Prior to conducting this study, an incremental power analysis was conducted to determine the number of participants needed to ensure a power of .85 to detect the hypothesized result that agreeableness would uniquely predict 10% of the variance in performance scores, which yielded an *N* of 74. Small to moderate correlations for each variable were observed (see Table 1). The extent to which agreeableness contributed to the prediction of job performance beyond the variance accounted for by conscientiousness was examined using multiple regression. Conscientiousness alone predicted 7% of the variance in job performance, *R2* = .07, 95% CI[.05, .09], and agreeableness predicted an additional 17% of the variance above and beyond conscientiousness, *sr2* .17, 95% CI[.14, .19]. Combined, agreeableness and conscientiousness predicted approximately 24% of the variance in job performance, *R2* = .24, 95% CI[.21, .26] (see Table 2). For men, conscientiousness alone predicted 9% of the variance in job performance, *R2* = .09, 95% CI[.05, .12], and agreeableness predicted an additional 18% of the variance above and beyond conscientiousness, *sr2* .18, 95% CI[.14, .23]. Combined, agreeableness and conscientiousness predicted approximately 27% of the variance in job performance for men, *R2* = .27, 95% CI[.22, .31] (see Table 3). For women, conscientiousness alone predicted 6% of the variance in job performance, *R2* = .06, 95% CI[.04, .08], and agreeableness predicted an additional 15% of the variance above and beyond conscientiousness, *sr2* .15, 95% CI[.12, .18]. Combined, agreeableness and conscientiousness predicted approximately 20% of the variance in job performance for men, *R2* = .20, 95% CI[.17, .23] (see Table 4).

Table 1

*Means, standard deviations, and correlations with confidence intervals*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Variable | *M* | *SD* | 1 | 2 | 3 |
|  |  |  |  |  |  |
| 1. age | 48.78 | 11.13 |  |  |  |
|  |  |  |  |  |  |
| 2. agreeableness | 4.65 | 0.90 | .19\*\* |  |  |
|  |  |  | [.15, .22] |  |  |
|  |  |  |  |  |  |
| 3. conscientiousness | 4.27 | 0.95 | .12\*\* | .26\*\* |  |
|  |  |  | [.08, .15] | [.22, .29] |  |
|  |  |  |  |  |  |
| 4. performance | 4.15 | 1.06 | .06\*\* | .46\*\* | .26\*\* |
|  |  |  | [.03, .10] | [.43, .49] | [.23, .30] |
|  |  |  |  |  |  |

*Note.* \* indicates *p* < .05; \*\* indicates *p* < .01. *M* and *SD* are used to represent mean and standard deviation, respectively. Values in square brackets indicate the 95% confidence interval for each correlation. The confidence interval is a plausible range of population correlations that could have caused the sample correlation (Cumming, 2014).

Table 2

*Regression results using performance as the criterion*

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Predictor | *b* | *b*  95% CI  [LL, UL] | *beta* | *beta*  95% CI  [LL, UL] | *sr2* | *sr2*  95% CI  [LL, UL] | *r* | Fit |
| (Intercept) | 1.10\*\* | [0.88, 1.31] |  |  |  |  |  |  |
| conscientiousness | 0.17\*\* | [0.13, 0.21] | 0.15 | [0.12, 0.19] | .02 | [.01, .03] | .26\*\* |  |
| agreeableness | 0.50\*\* | [0.46, 0.54] | 0.42 | [0.39, 0.46] | .17 | [.14, .19] | .46\*\* |  |
|  |  |  |  |  |  |  |  | *R2*  = .235\*\* |
|  |  |  |  |  |  |  |  | 95% CI[.21,.26] |
|  |  |  |  |  |  |  |  |  |

*Note.* \* indicates *p* < .05; \*\* indicates *p* < .01. A significant *b*-weight indicates the beta-weight and semi-partial correlation are also significant. *b* represents unstandardized regression weights; *beta* indicates the standardized regression weights; *sr2* represents the semi-partial correlation squared; *r* represents the zero-order correlation. *LL* and *UL* indicate the lower and upper limits of a confidence interval, respectively.

Table 3

*Regression results using performance as the criterion*

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Predictor | *b* | *b*  95% CI  [LL, UL] | *beta* | *beta*  95% CI  [LL, UL] | *sr2* | *sr2*  95% CI  [LL, UL] | *r* | Fit |
| (Intercept) | 0.76\*\* | [0.40, 1.12] |  |  |  |  |  |  |
| conscientiousness | 0.22\*\* | [0.15, 0.28] | 0.19 | [0.13, 0.24] | .03 | [.01, .05] | .29\*\* |  |
| agreeableness | 0.53\*\* | [0.46, 0.60] | 0.44 | [0.38, 0.50] | .18 | [.14, .23] | .49\*\* |  |
|  |  |  |  |  |  |  |  | *R2*  = .269\*\* |
|  |  |  |  |  |  |  |  | 95% CI[.22,.31] |
|  |  |  |  |  |  |  |  |  |

*Note.* \* indicates *p* < .05; \*\* indicates *p* < .01. A significant *b*-weight indicates the beta-weight and semi-partial correlation are also significant. *b* represents unstandardized regression weights; *beta* indicates the standardized regression weights; *sr2* represents the semi-partial correlation squared; *r* represents the zero-order correlation. *LL* and *UL* indicate the lower and upper limits of a confidence interval, respectively

Table 4

*Regression results using performance as the criterion*

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Predictor | *b* | *b*  95% CI  [LL, UL] | *beta* | *beta*  95% CI  [LL, UL] | *sr2* | *sr2*  95% CI  [LL, UL] | *r* | Fit |
| (Intercept) | 1.30\*\* | [1.03, 1.57] |  |  |  |  |  |  |
| conscientiousness | 0.15\*\* | [0.10, 0.19] | 0.14 | [0.09, 0.18] | .02 | [.01, .03] | .23\*\* |  |
| agreeableness | 0.48\*\* | [0.43, 0.53] | 0.40 | [0.36, 0.44] | .15 | [.12, .18] | .43\*\* |  |
|  |  |  |  |  |  |  |  | *R2*  = .204\*\* |
|  |  |  |  |  |  |  |  | 95% CI[.17,.23] |
|  |  |  |  |  |  |  |  |  |

*Note.* \* indicates *p* < .05; \*\* indicates *p* < .01. A significant *b*-weight indicates the beta-weight and semi-partial correlation are also significant. *b* represents unstandardized regression weights; *beta* indicates the standardized regression weights; *sr2* represents the semi-partial correlation squared; *r* represents the zero-order correlation. *LL* and *UL* indicate the lower and upper limits of a confidence interval, respectively.