^2 rescaled to sum to 1		**.904**	**.096**

Table E179

Dominance Analyses of Metatrait Models for ***Assessment Center Exercise: Case Analysis***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.000	.012
Stability (S)	.020 (.000)	–	.012
Plasticity (P)	.110 (.012)	.000	–
$k = 1$ average		.000	.012
S, P	.111 (.012)	–	–
General dominance		.000	.012
R^2 rescaled to sum to 1		**.027**	**.973**

Table E180

*Dominance Analyses of Metatrait Models for **Assessment Center Exercise: In-Basket***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.008	.020
Stability (S)	.090 (.008)	–	.014
Plasticity (P)	.140 (.020)	.002	–
$k = 1$ average		.002	.014
S, P	.148 (.022)	–	–
General dominance		.005	.017
R^2 rescaled to sum to 1		**.237**	**.763**

Table E181

*Dominance Analyses of Metatrait Models for **Assessment Center Exercise: Leaderless Group Discussion***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.004	.029
Stability (S)	.060 (.004)	–	.025
Plasticity (P)	.170 (.029)	.000	–
$k = 1$ average		.000	.025
S, P	.170 (.029)	–	–
General dominance		.002	.027
R^2 rescaled to sum to 1		**.063**	**.937**

Table E182

*Dominance Analyses of Metatrait Models for **Assessment Center Exercise: Oral Presentation***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.001	.029
Stability (S)	.030 (.001)	–	.029
Plasticity (P)	.170 (.029)	.001	–
$k = 1$ average		.001	.029
S, P	.172 (.030)	–	–
General dominance		.001	.029
R^2 rescaled to sum to 1		**.026**	**.974**

Table E183
*Dominance Analyses of Metatrait Models for **Assessment Center Exercise: Role-Play***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.001	.026
Stability (S)	.030 (.001)	–	.025
Plasticity (P)	.160 (.026)	.001	–
$k = 1$ average		.001	.025
S, P	.162 (.026)	–	–
General dominance		.001	.025
R^2 rescaled to sum to 1		**.027**	**.973**

Table E184
*Dominance Analyses of Metatrait Models for **Academic Performance***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.026	.005
Stability (S)	.160 (.026)	–	.000
Plasticity (P)	.070 (.005)	.021	–
$k = 1$ average		.021	.000
S, P	.161 (.026)	–	–
General dominance		.023	.003
R^2 rescaled to sum to 1		**.898**	**.102**

Table E185
*Dominance Analyses of Metatrait Models for **Academic Performance: Postsecondary***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.020	.002
Stability (S)	.140 (.020)	–	.000
Plasticity (P)	.040 (.002)	.018	–
$k = 1$ average		.018	.000
S, P	.140 (.020)	–	–
General dominance		.019	.001
R^2 rescaled to sum to 1		**.959**	**.041**

Table E186
*Dominance Analyses of Metatrait Models for **Academic Attendance***

Metatrait subset model	*R* (R^2)	Additional contribution of	
Null, $k = 0$ average		.014	.006
Stability (S)	.120 (.014)	–	.016
Plasticity (P)	.080 (.006)	.024	–
$k = 1$ average		.024	.016
S, P	.173 (.030)	–	–
General dominance		.019	.011
R^2 rescaled to sum to 1		**.633**	**.367**

Table E187
*Dominance Analyses of Metatrait Models for **Educational Success***

Metatrait subset model	*R* (R^2)	Additional contribution of	
Null, $k = 0$ average		.068	.032
Stability (S)	.260 (.068)	–	.010
Plasticity (P)	.180 (.032)	.046	–
$k = 1$ average		.046	.010
S, P	.279 (.078)	–	–
General dominance		.057	.021
R^2 rescaled to sum to 1		**.726**	**.274**

Table E188
*Dominance Analyses of Metatrait Models for **General Performance***

Metatrait subset model	*R* (R^2)	Additional contribution of	
Null, $k = 0$ average		.040	.006
Stability (S)	.200 (.040)	–	.000
Plasticity (P)	.080 (.006)	.034	–
$k = 1$ average		.034	.000
S, P	.201 (.040)	–	–
General dominance		.037	.003
R^2 rescaled to sum to 1		**.917**	**.083**

Table E189
Dominance Analyses of Metatrait Models for ***Overall Job Performance***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.090	.044
Stability (S)	.300 (.090)	–	.014
Plasticity (P)	.210 (.044)	.060	–
$k = 1$ average		.060	.014
S, P	.323 (.104)	–	–
General dominance		.075	.029
R^2 rescaled to sum to 1		**.720**	**.280**

Table E190
Dominance Analyses of Metatrait Models for ***Overall Job Performance: Maximal***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.001	.130
Stability (S)	.030 (.001)	–	.137
Plasticity (P)	.360 (.130)	.008	–
$k = 1$ average		.008	.137
S, P	.371 (.138)	–	–
General dominance		.004	.133
R^2 rescaled to sum to 1		**.033**	**.967**

Table E191
Dominance Analyses of Metatrait Models for ***Overall Job Performance: Typical***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.004	.058
Stability (S)	.060 (.004)	–	.054
Plasticity (P)	.240 (.058)	.000	–
$k = 1$ average		.000	.054
S, P	.241 (.058)	–	–
General dominance		.002	.056
R^2 rescaled to sum to 1		**.034**	**.966**

Table E192

Dominance Analyses of Metatrait Models for ***Overall Job Performance: Peer-Ratings***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.090	.032
Stability (S)	.300 (.090)	–	.008
Plasticity (P)	.180 (.032)	.065	–
$k = 1$ average		.065	.008
S, P	.313 (.098)	–	–
General dominance		.078	.020
R^2 rescaled to sum to 1		**.794**	**.206**

Table E193

Dominance Analyses of Metatrait Models for ***Overall Job Performance: Subordinate-Ratings***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.026	.017
Stability (S)	.160 (.026)	–	.007
Plasticity (P)	.130 (.017)	.016	–
$k = 1$ average		.016	.007
S, P	.180 (.033)	–	–
General dominance		.021	.012
R^2 rescaled to sum to 1		**.634**	**.366**

Table E194

Dominance Analyses of Metatrait Models for ***Training Performance***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.014	.022
Stability (S)	.120 (.014)	–	.014
Plasticity (P)	.150 (.022)	.006	–
$k = 1$ average		.006	.014
S, P	.168 (.028)	–	–
General dominance		.010	.018
R^2 rescaled to sum to 1		**.357**	**.643**

Table E195
*Dominance Analyses of Metatrait Models for **Training Success***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.053	.005
Stability (S)	.230 (.053)	–	.000
Plasticity (P)	.070 (.005)	.048	–
$k = 1$ average		.048	.000
S, P	.230 (.053)	–	–
General dominance		.050	.002
R^2 rescaled to sum to 1		**.954**	**.046**

Table E196
*Dominance Analyses of Metatrait Models for **Transfer of Training***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.048	.005
Stability (S)	.220 (.048)	–	.000
Plasticity (P)	.070 (.005)	.044	–
$k = 1$ average		.044	.000
S, P	.220 (.048)	–	–
General dominance		.046	.002
R^2 rescaled to sum to 1		**.949**	**.051**

Table E197
*Dominance Analyses of Metatrait Models for **Technical Performance***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.040	.026
Stability (S)	.200 (.040)	–	.010
Plasticity (P)	.160 (.026)	.025	–
$k = 1$ average		.025	.010
S, P	.224 (.050)	–	–
General dominance		.032	.018
R^2 rescaled to sum to 1		**.643**	**.357**

Table E198

Dominance Analyses of Metatrait Models for ***Contextual Performance***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.109	.036
Stability (S)	.330 (.109)	–	.008
Plasticity (P)	.190 (.036)	.081	–
$k = 1$ average		.081	.008
S, P	.342 (.117)	–	–
General dominance		.095	.022
R^2 rescaled to sum to 1		**.812**	**.188**

Table E199

Dominance Analyses of Metatrait Models for ***Organizational Citizenship Behavior: Aggregate***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.048	.026
Stability (S)	.220 (.048)	–	.009
Plasticity (P)	.160 (.026)	.032	–
$k = 1$ average		.032	.009
S, P	.239 (.057)	–	–
General dominance		.040	.017
R^2 rescaled to sum to 1		**.699**	**.301**

Table E200

Dominance Analyses of Metatrait Models for ***Organizational Citizenship Behavior: Global***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.053	.014
Stability (S)	.230 (.053)	–	.002
Plasticity (P)	.120 (.014)	.041	–
$k = 1$ average		.041	.002
S, P	.235 (.055)	–	–
General dominance		.047	.008
R^2 rescaled to sum to 1		**.848**	**.152**

Table E201

*Dominance Analyses of Metatrait Models for **Organizational Citizenship Behavior: Interpersonal***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.062	.032
Stability (S)	.250 (.062)	–	.011
Plasticity (P)	.180 (.032)	.041	–
$k = 1$ average		.041	.011
S, P	.271 (.074)	–	–
General dominance		.052	.022
R^2 rescaled to sum to 1		**.704**	**.296**

Table E202

*Dominance Analyses of Metatrait Models for **Organizational Citizenship Behavior: Organizational***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.044	.014
Stability (S)	.210 (.044)	–	.003
Plasticity (P)	.120 (.014)	.033	–
$k = 1$ average		.033	.003
S, P	.217 (.047)	–	–
General dominance		.038	.009
R^2 rescaled to sum to 1		**.815**	**.185**

Table E203

*Dominance Analyses of Metatrait Models for **Organizational Citizenship Behavior: Change***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.006	.036
Stability (S)	.080 (.006)	–	.030
Plasticity (P)	.190 (.036)	.000	–
$k = 1$ average		.000	.030
S, P	.191 (.037)	–	–
General dominance		.003	.033
R^2 rescaled to sum to 1		**.093**	**.907**

Table E204
*Dominance Analyses of Metatrait Models for **Adaptive Performance***

Metatrait subset model	*R* (R^2)	Additional contribution of	
Null, $k = 0$ average		.026	.012
Stability (S)	.160 (.026)	–	.004
Plasticity (P)	.110 (.012)	.017	–
$k = 1$ average		.017	.004
S, P	.172 (.029)	–	–
General dominance		.021	.008
R^2 rescaled to sum to 1		**.729**	**.271**

Table E205
*Dominance Analyses of Metatrait Models for **Teamwork***

Metatrait subset model	*R* (R^2)	Additional contribution of	
Null, $k = 0$ average		.116	.036
Stability (S)	.340 (.116)	–	.007
Plasticity (P)	.190 (.036)	.087	–
$k = 1$ average		.087	.007
S, P	.351 (.123)	–	–
General dominance		.101	.022
R^2 rescaled to sum to 1		**.823**	**.177**

Table E206
*Dominance Analyses of Metatrait Models for **Creativity***

Metatrait subset model	*R* (R^2)	Additional contribution of	
Null, $k = 0$ average		.040	.002
Stability (S)	.200 (.040)	–	.012
Plasticity (P)	.040 (.002)	.050	–
$k = 1$ average		.050	.012
S, P	.228 (.052)	–	–
General dominance		.045	.007
R^2 rescaled to sum to 1		**.869**	**.131**

Table E207
*Dominance Analyses of Metatrait Models for **Validity***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.026	.020
Stability (S)	.160 (.026)	–	.009
Plasticity (P)	.140 (.020)	.015	–
$k = 1$ average		.015	.009
S, P	.185 (.034)	–	–
General dominance		.020	.014
R^2 rescaled to sum to 1		**.587**	**.413**

Table E208
*Dominance Analyses of Metatrait Models for **Job Search Outcomes: Job Offers***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.078	.250
Stability (S)	.280 (.078)	–	.188
Plasticity (P)	.500 (.250)	.016	–
$k = 1$ average		.016	.188
S, P	.516 (.266)	–	–
General dominance		.047	.219
R^2 rescaled to sum to 1		**.177**	**.823**

Table E209
*Dominance Analyses of Metatrait Models for **Job Search Outcomes: Search Duration***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.010	.014
Stability (S)	.100 (.010)	–	.009
Plasticity (P)	.120 (.014)	.004	–
$k = 1$ average		.004	.009
S, P	.136 (.019)	–	–
General dominance		.007	.012
R^2 rescaled to sum to 1		**.382**	**.618**

Table E210

*Dominance Analyses of Metatrait Models for **Job Search Outcomes: Employment Status***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.012	.000
Stability (S)	.110 (.012)	–	.000
Plasticity (P)	.020 (.000)	.012	–
$k = 1$ average		.012	.000
S, P	.111 (.012)	–	–
General dominance		.012	.000
R^2 rescaled to sum to 1		**.973**	**.027**

Table E211

*Dominance Analyses of Metatrait Models for **Status Change***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.020	.020
Stability (S)	.140 (.020)	–	.010
Plasticity (P)	.140 (.020)	.010	–
$k = 1$ average		.010	.010
S, P	.172 (.030)	–	–
General dominance		.015	.015
R^2 rescaled to sum to 1		**.500**	**.500**

Table E212

*Dominance Analyses of Metatrait Models for **Promotions***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.004	.014
Stability (S)	.060 (.004)	–	.011
Plasticity (P)	.120 (.014)	.001	–
$k = 1$ average		.001	.011
S, P	.122 (.015)	–	–
General dominance		.002	.013
R^2 rescaled to sum to 1		**.138**	**.862**

Table E213
*Dominance Analyses of Metatrait Models for **Salary***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.002	.008
Stability (S)	.040 (.002)	–	.007
Plasticity (P)	.090 (.008)	.000	–
$k = 1$ average		.000	.007
S, P	.091 (.008)	–	–
General dominance		.001	.007
R^2 rescaled to sum to 1		**.106**	**.894**

Table E214
*Dominance Analyses of Metatrait Models for **Personnel Data***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.017	.006
Stability (S)	.130 (.017)	–	.002
Plasticity (P)	.080 (.006)	.012	–
$k = 1$ average		.012	.002
S, P	.136 (.019)	–	–
General dominance		.015	.004
R^2 rescaled to sum to 1		**.783**	**.217**

Table E215
*Dominance Analyses of Metatrait Models for **Productivity***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.000	.004
Stability (S)	.020 (.000)	–	.003
Plasticity (P)	.060 (.004)	.000	–
$k = 1$ average		.000	.003
S, P	.060 (.004)	–	–
General dominance		.000	.003
R^2 rescaled to sum to 1		**.056**	**.944**

Table E216
*Dominance Analyses of Metatrait Models for **Firm Performance***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.032	.032
Stability (S)	.180 (.032)	–	.017
Plasticity (P)	.180 (.032)	.017	–
$k = 1$ average		.017	.017
S, P	.222 (.049)	–	–
General dominance		.025	.025
R^2 rescaled to sum to 1		**.500**	**.500**

Table E217
*Dominance Analyses of Metatrait Models for **Initiating Structure***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.022	.020
Stability (S)	.150 (.022)	–	.009
Plasticity (P)	.140 (.020)	.012	–
$k = 1$ average		.012	.009
S, P	.179 (.032)	–	–
General dominance		.017	.015
R^2 rescaled to sum to 1		**.545**	**.455**

Table E218
*Dominance Analyses of Metatrait Models for **Consideration***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.102	.062
Stability (S)	.320 (.102)	–	.024
Plasticity (P)	.250 (.062)	.064	–
$k = 1$ average		.064	.024
S, P	.356 (.127)	–	–
General dominance		.083	.043
R^2 rescaled to sum to 1		**.657**	**.343**

Table E219

Dominance Analyses of Metatrait Models for ***Transformational Leadership***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.058	.084
Stability (S)	.240 (.058)	–	.051
Plasticity (P)	.290 (.084)	.024	–
$k = 1$ average		.024	.051
S, P	.329 (.108)	–	–
General dominance		.041	.067
R^2 rescaled to sum to 1		**.378**	**.622**

Table E220

Dominance Analyses of Metatrait Models for ***Transformational Leadership: Charisma***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.044	.084
Stability (S)	.210 (.044)	–	.055
Plasticity (P)	.290 (.084)	.015	–
$k = 1$ average		.015	.055
S, P	.315 (.099)	–	–
General dominance		.030	.070
R^2 rescaled to sum to 1		**.299**	**.701**

Table E221

Dominance Analyses of Metatrait Models for ***Transformational Leadership: Idealized Influence***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.062	.068
Stability (S)	.250 (.062)	–	.036
Plasticity (P)	.260 (.068)	.031	–
$k = 1$ average		.031	.036
S, P	.314 (.099)	–	–
General dominance		.047	.052
R^2 rescaled to sum to 1		**.474**	**.526**

Table E222

Dominance Analyses of Metatrait Models for ***Transformational Leadership: Inspirational Motivation***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.022	.090
Stability (S)	.150 (.022)	–	.071
Plasticity (P)	.300 (.090)	.003	–
$k = 1$ average		.003	.071
S, P	.305 (.093)	–	–
General dominance		.013	.080
R^2 rescaled to sum to 1		**.138**	**.862**

Table E223

Dominance Analyses of Metatrait Models for ***Transformational Leadership: Intellectual Stimulation***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.012	.032
Stability (S)	.110 (.012)	–	.023
Plasticity (P)	.180 (.032)	.003	–
$k = 1$ average		.003	.023
S, P	.188 (.035)	–	–
General dominance		.008	.028
R^2 rescaled to sum to 1		**.214**	**.786**

Table E224

Dominance Analyses of Metatrait Models for ***Transformational Leadership: Individualized Consideration***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.022	.044
Stability (S)	.150 (.022)	–	.029
Plasticity (P)	.210 (.044)	.008	–
$k = 1$ average		.008	.029
S, P	.227 (.052)	–	–
General dominance		.015	.037
R^2 rescaled to sum to 1		**.291**	**.709**

Table E225

Dominance Analyses of Metatrait Models for ***Transactional Leadership: Contingent Reward***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.022	.014
Stability (S)	.150 (.022)	–	.006
Plasticity (P)	.120 (.014)	.014	–
$k = 1$ average		.014	.006
S, P	.168 (.028)	–	–
General dominance		.018	.010
R^2 rescaled to sum to 1		**.643**	**.357**

Table E226

Dominance Analyses of Metatrait Models for ***Transactional Leadership: Management by Exception (Lack of)***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.006	.002
Stability (S)	.080 (.006)	–	.001
Plasticity (P)	.050 (.003)	.005	–
$k = 1$ average		.005	.001
S, P	.084 (.007)	–	–
General dominance		.005	.002
R^2 rescaled to sum to 1		**.776**	**.224**

Table E227

Dominance Analyses of Metatrait Models for ***Transactional Leadership: Passive Leadership (Lack of)***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.020	.002
Stability (S)	.140 (.020)	–	.000
Plasticity (P)	.040 (.002)	.018	–
$k = 1$ average		.018	.000
S, P	.140 (.020)	–	–
General dominance		.019	.001
R^2 rescaled to sum to 1		**.959**	**.041**

Table E228
*Dominance Analyses of Metatrait Models for **Leadership***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.073	.122
Stability (S)	.270 (.073)	–	.077
Plasticity (P)	.350 (.122)	.028	–
$k = 1$ average		.028	.077
S, P	.388 (.150)	–	–
General dominance		.050	.100
R^2 rescaled to sum to 1		**.335**	**.665**

Table E229
*Dominance Analyses of Metatrait Models for **Leadership Emergence***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.078	.137
Stability (S)	.280 (.078)	–	.088
Plasticity (P)	.370 (.137)	.029	–
$k = 1$ average		.029	.088
S, P	.407 (.166)	–	–
General dominance		.054	.112
R^2 rescaled to sum to 1		**.324**	**.676**

Table E230
*Dominance Analyses of Metatrait Models for **Leadership Effectiveness***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.073	.096
Stability (S)	.270 (.073)	–	.056
Plasticity (P)	.310 (.096)	.033	–
$k = 1$ average		.033	.056
S, P	.359 (.129)	–	–
General dominance		.053	.076
R^2 rescaled to sum to 1		**.410**	**.590**

Table E231

Dominance Analyses of Metatrait Models for ***Leadership Effectiveness: Subordinate Job Satisfaction***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.000	.002
Stability (S)	.020 (.000)	–	.004
Plasticity (P)	.050 (.003)	.001	–
$k = 1$ average		.001	.004
S, P	.063 (.004)	–	–
General dominance		.001	.003
R^2 rescaled to sum to 1		**.234**	**.766**

Table E232

Dominance Analyses of Metatrait Models for ***Leadership Effectiveness: Satisfaction with Leader***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.012	.001
Stability (S)	.110 (.012)	–	.000
Plasticity (P)	.030 (.001)	.011	–
$k = 1$ average		.011	.000
S, P	.110 (.012)	–	–
General dominance		.012	.000
R^2 rescaled to sum to 1		**.962**	**.038**

Table E233

Dominance Analyses of Metatrait Models for ***Leadership Effectiveness: Group Performance***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.044	.006
Stability (S)	.210 (.044)	–	.000
Plasticity (P)	.080 (.006)	.038	–
$k = 1$ average		.038	.000
S, P	.210 (.044)	–	–
General dominance		.041	.003
R^2 rescaled to sum to 1		**.926**	**.074**

Table E234

Dominance Analyses of Metatrait Models for ***Coping: Broad Disengagement***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.109	.002
Stability (S)	.330 (.109)	–	.003
Plasticity (P)	.050 (.003)	.110	–
$k = 1$ average		.110	.003
S, P	.335 (.112)	–	–
General dominance		.109	.003
R^2 rescaled to sum to 1		**.974**	**.026**

Table E235

Dominance Analyses of Metatrait Models for ***Coping: Narrow Disengagement***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.073	.006
Stability (S)	.270 (.073)	–	.000
Plasticity (P)	.080 (.006)	.067	–
$k = 1$ average		.067	.000
S, P	.270 (.073)	–	–
General dominance		.070	.003
R^2 rescaled to sum to 1		**.956**	**.044**

Table E236

Dominance Analyses of Metatrait Models for ***Narrow Disengagement: Denial***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.078	.006
Stability (S)	.280 (.078)	–	.000
Plasticity (P)	.080 (.006)	.072	–
$k = 1$ average		.072	.000
S, P	.280 (.079)	–	–
General dominance		.075	.003
R^2 rescaled to sum to 1		**.959**	**.041**

Table E237

Dominance Analyses of Metatrait Models for ***Narrow Disengagement: Withdrawal***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.014	.002
Stability (S)	.120 (.014)	–	.007
Plasticity (P)	.040 (.002)	.020	–
$k = 1$ average		.020	.007
S, P	.146 (.021)	–	–
General dominance		.017	.004
R^2 rescaled to sum to 1		**.801**	**.199**

Table E238

Dominance Analyses of Metatrait Models for ***Coping: Mixed Emotion Focus***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.068	.022
Stability (S)	.260 (.068)	–	.061
Plasticity (P)	.150 (.022)	.106	–
$k = 1$ average		.106	.061
S, P	.358 (.128)	–	–
General dominance		.087	.042
R^2 rescaled to sum to 1		**.676**	**.324**

Table E239

Dominance Analyses of Metatrait Models for ***Coping: Negative Emotion Focus***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.152	.000
Stability (S)	.390 (.152)	–	.012
Plasticity (P)	.020 (.000)	.164	–
$k = 1$ average		.164	.012
S, P	.405 (.164)	–	–
General dominance		.158	.006
R^2 rescaled to sum to 1		**.962**	**.038**

Table E240

*Dominance Analyses of Metatrait Models for **Coping: Substance Use***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.152	.000
Stability (S)	.390 (.152)	–	.017
Plasticity (P)	.000 (.000)	.169	–
$k = 1$ average		.169	.017
S, P	.412 (.169)	–	–
General dominance		.161	.009
R^2 rescaled to sum to 1		**.949**	**.051**

Table E241

*Dominance Analyses of Metatrait Models for **Smoking***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.044	.017
Stability (S)	.210 (.044)	–	.043
Plasticity (P)	.130 (.017)	.071	–
$k = 1$ average		.071	.043
S, P	.296 (.087)	–	–
General dominance		.057	.030
R^2 rescaled to sum to 1		**.656**	**.344**

Table E242

*Dominance Analyses of Metatrait Models for **Alcohol Involvement***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.102	.000
Stability (S)	.320 (.102)	–	.012
Plasticity (P)	.000 (.000)	.114	–
$k = 1$ average		.114	.012
S, P	.338 (.114)	–	–
General dominance		.108	.006
R^2 rescaled to sum to 1		**.949**	**.051**

Table E243

Dominance Analyses of Metatrait Models for ***Sexual Risk-Taking: Aggregate***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.048	.002
Stability (S)	.220 (.048)	–	.016
Plasticity (P)	.050 (.003)	.062	–
$k = 1$ average		.062	.016
S, P	.254 (.065)	–	–
General dominance		.055	.009
R^2 rescaled to sum to 1		**.856**	**.144**

Table E244

Dominance Analyses of Metatrait Models for ***High-Risk Sexual Encounter***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.053	.012
Stability (S)	.230 (.053)	–	.038
Plasticity (P)	.110 (.012)	.078	–
$k = 1$ average		.078	.038
S, P	.301 (.090)	–	–
General dominance		.066	.025
R^2 rescaled to sum to 1		**.726**	**.274**

Table E245

Dominance Analyses of Metatrait Models for ***Unprotected Sex***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.084	.000
Stability (S)	.290 (.084)	–	.014
Plasticity (P)	.020 (.000)	.098	–
$k = 1$ average		.098	.014
S, P	.313 (.098)	–	–
General dominance		.091	.007
R^2 rescaled to sum to 1		**.926**	**.074**

Table E246
*Dominance Analyses of Metatrait Models for **Number of Sexual Partners***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.048	.002
Stability (S)	.220 (.048)	–	.001
Plasticity (P)	.040 (.002)	.048	–
$k = 1$ average		.048	.001
S, P	.222 (.049)	–	–
General dominance		.048	.001
R^2 rescaled to sum to 1		**.973**	**.027**

Table E247
*Dominance Analyses of Metatrait Models for **Antisocial Behavior***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.194	.001
Stability (S)	.440 (.194)	–	.033
Plasticity (P)	.030 (.001)	.225	–
$k = 1$ average		.225	.033
S, P	.476 (.226)	–	–
General dominance		.209	.017
R^2 rescaled to sum to 1		**.926**	**.074**

Table E248
*Dominance Analyses of Metatrait Models for **Aggression***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.144	.010
Stability (S)	.380 (.144)	–	.001
Plasticity (P)	.100 (.010)	.135	–
$k = 1$ average		.135	.001
S, P	.381 (.145)	–	–
General dominance		.140	.005
R^2 rescaled to sum to 1		**.964**	**.036**

Table E249
Dominance Analyses of Metatrait Models for ***Procrastination***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.281	.012
Stability (S)	.530 (.281)	–	.087
Plasticity (P)	.110 (.012)	.356	–
$k = 1$ average		.356	.087
S, P	.607 (.368)	–	–
General dominance		.318	.050
R^2 rescaled to sum to 1		**.865**	**.135**

Table E250
Dominance Analyses of Metatrait Models for ***Absenteeism***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.022	.001
Stability (S)	.150 (.022)	–	.007
Plasticity (P)	.030 (.001)	.028	–
$k = 1$ average		.028	.007
S, P	.171 (.029)	–	–
General dominance		.025	.004
R^2 rescaled to sum to 1		**.869**	**.131**

Table E251
Dominance Analyses of Metatrait Models for ***Safety Performance (Lack of)***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.084	.002
Stability (S)	.290 (.084)	–	.023
Plasticity (P)	.050 (.003)	.104	–
$k = 1$ average		.104	.023
S, P	.327 (.107)	–	–
General dominance		.094	.013
R^2 rescaled to sum to 1		**.882**	**.118**

Table E252
*Dominance Analyses of Metatrait Models for **Academic Dishonesty***

Metatrait subset model	R (R^2)	Additional contribution of	
Null, $k = 0$ average		.032	.000
Stability (S)	.180 (.032)	–	.002
Plasticity (P)	.020 (.000)	.034	–
$k = 1$ average		.034	.002
S, P	.184 (.034)	–	–
General dominance		.033	.001
R^2 rescaled to sum to 1		**.971**	**.029**

Table E253
*Dominance Analyses of Metatrait Models for **Irresponsible Behavior***

Metatrait subset model	R (R^2)	Additional contribution of	
Null, $k = 0$ average		.102	.029
Stability (S)	.320 (.102)	–	.005
Plasticity (P)	.170 (.029)	.079	–
$k = 1$ average		.079	.005
S, P	.328 (.107)	–	–
General dominance		.090	.017
R^2 rescaled to sum to 1		**.842**	**.158**

Table E254
*Dominance Analyses of Metatrait Models for **Counterproductive Work Behavior***

Metatrait subset model	R (R^2)	Additional contribution of	
Null, $k = 0$ average		.240	.010
Stability (S)	.490 (.240)	–	.004
Plasticity (P)	.100 (.010)	.234	–
$k = 1$ average		.234	.004
S, P	.494 (.244)	–	–
General dominance		.237	.007
R^2 rescaled to sum to 1		**.972**	**.028**

Table E255

Dominance Analyses of Metatrait Models for ***Counterproductive Work Behavior: Other-Ratings***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.062	.005
Stability (S)	.250 (.062)	–	.000
Plasticity (P)	.070 (.005)	.058	–
$k = 1$ average		.058	.000
S, P	.250 (.063)	–	–
General dominance		.060	.003
R^2 rescaled to sum to 1		**.960**	**.040**

Table E256

Dominance Analyses of Metatrait Models for ***Counterproductive Work Behavior: Interpersonal***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.176	.002
Stability (S)	.420 (.176)	–	.010
Plasticity (P)	.040 (.002)	.185	–
$k = 1$ average		.185	.010
S, P	.432 (.186)	–	–
General dominance		.181	.006
R^2 rescaled to sum to 1		**.969**	**.031**

Table E257

Dominance Analyses of Metatrait Models for ***Counterproductive Work Behavior: Organizational***

		Additional contribution of	
Metatrait subset model	R (R^2)		
Null, $k = 0$ average		.202	.006
Stability (S)	.450 (.202)	–	.005
Plasticity (P)	.080 (.006)	.201	–
$k = 1$ average		.201	.005
S, P	.455 (.207)	–	–
General dominance		.202	.005
R^2 rescaled to sum to 1		**.974**	**.026**

Table E258
*Dominance Analyses of Metatrait Models for **Turnover/Tenure***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.012	.010
Stability (S)	.110 (.012)	–	.020
Plasticity (P)	.100 (.010)	.022	–
$k = 1$ average		.022	.020
S, P	.180 (.032)	–	–
General dominance		.017	.015
R^2 rescaled to sum to 1		**.532**	**.468**

Table E259
*Dominance Analyses of Metatrait Models for **Turnover***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.212	.005
Stability (S)	.460 (.212)	–	.053
Plasticity (P)	.070 (.005)	.259	–
$k = 1$ average		.259	.053
S, P	.514 (.264)	–	–
General dominance		.235	.029
R^2 rescaled to sum to 1		**.891**	**.109**

Table E260
*Dominance Analyses of Metatrait Models for **Accidents***

		Additional contribution of	
Metatrait subset model	*R* (R^2)		
Null, $k = 0$ average		.073	.090
Stability (S)	.270 (.073)	–	.166
Plasticity (P)	.300 (.090)	.149	–
$k = 1$ average		.149	.166
S, P	.489 (.239)	–	–
General dominance		.111	.128
R^2 rescaled to sum to 1		**.464**	**.536**

Table E261
*Dominance Analyses of Metatrait Models for **Accidents: Vehicular***

Metatrait subset model	*R* (R^2)	Additional contribution of	
Null, $k = 0$ average		.073	.062
Stability (S)	.270 (.073)	–	.126
Plasticity (P)	.250 (.062)	.136	–
$k = 1$ average		.136	.126
S, P	.446 (.199)	–	–
General dominance		.105	.094
R^2 rescaled to sum to 1		**.526**	**.474**

Table E262
*Dominance Analyses of Metatrait Models for **Accidents: Occupational***

Metatrait subset model	*R* (R^2)	Additional contribution of	
Null, $k = 0$ average		.036	.026
Stability (S)	.190 (.036)	–	.054
Plasticity (P)	.160 (.026)	.065	–
$k = 1$ average		.065	.054
S, P	.301 (.090)	–	–
General dominance		.050	.040
R^2 rescaled to sum to 1		**.558**	**.442**

Appendix F: Operational Validities for Selection-Relevant Variables

Table F1
Meta-Analyses of the Big Five and the Metatraits to Selection-Relevant Variables: ***Operational Validity***

Variable	*k*	*N*	$\overline{r}$	SD_r	$\overline{\rho}$	SD_ρ	*95% CI*		*80% CR*		*%VAR*
							LO	*HI*	*LO*	*HI*	
Academic performance: Postsecondary											
Emotional Stability	58	23,659	.01	.10	**.01**	.08	-.02	.04	-.10	.12	65
Agreeableness	47	21,734	.07	.09	**.07**	.00	.04	.10	.07	.07	100
Conscientiousness	69	27,875	.19	.11	**.20**	.00	.16	.22	.20	.20	100
Extraversion	58	23,730	-.04	.10	**-.04**	.06	-.07	-.01	-.12	.03	33
Openness/Intellect	52	23,096	.09	.11	**.09**	.00	.06	.12	.09	.09	100
Stability	57	24,164	.13	-	**.13**	-	-	-	-	-	-
Plasticity	55	23,409	.03	-	**.03**	-	-	-	-	-	-
Overall job performance[a]											
Emotional Stability	113	29,732	.13	.07	**.17**	.04	.11	.14	.12	.23	35
Agreeableness	98	26,240	.10	.07	**.14**	.04	.09	.12	.09	.20	32
Conscientiousness	140	55,888	.19	.04	**.26**	.03	.19	.20	.23	.30	30
Extraversion	124	32,674	.14	.08	**.20**	.06	.13	.15	.11	.28	16
Openness/Intellect	98	27,218	.07	.04	**.10**	.03	.06	.08	.06	.14	27
Stability	115	33,469	.19	-	**.27**	-	-	-	-	-	-
Plasticity	109	29,697	.13	-	**.19**	-	-	-	-	-	-
Leadership											
Emotional Stability	51	8,960	.17	.09	**.21**	.06	.15	.19	.13	.30	33
Agreeableness	45	10,507	.05	.08	**.06**	.06	.03	.07	-.01	.14	33
Conscientiousness	39	10,056	.20	.07	**.25**	.05	.18	.22	.19	.31	27
Extraversion	63	12,640	.22	.08	**.28**	.05	.20	.24	.21	.34	29
Openness/Intellect	39	7,762	.17	.09	**.21**	.07	.14	.20	.12	.30	41
Stability	44	9,797	.19	-	**.24**	-	-	-	-	-	-

Plasticity	48	9,618	.25	-	**.31**	-	-	-	-	-	-
Counterproductive work behavior[a]											
Emotional Stability	10	3,283	-.22	.00	**-.25**	.00	-.22	-.22	-.25	-.25	100
Agreeableness	11	3,899	-.33	.07	**-.37**	.05	-.36	-.29	-.43	-.31	24
Conscientiousness	12	4,361	-.29	.05	**-.33**	.03	-.31	-.26	-.37	-.28	39
Extraversion	8	2,801	-.04	.03	**-.04**	.00	-.06	-.02	-.04	-.04	100
Openness/Intellect	9	3,263	-.08	.03	**-.09**	.00	-.09	-.06	-.09	-.09	100
Stability	11	3,796	-.39	-	**-.44**	-	-	-	-	-	-
Plasticity	8	3,014	-.07	-	**-.08**	-	-	-	-	-	-
Turnover											
Emotional Stability	19	1,824	-.16	.10	**-.17**	.00	-.20	-.12	-.17	-.17	100
Agreeableness	15	1,532	-.22	.11	**-.24**	.06	-.28	-.16	-.32	-.16	26
Conscientiousness	17	1,631	-.18	.10	**-.20**	.01	-.23	-.13	-.21	-.18	1
Extraversion	18	1,608	-.03	.11	**-.03**	.03	-.08	.02	-.07	.01	7
Openness/Intellect	16	1,563	.09	.11	**.10**	.05	.04	.14	.04	.16	16
Stability	17	1,654	-.26	-	**-.28**	-	-	-	-	-	-
Plasticity	17	1,585	.04	-	**.04**	-	-	-	-	-	-

Note. k = number of independent samples; N = total sample size; $\overline{r}$ = mean sample-size weighted observed correlation; SD_r = mean observed standard deviation; $\overline{\rho}$ = estimated population correlation (bold) corrected for unreliability in the predictor and the criterion; SD_ρ = standard deviation of population correlation; *95% CI* = 95% confidence interval around mean observed correlation; *80% CR* = 80% credibility interval around estimated population correlation; *%VAR* = percentage of variance attributable to sampling error and measurement error.

[a] = Results from second-order meta-analysis (Schmidt & Oh, 2013).

Table F2

Multiple Regression Using Big Five and Metatrait Models: ***Academic Performance: Postsecondary***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-0.04	(-.05, -.02)	.017
Agreeableness	0.01	(-.00, .02)	.046
Conscientiousness	0.21	(.20, .22)	.707
Extraversion	-0.09	(-.10, -.08)	.083
Openness/Intellect	0.10	(.08, .11)	.147
R (R^2)		**.234 (.055)**	
Metatrait			
Stability	0.13	(.12, .14)	.973
Plasticity	0.00	(-.02, .01)	.027
R (R^2)		**.130 (.017)**	

Note. Harmonic mean sample size = 23,856. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the criterion only (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1.

Table F3

Multiple Regression Using Big Five and Metatrait Models: ***Overall Job Performance***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	0.07	(.06, .09)	.141
Agreeableness	0.03	(.02, .04)	.074
Conscientiousness	0.21	(.20, .22)	.484
Extraversion	0.14	(.13, .15)	.257
Openness/Intellect	0.04	(.03, .05)	.045
R (R^2)		**.319 (.102)**	
Metatrait			
Stability	0.24	(.23, .25)	.707
Plasticity	0.13	(.12, .141)	.293
R (R^2)		**.298 (.089)**	

Note. Harmonic mean sample size = 31,851. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the criterion only (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1.

Table F4

Multiple Regression Using Big Five and Metatrait Models: ***Leadership***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	.12	(.10, .14)	.165
Agreeableness	-.09	(-.11, -.07)	.013
Conscientiousness	.20	(.18, .22)	.291
Extraversion	.20	(.18, .22)	.341
Openness/Intellect	.14	(.13, .16)	.191
R (R^2)		**.396 (.157)**	
Metatrait			
Stability	.17	(.15, .19)	.345
Plasticity	.27	(.25, .29)	.655
R (R^2)		**.353 (.124)**	

Note. Harmonic mean sample size = 9,724. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the criterion only (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1.

Table F5

Multiple Regression Using Big Five and Metatrait Models: ***Counterproductive Work Behavior***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.14	(-.17, -.11)	.174
Agreeableness	-.27	(-.31, -.24)	.464
Conscientiousness	-.21	(-.24, -.18)	.334
Extraversion	.08	(.05, .11)	.008
Openness/Intellect	-.04	(-.07, -.01)	.019
R (R^2)		**.455 (.207)**	
Metatrait			
Stability	-.45	(-.48, -.42)	.981
Plasticity	.03	(.00, .06)	.019
R (R^2)		**.441 (.195)**	

Note. Harmonic mean sample size = 3,439. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the criterion only (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1.

Table F6

Multiple Regression Using Big Five and Metatrait Models: ***Turnover***

Model	*β*	*95% CI*	*GD*
Big Five			
Emotional Stability	-.10	(-.15, -.05)	.169
Agreeableness	-.20	(-.25, -.15)	.430
Conscientiousness	-.12	(-.17, -.07)	.243
Extraversion	.00	(-.05, .05)	.008
Openness/Intellect	.15	(.10, .20)	.151
R (R^2)		**.322 (.104)**	
Metatrait			
Stability	-.31	(-.36, -.26)	.921
Plasticity	.12	(.07, .17)	.079
R (R^2)		**.302 (.091)**	

Note. Harmonic mean sample size = 1,626. Within-inventories Big Five intercorrelations from Davies et al. (2015) used as input for metatrait composites and multiple regression analyses (see Appendix A). Artifact distributions used to correct for attenuation in the criterion only (see Appendix B); *GD* = general dominance weights rescaled by R^2 to sum to 1.

Curriculum Vitae

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Education

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B.A. UNIVERSITY OF NEBRASKA, Lincoln, Nebraska — August 2006
English and Communication Studies (with Distinction)
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Research Interests:

- Self-presentational behavior and effectiveness in organizations (self-monitoring)
- Applied personality assessment (using a hierarchical trait model based on the Big Five)
- Determinants and latent structure of leadership behavior
- Quantitative methods (psychometrics, meta-analysis, taxometrics, SEM)

Selected Honors and Awards:

External Sources

- Human Resources Research Organization (HumRRO): Meredith P. Crawford Fellowship in Industrial-Organizational Psychology ($12,000) 2015
- Institute for Humane Studies: Bernard Marcus Dissertation Fellowship ($5,000) 2015
- Society for Multivariate Experimental Psychology Dissertation Grant ($3,760) 2015
- Institute for Humane Studies: Hayek Fund for Scholars Travel Award ($500) 2015
- Institute for Humane Studies: T. & I. Graham Doctoral Fellowship ($2,000) 2014
- Society for Multivariate Experimental Psychology Travel Award ($1,000) 2014

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- University of Minnesota Doctoral Dissertation Fellowship ($23,000) 2015-16
- Eva O. Miller Fellowship in Measurement of Individual Differences ($22,500) 2012-13
- College of Liberal Arts Graduate Student Fellowship ($20,000) 2011-12

Department of Psychology

- Auke Tellegen Fellowship in Applied Personality Assessment ($4,000) 2014
- Industrial and Organizational Psychology Fellowship ($2,000) 2014
- Graduate Research Partnership Program Summer Fellowship ($4,000) 2013
- Graduate Summer Research Fellowship ($4,000) 2012
- College of Liberal Arts Travel Award ($600) 2012-2017
- Steve Snyder Travel Grant ($400) 2012-2017

Peer-Reviewed Publications:

1. Wiernik, B. M., Kostal, J. W., **Wilmot, M. P.**, Dilchert, S., & Ones, D. S. (in press). Interpreting effect size variability in meta-analysis using empirical benchmarks. *Industrial and Organizational Psychology*.

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1. **Wilmot, M. P.** (2015). Revival of the alternative bivariate model of self-monitoring. 14523. In John Humphreys (Ed.), *Proceedings of the Seventy-fifth Annual Meeting of the Academy of Management.* http://proceedings.aom.org/content/2015/1/14523.full.pdf

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- **Wilmot, M. P.**, Haslam, N., Tian, J., & Ones, D. S. *Direct and conceptual replications of the taxometric analysis of Type A Behavior.* Manuscript submitted for publication.

- **Wilmot, M. P.**, Ones, D. S., & Barbuto, J. E. Jr. *Self-monitoring and status: A meta-analysis.* Manuscript submitted for publication.

- Connelly, B. S., **Wilmot, M. P.**, Hülsheger, U. R., Ones, D. S., & DeYoung, C. G. *Broad and narrow personality traits: Using latent variable models to improve performance prediction.* Manuscript submitted for publication.

Competitively Refereed Presentations at National Conferences:

Platform Paper Presentations:

1. Wiernik, B. M., **Wilmot, M. P.**, & Ones, D. S. Consistent personality profiles predict deviant behavior across life domains. In D. S. Ones and B. K. Mercado (Chairs), *Modern approaches to understanding and predicting work counterproductivity*. Paper presented at the 13th Biannual Congress of the European Association of Work and Organizational Psychology, Dublin, Ireland.

2. **Wilmot, M. P.**, & Ones, D. S. Metatrait Plasticity predicts leadership emergence. In N. Guenole (Chair), *Discoveries in the measurement and function of personality at work.* Paper presented at the 32th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.

3. Wiernik, B. M., & **Wilmot, M. P.** Prone to lead, prone to misdeeds? Shared personality profiles of deviance and leadership. In S. Dilchert & B. Mercado (Chairs), *Changing perspectives on employee deviance: Novel insights for theory and practice.* Paper presented at the 76th Annual Meeting of the Academy of Management, Anaheim, CA.

4. Connelly, B. S., **Wilmot, M. P.**, Hülsheger, U. R., Ones, D. S., & DeYoung, C. G. (2016). Theoretical and statistical advances in predicting leadership using personality traits. In B. Willie & F. De Fruyt (Chairs), *Novel insights into leader personality: Traits, states, and dynamics.* Paper presented at the 31th Annual Conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.

5. **Wilmot, M. P.** Revival of the alternative bivariate model of self-monitoring. Paper presented at the 75th Annual Meeting of the Academy of Management, Vancouver, BC, Canada.
    - *Selected as a "Best Paper" for 2015 (top 10%), Academy of Management*

6. **Wilmot, M. P.**, Connelly, B. S., Hülsheger, U. R., Ones, D. S., & DeYoung, C. G. (2015). Predicting contextual performance from hierarchical personality traits: A multi-informant study. In D. S. Ones (Chair), *What lies beneath: The potential of lower-order personality traits for organizational science.* Paper presented at the 75th Annual Meeting of the Academy of Management, Vancouver, BC, Canada.

7. Connelly, B. S., **Wilmot, M. P.**, Ones, D. S., & DeYoung, C. G. (2015). Predicting task performance from hierarchical personality traits: A cybernetic perspective. In D. S. Ones (Chair), *What lies beneath: The potential of lower-order personality traits for organizational science.* Paper presented at the 75th Annual Meeting of the Academy of Management, Vancouver, BC, Canada.

8. **Wilmot, M. P.**, & Ones, D. S. (2013). Self-monitoring: Meta-analytic relationships with and incremental validity over the Big Five. In D. S. Ones & M. P. Wilmot (Chairs), *Genes and jingle-jangle: Embracing and evaluating new personality research.* Paper presented at the 28th Annual Conference of the Society for Industrial and Organizational Psychology, Houston, TX.

9. **Wilmot, M. P.**, Ones, D. S., & Barbuto, J. E. (2012). The incremental validity of self-monitoring personality as a predictor of job performance. In S. Dilchert (Chair), *Personality in I/O: New meta-analytic contributions to unexamined, neglected issues*. Paper presented at the 27th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.

Poster Presentations:

1. Tian, J., **Wilmot, M. P.**, & Ones, D. S. Type A Behavior and stress, strain, and job satisfaction: A meta-analysis. Poster presented at the 13th Biannual Congress of the European Association of Work and Organizational Psychology, Dublin, Ireland.

2. **Wilmot, M. P.**, Tian, J., & Ones, D. S. No evidence for the *type* in Type A Behavior. Poster presented at the 32th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.

3. Tian, J., **Wilmot, M. P.**, & Ones, D. S. Integrating Type A Behavior subcomponents into the Five-Factor Model. Poster presented at the 32th Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.

4. Tian, J., & **Wilmot, M. P.** Type A Behavior and college GPA: A meta-analysis. Poster presented at the 31th Annual Conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.

5. **Wilmot, M. P.**, Kostal, J. W., Stillwell, D., & Kosinski, M. Developing measures of acquisitive and protective self-monitoring using IRT. Poster presented at the 31th Annual Conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.

6. Kostal, J. W., **Wilmot, M. P.**, Stillwell, D., & Kosinski, M. Testing measures of acquisitive and protective self-monitoring for DIF. Poster presented at the 31th Annual Conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.

7. Kostal, J. W., **Wilmot, M. P.**, Stillwell, D., & Kosinski, M. Validating measures of acquisitive and protective self-monitoring. Poster presented at the 31th Annual Conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.

8. **Wilmot, M. P.**, Ones, D. S., & DeYoung, C. G. (2015). Reliability generalization and meta-analysis of the Big Five Aspects Scale. Poster presented at 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.

9. **Wilmot, M. P.**, Ones, D. S., & DeYoung, C. G. (2015). Reliability generalization and meta-analysis analysis of the Big Five Aspects Scale. Poster presented at the 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.

10. Tian, J., & **Wilmot, M. P.** (2015). Type A behavior and stress, strain, and job satisfaction: A meta-analysis. Poster presented at the 30th Annual Conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.

11. **Wilmot, M. P.** (2014). Item-overlap in meta-analysis: Definitions, implications, and corrections. Poster presented at the 29th Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.

12. **Wilmot, M. P.** (2014). Taxometric analysis redux: A replication of Gangestad & Snyder (1985). Poster presented at the 29th Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.

13. **Wilmot, M. P.** (2014). Reexamining antecedents of follower-rated LMX: Context matters. Poster presented at the 29th Annual Conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.

14. **Wilmot, M. P.** (2013). Plasticity and instability: Nomological nets of the two self-monitoring factors. Poster presented at the 29th Annual Conference of the Society for Industrial and Organizational Psychology, Houston, TX.

15. **Wilmot, M. P.**, & Ones, D. S. (2013). The latent bi-dimensionality of self-monitoring. Poster presented at the 29th Annual Conference of the Society for Industrial and Organizational Psychology, Houston, TX.

16. **Wilmot, M. P.**, & Barbuto, J. E. (2012). Sex bias in self-monitoring scales: Measurement matters. Poster presented at the 27th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.

17. **Wilmot, M. P.**, & Barbuto, J. E. (2012). Self-monitoring and job performance, success, and leadership: A meta-analysis. Poster presented at the 27th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.

Teaching Experience:

Department of Psychology, University of Minnesota

Spring 2015 — *Instructor*
PSY 3711: PSYCHOLOGY IN THE WORKPLACE
- Instructor overall performance rating: 5.35/6.00 ($N = 50$)

Teaching Assistant
PSY 5993: RESEARCH LAB IN PSYCHOLOGY

Fall 2014 — *Teaching Assistant*
PSY 5707: PERSONNEL PSYCHOLOGY
PSY 3801: INTRODUCTION TO PSYCH MEASUREMENT

Spring 2014 — *Section Leader*
PSY 3001W: INTRODUCTION TO RESEARCH METHODS
- Section leader overall performance rating: 5.76/6.00 ($N = 18$)

Teaching Assistant
PSY 3711: PSYCHOLOGY IN THE WORKPLACE

Fall 2013 — *Section Leader*
PSY 3001W: INTRODUCTION TO RESEARCH METHODS
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Teaching Assistant
PSY 5707: PERSONNEL PSYCHOLOGY