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EXTRAVERSION AND EMOTIONAL EXPRESSIVENESS: MODERATORS OF THE
RELATIONSHIP BETWEEN CURMUDGEON PERSONALITY AND THE QUALITY OF
SOCIAL RELATIONSHIPS

A thesis submitted in partial fulfillment of the
requirements for the degree of
Master of Science

By

MD RASHEDUL ISLAM
B.A., Ashford University, 2016

2020

Wright State University

WRIGHT STATE UNIVERSITY

GRADUATE SCHOOL

MAY 14TH, 2020

I HEREBY RECOMMEND THAT THE THESIS PREPARED UNDER MY SUPERVISION BY Md Rashedul Islam ENTITLED Extraversion and Emotional Expressiveness: Moderators of the Relationship between Curmudgeon Personality and the Quality of Social Relationships BE ACCEPTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF Master of Science.

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ABSTRACT

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Extraversion and Emotional Expressiveness: Moderators of the Relationship between
Curmudgeon Personality and the Quality of Social Relationships

Curmudgeon personality, the extent to which a person dislikes most things, has recently received increased attention from researchers. Existing research has focused on either the relationships between curmudgeon personality and Big Five personality factors (e.g., extraversion, agreeableness) or curmudgeon personality and various workplace outcomes (e.g., job satisfaction, organizational commitment, and turnover intention). The current research examined whether curmudgeon personality and other personality traits (i.e., extraversion and emotional expressiveness) interact with each other to influence the quality of individuals' social relationships at work. Analyses using an MTurk dataset ($N = 529$) showed some evidence of these interaction effects though some directions of these interactive effects were interesting and inconsistent with my predictions. These findings extend the existing literature by examining curmudgeon personality's interactions with other personality traits and by examining outcome variables not previously examined within the curmudgeon personality literature.

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Introduction

Today your morning started with a person who disliked the best coffee in town. Next you gave him a ride, but he disliked your driving style and car's model. During lunch, he ate too little because he disliked everything on the menu. Then when you were showing him the town's best museum, he was only talking about why he disliked the museum.

Unfortunately, some people are like the hypothetical person described above—they dislike almost everything. Such people can be described as being high in curmudgeon personality (Ditzfeld, Cavazos, & Monroe, 2016). People with curmudgeon personality are everywhere, including workplace. Though curmudgeons dislike both positive and negative aspects of a phenomenon (Hepler & Albarracin, 2013); however, they do not necessarily express their negative emotions.

Research has focused on identifying the associations between curmudgeon personality and extraversion. Hepler and Albarracin (2013), for example, found modest positive relationships between curmudgeon personality and four facets of extraversion (friendliness, gregariousness, excitement seeking, and cheerfulness). However, no research has examined the interactive effects of curmudgeon personality and extraversion. Likewise, no research has investigated the interactive effects of curmudgeon personality and emotional expressiveness. In the current research, I examined whether the effects of curmudgeon personality on the quality of one's social relationships (i.e., social support from coworkers, social support from supervisor, workplace friendship, and interpersonal conflicts) at work depend upon how extraverted and emotionally expressive one is.

The interaction of (a) curmudgeon personality and extraversion and (b) curmudgeon personality and emotional expressiveness becomes important because curmudgeons are only likely to irritate their coworkers and supervisor to the extent that they express their negative emotions. In addition, the interactive effects are of importance because employees' average attitudes toward stimuli may be used to predict their future behaviors in workplace (Hepler & Albarracin, 2013). Behaviors of employees determine what kinds of social relationships they can experience in terms of helping each other and the quality of those helps (Leavy, 1983).

Thus, the purpose of my study was to investigate whether the interactive effects of (a) curmudgeon personality and extraversion, and (b) curmudgeon personality and emotional expressiveness influence the quality of employees' social relationships (i.e., social support from coworkers, social support from supervisor, workplace friendship, and interpersonal conflicts) at work.

In the following sections, I described curmudgeon personality, social relationships, extraversion (i.e., gregariousness and assertiveness), and emotional expressiveness, and why they are important at work. I then explained why curmudgeon personality might be moderated by extraversion (i.e., gregariousness and assertiveness) and emotional expressiveness, and how those moderations might affect social relationships (i.e., social support from coworkers, social support from supervisor, workplace friendship, and interpersonal conflicts) at work. Next I described how I assessed curmudgeon personality, extraversion (i.e., gregariousness and assertiveness), emotional expressiveness, and social relationships (i.e., social support from coworkers, social support from supervisor, workplace friendship, and interpersonal conflicts) at work.

Summary of Curmudgeon Personality Literature

Defining “curmudgeon personality.” Personalities of employees have long been an interest among the psychologists within various subfields of psychology. Ditzfeld et al. (2016) stated that “Curmudgeon personality is characterized by critical evaluation tendencies wherein both negative- and positive- normed stimuli are viewed negatively” (p. 92).

In terms of their attitudes, curmudgeons are influenced more by repulsive (avoidable) than attractive (approachable) qualities of a given object (Corr & McNaughton, 2012). For instance, popular music has many positive aspects as well as negative aspects. The most important positive aspect of a popular music is that it wins heart of a vast majority of people. As a result, people frequently listen to that popular music, which is great because listening to music helps people to (a) divert focus from less pleasant/productive to more pleasant/productive activities, (b) decrease stress while increasing overall health status, and (c) reduce depression. Moreover, popular music with good lyrics helps listeners to think about and see things more positively. On the other hand, some of the negative aspects of popular music are (a) they distract people from doing other more important tasks, such as driving, maintaining full attention to study and to important meeting in family, community, or workplace, (b) some of them have lyrics that contain implicit or explicit words related to sex, drugs, alcohol, and violence, and (c) some of them make noise if their music composition is loud enough. Though aware of the positive sides of the popular music, a curmudgeon would put emphasis on the negative sides, and eventually avoid listening to it.

Measuring curmudgeon personality. Two scales have been used to measure curmudgeon personality: the neutral objects satisfaction questionnaire (NOSQ) and the dispositional attitude measure (DAM). I used both the NOSQ and DAM because they are the most dominating and popular scales to assess curmudgeon personality. Both of these scales ask

respondents to evaluate a heterogeneous set of attitude objects. The NOSQ includes 25 attitudes objects (e.g., “The city in which you live,” “The movies being produced today,” and “Your relaxation time”) and has a response option of a 3-point scale: 1 = *Dissatisfied*, 2 = *Neutral*, and 3 = *Satisfied*. The DAM includes 16 attitudes objects (e.g., “Architecture,” “Cold showers,” and “Rugby”) and has a response option of a 7-point scale from 1 = *Extremely Unfavorable* to 7 = *Extremely Favorable*.

Is curmudgeon personality a stable personality trait? Curmudgeon personality displays significant temporal stability (Bowling, Beehr, & Lepisto, 2006). This is important because temporal stability is a key feature of any personality trait (Oswald, Hough, & Ock, 2013). Hepler and Albarracin (2013), for example, found that the test-retest reliability of the DAM was .86 during a one-month interval. Judge and Bretz (1993) likewise found that the test-retest reliability of the NOSQ was .75 during a 6-month interval. Bowling et al. (2006) found that curmudgeon personality measure assessed at Time 1 correlated .71 with the same measure administered five years later. Curmudgeon personality, therefore, appears to be stable over time.

Is curmudgeon personality distinct from other personality traits? Curmudgeon personality is a useful addition to the personality literature only if it is distinct from other personality traits. Indeed, curmudgeon personality does appear to capture a unique construct. First, curmudgeon personality scales include content that is conceptually distinct from that of more established personality measures. Eschleman, Bowling, and Zelazny (2020) noted that traditional personality scales ask people about their own thoughts, feelings, or behaviors, whereas curmudgeon personality scales ask people to report their evaluations of heterogeneous sets of objects. Curmudgeon personality scales thus have many of the qualities of a projective test. In psychology, a projective test is designed to evoke responses to ambiguous stimuli (e.g.,

scenes, words, or images), which might reveal a person's internal attitudes, traits, behavior patterns, and personality (Imuta, Scarf, Pharo, & Hayne, 2013; Miller, 2015; Morgan & Murray, 1935). In this study, I asked respondents to respond to two sets of non-ambiguous heterogeneous words (i.e., NOSQ & DAM).

Second, there is empirical support for the distinctiveness of curmudgeon personality measures (Eschleman, Bowling, & Judge, 2015; Eschleman & Bowling, 2011; Hepler & Albarracin, 2013). Curmudgeon personality, for instance, is distinct from other more established personality traits, such as Five Factor Model (FFM) traits, and trait affectivity. Hepler and Albarracin (Study 2), for example, found that the DAM generally correlated in the .10s to .30s with more established personality traits. Traditionally, researchers generally accept that two personality traits or constructs are redundant if they have a correlation of at least .70 (DeVellis, 2003; Nunnally, 1978; Nunnally & Bernstein, 1994). Based on these guidelines, curmudgeon personality scales are not remotely close to being redundant with any established personality measure. Furthermore, Hepler and Albarracin (Study 4) found that the 30 FFM facets predicted only 19% of the variance in curmudgeon personality.

Finally, curmudgeon personality measures yield incremental validity controlling for more established personality traits (e.g., FFM traits and trait affectivity). They, for instance, explain unique variance in job satisfaction (Eschleman & Bowling, 2011; Eschleman et al., 2015) and in life satisfaction (Eschleman et al.; Hepler & Albarracin, 2013) after more established traits are controlled. Furthermore, Eschleman et al. (2020) found that curmudgeon personality explains unique variance in psychological and physical health after controlling for other personality traits.

Being a distinct personality trait, curmudgeon personality has become an important area of interest among the researchers. This interest has led researchers to investigate whether curmudgeon personality relates to work-related criteria.

Relationships between curmudgeon personality and work-related criteria:

Curmudgeon personality is related to several work-related criterion variables, including job satisfaction (Eschleman et al., 2015; Eschleman et al., 2020), organizational satisfaction (Eschleman et al.), organizational commitment (Bowling et al., 2006; Eschleman et al.; Judge, 1993), and turnover intention (Eschleman et al.).

Curmudgeon personality is also negatively related to job-related affective well-being, life-satisfaction, general psychological health, and physical health (Eschleman et al., 2020). Eschleman et al. also found that curmudgeon personality is negatively related to workplace friendship and positively related to interpersonal conflicts at work. I discussed these and other indicators of social relationships in detail within the next sections.

Social Relationships

Social relationships refer to the extent to which a person maintains his or her individual intimate relations as well as collective activities with other members at common contextual levels in a society (Berkman & Glass, 2000). In other words, social relationships refer to the activities involved with neighborhood and community or contacts with relatives, neighbors, friends, and community participation (Bell, Leroy, & Stephenson, 1982; Lin, Simeone, Ensel, & Kuo, 1979).

Why are social relationships at work important? Social relationships are important because they are laden with interdependences, which connect people and determine how employees cooperate with their coworkers for getting work done (Saavedra, Earley, & Van

Dyne, 1993). Deutsch (1949) suggested that employees who enjoy a better quality of social relationships will act more cooperatively. Social relationships with coworkers are also important because they influence key employee outcomes (Chiaburu & Harrison, 2008). For example, social relationships offer job satisfaction (Winstead, Derlega, Montgomery, & Pilkington, 1995) and instrumental and emotional support (House, 1981; Karasek, 1979), nurture positive identity development (Dutton, Roberts, & Bednar, 2010; Sluss & Ashforth, 2007), promote socialization (Morrison, 2002), and help employees to thrive (Colbert, Bono, & Purvanova, 2016).

Extraversion's Association with Social Relationships

Extraversion is the preference to enjoy social situations such, be engaged in interpersonal interactions, show higher activity levels, and prefer higher level of stimulation (Costa & McCrae, 1992). In other words, extraverted people are enthusiastic, energetic, outgoing, talkative, assertive, dominant, and social. People who are extraverted experience various types of positive outcomes, including peer acceptance, success in dating and relationships, and occupational satisfaction (Ozer & Benet-Martinez, 2006). Extraversion also predicts how employees might perform with their job (e.g., managerial roles, sales, and training proficiency; Barrick & Mount, 1991).

Extraversion is important to facilitate socialization because it positively associates with (a) spending more time in social contexts (Emmons, Diener, & Larsen, 1986), (b) spending time in conversation (Mehl, Gosling, & Pennebaker, 2006), and (c) spending time with various types of company such as friends, colleagues, and strangers (Wrzus, Wagner, & Riediger, 2016). Extraverted people also often express their dispositional social behaviors (Barrick & Mount, 1991; Lucas, Diener, Grob, Suh, & Shao, 2000), which is important because social behaviors

determine what kinds of social relationships people can experience (Leavy, 1983). Thus, extraversion plays a crucial role in influencing social relationships at work.

Investigating the interactive effects of curmudgeon personality and extraversion is important because the two personality traits may interact in interesting ways to influence social relationships (see Burke & Witt, 2004; King, George, & Hebl, 2005; Shoss & Witt, 2013; Witt, Burke, Barrick, & Mount, 2002). The quality of social relationships within the workplace has been operationalized in several different ways, including social support from coworkers, social support from supervisor, workplace friendship, and interpersonal conflict.

Social support. Social support refers to physical, psychological, informational, instrumental, and appraisal assistance that an individual receives from other people (Cobb, 1976; House, 1981; Lu et al., 2015). Social support at work positively relates to job satisfaction (Harris, Moritzen, Robitschek, Imhoff, & Lynch, 2001; Smith & Tziner, 1998; Winstead et al., 1995) and associates with higher levels of career success (Kirchmeyer, 2005). It helps to build a positive relationship with supervisor, which in turn, becomes a strong predictor of job tenure of employees (Buckingham & Coffinan, 1999; Van Breukelen, Van Der Vlist, & Steensma, 2004; Vecchio & Boatwright, 2002).

Social support buffers the relationships between job stressor and strain (e.g., Ganster, Fusilier, & Mayes, 1986; Turner, Frankel, & Levin, 1983; Vaux, 1988). Therefore, providing and receiving social support in workplace is important for employees. Extraverted employees have larger social support networks (Lönnqvist & Deters, 2016; Swickert, Rosentreter, Hittner, & Mushrush, 2002) as they maintain more frequent contact with their colleagues, coworkers, and supervisors (Swickert et al., 2002), which help them to provide and receive higher quality of social support more easily (Rutter, 1985).

Since curmudgeons critically view both positive and negative aspects of a phenomenon as negative (Ditzfeld et al., 2016), and if they have higher level of extraversion, they might frequently talk about all those negative aspects of that given phenomenon. Thus, they might often irritate their colleagues, coworkers, and supervisors, which might undermine their social relationships (i.e., social support from coworkers, social support from supervisor, workplace friendship, and interpersonal conflicts) at work. On the other hand, when curmudgeons have lower level of extraversion, they might not even mention the negative aspects of a phenomenon that they dislike. As a result, they might not irritate their colleagues, coworkers, and supervisors, which might help them to experience a better quality of social relationship at work.

Hypothesis 1: Extraversion will moderate the relationship between the curmudgeon personality and social support provided by (a) coworkers and (b) supervisor.

Specifically, the negative relationship between curmudgeon personality and social support will be stronger for employees with higher level of extraversion than for employees with lower level of extraversion.

Workplace friendship. Workplace friendship, the distinctly informal and voluntary interpersonal relationships beyond the formal roles that employees enjoy at work, includes voluntary interdependence, mutual concerns, and common interests (Winstead et al., 1995). In other words, workplace friendship is voluntary (Rawlins 1992; Sias & Cahill, 1998), chosen, not imposed (Adams & Blieszner, 1994; Clark & Reis, 1988; Sias & Cahill, 1998), and personalistic—a friendship that employees enjoy beyond their formal organizational roles (Rawlins, 1992; Sias & Cahill, 1998).

Workplace friendship provides instrumental and emotional support (House, 1981; Karasek, 1979), fosters positive identity development (Dutton et al., 2010; Sluss & Ashforth,

2007), facilitates socialization (Morrison, 2002), and helps employees to flourish (Colbert et al., 2016). It also benefits teams and organizations as a whole by facilitating cooperation and cohesion (Jehn & Shah, 1997), driving creativity and innovation (Lu et al., 2017), and even spurring the organizing process itself (Weick, 1979).

According to Nielsen, Jex, and Adams (2000), workplace friendship is important for three reasons: (a) it relates to significant work-related outcomes, (b) it contributes to develop organizations' informal structure, and (c) it allows team members to be more engaged and productive, which helps an organization grow faster. Winstead et al. (1995) found that having high-quality friendship at work was positively related to job satisfaction.

Generally, extraverted employees build friendship easily and enjoy spending time with various types of company such as friends, colleagues, and strangers (Wrzus et al., 2016), which is helpful for an organization. Therefore, higher level of extraversion of an employee makes him or her more desirable candidate that an organization would like to hire. However, extraverted employees with curmudgeon personality might not build such enjoyable and productive friendship at work. This is because curmudgeons are only likely to irritate their coworkers and supervisor to the extent that they express their negative emotions. Consequently, they might be the ones who cannot offer higher quality of friendship at work.

Hypothesis 2: Extraversion will moderate the relationship between the curmudgeon personality and workplace friendship. Specifically, the negative relationship between curmudgeon personality and workplace friendship will be stronger for employees with higher level of extraversion than for employees with lower level of extraversion.

Interpersonal conflicts. Interpersonal conflict in workplace refers to the tension between employees because of their differences and opposition about the interests, beliefs, and

values they consider important (De Dreu & Beersma, 2005; De Dreu & Weingart, 2003). In other words, interpersonal conflict is the discord that employees experience and express because of their disagreements about the interests, needs, and aims they find crucial (Barki & Hartwick, 2004; Canary, 2003). The conflicts may include anything between minor disagreement with coworkers and physical assaults on others, and may be overt (e.g., being rude to a coworker) or covert (e.g., spreading rumors about a coworker; Spector & Jex, 1998).

An organization should care about its employees who are curmudgeons and show higher- or lower level of extraversion. This is because if there are employees who are curmudgeons and show higher level of extraversion, then this particular type of employees might not only see the negative things in their jobs and workplace, but also they might negatively talk about those negative things more frequently with coworkers, friends, and family members. Thus, this particular type of employees might experience frequent interpersonal conflicts.

On the other hand, employees who are curmudgeons and show lower level of extraversion might behave differently. Though curmudgeons with lower level of extraversion see things negatively no matter whether the things are positive or negative in terms of their characteristics, this particular type of employees might prefer to remain silent instead of voicing their negative impressions frequently. Therefore, this particular type of employees might be the ones who might engage in fewer interpersonal conflicts.

Hypothesis 3: Extraversion will moderate the relationship between the curmudgeon personality and interpersonal conflict. Specifically, curmudgeon employees with higher level of extraversion will experience more interpersonal conflicts than for curmudgeon employees with lower level of extraversion.

Emotional Expressiveness's Association with Social Relationships

Emotional expressiveness refers to the extent to which a person uses the verbal, nonverbal, and gestural emotional expressions to communicate with others (Riggio, 2017; Riggio, 1986; Kennedy-Moore & Watson, 1999). Emotional Expressiveness is important because emotions influence intra- and interpersonal processes of a person (e.g., Ekman & Davidson, 1994; Salovey, Mayer, & Rosenhan, 1991; Snyder, 1987) and lead people cope effectively with the challenges and opportunities in an environment (Frijda, 1988; Levenson, 1994; Plutchik, 1980). Emotional expressiveness is also important because it moderates the relationship between social context and functioning in the moment (Burgin et al., 2012).

Emotional expressiveness has effects on perceivers' judgments (Hassin, Aviezer, & Bentin, 2013), on attractiveness and trustworthiness (Winkielman, Olszanowski, & Gola, 2015), and on relationships (Butler et al., 2003). Judgments of curmudgeons are important because how these particular employees judge both the positive and negative sides of a phenomenon at work might determine how those particular employees might get attracted to that phenomenon. Trustworthiness between curmudgeons and coworkers is also important because if curmudgeons with higher level of emotional expressiveness pass negative information about a particular phenomenon, then it is most likely that coworkers might believe in what they hear no matter whether the passed information is correct or incorrect.

Emotional expressiveness is also important because it is a fundamental part for adaptive human functioning (Dobbs, Sloan, & Karpinski, 2007) and crucial for communication, social life, and survival (Kret, Jaasma, Bionda, & Wijnen, 2016). People with higher level of emotional expressiveness are less likely to be alone (Burgin et al., 2012) and interact with others more pleasantly in social contexts (Kring, Smith, & Neale, 1994). In organizational context, emotional expressiveness helps employees to be likable, intimate, and have satisfactory social

relationships with coworkers (e.g., Collins & Miller, 1994; Graham, Huang, Clark, & Helgeson, 2008; Pennebaker & Graybeal, 2001). Emotional expressiveness of curmudgeons becomes important because how these particular employees function, communicate, survive, and socialize in work setting might determine what kinds of social relationship they are going to experience at work.

Therefore, examining the interactive effects of curmudgeon personality and emotional expressiveness becomes important because these two personality traits may interact in interesting ways that might influence social relationships (i.e., social support from coworkers, social support from supervisor, workplace friendship, and interpersonal conflicts) at work (see Burke & Witt, 2004; King, George, & Hebl, 2005; Shoss & Witt, 2013; Witt, Burke, Barrick, & Mount, 2002). The quality of social relationships within the workplace has been operationalized in several different ways, including social support from coworker, social support from supervisor, workplace friendship, and interpersonal conflict.

Social support. Since curmudgeons critically view both positive and negative aspects of a phenomenon as negative (Ditzfeld et al., 2016), and if they have higher level of emotional expressiveness, they might frequently express their emotions about all those negative aspects of that phenomenon. Thus, they might often irritate their colleagues, coworkers, and supervisors, which might undermine their social relationships (i.e., social support from coworkers, social support from supervisor, workplace friendship, and interpersonal conflicts) at work. Consequently, these curmudgeon employees might experience poor quality of social support at work. On the other hand, if the curmudgeons have lower level of emotional expressiveness, they might not express the negative aspects of a phenomenon that they dislike. As a result, they might not irritate their colleagues, coworkers, and supervisors, which might help them to build a

better quality of social relationships (i.e., social support from coworkers, social support from supervisor, workplace friendship, and interpersonal conflicts) at work. Thus, they might experience a better quality of social support at work.

Hypothesis 4: Emotional expressiveness will moderate the relationship between the curmudgeon personality and social support provided by (a) coworkers and (b) supervisor. Specifically, the negative relationship between curmudgeon personality and social support will be stronger for employees with higher level of emotional expressiveness than for employees with lower level of emotional expressiveness.

Workplace friendship. Emotional expressiveness helps people to interact with others more pleasantly (Kring, Smith, & Neale, 1994), which might lead to develop a better quality of friendship that might be productive for an organization (see Collins & Miller, 1994; Graham, Huang, Clark, & Helgeson, 2008; Pennebaker & Graybeal, 2001). However, curmudgeons with higher level of emotional expressiveness might not build such enjoyable and productive friendships at work. This is because this particular type of employees might frequently express their negative emotions for both positive and negative aspects of a phenomenon. On the other hand, curmudgeons with lower level of emotional expressiveness might avoid expressing their negative emotions for the negative aspects of a phenomenon. Consequently, this particular type of employees might offer and experience a better quality of workplace friendship.

Hypothesis 5: Emotional expressiveness will moderate the relationship between the curmudgeon personality and workplace friendship. Specifically, the negative relationship between curmudgeon personality and workplace friendship will be stronger for employees with higher level of emotional expressiveness than for employees with lower level of emotional expressiveness.

Interpersonal conflicts. An organization should care about its employees who are curmudgeons and show higher- or lower level of emotional expressiveness. This is because if there are employees who are curmudgeons and show higher level of emotional expressiveness, then this particular type of employees might not only see the negative things in their jobs and workplace, but also they might pass their negative emotions by expressing those negative things more frequently with coworkers, friends, and family members. Thus, this particular type of employees might receive and pass information with stronger negative emotions, which might result more interpersonal conflicts at work.

On the other hand, employees who are curmudgeons and have lower level of emotional expressiveness might behave differently. Though curmudgeons with lower level of emotional expressiveness experience negative emotions no matter whether the things are positive or negative in terms of their characteristics, this particular type of employees might prefer to remain silent instead of frequently passing their negative emotions. Therefore, this particular type of employees might be the ones who do not engage in more interpersonal conflicts.

Hypothesis 6: Emotional expressiveness will moderate the relationship between the curmudgeon personality and interpersonal conflict. Specifically, curmudgeon employees with higher level of emotional expressiveness will experience more interpersonal conflicts than for curmudgeon employees with lower level of emotional expressiveness.

The hypothesized relationships among the independent variable, moderators, and dependent variables are depicted in the Figures 1, 2, and 3.

Method

Participants and Design

Participants ($N = 529$) were adults recruited through Amazon Mechanical Turk (MTurk). The first 103 participants received \$0.70 while the next 426 participants received \$0.50 for completing an online packet of questionnaires on “social relationship at work.” This was because after publishing “social relationship at work” survey for the first 103 participants for \$0.70, MTurk was showing that I needed more money to collect a sample size of 529. Because I couldn’t increase my budget, I paid \$0.50 to next 426 participants.

I collected my data by asking MTurk users to complete an online packet of questionnaires because datasets collected through commercial online panel data (OPD; e.g., MTurk) show similar psychometric properties and produce criterion validities just like the datasets collected from more traditional ways (e.g., in-person surveys; Walter, Seibert, Goering, & O’Boyle, 2019). Participants were approximately 36 years old. Approximately 51.8% of them was male and 47.8% was female. Participants worked for an average of 14 years, ($SD = 11.11$ years) and were employed an average of 37.68 hours ($SD = 10.26$ hours) per week. The sample job titles were “IT specialist,” “accountant,” “registered nurse,” “supervisor,” and “teacher”. Participants were Caucasian (67.4%), African American (11.8%), Asian American (8.2%), Hispanic (5.7%), Native American or American Indian (1.5%), and others (5.4%). Most of the participants speak English as their first language (95.1%) while only a handful of them speak English either as first language and second language simultaneously (3.4%) or sometimes first language and sometimes second language (0.2%) or second language (0.9%). Participants were from different levels of academic backgrounds: High school (18.3%), associate (12.4%), bachelor (46.1%), masters (19.7%), PhD (1.3%), post-doc (0.4%), and others (1.5%).

Measures

Curmudgeon personality. I assessed curmudgeon personality with the neutral objects satisfaction questionnaire (NOSQ; App A) developed by Judge and Bretz (1993) and the dispositional attitude measure (DAM; App B) developed by Hepler and Albarracin (2013).

The NOSQ includes 25 attitudes objects (e.g., “The city in which you live,” “Advertising,” and “Telephone service”). Participants responded using a 3-point scale: 1 = *Dissatisfied*, 2 = *Neutral*, and 3 = *Satisfied*. The DAM includes 16 attitudes objects (e.g., “Architecture,” “Japan,” and “Rugby”). Participants responded using a 7-point scale from 1 = *Extremely Unfavorable* to 7 = *Extremely Favorable*. I recoded each NOSQ and DAM item so that a higher score on these scales indicated a person with higher level of curmudgeon personality. Both the NOSQ and DAM yielded Cronbach’s α s of .83 and .85, respectively.

Extraversion. To assess extraversion, I used two facets (i.e., Gregariousness and Assertiveness; App C) of the International Personality Item Pool (IPIP) - Extraversion scale (Goldberg, 1999). I considered only the gregariousness and assertiveness facets of extraversion because I had assumed that higher or lower level of gregariousness and assertiveness and higher or lower level of curmudgeon personality might interactively influence employees’ social relationships (i.e., social support from coworkers, social support from supervisor, workplace friendship, and interpersonal conflicts) at work. These two facets of extraversion have 10 items each (e.g., “Love large parties” and “I seek to influence others”). Participants responded using a 7-point scale from 1 = *Strongly Disagree* to 7 = *Strongly Agree*. I recoded each extraversion-gregariousness and extraversion-assertiveness item so a higher score on these scales indicated a person with higher level of extraversion. Both extraversion-gregariousness and extraversion-assertiveness yielded Cronbach’s α s of .86 and .81, respectively.

Emotional expressiveness. To assess emotional expressiveness, I used the Emotional Expressivity Scale (EES; App D) developed by Kring, Smith, and Neale (1994). This scale has 17 items (e.g., “I display my emotions to other people” and “I hold my feelings in”). Participants responded using a 6-point scale from 1 = *Never True* to 6 = *Always True*. I recoded each emotional expressiveness item so a higher score on this scale indicated a person with higher level of emotional expressiveness. This scale yielded Cronbach’s α of .87.

Social support. For measuring the social support that an employee receives from coworkers and supervisor, I used a 9-item scale (e.g., “My coworkers deeply understand my perspective” and “My supervisor are genuine when communicating with me”; App E) developed by Eschleman, Charlton, Ching, Hale, and Michel (2020). This scale has several versions to measure social support received at work (e.g., coworkers and supervisor). Participants responded using a 7-point scale from 1 = *Strongly Disagree* to 7 = *Strongly Agree*. A higher score on this scale indicated an employee receives more social support from his coworkers or supervisor. Both social support from coworker and social support from supervisor yielded Cronbach’s α s of .92 and .94, respectively.

Workplace friendship. I assessed the workplace friendship using a 6-item scale (e.g., “I have formed strong friendships at work” and “I feel I can trust many coworkers a great deal”; App G) developed by Nielsen, Jex, and Adams (2000). Participants responded using a 5-point scale from 1 = *Strongly Disagree* to 7 = *Strongly Agree*. I recoded each workplace friendship item so that a higher score on this scale indicated an employee experiences better quality of workplace friendship. This scale yielded Cronbach’s α of .86.

Interpersonal conflict. I used Interpersonal Conflict at Work Scale (ICAWS, Spector & Jex, 1998; App H) to assess how frequently an employee experiences interpersonal conflicts with

coworkers and supervisor. This scale has 4 items (e.g., “How often do you get into arguments with others at work?” and “How often do other people yell at you at work?”) and is a general measure of interpersonal conflict at work. Participants responded using a 5-point scale from 1 = *Never* to 5 = *Very Often*. A higher score on this scale indicated an employee experiences more interpersonal conflict at work. This scale yielded Cronbach’s α of .92.

Proposed Analysis

I considered curmudgeon personality, extraversion, and emotional expressiveness as the predictor variables and the quality of social relationship (i.e., social support, workplace friendship, and interpersonal conflict) at workplace as the criterion variable. A series of hierarchical moderated regression analysis (i.e., for main effects, and then for the interactive effects) using mean centered data (see Aiken & West, 1991) was used to test hypotheses 1, 2, 3, 4, 5, & 6.

In Step 1, I ran first regression analysis to examine the main effects of curmudgeon personality and extraversion and to examine the main effects of curmudgeon personality and emotional expressiveness on the quality of social relationships (i.e., social support from coworkers, social support from supervisor, workplace friendship, and interpersonal conflicts) at work. In Step 2, I ran a second regression analysis to assess the interactive effects of curmudgeon personality and extraversion and the interactive effects of curmudgeon personality and emotional expressiveness on the quality of social relationships (i.e., social support from coworkers, social support from supervisor, workplace friendship, and interpersonal conflicts) at work. In Step 2, I looked at the change in R^2 (i.e., ΔR^2) to find whether there was an interactive effect, and if there was any, then whether it was statistically significant.

For example, in Step 1 of these analyses, I included NOSQ (A) and Extraversion-Gregariousness (B) as predictors for social support from coworker (SS-co), one of the criterion variables; in Step 2, I added the interaction term, NOSQ x Extraversion-Gregariousness (A x B) as a predictor. After running Step 2, I looked at the change in R^2 (ΔR^2) to find whether there was an interactive effect of NOSQ x Extraversion-Gregariousness (A x B) on social support from coworker (SS-co), and if there was any, then whether the interactive effect was statistically significant. I conducted separate analyses for each of the two curmudgeon personality measures—the NOSQ and the DAM. Table 1 reports descriptive statistics, internal consistency reliabilities, and correlations for the study variables. Tables 2, 3, 4, and 5 report the main effects and interactive effects of the predictor variables on criterion variables.

To plot the statistically significant interactive effects of the predictor variables on the criterion variables, I followed Dawson (2014). Dawson uses values that are one standard deviation above and below the mean of the independent variable and moderator given that the mean of both the independent variable and moderator is zero as their values are centered. This allowed me to determine whether the nature of the interaction matched the hypothesized form.

Results

Preliminary Analyses

Table 1 reports the descriptive statistics and correlations among the variables. As I expected, both curmudgeon personality scales (i.e., NOSQ and DAM) were negatively related to social support from coworkers, social support from supervisor, and workplace friendship. However, contrary to my expectation, the NOSQ was unrelated to interpersonal conflicts, while the DAM showed expected negative correlations with interpersonal conflicts. And in many instances, curmudgeon personality yielded correlations with criterion measures that were different from those I observed for more established personality traits. For example, extraversion-gregariousness showed positive relationship with social support from coworkers, social support from supervisor, workplace friendship, and interpersonal conflicts, while the NOSQ showed negative relationship with social support from coworkers, social support from supervisor, and workplace friendship, and no relationship with interpersonal conflicts; the DAM showed negative relationship with social support from coworkers, social support from supervisor, workplace friendship, and interpersonal conflicts. I also found that both curmudgeon personality scales (i.e., NOSQ & DAM) were largely distinct from more established personality scales. The $r = -.34$ between DAM and extraversion-gregariousness was the strongest relationship I observed between a curmudgeon personality scale and an established personality scale (for similar findings, see Eschleman & Bowling, 2011; Eschleman et al., 2015; Hepler & Albarracin, 2013).

Surprisingly, however, I also found that the NOSQ and DAM were modestly related to each other ($r = .32, p < .01$). This contrasts with previous studies (e.g., Eschleman et al., 2015), however, it is consistent with the findings of more recent studies (e.g., Eschleman et al., 2020).

Hypothesis Testing

Extraversion as a Moderator of the Curmudgeon Personality-Social Support

Relationship. Hypothesis 1 predicted that extraversion would moderate the relationship between the curmudgeon personality and social support provided by (a) coworkers and (b) supervisor. Specifically, I expected the negative relationship between curmudgeon personality and social support would be stronger for employees with higher level of extraversion than for employees with lower level of extraversion. Inconsistent with this prediction, neither extraversion-gregariousness nor extraversion-assertiveness moderated the relationship between the NOSQ and quality of social support received either from coworkers or supervisor. Hypothesis 1, therefore, was not supported when the NOSQ was used to assess curmudgeon personality.

However, extraversion-gregariousness moderated the relationship between the DAM and quality of social support received from either coworkers ($\beta = -.10$, $\Delta R^2 = .01$, $p < .01$; see Table 2) or supervisor ($\beta = -.08$, $\Delta R^2 = .01$, $p < .05$; see Table 3). Follow-up analyses indicate a stronger *negative* curmudgeon personality-social support relationship for employees with higher level of extraversion (i.e., gregariousness) than for employees with lower level of extraversion (i.e., gregariousness; see Figures 4 and 5), which I expected. Finally, extraversion-assertiveness did not moderate the relationship between the DAM and quality of social support received either from coworker or supervisor. Hypothesis 1, therefore, was only partly supported.

Extraversion as a Moderator of the Curmudgeon Personality-Workplace Friendship

Relationship. Hypothesis 2 predicted that extraversion would moderate the relationship between the curmudgeon personality and workplace friendship. Specifically, I expected the negative relationship between curmudgeon personality and workplace friendship to be stronger

for employees with higher level of extraversion than for employees with lower level of extraversion. As shown in Table 4, neither extraversion-gregariousness nor extraversion-assertiveness moderated the relationship between the NOSQ and workplace friendship, nor did they moderate the relationship between the DAM and workplace friendship. Hypothesis 2, therefore, was not supported.

Extraversion as a Moderator of the Curmudgeon Personality-Interpersonal Conflict Relationship. Hypothesis 3 predicted that extraversion would moderate the relationship between the curmudgeon personality and interpersonal conflict. Specifically, I expected that curmudgeon personality's positive relationship with interpersonal conflicts would show more interpersonal conflicts for employees with higher level of extraversion (i.e., gregariousness and assertiveness) than for employees with lower level of extraversion (i.e., gregariousness and assertiveness). Consistent with my prediction, both extraversion-gregariousness ($\beta = .15$, $\Delta R^2 = .02$, $p < .01$) and extraversion-assertiveness ($\beta = .12$, $\Delta R^2 = .01$, $p < .01$) moderated the relationship between the NOSQ and interpersonal conflicts (see Table 5). As shown in Figures 6 and 7, the form of these interactions was consistent with Hypothesis 3.

Although extraversion-gregariousness ($\beta = .13$, $\Delta R^2 = .02$, $p < .01$; see Table 5) and extraversion-assertiveness ($\beta = .27$, $\Delta R^2 = .06$, $p < .01$; see Table 5) moderated the relationships between the DAM and interpersonal conflict, form of these interactions was inconsistent with that predicted in Hypothesis 3. Specifically, follow-up analyses indicated that the DAM was negatively related to interpersonal conflict regardless of one's level of gregariousness or assertiveness (see Figures 8 & 9). Hypothesis 3, therefore, was not supported when the DAM was used to assess curmudgeon personality.

Emotional Expressiveness as a Moderator of the Curmudgeon Personality-Social Support Relationship. Hypothesis 4 predicted that emotional expressiveness would moderate the relationship between the curmudgeon personality and social support provided by (a) coworkers and (b) supervisor. Specifically, I expected that the negative relationship between curmudgeon personality and social support would be stronger for employees with higher level of emotional expressiveness than for employees with lower level of emotional expressiveness. Inconsistent with this prediction, emotional expressiveness did not moderate the relationship between the NOSQ and quality of social support received either from coworkers or supervisor, nor did it moderate the DAM's relationship with the quality of social support received either from coworkers or supervisors (see Table 2 and 3). Hypothesis 4, therefore, was not supported.

Emotional Expressiveness as a Moderator of the Curmudgeon Personality-Workplace Friendship Relationship. Hypothesis 5 predicted that emotional expressiveness would moderate the relationship between the curmudgeon personality and workplace friendship. Specifically, I expected that the negative relationship between curmudgeon personality and workplace friendship would be stronger for employees with higher level of emotional expressiveness than for employees with lower level of emotional expressiveness. Inconsistent with this prediction, emotional expressiveness did not moderate the relationship between the NOSQ and workplace friendship, nor did it moderate the relationship between the DAM and workplace friendship (see Table 4). Hypothesis 5, therefore, was not supported.

Emotional Expressiveness as a Moderator of the Curmudgeon Personality-Interpersonal Conflict Relationship. Hypothesis 6 predicted that emotional expressiveness would moderate the relationship between the curmudgeon personality and interpersonal conflict. Specifically, I expected that curmudgeon personality's positive relationship with interpersonal

conflicts would show more interpersonal conflicts for employees with higher level of emotional expressiveness than for employees with lower level of emotional expressiveness. As shown in Table 5, emotional expressiveness did, in fact, moderate both the NOSQ's ($\beta = .13, \Delta R^2 = .02, p < .01$) and the DAM's ($\beta = .21, \Delta R^2 = .04, p < .01$) relationships with interpersonal conflict. Follow-up analyses found that the form of the NOSQ's interaction was consistent with Hypothesis 6 (see Figure 10), but the form of the DAM's interaction was inconsistent with Hypothesis 6 (see Figure 11). Regarding the latter interaction, the DAM was *negatively* related to interpersonal conflict regardless of one's level of emotional expressiveness. Hypothesis 6, therefore, was not supported when the DAM was used to assess curmudgeon personality¹.

¹ I also unofficially included some other variables (i.e., extraversion-overall, openness to experience-overall, and agreeableness-overall) to identify whether the self-report measures may have resulted CMV or produced inflated correlations, and to see whether they may also have moderated the associations between curmudgeon personality and social relationships at work. Expectedly, these variables showed significant moderator effects (see Figures 12, 13, 14, 15, 16, 17, 18, 19, 20, and 21).

Discussion

Summary of the Results

The current study examined whether curmudgeon personality's relationships with indicators of the quality of social relationships (i.e., social support from coworkers, social support from supervisor, workplace friendship, and interpersonal conflicts) at work were moderated by extraversion (i.e., gregariousness and assertiveness) and emotional expressiveness. Specifically, I expected curmudgeon personality to have stronger associations with the quality of social relationships among workers with higher level of extraversion or emotional expressiveness than among workers with lower level of extraversion or emotional expressiveness. I base these hypotheses on that (a) curmudgeons are only likely to irritate their coworkers and supervisor to the extent that they express their negative emotions, (b) higher level of extraversion (i.e., gregariousness and assertiveness) and emotional expressiveness might lead curmudgeons to express their negative emotions to higher extent, and (c) expressing negative emotions to higher extent might irritate coworkers and supervisor at work, which in turn, might influence the quality of social relationships that curmudgeons receive at work.

I observed consistent support for these hypotheses when interpersonal conflict was used to assess the quality of social relationships. One possible reason may be that employees with higher level of curmudgeon personality and extraversion (i.e., gregariousness and assertiveness) or emotional expressiveness might have a very low level of threshold of accepting things the way they are, but an unconsciously high expectation to get those things in their own ways. Their unconsciously high expectation might become apparent when they express their dislike more frequently at work, which in turns, might increasingly create pressure on their coworkers and supervisor. According to the Stressor-Emotion Model of CWBs (Spector & Fox, 2005),

coworkers and supervisor might find that increased pressure as stressor and experience negative emotions (e.g., dissatisfaction, anger). Next, coworkers and supervisor lose their temper and experience interpersonal conflicts with this particular type of employees.

A key feature of predictor (i.e., curmudgeon personality) and criterion (i.e., interpersonal conflict) is that both of them are “negative” constructs, which might be another reason for what these two variables showed consistent support. The idea that prediction is enhanced when the predictor and criterion variables are conceptually aligned is consistent with the compatibility principle (Binning & Barrett, 1989; Lievens, De Corte, & Schollaert, 2008; Warr, 2000).

However, my analyses also indicate that coworkers and supervisor might engage with fewer interpersonal conflicts over time with this particular type of employees. One possible reason may be that coworkers and supervisor might have interpersonal conflicts at the beginning of their interactions with this particular type of employees. Then coworkers and supervisor might keep distance from these focal employees to avoid any more interpersonal conflicts.

Based on my regression analyses, I would also like to mention that there may be some possible effects of familywise error in my results, particularly for when workplace friendship was considered to assess the quality of social relationship. For example, because of the significant main effects of curmudgeon personality on workplace friendship, I expected significant moderator effects of either extraversion (i.e., gregariousness and assertiveness) or emotional expressiveness on the relationships between curmudgeon personality and workplace friendship. However, my analyses showed no significant moderator effects. For a better understanding, please see Appendices I and J, in which the exploratory item-level analyses of NOSQ and DAM relationships with each criterion variable are reported.

I also found stronger support for my hypotheses when the NOSQ, rather than DAM, was used to assess curmudgeon personality. This may be due to difference across the NOSQ and DAM in their response format (i.e., the NOSQ has three response options, namely, *dissatisfied*, *neutral*, and *satisfied*; the DAM has seven response options starts with *extremely unfavorable* and ends with *extremely favorable*) or item content (i.e., the NOSQ includes mostly positive items; the DAM includes a mix of positive, neutral, and negative items). Research has consistently found that the NOSQ outperforms the DAM (e.g., Eschleman, Bowling, & Judge, 2015; Eschleman, Bowling, & Zelazny, 2020). Thus, more research is needed into why the NOSQ performs better.

Implications

The first implication of this research is that I extended the literature on personality trait x personality trait interaction (see Burke & Witt, 2004; King, George, & Hebl, 2005; Shoss & Witt, 2013; Witt, Burke, Barrick, & Mount, 2002). Investigating interactive effects of two personalities of employees is important because one personality might be more or less active with the presence or absence of the other, and thus, might influence employees' social relationships at work, which this study, in fact, found.

Specifically, the moderator effects suggest that organizations should particularly be concerned about employees with higher level of curmudgeon personality (DAM) and extraversion (i.e., gregariousness and assertiveness). This is because, after a certain period of time, this particular type of employees receives less social support from coworkers and supervisor than the employees with lower level of curmudgeon personality (DAM) and extraversion (i.e., gregariousness and assertiveness). Thus, organizations should consider employees who have lower level of curmudgeon personality and extraversion (i.e.,

gregariousness and assertiveness) if maintaining a better quality of social support among employees is one of the primary concerns for workplace.

The moderator effects also suggest that employees with higher level of curmudgeon personality (NOSQ) and extraversion (i.e., gregariousness and assertiveness) or emotional expressiveness engage with more interpersonal conflicts with coworkers and supervisor. Thus, organizations should consider employees with lower level of curmudgeon personality and extraversion (i.e., gregariousness and assertiveness) or emotional expressiveness if minimizing or avoiding interpersonal conflicts is one of the primary concerns for workplace.

The second implication is that I extended the curmudgeon personality literature by examining social relationships (i.e., social support from coworkers, social support from supervisor, workplace friendship, and interpersonal conflict) as an outcome, while prior curmudgeon personality studies have focused on attitudes as criteria (see Bowling et al., 2006; Judge, 1993; Eschleman et al., 2015; Eschleman et al., 2020; Eschleman & Bowling, 2011; Hepler & Albarracin, 2013). Social relationships are important because they offer job satisfaction (Winstead, Derlega, Montgomery, & Pilkington, 1995), instrumental and emotional support (House, 1981; Karasek, 1979), nurture positive identity development (Dutton, Roberts, & Bednar, 2010; Sluss & Ashforth, 2007), promote socialization (Morrison, 2002), and help employees to thrive (Colbert, Bono, & Purvanova, 2016).

The findings of this research suggest that organizations should consider employees with lower level of- curmudgeon personality, extraversion (i.e., gregariousness and assertiveness) or emotional expressiveness. This is because, after a certain point of time, this particular type of employees might receive more social support from coworkers and supervisors, and engage with

fewer interpersonal conflicts if any. Thus, they might enjoy a better quality of social relationships at work.

Limitations

I should mention a few limitations of the current research. First, I collected data using a set of self-report questionnaires. Thus, the common-method variance (CMV) may have influenced the results. However, Spector (2006) found that the problem of CMV is generally overstated. Furthermore, research found that CMV actually makes it difficult to find significant moderator effects (Evans, 1985; Siemsen, Roth, & Oliveira, 2010). It is noteworthy that my study found support for some of the hypotheses despite (not because of) CMV. Thus, using only the self-report measures may produce inflated correlations, particularly if socially desirable responding contaminates the measures.

Second limitation is the use of cross-sectional data. Cross-sectional data do not allow to examine causal relationship between variables under consideration. Therefore, although I assumed that curmudgeon personality, extraversion (i.e., gregariousness and assertiveness), and emotional expressiveness influenced social relationships (i.e., social support from coworker, social support from supervisor, workplace friendship, and interpersonal conflict), I was in fact only able to show that these variables were correlated.

Future Research

Examining a variety of indicators of negative social relationships. The results of this research were most promising when interpersonal conflict was used as the criterion variable. Therefore, an obvious next step for future research would be to examine a variety of different conceptualizations of negative social relationships (e.g., workplace aggression, workplace incivility, social undermining, and abusive supervision).

As interpersonal conflicts cause counterproductive work behaviors (CWBs) directly (Berry, Carpenter, & Barratt, 2012) and indirectly (Spector & Fox, 2002), organizations surely want to lessen the number of CWBs because it is the organizations that have estimated billions of dollars loss each year in lost revenue, theft, and fraud (U.S. Chamber of Commerce, 2002). Thus, future research may examine how curmudgeon personality, extraversion, and emotional expressiveness might relate to CWBs.

Use of a measure of statements to assess curmudgeon personality. The self-report measures that I used to assess curmudgeon personality were a list of heterogenous set of objects. Because what one person might find as a neutral object, another person might find the same object as either positive or negative, it seems to theoretically and practically be nearly impossible to come up with a bunch of objects as neutral. For example, one might argue that 8½" x 11" paper (one object from the NOSQ) is a neutral object, but another person might find it as a negative object if he or she considers that more words can be written in an A4 paper. Many people might find a word-filled 8½" x 11" paper as a positive object if they compare its printed outlook with the printed outlook of a word-filled A4 paper. The same logic can be applied to all other objects of the NOSQ, and to all the objects of the DAM. To avoid this disadvantage of object-based measures, I think a measure of statements may be a better choice to represent neutral situations. This is because a statement might be able to describe a neutral situation more clearly. For example, with the response options "satisfied," "neutral," and "dissatisfied," an employee is asked, "You are supposed to receive your monthly salary in seven days where day 4 is the last day of the month. You have received your salary on day 4. Are you -----?" I expect that this employee may respond with "neutral" option.

Use of other-reports to assess employees' personality and the quality of social relationships. Because I used self-report measures to assess my study variables, employees may over-report or underreport the extent to which they usually show their level of curmudgeon personality, extraversion (i.e., gregariousness and assertiveness), and emotional expressiveness, and what kinds of quality of social relationships (i.e., social support from coworkers, social support from supervisor, workplace friendship, and interpersonal conflicts) they experience at work. Hence, I feel a strong need for informant-report measures of my study variables because those variables could be measured via informant-reports. This is also a good way to address CMV, and thus, should be used in future research. Having said so, future research is also encouraged to develop an informant-report measure for assessing curmudgeon personality because the two most widely used curmudgeon personality measures (i.e., NOSQ and DAM) are self-report status, and no informant-report measure is known to us so far. The informant-report measure might address the CMV issue as well if self-report measures predict the informant-report measures. For example, if curmudgeon personality measured by self-report predicts interpersonal conflict measured by informant-report, then it can be said that there is negligible measurement error if any; and thus, CMV might not have influenced the results.

Conclusion

Noteworthy that employees with higher level of- curmudgeon personality and extraversion (i.e., gregariousness and assertiveness) or emotional expressiveness might express their dislike more frequently without any intentions directed at coworkers, supervisors, managers, and other employees at work, which makes this particular personality more important to be studied. This research found that the interactions of higher level of- curmudgeon personality and extraversion (i.e., gregariousness and assertiveness) or emotional expressiveness caused more interpersonal conflict, while resulted less social support received either from coworkers or supervisor at work. The finding is important because much of existing research has focused on the positive sides of extraversion and emotional expressiveness when considering building a better quality of social relationships (e.g., Dobbs et al., 2007; Emmons et al.,1986; Ekman & Davidson, 1994; Frijda, 1988; Kret et al., 2016; Kring et al., 1994; Mehl et al., 2006; Ozer & Benet-Martinez, 2006). This research extends the curmudgeon personality literature on personality x personality interactions and to a new criterion variable—the quality of social relationships at work.

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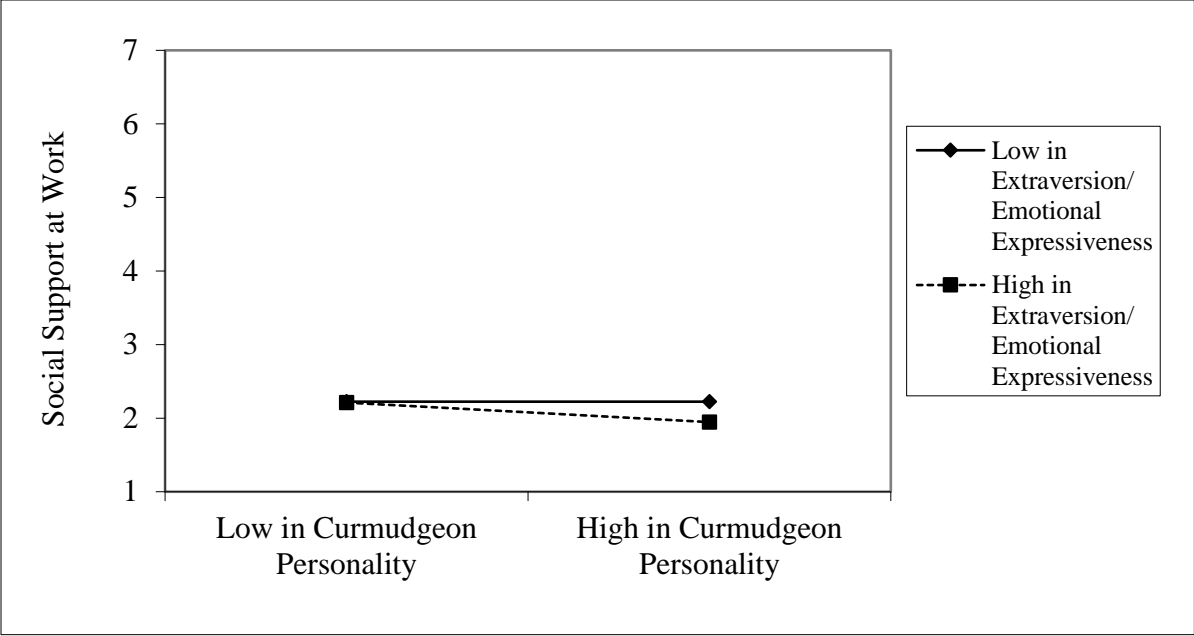


Figure 1. Hypothesized interactive effects of curmudgeon personality and extraversion/emotional expressiveness on social support at work.

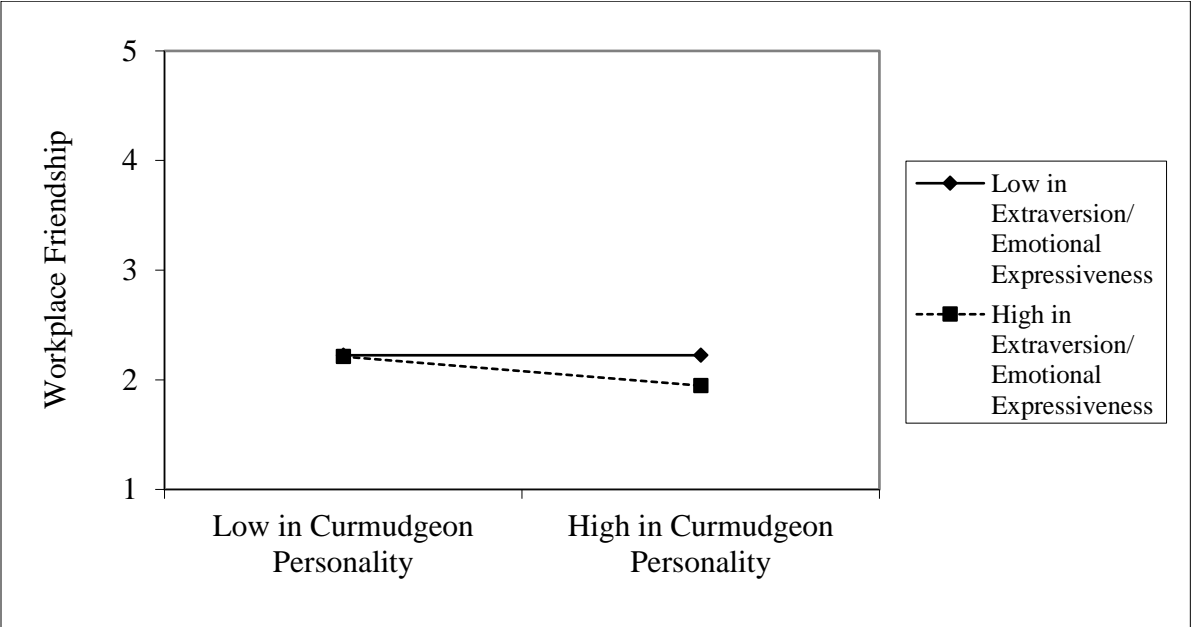


Figure 2. Hypothesized interactive effects of curmudgeon personality and extraversion/emotional expressiveness on workplace friendship.

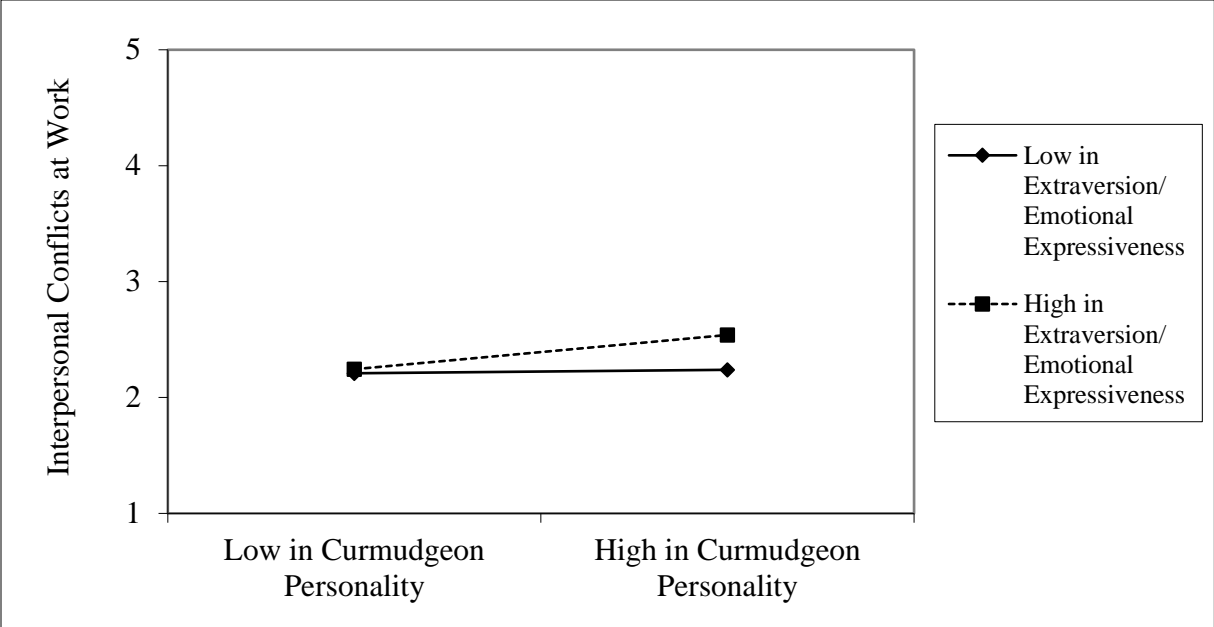


Figure 3. Hypothesized interactive effects of curmudgeon personality and extraversion/emotional expressiveness on interpersonal conflicts at work.

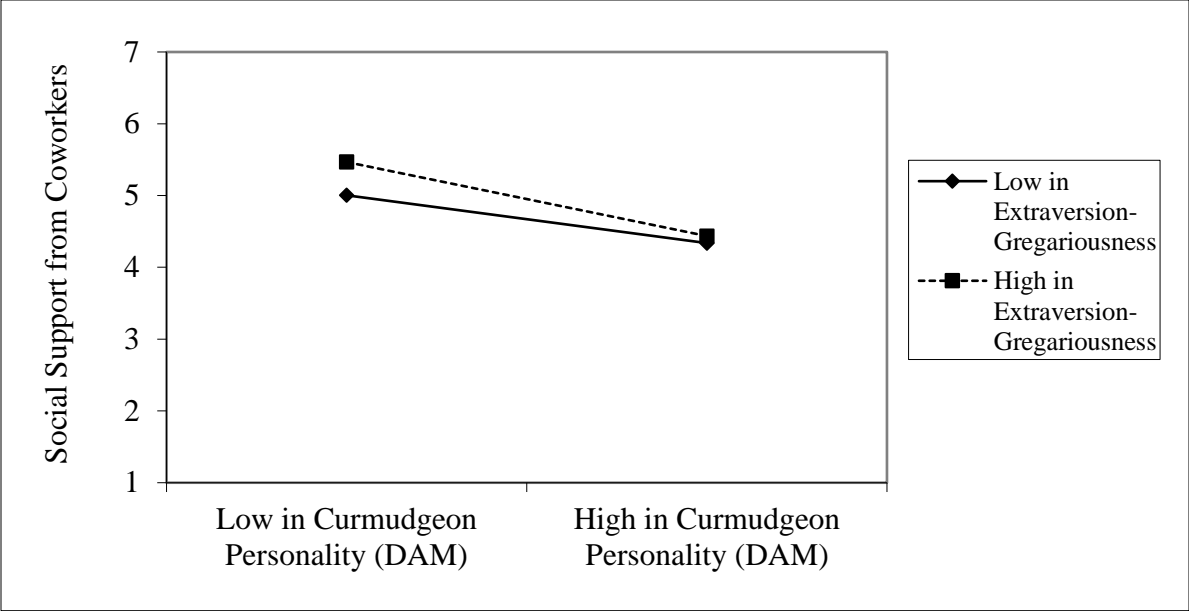


Figure 4. Follow-up analyses for extraversion-gregariousness as a moderator of the relationship between curmudgeon personality (DAM) and social support from coworkers at work.

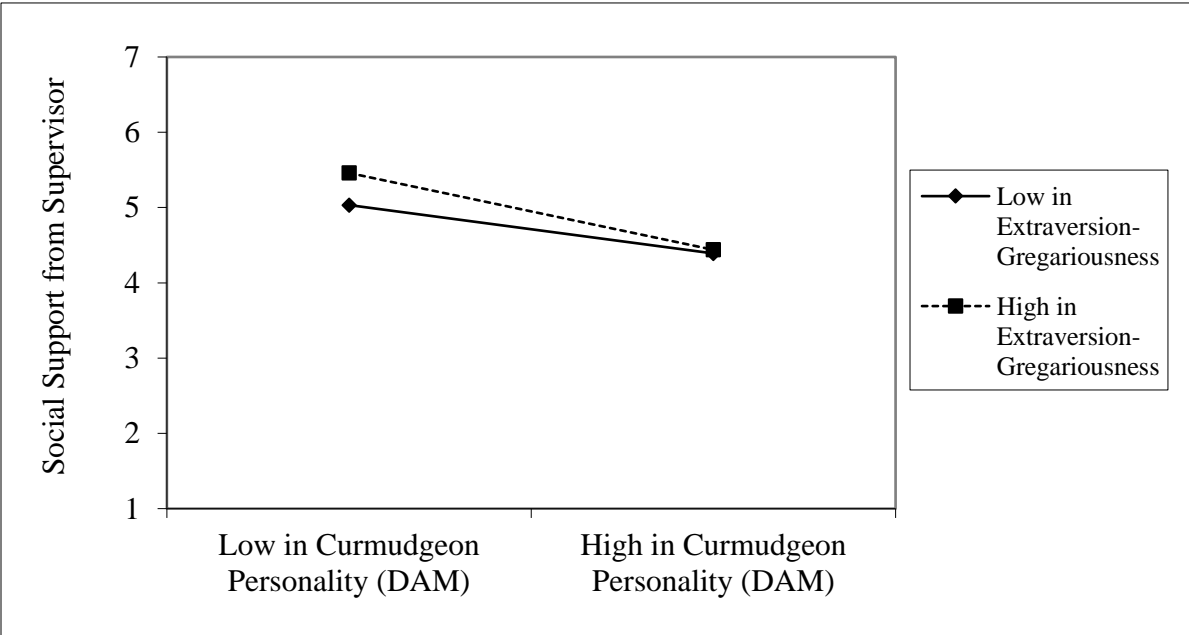


Figure 5. Follow-up analyses for extraversion-gregariousness as a moderator of the relationship between curmudgeon personality (DAM) and social support from supervisor at work.

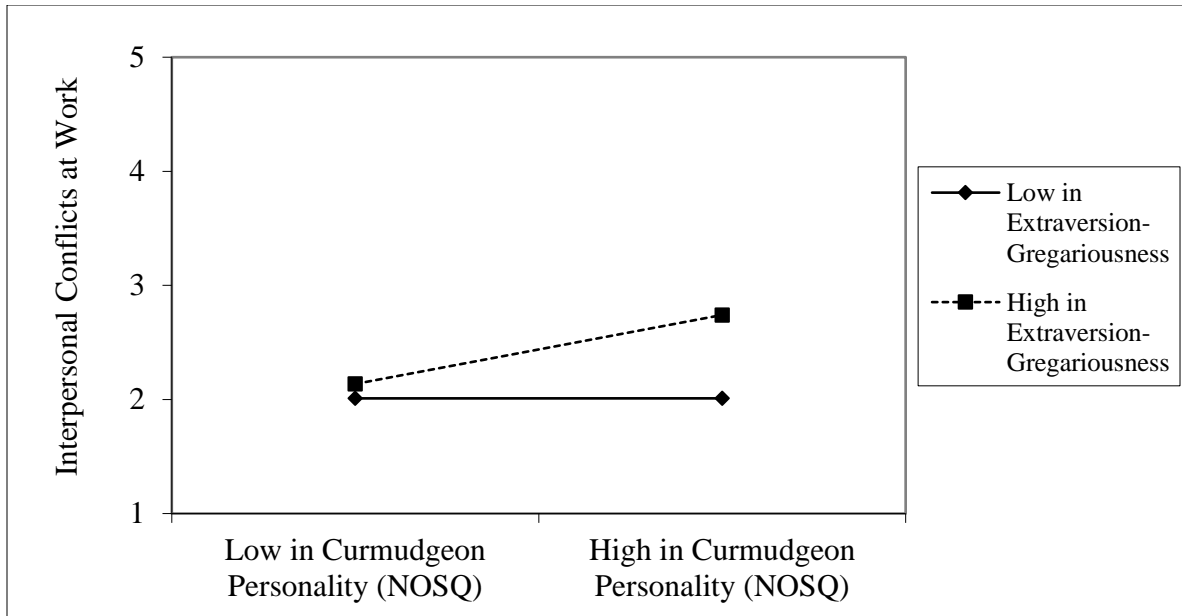


Figure 6. Follow-up analyses for extraversion-gregariousness as a moderator of the relationship between curmudgeon personality (NOSQ) and interpersonal conflicts at work.

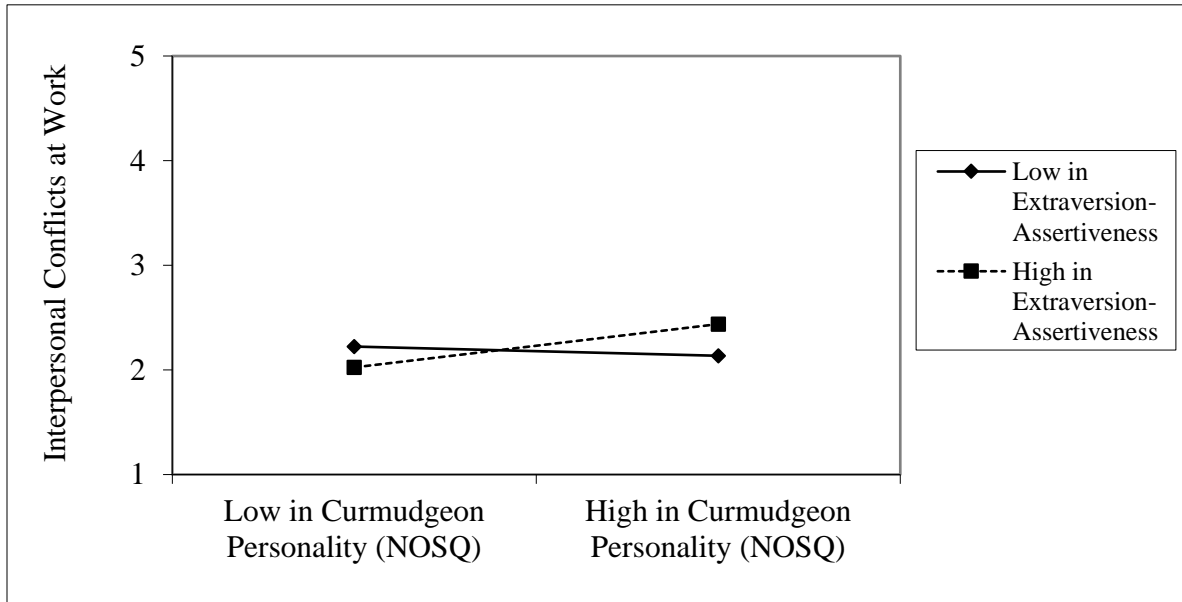


Figure 7. Follow-up analyses for extraversion-assertiveness as a moderator of the relationship between curmudgeon personality (NOSQ) and interpersonal conflicts at work.

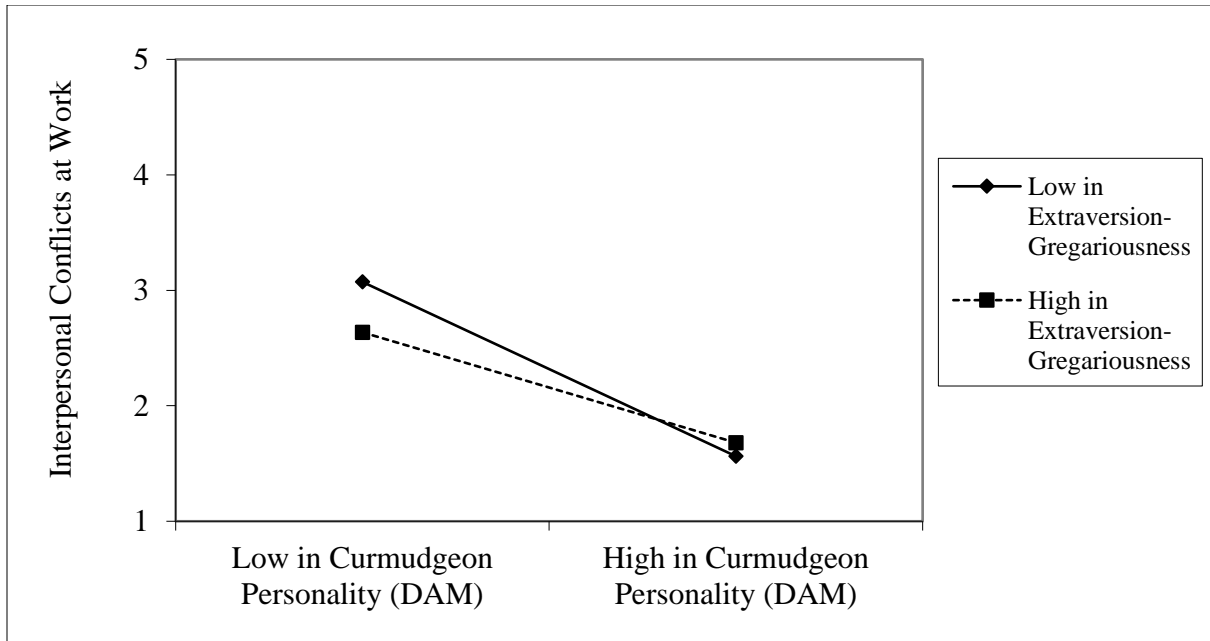


Figure 8. Follow-up analyses for extraversion-gregariousness as a moderator of the relationship between curmudgeon personality (DAM) and interpersonal conflicts at work.

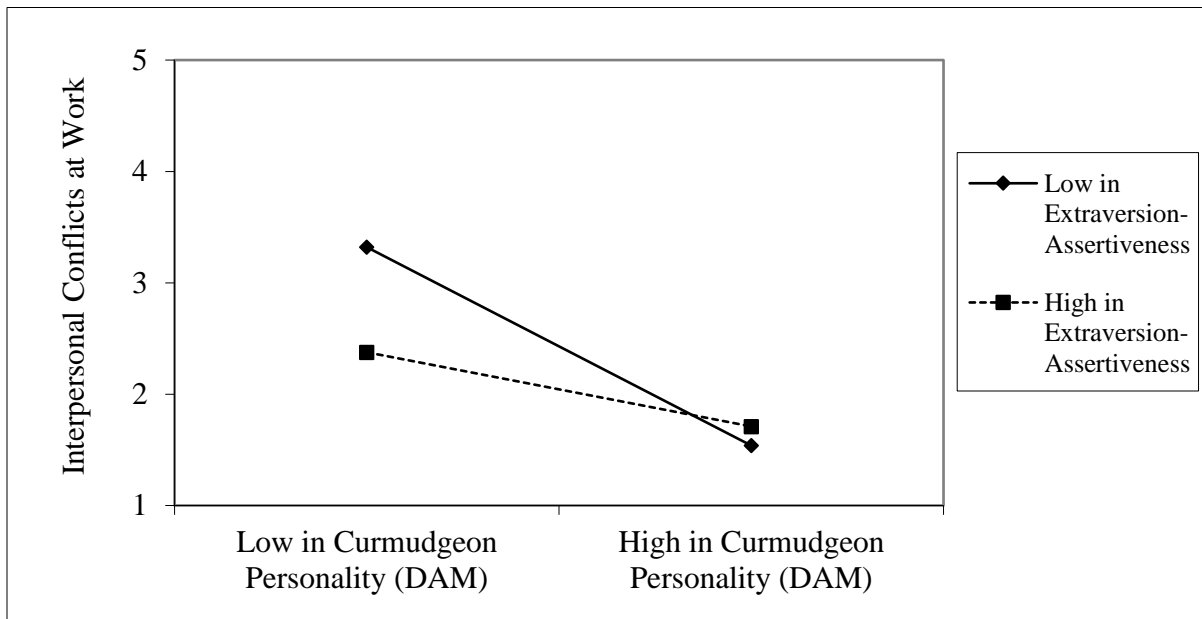


Figure 9. Follow-up analyses for extraversion-assertiveness as a moderator of the relationship between curmudgeon personality (DAM) and interpersonal conflicts at work.

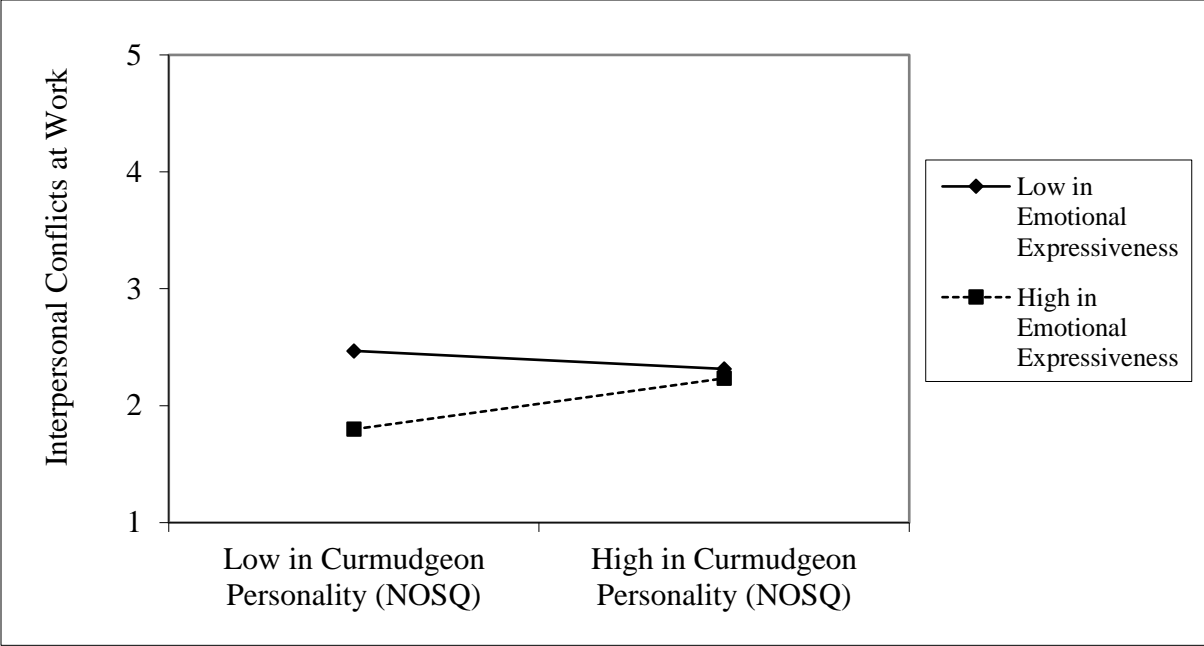


Figure 10. Follow-up analyses for emotional expressiveness as a moderator of the relationship between curmudgeon personality (NOSQ) and interpersonal conflicts at work.

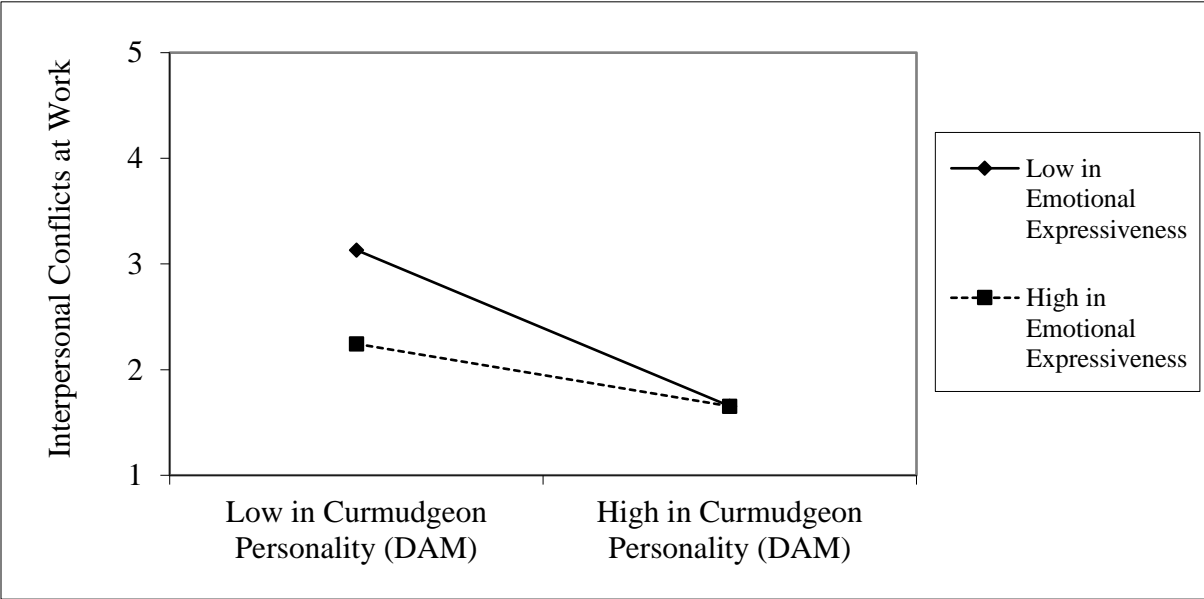


Figure 11. Follow-up analyses for emotional expressiveness as a moderator of the relationship between curmudgeon personality (DAM) and interpersonal conflicts at work.

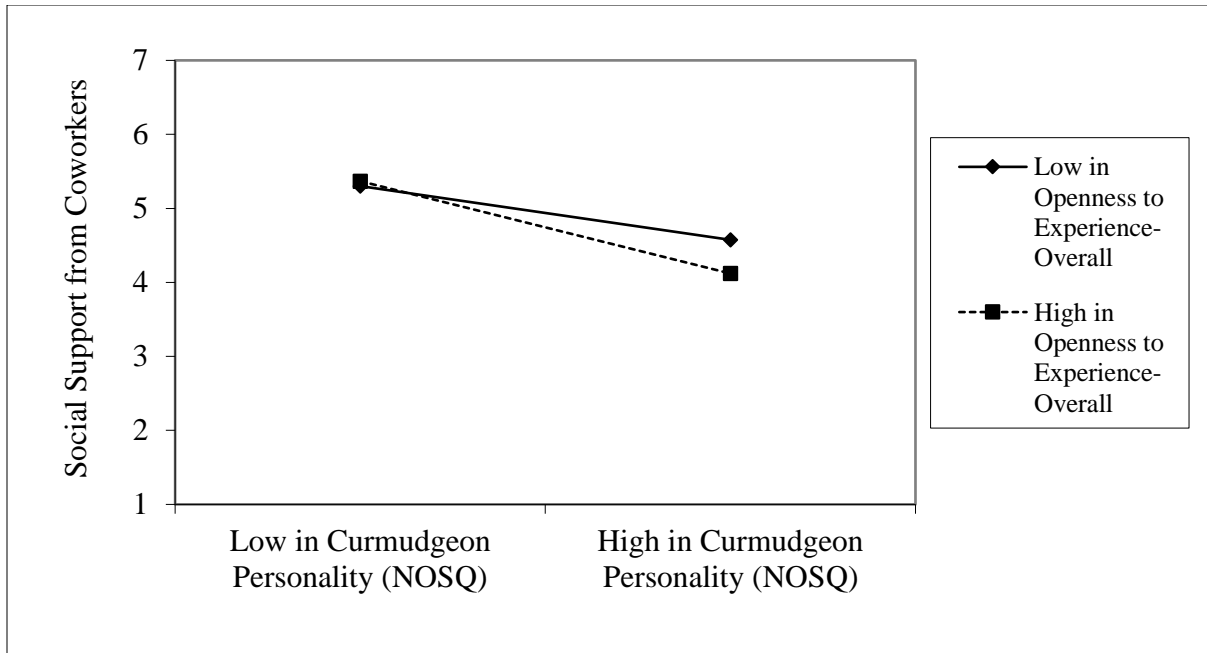


Figure 12. Follow-up analyses for openness to experience-overall as a moderator of the relationship between curmudgeon personality (DAM) and social support from coworkers.

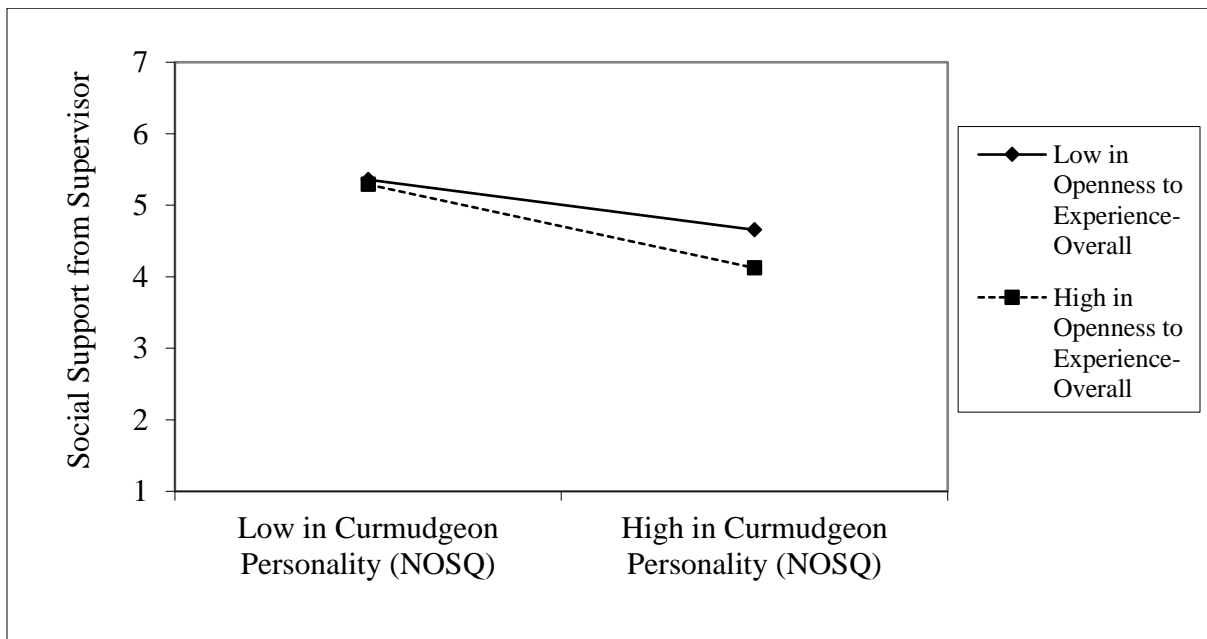


Figure 13. Follow-up analyses for openness to experience-overall as a moderator of the relationship between curmudgeon personality (NOSQ) and social support from supervisor.

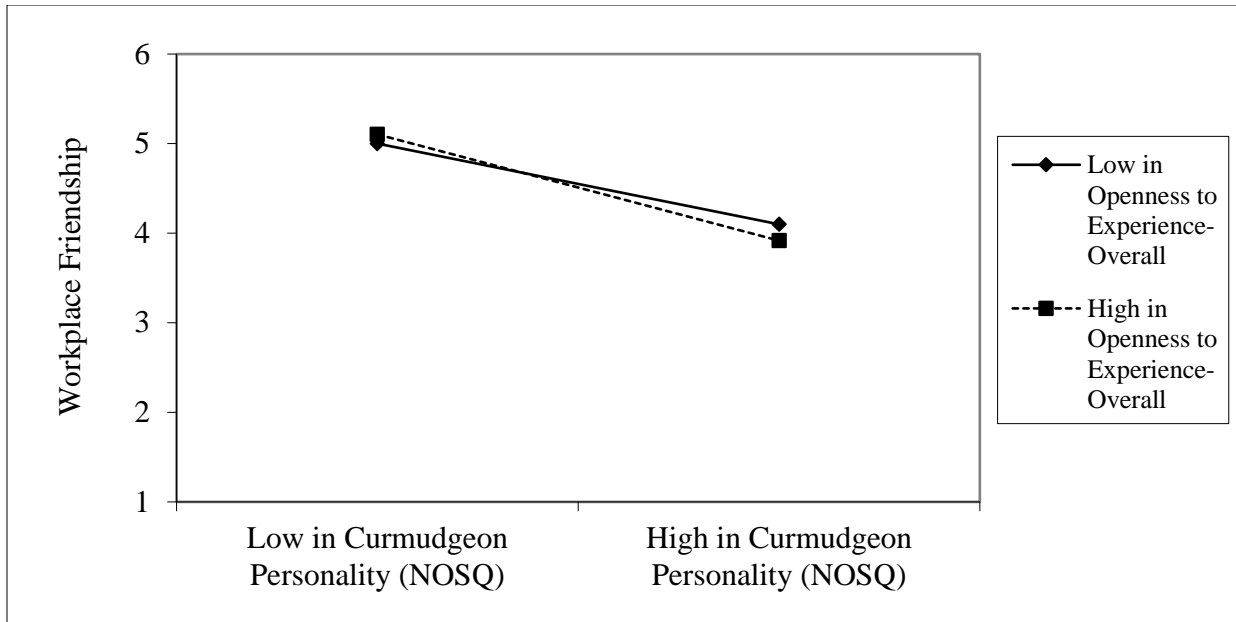


Figure 14. Follow-up analyses for openness to experience-overall as a moderator of the relationship between curmudgeon personality (NOSQ) and workplace friendship.

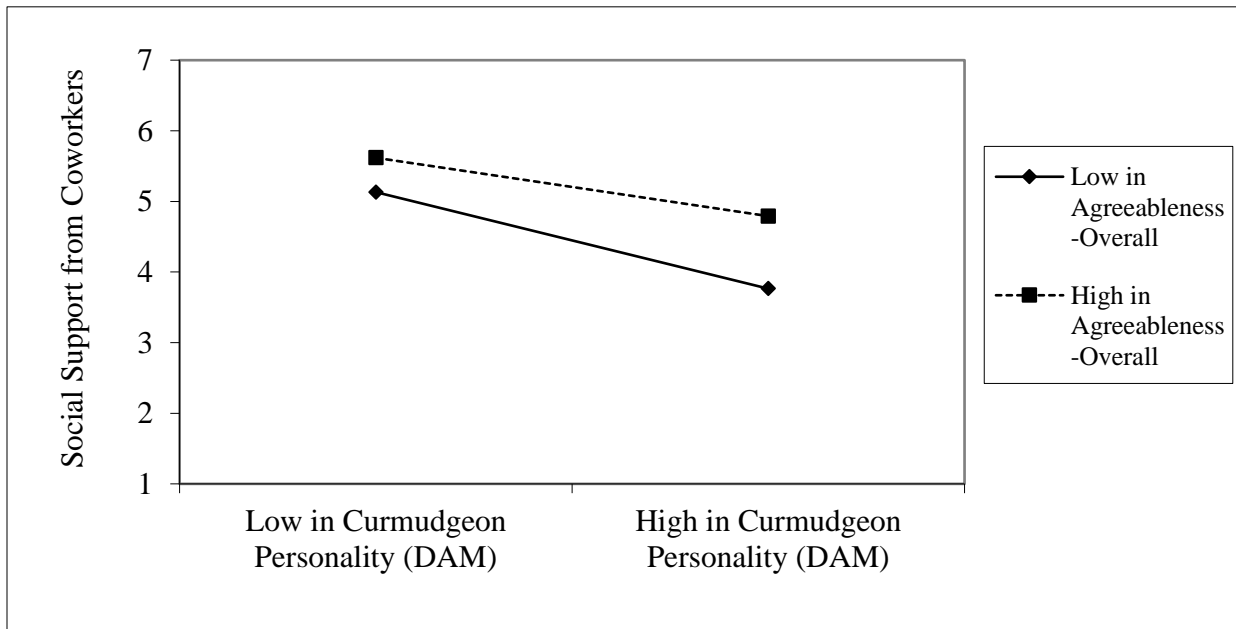


Figure 15. Follow-up analyses for agreeableness-overall as a moderator of the relationship between curmudgeon personality (DAM) and social support from coworkers.

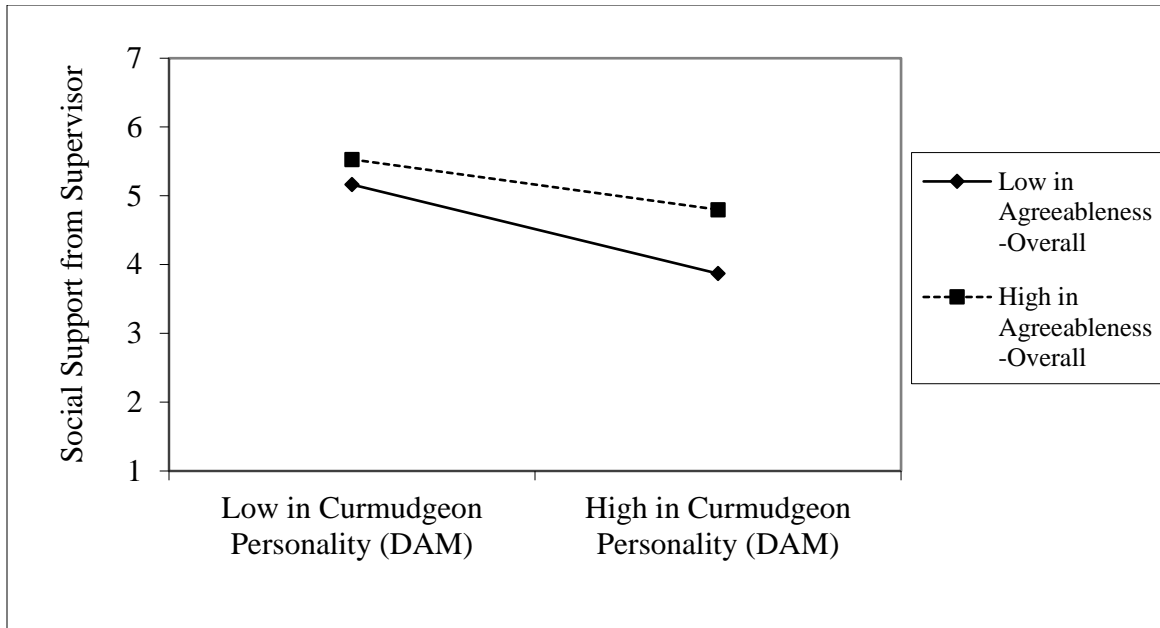


Figure 16. Follow-up analyses for agreeableness-overall as a moderator of the relationship between curmudgeon personality (DAM) and social support from supervisor.

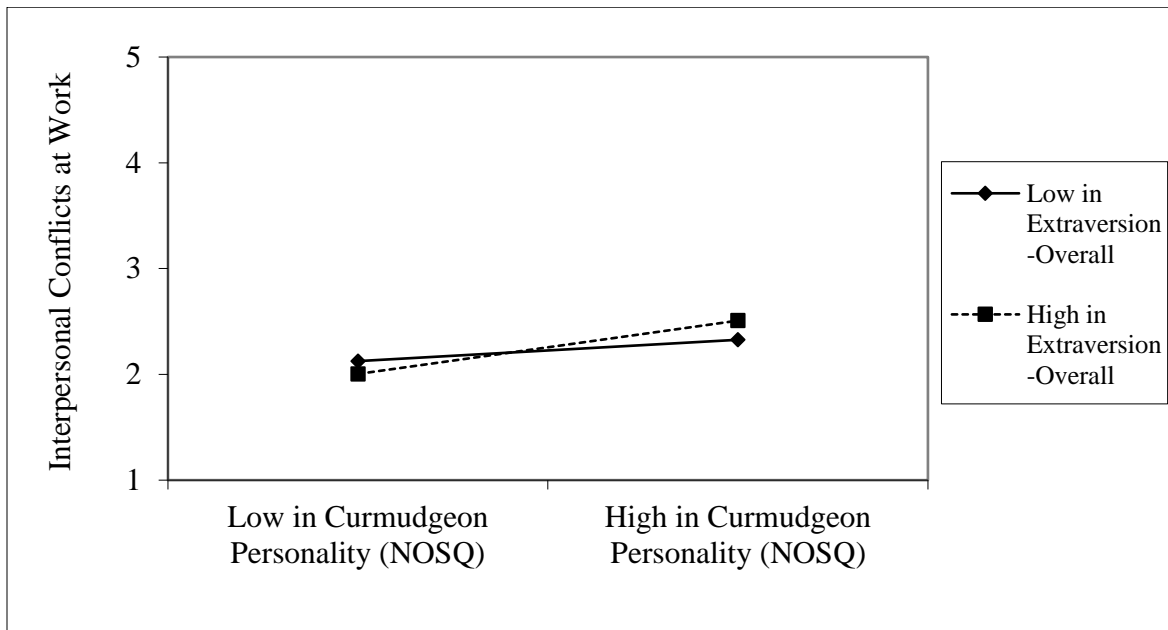


Figure 17. Follow-up analyses for extraversion-overall as a moderator of the relationship between curmudgeon personality (NOSQ) and interpersonal conflicts at work.

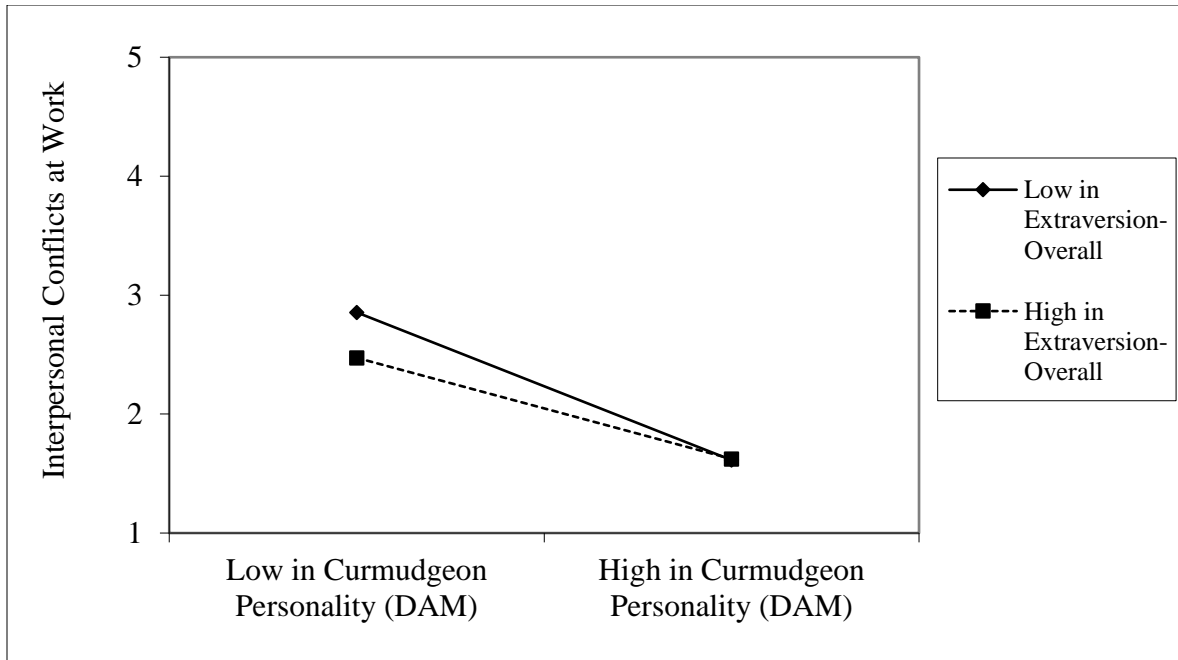


Figure 18. Follow-up analyses for extraversion-overall as a moderator of the relationship between curmudgeon personality (DAM) and interpersonal conflicts at work.

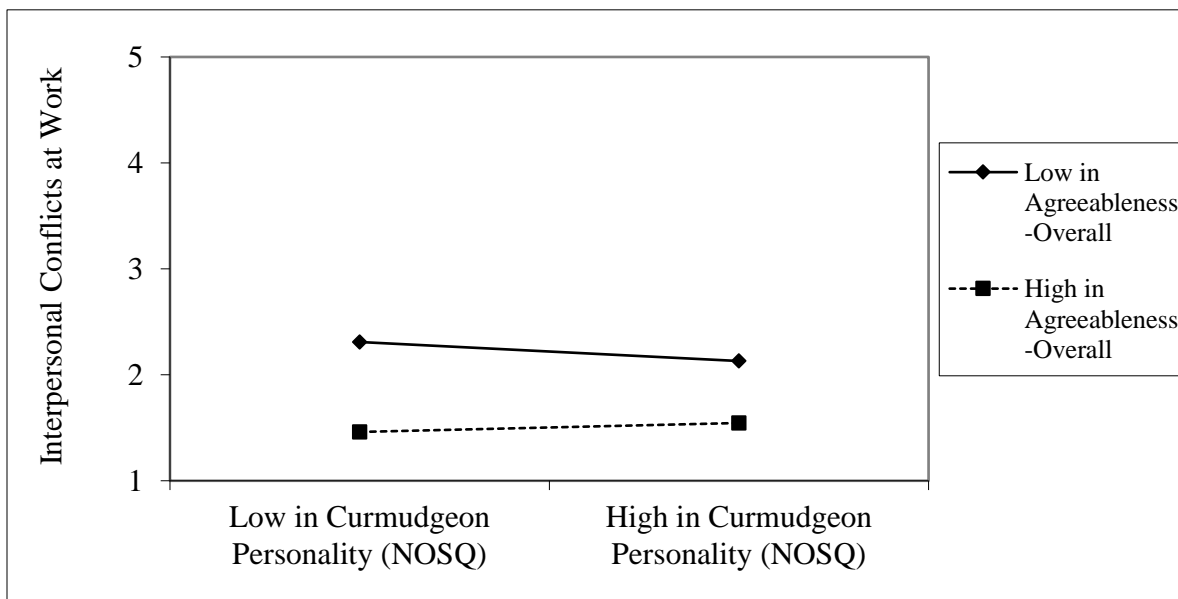


Figure 19. Follow-up analyses for agreeableness-overall as a moderator of the relationship between curmudgeon personality (NOSQ) and interpersonal conflicts at work.

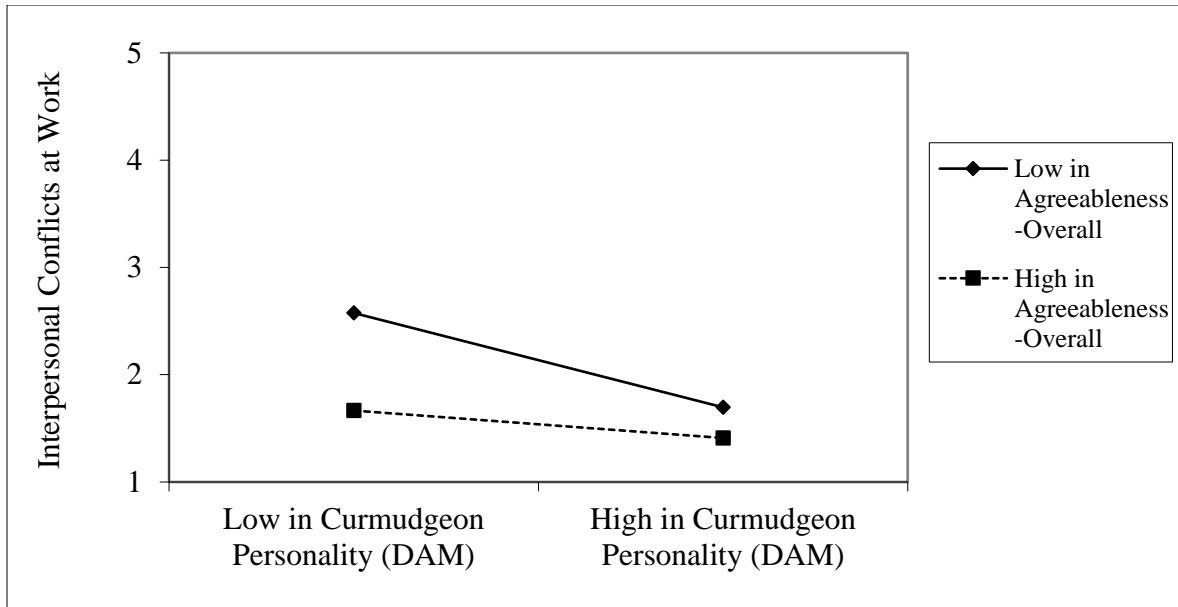


Figure 20. Follow-up analyses for agreeableness-overall as a moderator of the relationship between curmudgeon personality (DAM) and interpersonal conflicts at work.

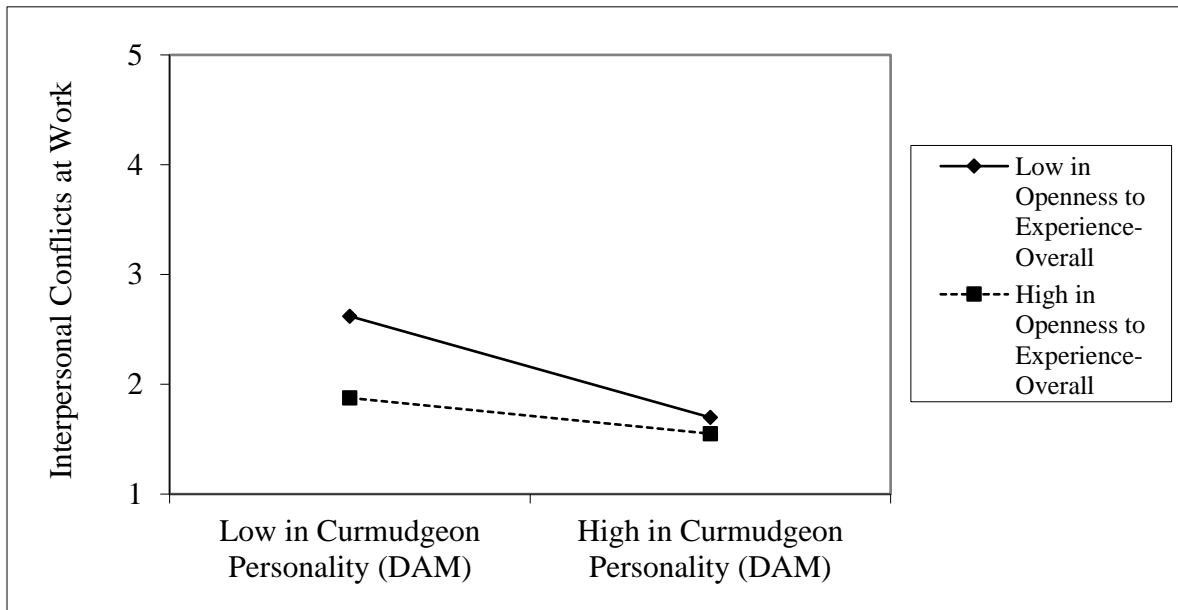


Figure 21. Follow-up analyses for openness to experience-overall as a moderator of the relationship between curmudgeon personality (DAM) and interpersonal conflicts at work.

Table 1
Descriptive Statistics and Correlations for Study Variables

Variable	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12
1. NOSQ	1.66	0.30	(.83)											
2. DAM	3.64	0.92	.32**	(.85)										
3. Ex-Gre	3.68	1.14	-.27**	-.34**	(.86)									
4. Ex-Ass	4.13	1.00	-.16**	-.16**	.53**	(.81)								
5. Ex-OV	4.05	0.87	-.27**	-.22**	.76**	.70**	(.70)							
6. OE-OV	4.82	0.98	-.08	.10*	.02	.17**	.17**	(.76)						
7. Agr-OV	4.80	0.88	-.30**	.18**	.10*	.04	.21**	.40**	(.75)					
8. EE	3.50	0.82	-.12**	.09*	.29**	.27**	.37**	.25**	.27**	(.87)				
9. SS-Co	4.84	1.14	-.43**	-.43**	.22**	.20**	.25**	-.04	.23**	.08	(.90)			
10. SS-Su	4.86	1.28	-.36**	-.36**	.19**	.14**	.17**	-.08	.18**	-.01	.69**	(.94)		
11. WF	4.55	1.30	-.35**	-.33**	.32**	.23**	.34**	.00	.23**	.22**	.73**	.52**	(.86)	
12. IC	2.18	1.14	.08	-.50**	.14**	.00	-.00	-.41**	-.54**	-.18*	.10*	.07	.06	(.92)

Notes. $N = 529$. NOSQ = neutral objects satisfaction questionnaire; DAM = dispositional attitude measure; ExGre = extraversion – gregariousness; ExAss = extraversion assertiveness; ExOV = extraversion-overall; OE-OV = openness to experience-overall; Agr-OV = agreeableness-overall; EE = emotional expressiveness; SS-Co = social support from coworker; SS-Su = social support from supervisor; WF = workplace friendship; IC = interpersonal conflicts. Cronbach's α s appear in parentheses on the diagonal. * $p < .05$; ** $p < .01$.

Table 2

Hierarchical Moderated Regression Analysis Examining Personality and Either Extraversion or Emotional Expressiveness as Predictors of Social Support Received from Coworkers

Criterion Variable	Ordered predictors	β	ΔR^2	Total R^2
Social Support from Coworker	1. NOSQ (A) Extraversion - Gregariousness (B)	-.39** .11**	.19**	.19**
	2. A x B	-.01	.00	.19
	1. NOSQ (A) Extraversion - Assertiveness (B)	-.40** .13**	.20**	.20**
	2. A x B	-.05	.00	.20
	1. NOSQ (A) Extraversion - Overall (B)	-.39** .14**	.20**	.20**
	2. A x B	-.06	.00	.20
	1. NOSQ (A) Openness to Experience - Overall (B)	-.43** -.08*	.19**	.19**
	2. A x B	-.12**	.01**	.20**
	1. NOSQ (A) Agreeableness - Overall (B)	-.39** .11**	.19**	.19**
	2. A x B	.00	.00	.19
	1. NOSQ (A) Emotional Expressiveness (B)	-.42** .02	.18**	.18**
	2. A x B	-.05	.00	.18
	1. DAM (A) Extraversion - Gregariousness (B)	-.38** .11**	.19**	.19**
	2. A x B	-.10**	.01**	.20**
	1. DAM (A) Extraversion - Assertiveness (B)	-.40** .15**	.20**	.20**
	2. A x B	-.06	.00	.20
	1. DAM (A) Extraversion - Overall (B)	-.39** .18**	.21**	.21**
	2. A x B	-.07	.01	.21
	1. DAM (A) Openness to Experience - Overall (B)	-.44** .00	.18**	.18**
	2. A x B	-.07	.01	.19
	1. DAM (A) Agreeableness - Overall (B)	-.47** .32**	.29**	.29**
	2. A x B	.12**	.01**	.30**
	1. DAM (A) Emotional Expressiveness (B)	-.45** .14**	.20**	.20**
	2. A x B	.10	.00	.20

Notes. $N = 529$. * $p < .05$; ** $p < .01$. All β s are from the final (second) step.

Table 3

Hierarchical Moderated Regression Analysis Examining Personality and Either Extraversion or Emotional Expressiveness as Predictors of Social Support Received from Supervisor

Criterion variable	Ordered predictors	β	ΔR^2	Total R^2
Social Support from Supervisor	1. NOSQ (A) Extraversion - Gregariousness (B)	-.34** .10*	.14**	.14**
	2. A x B	.00	.00	.14
	1. NOSQ (A) Extraversion - Assertiveness (B)	-.34** .08*	.14**	.14**
	2. A x B	-.05	.00	.14
	1. NOSQ (A) Extraversion - Overall (B)	-.34** .08	.14**	.14**
	2. A x B	-.03	.00	.14
	1. NOSQ (A) Openness to Experience - Overall (B)	-.37** -.11**	.14**	.14**
	2. A x B	-.10*	.01*	.15*
	1. NOSQ (A) Agreeableness - Overall (B)	-.34** .07	.14**	.14**
	2. A x B	.00	.00	.14
	1. NOSQ (A) Emotional Expressiveness (B)	-.37** -.06	.14**	.14**
	2. A x B	-.05	.00	.14
	1. DAM (A) Extraversion - Gregariousness (B)	-.32** .09*	.13**	.13**
	2. A x B	-.08*	.01*	.14*
	1. DAM (A) Extraversion - Assertiveness (B)	-.34** .11**	.14**	.14**
	2. A x B	-.08	.00	.14
	1. DAM (A) Extraversion - Overall (B)	-.34** .11*	.14**	.14**
	2. A x B	-.04	.00	.14
	1. DAM (A) Openness to Experience - Overall (B)	-.38** -.04	.13**	.13**
	2. A x B	-.08	.01	.14
	1. DAM (A) Agreeableness - Overall (B)	-.39** .25**	.19**	.19**
	2. A x B	.11**	.01**	.20**
	1. DAM (A) Emotional Expressiveness (B)	-.37** .02	.13**	.13**
	2. A x B	-.03	.00	.13

Notes. $N = 529$. * $p < .05$; ** $p < .01$. All β s are from the final (second) step.

Table 4

Hierarchical Moderated Regression Analysis Examining Personality and Either Extraversion or Emotional Expressiveness as Predictors of Workplace Friendship

Criterion variable	Ordered predictors	β	ΔR^2	Total R^2
Workplace Friendship	1. NOSQ (A) Extraversion - Gregariousness (B)	-.28** .24**	.18**	.18**
	2. A x B	.04	.00	.18
	1. NOSQ (A) Extraversion - Assertiveness (B)	-.32** .18**	.15**	.15**
	2. A x B	-.00	.00	.15
	1. NOSQ (A) Extraversion - Overall (B)	-.28** .26**	.19**	.19**
	2. A x B	-.02	.00	.19
	1. NOSQ (A) Openness to Experience - Overall (B)	-.35** -.03	.12**	.12**
	2. A x B	-.11**	.01**	.13**
	1. NOSQ (A) Agreeableness - Overall (B)	-.31** .18**	.14**	.14**
	2. A x B	.03	.00	.14
	1. NOSQ (A) Emotional Expressiveness (B)	-.33** .18**	.16**	.16**
	2. A x B	.03	.00	.16
	1. DAM (A) Extraversion - Gregariousness (B)	-.24** .24**	.16**	.16**
	2. A x B	-.04	.00	.16
	1. DAM (A) Extraversion - Assertiveness (B)	-.30** .19**	.14**	.14**
	2. A x B	-.03	.00	.14
	1. DAM (A) Extraversion - Overall (B)	-.27** .28**	.18**	.18**
	2. A x B	-.01	.00	.18
	1. DAM (A) Openness to Experience - Overall (B)	-.35** .04	.11**	.11**
	2. A x B	-.07	.00	.11
	1. DAM (A) Agreeableness - Overall (B)	-.38** .30**	.20**	.20**
	2. A x B	.05	.00	.20
	1. DAM (A) Emotional Expressiveness (B)	-.36** .27**	.17**	.17**
	2. A x B	-.07	.00	.17

Notes. $N = 529$. * $p < .05$; ** $p < .01$. All β s are from the final (second) step.

Table 5

Hierarchical Moderated Regression Analysis Examining Personality and Either Extraversion or Emotional Expressiveness as Predictors of Interpersonal Conflict

Criterion variable	Ordered predictors	β	ΔR^2	Total R^2
Interpersonal Conflict	1. NOSQ (A) Extraversion - Gregariousness (B)	.13** .19**	.04**	.04**
	2. A x B	.15**	.02**	.06**
	1. NOSQ (A) Extraversion - Assertiveness (B)	.07 .02	.01	.01
	2. A x B	.12**	.01**	.02**
	1. NOSQ (A) Extraversion - Overall (B)	.09* .02	.01	.01
	2. A x B	.15**	.02**	.03**
	1. NOSQ (A) Openness to Experience - Overall (B)	.05 -.40**	.17**	.17**
	2. A x B	.02	.00	.17
	1. NOSQ (A) Agreeableness - Overall (B)	-.08* -.55**	.29**	.29**
	2. A x B	.11**	.01**	.30**
	1. NOSQ (A) Emotional Expressiveness (B)	.06 -.16*	.03*	.03*
	2. A x B	.13**	.02**	.05**
	1. DAM (A) Extraversion - Gregariousness (B)	-.54** -.07	.25**	.25**
	2. A x B	.13**	.02**	.27**
	1. DAM (A) Extraversion - Assertiveness (B)	-.54** -.17**	.26**	.26**
	2. A x B	.27**	.06**	.32**
	1. DAM (A) Extraversion - Overall (B)	-.55** -.16**	.27**	.27**
	2. A x B	-.18**	.03**	.30**
	1. DAM (A) Openness to Experience - Overall (B)	-.40** -.38**	.38**	.38**
	2. A x B	.27**	.07**	.45**
	1. DAM (A) Agreeableness - Overall (B)	-.39** -.46**	.46**	.46**
	2. A x B	.25**	.06**	.52**
	1. DAM (A) Emotional Expressiveness (B)	-.45** -.19**	.27**	.27**
	2. A x B	.21**	.04**	.31**

Notes. $N = 529$. * $p < .05$; ** $p < .01$. All β s are from the final (second) step.

Appendix A

The Neutral Objects Satisfaction Questionnaire (NOSQ): Judge and Bretz (1993)

Instructions: Indicate by checking the appropriate column whether you are satisfied, dissatisfied, or neutral concerning the items listed below. If an item does not apply, draw a line through all three columns.

Dissatisfied 1	Neutral 2	Satisfied 3
-------------------	--------------	----------------

- | | |
|--|---------------------------------|
| 1. ___ The city in which you live | 14. ___ Local speed limits |
| 2. ___ The residence where you live | 15. ___ The way people drive |
| 3. ___ The neighbors you have | 16. ___ Advertising |
| 4. ___ The high school you attended | 17. ___ The way you were raised |
| 5. ___ The climate where you live | 18. ___ Telephone service |
| 6. ___ The movies being produced today | 19. ___ Public transportation |
| 7. ___ The quality of food you buy | 20. ___ Restaurant food |
| 8. ___ Today's car | 21. ___ Yourself |
| 9. ___ Local newspaper | 22. ___ Modern art |
| 10. ___ Your relaxation time | 23. ___ Popular music |
| 11. ___ Your first name | 24. ___ 8½" x 11" paper |
| 12. ___ The people you know | 25. ___ Your telephone number |
| 13. ___ Television programs | |

Appendix B

The Dispositional Attitude Measure (DAM): Hepler and Albarracin (2016)

Instructions: We are interested in your attitudes toward a wide variety of objects and issues. Please rate each object/issue using the scale provided. There are no right or wrong answers, and no trick questions. We are simply interested in how YOU feel about each of these objects/issues.

Extremely Unfavorable	Unfavorable	Slightly Favorable	Neither Unfavorable Nor Favorable	Slightly Favorable	Favorable	Extremely Favorable
1	2	3	4	5	6	7

1. ____ Architecture
2. ____ Bicycles
3. ____ Camping
4. ____ Canoes
5. ____ Cold showers
6. ____ Doing crossword puzzles
7. ____ Japan
8. ____ Playing chess
9. ____ Politics
10. ____ Public speaking
11. ____ Receiving criticism
12. ____ Rugby
13. ____ Soccer
14. ____ Statistics
15. ____ Taxes
16. ____ Taxidermy

Appendix C

International Personality Item Pool (IPIP) - Extraversion scale (Goldberg, 1999)

Instructions: We are interested in how you feel toward a wide variety of social activities. Please rate each social activity using the scale provided. There are no right or wrong answers, and no trick questions. We are simply interested in how YOU feel about each of these social activities.

Strongly Disagree	Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

Extraversion: Gregariousness

1. ----- I love large parties
2. ----- I prefer to be alone (R)
3. ----- I talk to a lot of different people at parties
4. ----- I want to be left alone (R)
5. ----- I enjoy being part of a group
6. ----- I don't like crowded events (R)
7. ----- I involve others in what I am doing
8. ----- I avoid crowds (R)
9. ----- I love surprise parties
10. ----- I seek quiet (R)

Extraversion: Assertiveness

1. ----- I take charge
2. ----- I wait for others to lead the way (R)
3. ----- I try to lead others
4. ----- I keep in the background (R)
5. ----- I can talk others into doing things
6. ----- I have little to say (R)
7. ----- I seek to influence others
8. ----- I don't like to draw attention to myself (R)
9. ----- I take control of things
10. ----- I hold back my opinions (R)

Extraversion: Overall

1. ----- I feel comfortable around people
2. ----- I have little to say (R)
3. ----- I make friends easily
4. ----- I keep in the background (R)
5. ----- I am skilled in handling social situations
6. ----- I would describe my experiences as somewhat dull (R)
7. ----- I am the life of the party
8. ----- I don't like to draw attention to myself (R)
9. ----- I know how to captivate people
10. ----- I don't talk a lot (R)

Appendix D

Emotional Expressivity Scale (EES): Kring, Smith, and Neale (1994)

Instructions: We are interested in how you feel toward a wide variety of emotional state. Please rate each emotional state using the scale provided. There are no right or wrong answers, and no trick questions. We are simply interested in how YOU feel about each of these emotional states.

Never True	Rarely True	Occasionally True	Usually True	Almost Always True	Always True
1	2	3	4	5	6

1. ----- I think of myself as emotionally expressive.
2. ----- People think of me as an unemotional person. (R)
3. ----- I keep my feelings to myself. (R)
4. ----- I am often considered indifferent by others. (R)
5. ----- People can read my emotions.
6. ----- I display my emotions to other people.
7. ----- I don't like to let other people see how I'm feeling. (R)
8. ----- I am able to cry in front of other people.
9. ----- Even if I am feeling very emotional, I don't let others see my feelings. (R)
10. ----- Other people aren't easily able to observe what I'm feeling. (R)
11. ----- I am not very emotionally expressive. (R)
12. ----- Even when I'm experiencing strong feelings, I don't express them outwardly. (R)
13. ----- I can't hide the way I'm feeling.
14. ----- Other people believe me to be very emotional.
15. ----- I don't express my emotions to other people. (R)
16. ----- The way I feel is different from how others think I feel. (R)
17. ----- I hold my feelings in. (R)

Appendix E

Social Supports Scale: Eschleman et al. (2020)

Instructions: We are interested in how you feel toward a wide variety of supports from coworkers and supervisor. Please rate each support from coworkers and supervisor using the scale provided. There are no right or wrong answers, and no trick questions. We are simply interested in how YOU feel about each of these supports from coworkers and supervisor.

Strongly Disagree	Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

Coworkers

1. ----- My coworkers deeply understand my perspective.
2. ----- My coworkers are aware of the effect he/she has on me.
3. ----- My coworkers connect with me about the way I feel.
4. ----- My coworkers are genuine when communicating with me.
5. ----- My coworkers are open to sharing new experiences with me.
6. ----- My coworkers provide honest feedback to me.
7. ----- My coworkers accept all aspects of who I am as a person.
8. ----- My coworkers allow me to be myself.
9. ----- My coworkers are patient with me.

Supervisor

1. ----- My supervisor deeply understands my perspective.
2. ----- My supervisor is aware of the effect he/she has on me.
3. ----- My supervisor connects with me about the way I feel.
4. ----- My supervisor is genuine when communicating with me.
5. ----- My supervisor is open to sharing new experiences with me.
6. ----- My supervisor provides honest feedback to me.
7. ----- My supervisor accepts all aspects of who I am as a person.
8. ----- My supervisor allows me to be myself.
9. ----- My supervisor is patient with me.

Appendix F

Workplace Friendship Scale: Nielsen, Jex, and Adams (2000)

Instructions: We are interested in how you feel about your friendship at work. Please rate your friendship using the scale provided. There are no right or wrong answers, and no trick questions. We are simply interested in how YOU feel about your friendship at work for each of these considerations.

Strongly Disagree	Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

- (1) ----- I have formed strong friendships at work
- (2) ----- I socialize with coworkers outside of the workplace
- (3) ----- I can confide in people at work
- (4) ----- I feel I can trust many coworkers a great deal
- (5) ----- Being able to see my coworkers is one reason why I look forward to my job
- (6) ----- I do not feel that anyone I work with is a true friend (R)

Appendix G

Interpersonal Conflict Scale: Spector and Jex (1998)

Instructions: We are interested in how often you experience interpersonal conflict at work. Please rate the interpersonal conflict using the scale provided. There are no right or wrong answers, and no trick questions. We are simply interested in how YOU feel about the frequency of the interpersonal conflict that you experience at work.

Never	Rarely	Sometimes	Quite Often	Very Often
1	2	3	4	5

(1) ----- How often do you get into arguments with others at work?

(2) ----- How often do other people yell at you at work?

(3) ----- How often are people rude to you at work?

(4) ----- How often do other people do nasty things to you at work?

Appendix H

International Personality Item Pool (IPIP) – Openness to Experience and Agreeableness scale (Goldberg, 1999)

Instructions: We are interested in how you feel toward a wide variety of social activities. Please rate each social activity using the scale provided. There are no right or wrong answers, and no trick questions. We are simply interested in how YOU feel about each of these social activities.

Strongly Disagree	Disagree	Slightly Disagree	Neither Disagree nor Agree	Slightly Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

Openness to Experience: Overall

1. ----- I believe in the importance of art
2. ----- I am not interested in abstract ideas (R)
3. ----- I have a vivid imagination
4. ----- I do not like art (R)
5. ----- I tend to vote for liberal political candidates
6. ----- I avoid philosophical discussions (R)
7. ----- I carry the conversation to a higher level
8. ----- I do not enjoy going to art museums (R)
9. ----- I enjoy hearing new ideas
10. ----- I tend to vote for conservative political candidates (R)

Agreeableness: Overall

1. ----- I have a good word for everyone
2. ----- I have a sharp tongue (R)
3. ----- I believe that others have good intentions
4. ----- I cut others to pieces (R)
5. ----- I respect others
6. ----- I suspect hidden motives in others (R)
7. ----- I accept people as they are
8. ----- I get back at others (R)
9. ----- I make people feel at ease
10. ----- I insult people (R)

Appendix I

Demographic Questionnaire

1. What is your age?
2. What is your sex?
 - Male
 - Female
3. What is your ethnicity? (Please feel free to choose more than one option if that applies to you)
 - White
 - Hispanic or Latino
 - Black or African American
 - Native American or American Indian
 - Asian or Pacific Islander
 - Other
 - Choose not to answer
4. What is your academic background?
 - High School
 - Associate
 - Bachelor
 - Masters
 - PhD
 - Post-doc
 - Other
5. How long have you been working in terms of year?
6. How many hours do you work per week?
7. What is your job title?
8. You speak English as a-
 - First language
 - First language and second language simultaneously
 - Sometimes first language and sometimes second language
 - Second language

Appendix J

Relationships between Exploratory Item-level Analysis of NOSQ and Each Criterion Variable

NOSQ / Criterion Variables	Social Support from Coworkers	Social Support from Supervisor	Workplace Friendship	Interpersonal Conflict
NOSQ 1	-.25**	-.21**	-.24**	.12**
NOSQ 2	-.22**	-.19**	-.18**	.07
NOSQ 3	-.26**	-.22**	-.16**	.03
NOSQ 4	-.21**	-.18**	-.18**	.03
NOSQ 5	-.15**	-.13**	-.17**	.03
NOSQ 6	-.13**	-.11*	-.14**	-.14**
NOSQ 7	-.10*	-.07	-.10*	.07
NOSQ 8	-.21**	-.21**	-.14**	.11*
NOSQ 9	-.23**	-.18**	-.16**	-.10*
NOSQ 10	-.14**	-.14**	-.08	.13**
NOSQ 11	-.11**	-.08	-.13**	.18**
NOSQ 12	-.28**	-.26**	-.30**	.23**
NOSQ 13	-.21**	-.12**	-.15**	.01
NOSQ 14	-.10*	-.08	-.03	.17**
NOSQ 15	-.21**	-.16**	-.16**	-.34**
NOSQ 16	-.31**	-.29**	-.23**	-.26**
NOSQ 17	-.18**	-.23**	-.19**	.11**
NOSQ 18	-.13**	-.13**	-.10**	.10*
NOSQ 19	-.18**	-.12**	-.21**	-.10*
NOSQ 20	-.13**	-.10*	-.12**	.20**
NOSQ 21	-.27**	-.24**	-.22**	.18**
NOSQ 22	-.23**	-.23**	-.24**	.04
NOSQ 23	-.19**	-.19**	-.13**	-.06
NOSQ 24	-.09*	-.04	-.02	.12**
NOSQ 25	-.13**	-.06	-.08	.18**

Notes. $N = 529$. NOSQ = neutral objects satisfaction questionnaire; * $p < .05$; ** $p < .01$.

Appendix K

Relationships between Exploratory Item-level Analysis of DAM and Each Criterion Variable

DAM / Criterion Variables	Social Support from Coworkers	Social Support from Supervisor	Workplace Friendship	Interpersonal Conflict
DAM 1	-.23**	-.20**	-.18**	-.01
DAM 2	-.20**	-.16**	-.18**	.07
DAM 3	-.18**	-.15**	-.20**	-.13**
DAM 4	-.25**	-.17**	-.25**	-.12**
DAM 5	-.22**	-.20**	-.12**	-.50**
DAM 6	-.20**	-.18**	-.16**	-.08*
DAM 7	-.22**	-.16**	-.16**	.03
DAM 8	-.23**	-.19**	-.16**	-.26**
DAM 9	-.22**	-.21**	-.17**	-.39**
DAM 10	-.24**	-.21**	-.22**	-.44**
DAM 11	-.27**	-.30**	-.17**	-.39**
DAM 12	-.28**	-.21**	-.21**	-.36**
DAM 13	-.27**	-.22**	-.19**	-.29**
DAM 14	-.26**	-.26**	-.15**	-.30**
DAM 15	-.22**	-.18**	-.17**	-.51**
DAM 16	-.29**	-.18**	-.21**	-.46**

Notes. $N = 529$. DAM = dispositional attitude measure; * $p < .05$; ** $p < .01$.