

Linking Rater-Ratee Personality (Dis)Similarity and Feedback-Seeking Behavior

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Abstract

Being grounded in similarity-attraction theory, this study explicates that (dis)similarity in personality traits among rater-ratee dyads has a deep effect on ratee feedback-seeking behavior. Data were collected from 156 matched rater-ratee dyads working with a multinational beverage company and a telecommunication organization of Pakistan. The findings from polynomial regression analysis revealed that rater-ratee dyadic personality congruence (extraversion and agreeableness) enhanced ratee feedback-seeking behavior. Moreover, ratee feedback-seeking behavior enhanced the rater-ratee dyads and were similar in normatively negative traits (introvert and disagreeable), compared to when they were dissimilar. The study concludes that in order to completely grasp the knowledge about ratee feedback-seeking behavior, the dyadic personality configurations need to be considered simultaneously.

Keywords: Personality Similarity, Similarity-Attraction, Feedback-Seeking, Polynomial Regression

Introduction

Feedback-seeking behavior bears considerable significance in an employee's work life milestones. Feedback-seeking behavior assists employees in role clarity, which results in improvement of task performance and contextual performance (Whitaker & Levy, 2012) and supports identification within the same group members (Young & Steelman, 2014). Feedback-seeking behavior helps employees improve and monitor their performance rather than awaiting annual performance review (Grant & Ashford, 2008). Both positive and negative feedback-seeking has been found to be linked to desirable organizational outcomes, such as feedback acceptance (Destobblier, 2011), and improvement of task performance and contextual performance (Gong *et al.*, 2017). Research in feedback-seeking behavior is gaining importance due to its primary role in driving deliberate changes in employee effort-performance relationship. Researchers have tried to discover various antecedents of feedback-seeking behavior, for example, attributes of the rater (feedback source), the ratee (feedback seeker) and the context (feedback environment) (Ashford, De Stobbeleir & Nujella, 2016).

Recently, Ashford, De Stobbeleir and Nujella (2016) state that while feedback-seeking had been researched over the years, little has been uncovered with regard to personality. A small yet rising literature highlights the significance of personality in

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feedback-seeking behavior (Krasman, 2010; Parker & Collins, 2010). This work suffers from a mutual deficiency: feedback is integrally an interactive activity; the attention that has been given to this interpersonal construct has been at the level of individuals, for example, feedback seeker's personality traits. Put simply, previous research has ignored the role of personality configurations among the dyadic partners in the 'feedback' environment. The existing literature (Krasman, 2010; Parker & Collins, 2010), maintain that rater and ratee personality traits influence feedback-seeking. However, the question that how rater-ratee personality (in)congruence affect ratee feedback-seeking behavior is yet to be answered.

The current study is an original attempt to answer this question by simultaneously studying the personality congruence of dyadic members in feedback context. As our focus is on the interactive nature of feedback-seeking context, similarity-attraction paradigm provides the theoretical basis for this study. Similarity-attraction theory suggests that similarity among individuals regarding distinct preferences and attitudes influence interpersonal exchanges (Byrne, 1971). Feedback-seeking behavior is one context of such interpersonal exchanges. The focus of this study is explicitly on exploring the dyadic similarity on personality traits of extraversion and agreeableness. This specific focus on the aforementioned personality traits is because these two traits comprise the 'interpersonal plane' of the HEXACO personality factors (Lee & Ashton, 2013). Similarity-attraction theory cautions studying similarity with respect to general traits. Byrne (1971) argues that "an interest in specific personality characteristics" then postulates that those personality traits associated with "behavior in an interpersonal situation (are) crucial" while exploring the similarity-attraction effect (p. 167).

Taken together, the unique characteristics of X-factor and A-factor (Ashton & Lee, 2008) that are typically associated with pro-social behaviors (Lee & Ashton, 2005), we consider it more helpful in stabilizing favorable ratee feedback reactions. We also expect that examining rater-ratee X-factor and A-factor (dis)similarity as predictors will help us know how supplementary fit (Muchinsky & Monahan, 1987) influences ratee feedback-seeking behavior. Thus, this research seeks to answer the following question: To what extent rater-ratee personality (dis)similarity (X-factor and A-factor) affect ratee feedback-seeking behavior?

To answer the above question we ground our study in person-supervisor fit literature, i.e. supplementary fit. Supplementary fit is addressed by the similarity-attraction theory (Byrne, 1971), which explains the complex interplay of similarity-attraction in interpersonal relations. In doing so we add to the discipline by examining the interaction of dyadic partners individual differences. We diverge from previous research's focus on individual level personality to personality configurations of both

members of the dyad (feedback source and feedback seeker). This research helps us recognize the conditions in which an introvert or a disagreeable member of the dyad may generate positive feedback-seeking, specifically when they partner with similar introverted or disagreeable individuals. Moreover, our sophisticated and comprehensive analysis technique offers a contribution. By making use of polynomial regression along with response surface methodology, we don't constrain a fundamentally three-dimensional relationship (personality interplay of dyadic partners) to two dimensions (Edwards, 2002). This way we qualify to theorize and to examine similarity at high levels besides low levels of extraversion and agreeableness. This methodology is equally helpful in overcoming the empirical shortcomings for studying similarity by difference scores.

Theory and Hypotheses

Feedback-seeking Behavior

Feedback-seeking behavior is defined as “the conscious devotion of effort towards determining the correctness and adequacy of behavior for attaining valued end states” (Ashford 1986, p. 466). Feedback-seeking is considered an element of proactive person-environment fit. That is about “changing one's self or the situation to achieve greater compatibility between one's own attributes and the organizational environment” (Parker & Collins 2010, p. 638). Generally, individuals employ the following three strategies for seeking feedback: (i) direct inquiry (that refers to proactively seeking feedback); (ii) indirect inquiry (observing indications in the work context to extract information—monitoring); and (iii) reflective appraisal (being thoughtful of the treatment given by others and deducing feedback messages via that information) (Ashford et al., 2016; Krasman, 2010). The research in feedback-seeking behavior has recognized a number of individual and contextual antecedents. Feedback-seeking process may be influenced by the feedback source related characteristics in addition to feedback seeker's characteristics.

Personality Similarity

In a feedback context, the dyadic member's personality congruence is determined considering the joint effect of personality congruence on personality traits, such as agreeableness (Costa & McCrae, 1992). Extraversion and agreeableness similarity are defined as the degree of similarity among the dyadic members. This definition is used by previous researches too (Griffit, 1969). Feedback-seeking context involves dyadic interactions and shared decision-making processes, making it inevitable to study the outcomes of dyadic interpersonal personality congruence. Previous research shows that people with similar personality traits are more cooperative even when they are unaware of the underlying similarity between them (Schaubroeck & Lam, 2002). This suggests

that dyadic personality similarity might have novel implications on ratee feedback-seeking behavior.

We focus on extraversion and agreeableness similarity in this paper. These two traits are from the altruistic and plane of HEXACO. Extraversion and agreeableness represent the interpersonal dimensions as opposed to self-focused traits, such as conscientiousness and openness to experience. The literature states that people high in extraversion like socializing and group, work more than people low in extraversion (Lee & Ashton, 2013). Additionally, individuals high in agreeableness are altruistic, understanding and keen to help others. Individuals low in agreeableness are more competitive, egocentric and doubtful of others' intentions (Lee & Ashton, 2013). High-A people have a greater tendency and motivation to build an interpersonal relationship, and they are likely to be respectful, trusting, cooperative, kind, respectful and non-judgmental (Judge, Ilies, & Gerhardt, 2002; Lee & Ashton, 2013). Pertinent to the social context and interpersonal nature of the feedback-seeking environment, extraversion and agreeableness are likely to influence the ratee feedback-seeking behavior (Quilty & Peterson, 2007).

Rater-ratee Personality Similarity and Feedback-seeking Behavior

Similarity-attraction theory posits that similar others influence the responses. According to this theory, conditioned stimulus (similarity) affects the evaluative response (ratee feedback-seeking behavior) (Strauss, Barrick, & Connerley, 2001). Previous research demonstrates that similar others get favorable and satisfying interactions among different types of attitudes and behaviors (Byrne, 1997). Such pleasing collaborations result in greater positive responses. We build on previous research investigating demographic similarity (Li & Hambrick, 2005). Per similarity-attraction theory, dyad members similar on either high-low extraversion or high-low agreeableness may ensue greater ratee feedback-seeking behavior.

Extraversion

Extraversion is the degree to which individuals like being surrounded by and interacting with others. Extraverts are sociable, prefer working in groups, and enjoy conversations with others and like the company of other people (Lee & Ashton, 2013). Extraverts excel in social activities and interpersonal interactions. For instance, some of the previous research shows high success rate of extraverts in job interviews (Caldwell & Burger, 1998). Extraverts are found to be better performers in managerial and sales jobs (Barrick and Mount, 1991). They emerge as effective leaders (Judge *et al.*, 2002). Extraverts not only thrive in these activities but they also pursue them. They pursue such activities in order to satisfy their desire of socializing. For instance, previous research has shown that extraverts enjoy teamwork (Judge & Cable, 1997). They are also great

mentors (Niehoff, 2006). Feedback-seeking is interpersonal interaction among the dyadic members (rater and ratee). The dyadic members engage in feedback requests and feedback responses verbally and observationally. Byrne (1971) concludes in one study that extraverts displayed the effect of usual similarity. Combined with the notion of similarity-attraction theory, and the need of extraverts to seek social interaction, dyadic members high in X-factor will most likely enhance ratee feedback-seeking behavior.

Agreeableness

High-A people are straightforward and altruistic (Lee and Ashton, 2015). These people show high concern, and they seek to exhibit via their actions. High A people tend to use participatory management, giving consideration to subordinates' interest (Stevens & Ash, 2001). High A people also avoid dominating style of resolving conflict (Antonini, 1998). A person indicates interest in another person's thoughts when the former seeks feedback from the latter. This interest in feedback-seeking indicates the conceptual interest of the feedback seeker in information from the feedback source. The feedback seeker then adjusts his/her work behavior according to the information received from the feedback source. Hence, it is desirable to uncover the role that two high-A individuals will perform in the feedback environment.

Moreover, it is essential to explore the role of personality (dis)similarity in unwanted/unwelcome personality traits (such as introversion or disagreeableness). Similarity-attraction theory suggests that positive social interactions surface when people are like others in some meaningful ways (Li & Hambrick, 2005). Particularly in this study, we anticipate that the desirable effects of similarity in personality traits are likely to surface even when the dyadic members are similar in normatively negative traits. Precisely, we expect this relationship to surface not only when rater-ratee dyads are congruent at high levels of extraversion or agreeableness, but also otherwise. Positive emotions surface due to the degree of similarity among the dyadic members (Byrne, 1997). Consequently, even when dyadic members are disagreeable or introverted (that is viewed negatively in some situations), if both the members are low in extraversion or agreeableness, the similarity-attraction effect is expected to surface. Similarity can drive identification with similar other groups.

Following similarity-attraction theory's notion, we expect that dissimilarity in agreeableness and extraversion will deter ratees' feedback-seeking behavior. Thus, we posit that rater-ratee personality dissimilarity (one high in extraversion and agreeableness and another low in extraversion and agreeableness) are less likely to enhance ratee feedback-seeking behavior. Taken altogether, we hypothesize:

H_{1a}: Ratee feedback-seeking behavior will be higher when rater-ratee dyads are similar at high or low levels of extraversion rather than when they are dissimilar

H_{1b}: Ratee feedback-seeking behavior will be higher when rater-ratee dyads are similar at high or low levels of agreeableness rather than when they are dissimilar

H_{2a}: Ratee feedback-seeking behavior will be maximized when rater-ratee dyad is similar at high extraversion, compared to low extraversion

H_{2b}: Ratee feedback-seeking behavior will be maximized when rater-ratee dyad is similar at high agreeableness, compared to low agreeableness

Method

Sample

The study was conducted in two types of organizations (1) the multinationals in the beverage industry of Pakistan, and (2) the telecom companies of Pakistan. The purpose to select these two types of organizations was that they had well-defined performance management systems for their engineering staff. Performance management is done by customized employee portals, and a feedback mechanism is the core ingredient in the job of technical engineers. The research model of our study necessitates proximal and continual contact between rater-ratee dyads which are an essential criterion for choosing the representative sample. Therefore, purposive sampling was appropriate for choosing among raters (leaders) and ratees (members). Thus, we invited ratees for participation in our study who were full-time employees, being constantly in contact with their direct raters and working in the vicinity of their raters' dwelling. Rater participants (managers) were also selected on the aforesaid criteria. This information was obtained from the human resource departments of the respective organizations.

First, the human resource departments checked the respective questionnaires so that permission may be granted for obtaining research data. Questionnaires were checked with consideration of potential participants' accessibility and the ways in which organizational confidentiality will be ensured.

Second, the researcher detailed the key objectives and attached a letter with the aim to clarify any queries and requirements for the study's participation and completion. Additionally, the researcher requested the prospective participants to become part of the study and guaranteed to safeguard their confidential information. The researcher also assured the prospective participants that they would have the right to withdraw from the study whenever they wished.

Third, the researcher specified to the respective organizations about who the participants would be (ratees and their immediate raters), and clarified the duration in which the questionnaires would be completed. There were 156 rater-ratee matched pairs who participated in the study.

Measures

Feedback-seeking behavior: We measured feedback-seeking behavior by the instrument developed by Krasman (2010). The items assessing the feedback-seeking behavior regarding performance from the supervisor were extracted i.e., direct inquiry, indirect inquiry and reflective appraisal of performance feedback from supervisors regarding outcome feedback and process feedback, comprising six items in total. Example item includes “In order to determine whether the results of your work are correct, how often do you ask your supervisor directly?” The items were measured on a five-point Likert-type scale where 1 = very infrequently and 5 = very frequently.

Extraversion: Extraversion was measured using a ten-item scale from the HEXACO. Example items include; “I rarely express my opinions in group meetings” and “I prefer jobs that involve active social interaction to those that involve working alone.” The items were measured on a five-point Likert-type scale where 1 = strongly agree and 5 = strongly disagree.

Agreeableness: Agreeableness was measured using a ten-item scale from the HEXACO. Example items include; “I rarely hold a grudge, even against people who have badly wronged me” and “People sometimes say that I am too critical of others.” Five-point Likert-type scale was used to measure the items where 1 = strongly disagree and 5 = strongly agree

Control Variables: Previous research proposes that demographic characteristics, for example, age and gender, are likely to contribute to ratee feedback-seeking behavior (Ashford *et al.*, 2016). The main aim of this study is to explore the effect of deep level similarity (such as rater-ratee extraversion and agreeableness congruence) on the member’s work-related outcomes, therefore, we controlled for surface level (dis)similarity. Following previous researches, we controlled for age similarity as an absolute difference score and operationalized gender similarity by creating a dummy variable (Yang *et al.*, 2017).

Data Analysis Approach

To examine the effects of (in)congruence between rater-ratee personality traits on ratee feedback-seeking behavior, we conducted response surface analysis. We used the following polynomial regression equations for the purpose (Edwards, 2002; Edwards & Parry, 1993; Aiken & West, 1991):

$$FSB = b_0 + b_1X_{rater} + b_2X_{ratee} + b_3(X_{rater})^2 + b_4(X_{rater} \times X_{ratee}) + b_5(X_{ratee})^2 + e_{FSB}$$

$$FSB = b_0 + b_1A_{rater} + b_2A_{ratee} + b_3(A_{rater})^2 + b_4(A_{rater} \times A_{ratee}) + b_5(A_{ratee})^2 + e_{FSB}$$

In order to avoid multicollinearity, before calculating the three second order, polynomial terms ($b_3 X_{\text{rater}}^2$, $b_4 (X_{\text{rater}} \times X_{\text{ratee}})$, and $b_5 (X_{\text{ratee}})^2$ and $(b_3 A_{\text{rater}})^2$, $b_4 (A_{\text{rater}} \times A_{\text{ratee}})$, and $b_5 (A_{\text{ratee}})^2$), we median-centered the rater-ratee personality traits (X_{rater} and X_{ratee} and A_{rater} and A_{ratee} , respectively). We subsequently used the regression coefficients to plot three-dimensional response surface graphs. Rater-ratee personality configurations were plotted on horizontal axis and member-reported feedback-seeking behavior scores were plotted on vertical axis (Edwards and Cable, 2009; Zhang, Wang & Shi, 2012; Matta *et al.*, 2015). The floor of the graphs represented two important lines for interpretation: the congruence line, along which rater-ratee extraversion and agreeableness levels were congruent ($X_{\text{rater}} = X_{\text{ratee}}$) and ($A_{\text{rater}} = A_{\text{ratee}}$); and the incongruence line, along which rater-ratee extraversion and agreeableness were incongruent ($X_{\text{rater}} = -X_{\text{ratee}}$) and ($A_{\text{rater}} = -A_{\text{ratee}}$). We examined the following features of response surfaces. The first feature refers to a negative curvature along the incongruence line that represents a downward curved slope. That is, FSB (dependent variable) decreases when rater-ratee personality differ from each other in either direction. Following the guidelines of Edwards and Parry (1993), we tested linear combinations of regression coefficients ($b_3 - b_4 + b_5$) to assess whether the curvature along the incongruence line was negative and significant.

The second feature refers to the peak of the response surface (the ridge) that situates along the congruence line and establishes the congruence effect. That is, FSB is considered highest at the point of congruence at each level of rater-ratee personality traits congruence (Edwards & Cable, 2009). Furthermore, it requires a non-linear combination of regression coefficients from the polynomial regression. Therefore, following Edwards and Cable (2009), we used 10,000 bootstrapped samples to construct 95% bias-corrected confidence intervals for estimating the slope (p^{11}) and the intercept (p^{10}). The third feature refers to a positive slope of the line of congruence that establishes its flatness. That is to say, FSB is higher for rater-ratee personality congruence (at higher levels), compared to rater-ratee personality incongruence (at differing levels of extraversion and agreeableness). Following Edwards and colleagues (Edwards & Parry, 1993; Edwards & Cable, 2009), we tested this feature by examining whether the slope along the line of congruence ($b_1 + b_2$) was significantly positive.

Results

To check for common method variance bias, we utilized Harman's one factor test. In this study, the results demonstrate that a single factor's contribution was 38.71% (which is less than 50 percent) of the total variance. This implies that there was not a single dominant factor. Therefore common method variance bias is insignificant in this research (Brown, 2014).

In order to assess the properties of the measurement scales, we conducted Confirmatory Factor Analysis (CFA). This procedure helped us to check for reliability, convergent and discriminant validity of the scales used in this study. Table 1 demonstrates ratee and rater measures in which all the estimates for alpha coefficients, Composite Reliability (CR) and Average Variance Extracted (AVE) were above the benchmark values of .7, .7 and .5 respectively (Henseler, Hubona, & Ray 2016).

Table 1: *Psychometric Properties of Measures*

Construct	No of items	Loading range	Alpha	CR	AVE
Extraversion (ratee)	10	.78-0.91	.96	.95	.74
Agreeableness (ratee)	10	.84-0.88	.95	.96	.75
Extraversion (rater)	10	.59-0.86	.90	.93	.60
Agreeableness (rater)	10	.52-0.86	.93	.94	.64
Feedback seeking behavior (ratee)	6	.68-0.79	.85	.86	.52

Extraversion

Table 2 presents the descriptive statistics, correlations and reliability statistics for rater-ratee extraversion.

Table 2: *Descriptive statistics, correlations and reliabilities (extraversion)*

Variable	M	SD	1	2	3	4	5
1. Gender similarity	.48	.52					
2. Age similarity	2.0	1.5	-.17	*			
3. Extraversion–rater	.52	.82	.05	-.00	(.90)		
4. Extraversion–ratee	.43	.84	.16	*	-.05	.64	** (.96)
5. Feedback seeking behavior–ratee	3.0	1.0	.16	*	.02	.47	** .56 ** (.85)

* $p < .05$, ** $p < .01$, $N = 156$ matched rater-ratee pairs, reliability coefficients are reported in parentheses along the diagonal

Hypothesis 1a predicts that rater-ratee extraversion congruence enhances ratee feedback-seeking behavior. We tested this hypothesis by examining the curvature of the incongruence line ($X_{\text{rater}} = X_{\text{ratee}}$), which was curved downward, ($(b_3 - b_4 + b_5) = -.73, p < .001$). This satisfies the first condition of the congruence effect (Table 3, Model 2). The three second order polynomial terms ($b_3 X_{\text{rater}}^2$, $b_4 (X_{\text{rater}} \times X_{\text{ratee}})$, and $b_5 (X_{\text{ratee}})^2$) were jointly significant in predicting ratee feedback-seeking behavior, $F = 32.13, p < .001$ (Table 3, Model 2). These results support hypothesis 1a of our study, that is, ratee feedback-seeking behavior was enhanced when rater-ratee were similar in X-factor of personality (Table 3, Model 1). The results of hypothesis 1a are also validated by the response surface output (Fig. 1). The inverted curve besides the incongruence line indicates that ratee feedback-seeking behavior increases when rater-ratee dyads are similar in X-factor of personality.

Hypothesis 2a states that ratees will seek more feedback when both rater and ratee are similar at high levels of X-factor than when both are similar at low levels of X-

factor. To be true this requires a significant positive slope for the congruence line ($X_{\text{rater}} = X_{\text{ratee}}$). The results in Table 3, Model 2, show that the slope along the congruence line is positive and significant, ($(b_1 + b_2) = .90, p < .001$). Figure 1 also shows that ratee feedback-seeking behavior is enhanced when both rater and ratee are similar at high levels of X-factor than when they are similar at low levels of X-factor. Hence, hypothesis 2a is supported.

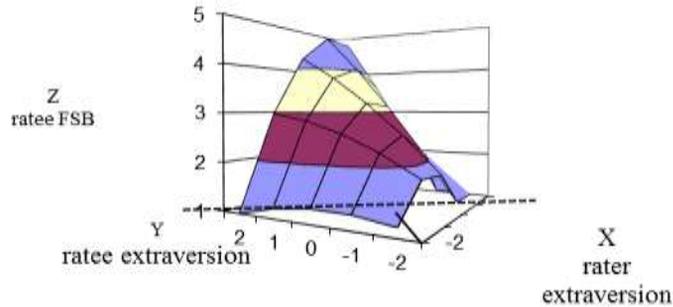


Fig. 1: Rater-ratee extraversion similarity and ratee feedback-seeking behavior

Table 3: Effect of rater-ratee extraversion similarity on ratee feedback-seeking behavior

Variables	Feedback-Seeking Behavior			
	Model 1		Model 2	
	B	SE	B	SE
Constant	3.02	*** (.07)	3.19	*** (.14)
<i>Controls</i>				
Gender similarity	-.00	(.10)	-.17	(.14)
Age similarity	-.01	(.23)	-.00	(.23)
<i>Polynomial terms</i>				
$b_1 X_{\text{rater}}$.77	*** (.09)	.62	(.17)
$b_2 X_{\text{ratee}}$.13	(.09)	.27	*** (.10)
$b_3 (X_{\text{rater}})^2$			-.04	* (.09)
$b_4 (X_{\text{rater}} \times X_{\text{ratee}})$.33	** (.07)
$b_5 (X_{\text{ratee}})^2$			-.33	* (.03)
R^2	.48	***	.51	***
ΔR^2			.03	*
<i>Congruence line ($X_{\text{rater}} = X_{\text{ratee}}$)</i>				
Slope ($b_1 + b_2$)			.90	*** (.19)
Curvature ($b_3 + b_4 + b_5$)			-.05	(.11)
<i>Incongruence line ($X_{\text{rater}} = -X_{\text{ratee}}$)</i>				
Slope ($b_1 - b_2$)			-.35	(.15)
Curvature ($b_3 - b_4 + b_5$)			-.72	*** (.10)
F for the three quadratic terms			32.13	***

*** $p < .001$, ** $p < .05$, $N = 156$ matched rater-ratee dyads

Agreeableness

Table 4 presents the descriptive statistics, correlations among variables and reliabilities for agreeableness.

Table 4: *Descriptive statistics, correlations and reliabilities (agreeableness)*

Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5
1. Gender similarity	.48	.52	—				
2. Age similarity	2.0	1.5	-.17 *	—			
3. Agreeableness–rater	.30	.89	.04	-.05	(.93)		
4. Agreeableness–ratee	.25	.96	-.08	.08	.48 **	(.95)	
5. Feedback seeking behavior–ratee	3.0	1.0	.16 *	.02	.28 **	.57 **	(.85)

* $p < .05$, ** $p < .01$, $N = 156$ matched rater-ratee pairs, reliability coefficients are reported in parentheses along the diagonal

Hypothesis 1b predicts that rater-ratee agreeableness similarity enhances ratee feedback-seeking behavior. We tested this hypothesis by examining the curvature of the incongruence line ($A_{\text{rater}} = A_{\text{ratee}}$), which was curved downward, $((b_3 - b_4 + b_5) = -.05, p < .001)$. This satisfies the first condition of the similarity effect (Table 5, Model 2). The three-second order polynomial terms $(b_3 A_{\text{rater}})^2$, $b_4 (A_{\text{rater}} \times A_{\text{ratee}})$, and $b_5 (A_{\text{ratee}})^2$ were jointly significant in predicting ratee feedback-seeking behavior, $F = 58.87, p < .001$ (Table 5, Model 2). These results support hypothesis 1b of our study that is ratee feedback-seeking behavior was enhanced when rater-ratee were similar in A-factor of personality (Table 5, Model 1). The results of hypothesis 1b are also validated by the response surface output (Figure 2). The inverted curve besides the incongruence line indicates that ratee feedback-seeking behavior increases when rater-ratee dyads are similar in A-factor of personality.

Hypothesis 2b states that members will seek more feedback when both rater and ratee are similar at high levels of A-factor than when both are similar at low levels of A-factor. To be true this requires a significant positive slope for the congruence line ($A_{\text{rater}} = A_{\text{ratee}}$). The results in Table 5, Model 2, show that the slope along the congruence line is positive and significant, $((b_1 + b_2) = 1.05, p < .001)$. Figure 2 also shows that ratee feedback-seeking behavior is enhanced when both rater and ratee are similar at high levels of A-factor than when they are similar at low levels of A-factor. Hence, hypothesis 2b is supported.

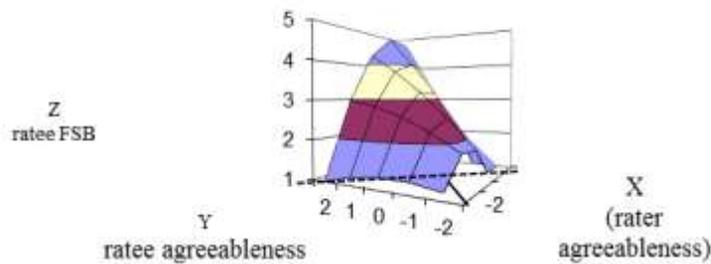


Fig. 2: Rater-ratee agreeableness similarity and ratee feedback-seeking behavior

Table 5: Effect of rater-ratee agreeableness similarity on ratee feedback-seeking behavior

Variables	Feedback-Seeking Behavior			
	Model 1		Model 2	
	<i>B</i>	<i>SE</i>	<i>B</i>	<i>SE</i>
Constant	2.99 ***	(.05)	3.19 ***	(.10)
<i>Controls</i>				
Gender similarity	-.14	(.14)	-.17	(.14)
Age similarity	-.01	(.23)	-.00	(.23)
<i>Polynomial terms</i>				
$b_1 A_{\text{rater}}$.28 ***	(.07)	.32 ***	(.08)
$b_2 A_{\text{ratee}}$.76 ***	(.06)	.73 ***	(.07)
$b_3 (A_{\text{rater}})^2$			-.25 **	(.05)
$b_4 (A_{\text{rater}} \times A_{\text{ratee}})$.19 **	(.04)
$b_5 (A_{\text{ratee}})^2$			-.07	(.06)
R^2	.62 ***		.66 ***	
ΔR^2			.03 **	
<i>Congruence line ($A_{\text{rater}} = A_{\text{ratee}}$)</i>				
Slope ($b_1 + b_2$)			1.05 ***	(.07)
Curvature ($b_3 + b_4 + b_5$)			-.01	(.08)
<i>Incongruence line ($A_{\text{rater}} = -A_{\text{ratee}}$)</i>				
Slope ($b_1 - b_2$)			-.04 ***	(.11)
Curvature ($b_3 - b_4 + b_5$)			-.05 ***	(.14)
<i>F</i> for the three quadratic terms			58.7 ***	

*** $p < .001$, ** $p < .05$, $N = 156$ matched rater-ratee dyads

Discussion

Previous literature in feedback research has marginalized the role of rater-ratee personality congruence in the feedback processes and outcomes. From the viewpoint of a researcher it is imperative to explore the factors that may have an impact on ratee feedback seeking behavior. Previous research has investigated the role of demographic variables' similarity on ratee feedback seeking behavior (Anseel, 2013; Ashford, De Stobbeleir, & Nujella, 2016); yet relatively fewer studies have explored the influence of

potential deep-level similarity factors. It has long been theorized and empirically proven by team process literature that the outcome variables such as performance are likely to be affected by personality differences of the team members. Only a handful of previous studies have shown the impact of rater personality traits on rater feedback seeking behavior (Krasman, 2010; Parker & Collins, 2010). The focus of these previous researchers was on the personality traits of the feedback seeker, ignoring the personality traits of the feedback source. In this research, we make a contribution by exploring the joint effect of rater-ratee personality (in)congruence in a feedback environment of performance appraisals. The results of this study reveal that personality configurations of rater-ratee dyad had an effect on rater feedback-seeking behavior. Specifically, when rater-ratee dyads were similar at high or low levels of extraversion and agreeableness, rater feedback-seeking behavior was maximized, compared to when rater-ratee dyads were dissimilar in personality. Put simply, being correspondingly high or low on extraversion and agreeableness enhanced rater feedback-seeking behavior.

This study advances the body of knowledge on personality and feedback environment in the following ways. First, rather than concentrating on one member's personality in a dyad like previous research, our study explores the rater-ratee dyadic personality (extraversion and agreeableness) congruence. Therefore, interpersonal traits (extraversion and agreeableness) have an important role in rater feedback-seeking behavior.

Second, our application of similarity-attraction theory was novel. Generally, the same has been applied to uncover the similarity effect in espoused attitudes. We, instead, focused on deep level similarity. Put simply, instead of focusing on similarity in directly stated attitudes, such as smoking and ethnicity, we aimed to uncover the effects of deep level personality similarity on feedback-seeking processes. Although this is a more distal way of investigating similarity effect than the similarity-attraction theory's initial paradigm, our findings support the theory's argument. Therefore, this study shows the applicability of the similarity-attraction theory beyond attitudinal similarity.

Third, our study also shows that positive effects of congruence can also be displayed in normatively negative ways, such as greater feedback-seeking behavior. Our results show that two introverted or disagreeable dyadic members are likely to enhance rater feedback-seeking behavior more as compared to when they are incongruent (i.e. one member agreeable and other disagreeable or one member extraverted and other introverted). Although counterintuitive, these results further strengthen the significance of this study because similarity-attraction theory (Byrne, 1971) is indifferent to varying levels of similarity. Additionally, the findings of our study suggest that similarity-attraction effect is likely to be stronger for two introverted or disagreeable dyadic

members, in that way trumping trait-specific behavior. These trait-specific behaviors lead to repeated interactions among dyadic members (Wilson *et al.*, 2016) which enhances ratee feedback-seeking behavior.

Conclusion

Overall this research examined the effect of rater-ratee dyadic personality congruence in extraversion and agreeableness on ratee feedback-seeking behavior. We conclude that dyadic similarity at both high and low levels of extraversion and agreeableness enhance ratee feedback-seeking behavior as compared to dyads dissimilar at differing levels of extraversion and agreeableness. This research opens doors for future research in interpersonal personality configurations in other areas of performance appraisals, such as rater performance, ratee performance and personal outcomes.

Limitations

Although we measured personality congruence objectively, a limitation however, is that this study did not measure perceived personality congruence. We can still say that personality congruence enhanced ratee feedback-seeking behavior, yet perceived congruence might display more conclusive results. Future researchers may focus on objective congruence in personality traits. The focus of this research was on ratee feedback seeking behavior, however, future researchers may also explore other outcomes in performance appraisal research such as rater-ratee performance as a result of rater-ratee personality congruence.

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