Faking to Fit in: Applicants' Response Strategies to Match Organizational Culture

Nicolas Roulin

Department of Psychology

Saint Mary's University

Franciska Krings

Faculty of Business and Economics

University of Lausanne

Authors' note: Correspondence should be send to Nicolas Roulin, Department of Psychology, Saint Mary's University, 923 Robie Street, Halifax, NS, Canada, B3H 3C3, E-mail: nicolas.roulin@smu.ca. The authors thank Taylor Hill and Ryan Cook for her help with data coding and material preparation. Preliminary versions of studies from this article have been presented at the 2017 Conference of the Society for Industrial and Organizational Psychology (SIOP), and at the 2017 and 2019 European Association for Work and Organizational Psychology (EAWOP) conferences.

Abstract

We examine applicant faking as an adaptive response to the specific environment that applicants are confronted with. More specifically, we propose that applicants fake by adapting their responses to the culture of the hiring organization so that they display the personality profile that best matches the organization's culture. In other words, they fake in a targeted manner, to increase their person-organization (P-O) fit. We tested this proposition in six studies, including experiments and surveys, and focused on competitiveness and innovativeness as two central elements of organizational culture. Results confirm that applicants infer an ideal personality profile from elements of organizational culture and then adapt their responses on personality inventories accordingly. Faking to increase P-O fit was present, albeit slightly weaker, when accounting for the fact that applicants choose organizations that fit their values. Overall, this research highlights the adaptive component of faking and underlines that it should not be considered a behavior that only dishonest individuals show.

Keywords: Applicant faking; personality; organizational culture; selection.

Faking to Fit in: Applicants' Response Strategies to Match Organizational Culture

"We can teach someone to do a job. We can't teach someone to love the way we operate […]. An employee who is not aligned with the culture and is not committed to living it can wreak havoc pretty quickly, even if they bring a great deal of skill and experience to their craft." (Laurent Kolbe, business owner, quoted in Business News Daily, February 27, 2017). This quote demonstrates the importance that organizations assign to person-organization fit (P-O fit). P-O fit represents the extent to which employees' values and personality are compatible with the organization's core values (Hoffman & Woehr, 2006; Verquer, Beehr, & Wagner, 2003). Therefore, many organizations assess P-O fit when selecting their personnel (Kristof-Brown, 2000).

What happens when applicants realize that their cultural fit is pivotal for receiving an offer? We suggest that they adjust their responses so that they look like a better fit for the organization. This behavior can be seen as adaptive, because applicants send precisely those signals that organizations are looking for (Bangerter, Roulin, & König, 2012). However, it also implies that applicants may distort their responses or, in other words, that they fake. As a consequence, organizations may hire individuals that in reality do not fit, and therefore miss out on the various positive aspects that are associated with having employees who possess a high level of P-O fit (e.g., higher organizational commitment, job performance, organizational citizenship behaviors, and lower turnover; Hoffman & Woehr, 2006; Kristof-Brown, Zimmerman, & Johnson, 2005; Verquer et al., 2003).

Knowledge about the impact of organizational culture on faking is scarce. Studies on antecedents of applicant faking (e.g., Ellingson & McFarland, 2011; Marcus, 2009; McFarland & Ryan, 2000, 2006) have primarily focused on individual differences (e.g., personality, integrity,

cognitive ability) and test characteristics (e.g., question format, response options, warning instructions), but have not yet looked at broader organizational factors. This research examines how organizational culture shapes applicant faking on personality measures. Building on recent models of the adaptive behaviors of job market actors (Bangerter et al., 2012), and of adaptive faking (Roulin, Krings, & Binggeli, 2016; Tett & Simonet, 2011), we propose that applicants adapt their answers strategically when responding to a personality inventory. That is, they fake on traits that are relevant to the culture in order to increase their fit with the organization.

We focus on competitiveness and innovativeness as two central dimensions of culture that are used to assess P-O fit. We propose that in order to increase fit with a highly competitive (or innovative) culture, applicants adapt their responses so they convey the image of a highly competitive (or innovative) individual, and that they do the opposite when applying at an organization with a less competitive (or innovative) culture. We examine this proposition in a series of experimental and survey studies. Our results show that applicants convey a specific personality profile that they infer from information about the organization and identify as the ideal employee profile within the particular culture. This type of faking still occurred when applicants chose organizations that match their personal values. Taken together, this research advances our knowledge on both why and how applicants fake, and highlights the central, yet unexplored, role of organizational culture in faking.

Faking to Increase Cultural Fit

Applicants fake on socially desirable traits, such as emotional stability and conscientiousness (Birkeland, Manson, Kisamore, Brannick, & Smith, 2006), and also more specifically on constructs to match the job requirements (Tett, Freund, Christiansen, Fox, &

Coaster, 2012). For instance, applicants increased their scores on extraversion for positions in sales, marketing, and nursing, but not in programming (Birkeland et al., 2006; Tett et al., 2012).

When organizations hire new personnel, they pay particular attention to P-O fit (Cable & Judge, 1997; Kristof-Brown, 2000). P-O fit is particularly vital for organizations during adaptation processes, that is, when the structure and/or nature of jobs change (Kristof, 1996). Moreover, as illustrated by the quote at the beginning of the paper, many managers see P-O fit as more important than Person-Job fit because it is considered something that cannot be taught, and hence must be present, at the moment someone is hired (Gausepohl, 2017). Thus, it seems reasonable to assume that applicants try to figure out the dominant culture of the hiring organization, in order to adapt their behaviors accordingly during selection; and their behaviors may include faking on a personality test. In the two following sections, we outline our arguments in more detail, delineating how applicants to fake in response to specific cultures.

Faking to Fit into Competitive versus Less Competitive Organizational Cultures

Competition is an integral part of modern society, including the education system, sports, and the workplace (Stanne, Johnson, & Johnson, 1999). Nevertheless, organizations vary with respect to their level of competitiveness, that is, organizations may have a more or less competitive culture or climate (Fletcher, Major, & Davis, 2008). Roulin et al. (2016) propose that competition acts at both the level of the organization (i.e., through the level of competitiveness of the organization's culture) and the level of the applicant, and that both influence faking. We propose that applicants fake in response to a competitive culture by increasing or decreasing their scores on specific personality traits, depending on how the traits match with the profile of a competitive individual. The prototypical profile of a competitive individual can be drafted from research on the relationships between personality traits and

competitiveness (Fletcher & Nusbaum, 2008; Ross, Rausch, & Canada, 2003). Honesty-humility (H-H, that is, the sixth factor in the HEXACO model of personality; Ashton, Lee, & de Vries, 2014; Lee & Ashton, 2004) and agreeableness emerge as the two most important traits in this context, because they show specific relations with competitiveness and competitive attitudes.

Individuals high in H-H tend to be fair and modest whereas those with lower scores are more inclined to break rules for personal profit, motivated by material gain, and willing to take advantage of others (Ashton et al., 2014). A central element of competitive environments (Stanne et al., 1999) and competitive attitudes (Duckitt, Wagner, Du Plessis, & Birum, 2002) is the assumption that winning is utterly important and often the only thing that counts. As a consequence, individuals who are less honest and humble may thrive more in a competitive environment than those who are more honest and humble. Moreover, morality and modesty are negatively associated with trait competitiveness (Fletcher & Nusbaum, 2008), showing that lower levels of H-H go hand in hand with higher levels of competitiveness. Individuals high on agreeableness are more willing to trust and forgive, and also to compromise and cooperate more frequently with others. In contrast, those low on agreeableness are more willing to argue and more critical towards others (Ashton et al., 2014). In addition, agreeableness is negatively associated with hyper-competitive attitudes but positively associated with collaborative attitudes (Ross et al., 2003). Similarly, sympathy, a sub-facet of agreeableness, is negatively associated with trait competitiveness (Fletcher & Nusbaum, 2008). In sum, the evidence above suggests that applicants will respond to a competitive organizational culture by lowering their scores on H-H and agreeableness and that they will respond to a less competitive culture by increasing their scores on these traits:

Hypothesis 1: In a competitive organizational culture, applicants fake by decreasing their scores on H-H, whereas in a less competitive culture, they fake by increasing their scores on H-H.

Hypothesis 2: In a competitive organizational culture, applicants fake by decreasing their scores on agreeableness, whereas in a less competitive culture they fake by increasing their scores on agreeableness.

Faking to Fit into Innovative versus Less Innovative Organizational Cultures

Innovation is another core dimension of organizational culture and many organizations use it when assessing P-O fit (O'Reilly, Chatman, & Caldwell, 1991). Innovation is "the introduction of new and improved ways of doing things at work" (West, 2002, p. 357). An innovative work climate encompasses a judgment-free context where new ideas, improvements, and solutions can be proposed, and where practical support is offered for the adoption and implementation of new ways of doing things (Anderson & West, 1998). This culture is likely to trigger a specific pattern of faking, namely on those traits that match the profile of a highly innovative individual. For instance, innovative individuals are described as approaching tasks from new angles, challenging existing processes, adapting effectively, but also as self-confident and able to persuade others (Janssen, van de Vliert, & West, 2004; Kirton, 1976). Therefore, the two personality traits openness and extraversion are particularly relevant in this context.

Organizations with innovative cultures focus on opportunities, experimenting, and risk taking (O'Reilly et al., 1991). These elements are closely aligned with being inquisitive about different domains of knowledge or being imaginative and unconventional, which are all facets of openness (Lee & Ashton, 2004). Openness is also strongly and consistently associated with both more risk-taking (deVries, deVries, & Feij, 2009) and high levels of creativity (Chen, 2016;

Silvia, Kaufman, Reiter-Palmon, & Wigert, 2011), which are two core features of innovative culture. Innovative climates also constitute an environment where people constantly move towards developing new answers, where ideas and views are expressed freely, and team members interact frequently (Anderson & West, 1998). Kirton (1976) describes innovators as thinking tangentially, being abrasive, and able to take control of new or unstructured situations. These characteristics are closely related to higher levels of expressiveness, sociability, social boldness, and liveliness, which are all facets of extraversion (Lee & Ashton, 2004). In addition, extraverted individuals are more creative (Silvia et al., 2011), and more likely to take risks or seek out sensations than less extraverted people are (deVries et al., 2009). In sum, we anticipate that applicants will respond to an innovative organizational culture by increasing their scores on openness and extraversion, and by decreasing them in response to a less innovative culture:

Hypothesis 3: In an innovative organizational culture, applicants fake by increasing their scores on openness whereas in a less innovative culture, they fake by decreasing their scores on openness.

Hypothesis 4: In an innovative organizational culture, applicants fake by increasing their scores on extraversion, whereas in a less innovative culture they fake by decreasing their scores on extraversion.

Choosing Where to Apply: The Role of Self-Selection

Applicants' adaptation strategies in response to organizational culture are not restricted to faking. Another adaptive behavior consists of applying to only those organizations that exhibit a culture that fits with one's own values, as highlighted by the attraction-selection-attrition model (Schneider, 1987; Schneider, Goldstein, & Smith, 1995). The model argues that individuals select themselves into and out of organizational settings as a function of the organization's

values or culture. Hence, applicants choose where they want to apply and often select organizations whose values and culture fit their own values and personality. Indeed, applicants' perceptions of P-O fit are associated with organizational attraction and job acceptance (Judge & Cable, 1997; Kristof-Brown et al., 2005; Uggerslev, Fassina, & Kraichy, 2012). Also, employees working in the same organization tend to have homogeneous personality profiles (Schneider, Smith, Taylor, & Fleenor, 1998).

If applicants choose only those organizations where they truly fit in, the need to fake to increase cultural fit may be reduced or even eliminated. Nevertheless, there are several reasons to assume that applicant would still fake. First, numerous factors other than perceived P-O fit determine the attractiveness of an organization to applicants, such as compensation schemes, development opportunities or organizational prestige (Uggerslev et al., 2012). Some applicants may favor a company that has more prestige or offers a more attractive salary over one that best fits their values. Hence, some factors may outweigh cultural fit when choosing a potential employer. Research applying an interactionist perspective (e.g., Kausel & Slaughter, 2011) also suggests that individuals are not always more attracted to organizations that share their values. For instance, individuals high on imagination, a facet of openness, are not more attracted to innovative organizations than those low on imagination. Second, job market factors such as unemployment rates may push people to apply at organizations where fit is lower, and thus increase the pressure to adapt, for instance by faking more (Bangerter et al., 2012; König, Wong, & Cen, 2012; Robie, Emmons, Tuzinski, & Kantrowitz, 2011). Finally, job applicants score about one third of a standard deviation higher than job incumbents on personality tests (Birkeland et al., 2006), also suggesting that people tend to fake, despite the fact that they

presumably applied at an organization that they perceived as matching their personality or values.

In sum, choosing an organization that matches one's values and faking to further increase P-O fit are not mutually exclusive strategies, but can occur together. However, self-selection may reduce the need to fake. Thus, faking to increase P-O fit may be less pronounced when applicants can freely choose where they want to apply at, compared to when they do not have this choice. We therefore examined our hypotheses in a manner that takes self-selection into account so we are able to not only observe if and to what degree self-selection occurs, but also to consider how it influences our central hypothesis, namely that applicants fake in a targeted manner, to increase their P-O fit.

Research Overview

We examined faking on H-H and agreeableness in response to a competitive organizational culture (Hypotheses 1 and 2) and on openness and extraversion in response to an innovative organizational culture (Hypotheses 3 and 4) in a series of experimental and survey studies[1]. We first tested our hypotheses experimentally in order to ensure high levels of internal validity, and to establish causal relationships between organizational culture and faking. We then sought to corroborate those relationships and demonstrate external validity with data from a survey with applicants.

Studies 1 and 2 followed the well-established "induced-faking" experimental design (Viswesvaran & Ones, 1999), to establish causal relationships between faking in response to competitive (Study 1) and innovative cultures (Study 2). Participants completed a personality test

[1] In this paper, we report the results of the analyses conducted to test our hypotheses. Results of the analyses examining the impact of culture on faking on the remaining personality traits for which we did not propose any hypotheses are available in Online Appendix A, for all six studies.

twice, first as applicants in a selection scenario, which contained the manipulations of organizational culture, and a few weeks later with instructions to respond honestly. Study 3 applied a similar methodology but examined the process that underlies faking oriented towards enhancing P-O fit. In order to engage in strategic adaptations and apply the "right" (i.e., most effective) behavior, applicants must be able to identify the central elements of the organization's culture and derive the "ideal" employee personality profile from information about the company. Therefore, Study 3 examined the mediating role of perceptions of the "ideal" personality profile in the relationship between organizational culture and faking.

Studies 4 and 5 were designed to account for effects of self-selection (i.e., applicants being attracted to organizations that fit their values or personality; Schneider et al., 1995). In these studies, job seekers chose the organization they wanted to apply at from a large palette of existing companies. After receiving detailed information about the organization, they filled out the personality inventory twice, similar to Studies 1 through 3. Study 5 was a replication of Study 4, eliminating potential alternative explanations due to the "raw" or non-manipulated nature of information material that was used. Finally, Study 6 sought to further corroborate the proposed relationship between organizational culture and faking in a survey. Individuals who recently went through a selection process reported how they perceived the culture of the organization where they applied and how they presented their personality during selection as well as their true personality.

Ethical clearance was obtained for all studies from the authors' respective Institutional Review Boards for the project entitled "Organizational culture and behaviors in selection" (Saint Mary's University Research Ethics Board #18-140, University of Manitoba Psychology-

Sociology Research Ethics Board #P2016-077, University of Lausanne HEC Ethics Board #KINO).

Study 1

In Study 1, we tested Hypotheses 1 and 2, focusing on competitiveness of the organizational culture and examining its effects on faking on two traits, H-H and agreeableness.

Method

Sample. A total of 200 participants living in the United States were recruited through Mechanical Turk (MTurk) and participated in the first part of the study (i.e., the selection condition). MTurk is an online crowdsourcing platform that allows accessing a sample more diverse than students (Landers & Behrend, 2015), helps collecting reliable data (Buhrmester, Kwang, & Gosling, 2011), and is particularly useful for online experiments (Hauser & Schwarz, 2016; Paolacci, Chandler, & Ipeirotis, 2010). To avoid low-quality responses or duplicates (Chandler, Mueller, & Paolacci, 2014), we used the TurkPrime platform (Litman, Robinson, & Abberbock, 2016) and included prerequisites (e.g., minimum participation in 100 HITs, minimum 75% HIT approval). Two weeks later, participants were invited to complete the second part (i.e., honest condition), and 153 did so. Note that this order – responding as applicants first and then honestly a few weeks later - prevents overestimations of faking (Hooper & Sackett, 2008; MacCann, 2013).

Only participants who completed both parts and passed embedded attention checks (i.e., answered “disagree” or “strongly disagree” to three items taken from Huang, Bowling, Liu, & Li, 2015 - e.g., “I have never used a computer”) were included in our final sample (N = 133). Mean age was 34.7 years (SD = 10.2). The sample included 47% women, 82% were White, 5% Black, 7% Asian, and 5% Hispanic. Moreover, 56% had a college degree, and 81% were

employed. Participants had applied for 6.6 jobs (*SD* = 24.2) during the last year on average. Participation in each stage of the study was compensated with USD $1.

Procedure. In the first part, participants took on the role of an applicant applying for a position of assistant store manager at a fictitious company called Western Inc. This job was chosen because most participants should be familiar with its requirements and be able to imagine applying for it. They were instructed to imagine that they really wanted the job. In the two organizational culture conditions, but not in the control condition, they also received an email from a friend who currently worked as a sales associate for Western Inc. In this email, the friend describes the culture that reigns within the company. The description contains our manipulation of culture (see below). Participants then completed an online personality test that was allegedly used by Western Inc. to identify candidates for an interview, followed by some manipulation check items. Two weeks later, participants completed the second part of the study and filled out the same personality test, but this time with the instruction to respond as honestly as possible. Then, they answered demographic questions and responded to attention check items. At the end, they were debriefed about the goal of the study.

Design. Participants were randomly assigned to one of three conditions: Competitive organizational culture, less competitive culture, and control. In the competitive culture condition, the email described Western Inc.'s culture as strongly emphasizing and embracing competition, by mentioning central elements of competition derived from the competitive worldviews measure (Duckitt et al., 2002) as well as from other definitions of the competition dimension of organizational culture (e.g., Reynolds, 1986; Schein, 1990). For instance, the friend wrote: "At Western Inc., it's all about winning. We often say: Winning is not the first thing, it's the only thing! People here realize that it's kind of a dog-eat-dog world where you have to be ruthless at

times." In the less competitive culture condition, the email read "At Western Inc., it's not all about winning. In fact, we often say, winning is not always the first thing. In here, it is much more important to have integrity in your dealings with others than to have power or money." Results of a pilot study confirmed that the manipulations created the intended impressions of the culture reigning at the organization (see Online Appendix B for the full text and pilot study results). In the control condition, participants did not receive any information about the culture of the company (i.e., they did not receive the email). The control condition was similar to the "fake good" instructions used in previous research (Viswesvaran & Ones, 1999; Zickar & Robie, 1999) and thus allowed examining the specific effect of a competitive organizational culture in comparison to both a less competitive culture and a "faking good" situation.

Measures. The HEXACO-PI-R 60 was used to measure personality (Ashton & Lee, 2009). We focused on two dimensions: honesty-humility (α_{T1} = .87, α_{T2} = .72) and agreeableness (α_{T1} = .86, α_{T2} = .79). Each dimension is assessed with 10 items, using 5-point Likert scales that range from 1 (*strongly disagree*) to 5 (*strongly agree*). To ensure that there were no differences in individual-level competitiveness across conditions, participants also completed the 20-item (α = .91) Competitive Worldviews measure (Duckitt et al., 2002) during the second part of the study.

Faking can be captured by several indicators and each has advantages and disadvantages (Burns & Christiansen, 2011). To overcome the limitations of using only one indicator, we included five: First, we compared personality scores between the three experimental conditions in the selection situation. Second, we computed raw difference scores (i.e., changes in test scores between the honest and the selection situations; Burns & Christiansen, 2011), by subtracting the honest score from the selection score. Hence, a negative score means that a person decreased

scores and a positive score means that he or she increased them. Third, we computed regression adjusted difference scores (i.e., residuals obtained when regressing faked scores onto honest scores - or the part of faked scores that cannot be explained by honest scores; Burns & Christiansen, 2011). Fourth, we used indicators of blatant extreme responding (BER - i.e., the proportion of responses using the desirable end of the scale; Levashina, Weekley, Roulin, & Hauck, 2014). Finally, we computed differences in BER between the honest and the selection situations, again subtracting the honest score from the selection score.

Results and Discussion

Participants' answers to the item "I completed the personality test as seriously as I would if I were applying for an actual job" showed that involvement was high (M = 4.80, SD = .45, on a 5-point scale). Results of the two-factor analysis of variance (ANOVA) of the responses to the manipulation checks (i.e., ratings of the organizational culture on "competitive" and "collaborative", each on a 5-points scale) confirmed that the manipulation worked as intended. In the competitive culture condition, the culture was perceived as more competitive (M = 4.73, SD = .73) than in the control (M = 3.30, SD = 1.06) and in the less competitive culture condition (M = 1.88, SD = .90), F (2, 130) = 113.06, $p < .001$. In addition, an ANOVA confirmed that there was no difference in participants' individual-level competitiveness between the three conditions, F (2, 130) = 0.26, p = .77. Post-comparisons further showed no difference between any of the three conditions (all ps > .80).

To test Hypotheses 1 and 2, we examined differences in faking between the three experimental conditions with ANOVAs, using the five indicators of faking as dependent variables (see Table 1, for means, SDs, and ANOVA results)[2]. Both hypotheses received

[2] We found similar results, with somewhat larger effect sizes, in a separate study where participants completed the honest condition first and the selection condition two weeks later, and were the selection criteria were more transparent

extensive support: Participants in the competitive organizational culture condition scored lower on both H-H and agreeableness than those in the less competitive culture condition, for both test scores and BER. Participants in the competitive organizational culture condition also decreased their H-H scores (e.g., M = -.66, SD = .88 for raw difference scores), whereas those in the less competitive culture condition (M = .45, SD = .67) and those in the control condition (M = .55, SD = .70) increased their scores. Similarly, participants in the competitive culture condition decreased their scores on agreeableness (e.g., M = -.16, SD = .54 for raw difference scores), whereas participants in the less competitive culture condition (M = .35, SD = .60) and in the control condition (M = .36, SD = .65) increased them. For both H-H and agreeableness, post-hoc analyses confirmed that scores in the competitive organizational culture condition differed significantly from both scores in the less competitive culture condition and in the control condition, for all faking indicators. Scores in the less competitive culture condition did not differ significantly from scores in the control condition. When comparing the competitive culture condition with both the less competitive culture and the control condition, we observed large effect sizes for H-H (i.e., d ranging from .81 to 1.65) and medium to large effect sizes for agreeableness (i.e., d ranging from .59 to 1.05) across all faking indicators.

Overall, results revealed clear differences in faking as a function of the level of competitiveness of the organization. As expected, participants who imagined applying at an organization with a competitive culture faked so their personality resembled more closely the personality profile of a competitive person, that is, they reduced their scores on H-H and agreeableness. Participants who imagined applying at an organization with a less competitive culture showed the opposite behavior, that is, they increased their scores on these traits. When no

(which can influence faking behaviors; König, Jansen, & Lüscher Mathieu, 2017). Results are available from the authors upon request.

information about the organization's culture was provided (i.e., our control condition), mirroring typical "fake good" conditions used in previous research (Birkeland et al., 2006; Zickar & Robie, 1999), responses were similar to those in the less competitive organizational culture condition, but significantly different from the competitive condition. This pattern suggests that when applicants have no information about the culture of an organization, they expect it to be relatively non-competitive.

Study 2

In Study 2, we examined how applicants fake in response to the innovativeness of the organizational culture, and expected to find response distortions on openness and extraversion (Hypotheses 3 and 4). The objective was to ensure that strategic faking is not restricted to a particular dimension of culture but reflects a general strategy.

Method

Sample. We used the same recruitment method as in Study 1 and ensured that participants had not participated in the previous study. We recruited 202 U.S. residents for the first part (i.e., selection condition), of which 146 completed the second part (i.e., honest condition) about a week later, and 125 passed the attention checks. Mean age was 34.4 years (*SD* = 10.8). The sample included 44% women, 69% were White, 7% Black, 13% Asian, and 8% Hispanic. Moreover, 61% had a college degree, and 84% were employed. Participants applied for 4.6 jobs (*SD* = 12.7) during the last year on average. Participation in each stage was compensated with USD $1.

Procedure and Design. The procedure and design were almost identical to Study 1, with the exception that in the two organizational culture conditions, the email described either an innovative or a less innovative organizational culture. Elements of innovative culture were

derived from the literature on innovation, such as Anderson and West's (1998) support for innovation measure. They included, for example, "in here, people will always encourage you to try new ways of doing things, help you think in creative ways, and reward you for seeking novel solutions to solve problems". In the less innovative condition, the email read "in here, people realized that it is important to follow established procedures. They help you learn to apply regular work practices, and reward you for using proven problem-solving strategies". Results of a pilot study confirmed that the manipulations engendered the intended impressions (see Online Appendix B for the full text and results).

Measures. Personality was again measured with the HEXACO-PI-R 60, including extraversion (α_{T1} = .88, α_{T2} = .90) and openness (α_{T1} = .85, α_{T2} = .74). To ensure that there was no differences in individual-level innovativeness across conditions, participants completed the 12-item (α = .83) originality scale of the Kirton Adaption-Innovation Inventory (Kirton, 1976) in the second part of the study. We used the same indicators of faking as in Study 1.

Results and Discussion

As in Study 1, involvement was high (M = 4.70, SD = .64) and similar across conditions. Moreover, participants' attraction to the job in the scenario, which was measured by responses to the item "if I were looking for an assistant manager (or similar) job, I could see myself applying for a position at Western Inc." (5-point response scale), was generally high, but slightly higher in the innovative (M = 4.17, SD = .79) than in the less innovative (M = 3.63, SD = 1.10) or control (M = 3.66, SD = 1.07) conditions, F (2, 122) = 4.23, p = .02. Analyses of the responses to the manipulation checks confirmed that the Western Inc.'s culture was perceived as more innovative in the innovative culture condition (M = 4.43, SD = .83) than in the control (M = 2.69, SD = .82) and the less innovative culture (M = 1.89, SD = 1.02) conditions, F (2, 122) = 95.61, p < .001. In

addition, there was no difference in participants' individual-level innovativeness between conditions, F (2, 122) = 0.01, p = .98. Post-comparisons further showed no difference between any of the three conditions (all ps > .98).

To test Hypotheses 3 and 4, we again examined differences in faking between the three experimental conditions with ANOVAs (see Table 1 for means, SDs, and ANOVA results). Results provide extensive support for Hypothesis 3 and partial support for Hypothesis 4. Participants in the innovative organizational culture condition scored higher on both openness and extraversion than those in the less innovative culture condition, for both test scores and BER. When looking at raw difference scores, participants in the innovative culture condition (M = .46, SD = .65) and those in the control condition (M = .20, SD = .54) increased their openness scores, whereas those in the less innovative culture condition decreased their scores (M = -.08, SD = .51). As expected, participants in the innovative culture condition increased their scores on extraversion (e.g., M = .95, SD = 1.07). Yet, participants in the control condition (M = .74, SD = .88) and in the less innovative culture condition (M = .48, SD = .92) also increased them, albeit to a lesser extent. For both openness and extraversion, post-hoc analyses confirmed that scores in the innovative culture condition differed significantly from scores in the less innovative culture condition, for all faking indicators. However, scores in the control condition differed significantly from scores in the innovative and less innovative condition only for some indicators. When comparing the innovative culture condition with the less innovative culture condition, we observed medium to large effect sizes for openness (i.e., d ranging from .44 to .72) and small to medium effect sizes for extraversion (i.e., d ranging from .16 to .39), across all faking indicators.

In sum, findings of Study 2 show that applicants fake in response to an innovative culture by distorting their scores so that they resemble more closely the personality profile of an innovative or less innovative individual. Together with results of Study 1, these findings suggest that applicant faking is a highly specific and strategic behavior that occurs precisely on those traits that are central to the cultural dimension central to the hiring organization, and precisely in the direction that is most aligned with the ideal profile. For instance, faking to enhance fit with an innovative culture triggered an increase in openness but no change in H-H, whereas faking to increase fit with a competitive culture triggered a decrease in H-H (and in openness).

Study 3

Study 3 examines the underlying mechanism of the effects of culture on faking that were revealed in Studies 1 and 2, focusing on perceptions of the ideal personality profile as the proposed mediator.

Methods

Sample. We recruited 250 U.S. residents on MTurk for the first part of the study (i.e., selection condition) of which 198 participants completed the second part (i.e., honest condition) about one week later, 163 passed the attention check items, and 143 completed the last part containing the ideal profile measure, which was measured another two to three days later. Mean age was 38.8 years (*SD* = 11.9). The sample included 42% women, 81% were White, 7% Black, 7% Asian, and 3% Hispanic. Moreover, 60% had a college degree, and 87% were employed. Participants applied for 4.1 jobs (*SD* = 17.7) during the last year on average. Participation was compensated with USD $1 each for parts 1 and 2, and $0.50 for part 3.

Procedure and Design. The procedure and design of this study were similar to Study 1. However, it did not include a control condition, with no information about the organizations'

culture, but only a competitive culture and a less competitive culture condition. Furthermore, it contained an additional third part, administered a few days after the honest condition, where participants completed the ideal personality profile measure[3]. Before filling out this measure, participants received the email message again, which contained the descriptions of the organizational culture.

Measures. Personality was again assessed with the HEXACO-PI-R 60, including honesty-humility (α_{T1} = .90, α_{T2} = .85) and agreeableness (α_{T1} = .87, α_{T2} = .85). Individual competitiveness was measured with the Competitive Worldviews scale (α = .94). Faking was assessed with the same indicators as in the previous studies. Applicants' perceptions of the ideal personality profile were measured with six items. Each item represented one personality trait. Participants had to indicate what extent the hiring organization wanted its employees to possess the personality trait in question, on a 7-point bipolar scale. The endpoints were behavioral descriptions of people with high or low levels of the trait, adapted from scale descriptions on www.hexaco.org. For example, endpoints for H-H read "people who flatter others to get what they want, are inclined to break rules for personal profit, are motivated by material gain, and feel a strong sense of self-importance" (low level) and "people who avoid manipulating others for personal gain, feel little temptation to break rules, are uninterested in lavish wealth and luxuries, and feel no special entitlement to elevated social status" (high level).

Results and Discussion

[3] The ideal profile (i.e., the mediator) was measured in the third part to eliminate potential demand effects that could have occurred if it had been measured in the second or the first part. We thank an anonymous reviewer for this suggestion. In another study, we measured the moderator in part 1, right before the selection test. This design is arguably more aligned with the chain of the occurring cognitive process, but might indeed create demand effects. Results of this study are similar to those obtained for Study 3 (see Online Appendix C for details).

Involvement was high (M = 4.72, SD = .72) and similar across conditions. Attraction to the job was higher in the less competitive (M = 4.43, SD = .94) than in the competitive condition (M = 2.27, SD = 1.43), F (1, 162) = 132.17, p < .001. Manipulations of culture had the intended effects: In the competitive culture condition, the company's culture was perceived as more competitive (M = 4.31, SD = .82) than in the less competitive organizational culture condition (M = 1.70, SD = .86), F (1, 161) = 396.32, p < .001. In addition, there was no difference in participants' individual-level competitiveness between conditions, F (1, 141) = 0.27, p = .60.

Results of the ANOVAs using the faking indicators as dependent variables were very similar to those of Study 1 which too examined the impact of the competitiveness of culture on faking (see Table 2). We found large and significant differences between participants in the competitive and the less competitive organizational culture conditions, for all faking indicators, and on both H-H and agreeableness (*ds* ranging between .54 and 1.67). That is, participants decreased their scores on H-H and agreeableness in response to a competitive culture and did the opposite in response to a non-competitive culture. Moreover, the ideal personality profile for employees was perceived as being lower on H-H (d = 3.78) and agreeableness (d = 2.97) in the highly competitive organizational culture, compared to the less competitive culture.

We examined to what extent perceptions of the ideal personality profile mediate the relationship between organizational culture and faking, using PROCESS (Hayes, 2013). More specifically, we first regressed the perceived ideal profile (i.e., our mediator) on organizational culture, for each trait. In a second step, we regressed the faking indicators (i.e., scores in the selection condition, raw differences, regression-adjusted differences) on both perceptions of the ideal profile and organizational culture. Results (see Table 3) showed that for agreeableness, perceptions of the ideal profile fully mediated the effect of culture on faking, for all indicators

(significant bootstrapped indirect effects ranging from -.42 to -.62). For H-H, perceptions of the ideal profile partially mediated the effect of organizational culture on faking for test scores and regression-adjusted scores (significant bootstrapped indirect effects, -.54 and -.52). For raw difference scores, the effect was in the expected direction but did not reach significance (95% C.I. for bootstrapped indirect effect = -1.09 to .03).

Together, findings of Study 3 indicate that perceptions of the personality profile of a presumed ideal employee trigger strategic faking to enhance cultural fit: Participants perceived the desired personality profile in a highly competitive organization as being characterized by low levels of H-H and agreeableness. In turn, they adapted their responses accordingly, and displayed lower levels on both traits during selection. The opposite was true in the non-competitive cultural environment. Indirect effects of culture on faking, through perceptions of the ideal profile, were somewhat stronger for agreeableness than H-H. This suggests that additional mediating processes explain the effects of culture on faking. We will come back to this point in the General Discussion.

Study 4

The main goal of Study 4 was to demonstrate that faking to increase P-O fit still occurs, when individuals choose the organization they apply at. Applicants likely select themselves in organizations with which they have a better cultural fit. As outlined in the introduction, although the need to fake may be reduced substantially, there are several reasons to assume to applicants would still fake.

Methods

Sample. We recruited participants via MTurk. Data collection consisted of three phases. In a preliminary phase, we recruited 1,000 U.S. residents for a brief survey (paid $0.25) that

included demographic questions, questions about their employment and job search status, and about their recent job search experiences. There was no indication that the job search question was a screening question, and thus there was no incentive for participants to respond dishonestly. The following day, only individuals who indicated that they were actively looking for a job (n = 309) were invited to participate in part 1 (i.e., selection condition), and 252 did. Two weeks later, 206 participants completed part 2 (i.e., honest condition), and 181 passed the attention checks. Participation was compensated with $1 for each part. Mean age was 34.5 years (SD = 9.7). The sample included 47% women, 74% were White, 7% Black, 9% Asian, and 6% Hispanic. Moreover, 72% had a college degree. Most participants (77%) applied for a job in the last month. During the past 12 months, they applied for 22.1 jobs (SD = 79.1) and participated in 4.4 selection procedures (SD = 2.0) on average.

Procedure. We used a scenario similar to Studies 1-3, in which participants took on the role of an applicant. To further increase the validity of the scenario, participants first chose one of three job levels (team member, assistant manager, or manager) that best corresponded to their profile and experience. All following parts of the scenario referred to the job level they chose. Participants were asked to imagine that they had the opportunity to apply for a job in one of eight organizations. Beforehand, we had identified four of these organizations as having a competitive organizational culture, and the remaining four as having a less competitive culture (see next section). Each organization was presented with its logo and a one-paragraph description of its culture and values, taken from the company's corporate or career website. Participants were asked to choose the company they would be the most interested in working at, thus controlling for self-selection by design. Then, as in the previous studies, they were informed that they had cleared the first hurdle of selection and would now complete an online personality test. Before

starting the test, participants were told that they visited glassdoor.com to learn more about the company. Glassdoor.com is a well-known popular website that provides information about companies and reviews written by current and former employees. Participants received the Glassdoor comments (for details see below) about the company they chose. The remaining procedure was identical to Study 1.

Material and Design. To provide a choice of several competitive and less competitive organizations, we coded the top 100 companies on the Fortune-500 list into "competitive", "non-competitive/collaborative", or "neutral/unknown". The coding was based on the content of the organizations' websites, focusing on the "career", "about us" or "our culture/values" pages. Based on this coding, we selected 23 organizations, ten competitive and 13 non-competitive ones, and created one-page descriptions of each organization's corporate culture, based on screenshots from their websites. In a pilot study, 40 individuals recruited from MTurk rated each description in terms of competition and collaboration. We then chose four organizations with a competitive and four organizations with a less competitive organizational culture that obtained large and significantly different ratings on both variables (see Online Appendix B).

Additional information consisted of the reviews taken from glassdoor.com. More specifically, participants received the review summary that Glassdoor provides for each of these companies. This summary contains the organization's average score, ranging between 1 and 5 and averaged across all reviews, and a list of the ten most frequently mentioned "pros" and "cons" (five each). Moreover, participants received four verbatim employee reviews. We chose reviews that (a) were published in the last six months, (b) were rather positive (i.e., minimal score of 3 out of 5, including both pros and cons about working there), and (c) featured comments on the organizational culture and climate tapping into competition-collaboration. An

example of a review containing a comment on competitive culture was “Pros: well-recognized brand in a large company; Cons: extremely competitive and cutthroat environment”, and an example of a comment on a less collaborative culture was “Pros: collaborative environment, everyone is very encouraging; Cons: Too many meetings, manage by committee”[4].

Measures. The measures were identical to those used in Study 1: the HEXACO-PI-R 60 personality test, including measures of honesty-humility (α_{T1} = .76, α_{T2} = .73) and agreeableness (α_{T1} = .80, α_{T2} = .80), as well as Competitive Worldviews (α = .92). We also used the same indicators of faking.

Results and Discussion

Both involvement (M = 4.76, SD = .65) and attraction to the job/organization described in the scenario (M = 3.97, SD = 1.16) were high, and slightly higher for the non-competitive companies. The culture of the competitive companies was rated as more competitive (M = 4.48, SD = .92) than the culture of the less competitive companies (M = 2.95, SD = 1.08), F (1, 179) = 81.58, p < .001.

Overall, 29% of participants chose an organization with a competitive culture, and 71% chose an organization with a less competitive culture. When examining the characteristics of individuals in relation to their choice using ANOVAs or correlations, we found no difference in terms of age (F (1, 179) = 3.55, p = .06), gender (F (1, 179) = 3.28, p = .07), ethnicity (F (1, 179) = 0.71, p = .40), or education (F (1, 178) = 1.44, p = .23). However, applicants who were lower on H-H (r = -.23, p < .01) and higher on Competitive Worldviews (r = .18, p < .05) in the honest condition were more likely to choose an organization with a competitive culture. These correlations show that self-selection happens, at least to a certain extent. Moreover, they show

[4] The Glassdoor content was also pre-tested with 41 MTurk participants to ensure competitive and less competitive reviews were rated significantly differently. All the material used in this study can be found in online Appendix B.

that our two variables of interest (culture, personality) are partly related. Therefore, raw difference scores may be biased (i.e., can lead to spurious correlations) and should only be interpreted with caution, and regression adjusted difference scores should be preferred (Burns & Christiansen, 2011). Note that interpreting raw difference scores in the previous studies (Studies 1-3) is not a concern since people were randomly assigned to the organizational culture conditions.

ANOVA results are displayed in Table 4. Scores on H-H (d = .83, p < .01) and agreeableness (d = .35, p < .05) in the selection condition were significantly lower for participants who chose an organization with a competitive culture, compared to those who chose a less competitive organization. BER scores for H-H, but not for agreeableness, were significantly lower for participants who chose an organization with a competitive as opposed to a less competitive culture. Importantly, findings for regression-adjusted difference scores clearly support Hypotheses 1 and 2: Individuals who chose to apply at an organization with a competitive culture reduced their scores on H-H, whereas those who chose to apply at an organization with a less competitive culture increased their scores, F (1, 179) = 12.60, p < .01, d = .60. The same pattern was true for agreeableness, F (1, 179) = 4.60, p < .05, d = .36. Note that this pattern of findings was not observed for raw difference scores, confirming these indicators can be misleading when two variables of interest are correlated (Burns & Christiansen, 2011).

We also conducted ANOVAs including the job level that the participant selected, as well as the interaction between job level and culture, but found no significant main effects of job level nor interactions for regression-adjusted scores. The main effects of organizational culture on faking remained significant for H-H, F (1,175) = 7.25, p <.01, and approached significance for agreeableness, F (1,175) = 2.81, p = .09.

Overall, results of Study 4 closely replicate those obtained previously, but under conditions of greater realism and higher ecological validity. Moreover, the study design allows accounting for the effects of self-selection. Job seekers were provided with real, potentially attractive organizations, and were able to choose the organization they wanted to apply at. Additionally, they received extensive information about the organizational culture that was taken from the organization's own website and a popular employer review website. Thus, information was not only extensive, containing a large number of ratings highlighting various pros and cons, but also came from different sources. Finally, we controlled for self-selection into organizations (by design) and job level (via additional analyses). Strategic faking to enhance cultural fit was still clearly present. Nevertheless, effect sizes were smaller than those observed in the previous experiments. For example, the effects for regression-adjusted differences can be described as "medium" in this study and as "large" in Studies 1 and 3. These effect sizes are similar to those that are typically found when measuring faking as the difference between applicant and incumbent scores (Birkeland et al., 2006). However, differences in the size of the effects also demonstrate that self-selection reduces strategic faking but does not eliminate it.

Study 5

The goal of Study 5 was to rule out alternative explanations for the results of Study 4. In Study 4, the information about the organizational culture that was provided through comments from glassdoor.com was unchanged, i.e., comments were listed as "pros" and "cons" of working at a particular company, exactly as the individuals who wrote the comments labeled them. However, several comments about competitive cultures were listed under "cons". As a consequence, competitive cultures may have been automatically viewed more negatively than less competitive cultures.

Methods

Sample. The participant recruitment process was similar to Study 4. We initially recruited 1,000 U.S. residents for a brief survey (paid $0.50), then only invited individuals who were actively looking for a job (n = 340) to participate in the first part (i.e., selection condition) the following days, of which 286 did. About one week later, 218 participants completed the second part (i.e., honest condition), and 203 passed the attention checks. Participation in both parts was compensated with $1 each. Mean age was 32.6 years (SD = 9.2). The sample included 49% women, 70% were White, 12% Black, 10% Asian, and 5% Hispanic. Moreover, 74% had a college degree. Most participants (i.e., 71%) applied for a job in the last month. During the past 12 months, they applied for 14.1 jobs (SD = 33.3) and participated in 2.4 selection procedures (SD = 3.2) on average.

Procedure, Material, and Design. Procedure and design were identical to Study 4, with a few important exceptions. We took out the labels “pros” and “cons” from the glassdoor.com reviews. We presented the comments in a randomized order. Finally, we replaced the reviews for the competitive organizations which had a score of 3 by reviews with a score of 4 or 5, to ensure that all reviews rated the organization with at least 4 out of 5 stars. The full material is available in Online Appendix B.

Measures. We used again the HEXACO-PI-R 60, including measures of honesty-humility (α_{T1} = .85, α_{T2} = .86) and agreeableness (α_{T1} = .79, α_{T2} = .81), and measured participants’ competitiveness with the Competitive Worldviews scale (α = .91). We used the same indicators of faking as in Study 4.

Results and Discussion

Involvement (M = 4.81, SD = .49) was high and identical across conditions. Attraction to the chosen organization was generally high (M = 3.93, SD = 1.28) and slightly higher for the non-competitive companies. The culture of the competitive companies was rated as more competitive (M = 4.40, SD = .92) than the culture of the less competitive companies (M = 2.93, SD = 1.09), F (1, 201) = 89.94, p < .001.

Overall, 33% of participants chose to apply at an organization with a competitive culture, and 67% chose an organization with a less competitive culture. When examining the characteristics of individuals in relation to their choice with ANOVAs or correlations, we found no difference related to age (F (1, 201) = 0.37, p = .54), gender (F (1, 201) = 0.04, p = .84), ethnicity (F (1, 201) = 0.01, p = .96), or education (F (1, 201) = 0.01, p = .93). However, participants who scored lower on H-H (r = -.15, p < .05) but higher on Competitive Worldviews (r = -.22, p < .05) in the honest condition were more likely to choose an organization with a competitive culture. As in Study 4, these correlations point towards self-selection and indicate that regression-adjusted difference scores should be used to capture faking.

ANOVA results are displayed in Table 4. In the selection condition, participants who chose a competitive organization had lower scores on H-H (d = .54, p < .01) and agreeableness (d = .43, p < .01), as well as lower BER scores for both H-H (d = .41, p < .01) and agreeableness (d = .34, p < .01) than those who chose a less competitive organization. These findings provide additional support for our Hypotheses 1 and 2. For regression-adjusted difference scores, individuals who chose an organization with a competitive culture reduced their scores on H-H, F (1, 201) = 9.57, p < .01, d = .45, and agreeableness, F (1, 201) = 12.01, p < .01, d = .53, whereas those who chose an organization with a less competitive culture increased their scores on both traits. When looking at raw difference scores, only the difference for agreeableness was

significant, further confirming that using raw difference scores can be misleading when two variables of interest are correlated (i.e., organization choice and H-H). Finally, additional analyses confirmed that the effects of organization culture remained significant when controlling for job-level (F (1, 200) = 9.67, $p < .001$ for H-H and F (1, 200) = 11.75, $p < .001$ for agreeableness) or individual differences in competitiveness (F (1, 200) = 6.30, $p < .05$ for H-H and F (1, 200) = 9.21, $p < .01$ for agreeableness).

Overall, results of Study 5 replicate those obtained in Study 4, but uses material that provides information on culture that is not labelled as being negative or positive, without changing its content. As in Study 4, effect sizes for H-H and agreeableness were of medium size and thus somewhat smaller than those found in the experimental studies. Taken together, results demonstrate that individuals fake to increase their cultural fit even when they choose an organization which matches their personality, albeit to a smaller extent.

Study 6

Studies 1 through 5 established that organizational culture triggers faking to increase applicants' cultural fit. The goal of Study 6 is to show that the relationships between faking and organizational culture also emerge when surveying real applicants.

Methods

Sample and Procedure. Participants were recruited using Qualtrics panels, and compensated by Qualtrics. Data collection was done in two phases. We recruited 349 U.S. residents who applied for a job and went through a selection process in the preceding two months. They completed an online survey about how they portrayed their personality during their most recent selection experience and a measure of the perceived innovativeness of the organizational culture where they had applied at. A few days later, 153 of them completed the

same personality measure honestly, a scale assessing their innovativeness, attention check items, and demographic questions. The final sample included the 112 participants who passed the attention checks, with 80% women, and a mean age of 41.3 years (*SD* = 15.2). The majority (63%) had a college degree, 67% were White, 17% Black, 6% Asian, and 7% Hispanic. They participated in 3.9 (*SD* = 6.5) selection processes in the last year on average. Finally, 37% were employed at the time of data collection.

Measures. We used the HEXACO-PI-R 60, including measures of extraversion (α_{T1} = .84, α_{T2} = .82) and openness (α_{T1} = .67, α_{T2} = .69), and the same indicators of faking as in Studies 1-5. Perceived innovativeness of the organizational culture was measured with an adapted version of the 8-item (α = .93) "support for innovation" scale (Anderson & West, 1998). Because this scale measures the innovativeness of the team climate, "team" was replaced by "organization" in the individual items. Individual differences in innovativeness were measured with the same 12-item (α = .79) measure as in Study 2 (Kirton, 1976).

Results and Discussion

Descriptive statistics and correlations between personality scores or faking indicators and perceived innovativeness of the organization's culture are presented in Table 5. When looking at raw difference scores, 85.7% of participants reported faking on openness (44.6% decreased and 41.1% increased their scores) and 89.3% on extraversion (33% decreased and 56.3% increased their score). Moreover, perceived innovativeness of the organization's culture correlated with applicants' honest personality scores. Participants high on extraversion applied at organizations with a more innovative culture (r = .39, p < .01), pointing towards self-selection. Again, this means that regression-adjusted scores – and not raw differences – should be used to examine faking (Burns & Christiansen, 2011). Openness was unrelated to innovativeness of the culture (r

= .11, p = .25). Interestingly, this was also true for individual differences in innovativeness (r = .10, p = .31).

When looking at regression-adjusted scores, perceived innovativeness of the organizational culture was associated with an increase in extraversion scores (r = .19, p < .05). The same was true for openness but the correlation did not reach significance (r = .14, p = .13). Because job applicants applied for a variety of jobs, we conducted additional exploratory analyses to examine if the type of job influenced the way they faked. We coded participants' answers to the question about which job they had applied for into managerial (e.g., manager, assistant manager, coded 1/0) or sales jobs (e.g., sales associate, cashier, customer service representative, coded 1/0), thus using two job categories that can lead to different faking behaviors (Birkeland et al., 2006). We then computed partial correlations between perceived innovativeness and faking indicators, controlling for the two types of job. The strength of the relationship between culture and regression-adjusted scores remained similar for extraversion (partial r = .19, p = .05) and was slightly stronger for openness (partial r = .17, p = .08). In addition, we examined the effects of innovative culture on faking (i.e., regression-adjusted scores for openness and extraversion) after controlling for individual differences in innovativeness with hierarchical regression analyses. Results showed that the effects of innovativeness of the culture on faking persisted for extraversion (b = .27, SE = .13, p < .05) and remained similar but still non-significant for openness (b = .18, SE = .13, p = .17). Moreover, individual differences in innovativeness did not moderate the effects of innovative culture on faking (b = -.16, SE = .18, p = .39 for extraversion, and b = -.00, SE = .19, p = .99 for openness).

Taken together, the findings from Study 6 confirm relationships between applicants' self-reports of faking and organizational culture. More specifically, applicants who perceived the

organization they applied at as having a more innovative culture reported portraying themselves as being more extraverted and, to a lesser extent, as more open. This pattern further corroborates findings of Study 2, in a survey with applicants. Importantly, the relationships between culture and faking remained after controlling for the type of job people applied for or individual differences in innovativeness. Yet, effects were somewhat smaller than those found in the controlled experiments, probably due to self-selection and the fact that the measures relied on participants' recollection of past events.

General Discussion

Theoretical Contribution and Practical Implications

Drawing on theoretical approaches that highlight the adaptive nature of labor market behaviors (Bangerter et al., 2012), this research shows that applicants adapt their behavior at selection to the culture of the organization they apply at. They infer the personality profile of a presumably ideal employee from information about the organizational culture, and then fake accordingly on a personality inventory. Results of our studies show that this type of faking is highly specific because applicants fake only on targeted traits, in a specific manner. For example, in competitive cultures, they portray themselves as being less honest and agreeable, whereas in innovative cultures, they portray themselves as more open and extraverted, thus displaying precisely the personality profile that is most closely aligned with higher levels of competitiveness or innovativeness.

Results of our studies further suggest that this behavior, although highly specific, represents a general strategy that is used across various situations to increase cultural fit. This observation advances our knowledge of why and how applicants fake. Faking to increase P-O fit is strategic and adaptive for several reasons. First, information about organizational culture is

readily available to job applicants, on organizational websites, online review forums, and through personal contacts with people who works there. Also, applicants are encouraged to consider this information before applying (e.g., Knight, 2017). Second, when organizations look for new employees, P-O fit is considered as being just as important, and in some organizations as even more important than P-J fit (Bouton, 2015; Kristof, 1996). Thus, the faking behaviors revealed in this research are well-aligned with the importance that organizations attach to P-O fit when choosing their new personnel. In fact, through these behaviors, applicants send exactly those signals that organizations are looking for (Bangerter et al., 2012) and thus effectively increase their odds of receiving an offer. This also suggests that applicants do not simply fake because they are dishonest or have a "bad character". Indeed, we found no relationships between H-H and faking. In sum, applicants show what organizations ask them to show, to increase their chances of being hired. Finally, they still do so – albeit to a smaller extent – when they choose hiring organizations which match their values, demonstrating that self-selection and faking are not mutually exclusive. Both strategies are used in parallel. Faking to increase P-O fit also persisted when controlling for job type or level, two factors that has been shown to influence faking (Birkeland et al., 2006), as well as individual differences associated with the dominant culture, further demonstrating its general nature.

While applicants can and do fake to increase their cultural fit, consequences of this behavior for organizations are unclear today (e.g., its impact on criterion-related validity). We believe that consequences for organizations can go both ways. On the one hand, they may be negative. P-O fit is an important predictor in the selection process, mostly because it is positively associated with various desirable work attitudes and behaviors (i.e., performance, satisfaction, organizational commitment, organizational citizenship behaviors; Hoffman & Woehr, 2006;

Kristof, 1996; Verquer et al., 2003). Yet, these relationships are most likely only valid and durable if they are based on true P-O fit, and not on faked P-O fit. In other words, if applicants are hired based on faked P-O fit, organizations probably will not be able to capitalize on the benefits associated with high cultural fit. On the contrary, they may even face increased costs because the lack of congruence between employees' true personality and the organizational culture could lead to lower job satisfaction and commitment, and ultimately turnover. As such, it could also negatively impact applicants in the long run. On the other hand, faking to increase P-O fit is based on applicants' perceptions of the personality profile of the ideal employee, as demonstrated in this research. In other words, applicants first identify the desired personality profile and then fake accordingly. Previous research revealed that the ability to detect criteria during a selection procedure is an important precursor, not only of performance at selection but also of work performance because it is related to cognitive abilities, social competences, and political skills (Kleinmann et al., 2011). Similarly, recent findings showed that applicants who are able to display a generally socially-desirable personality profile also achieve higher job performance (Pelt, van der Linden, Dunkel, & Born, 2017). Likewise, it is possible that applicants differ with respect to their ability to infer the desired personality profile in a given culture. Therefore, applicants who successfully infer what is desirable in the organization they apply at, may possess skills and abilities that are too associated with higher work performance. In sum, investigating strategic faking and its effects on validity seems to be a highly needed and worthy endeavor for future research.

Our findings also suggest that existing methods to identify fakers (e.g., validity scales, BER, bogus items; Burns & Christiansen, 2011; Levashina et al., 2014) or deter faking (e.g., warning; Fan et al., 2012) might be less effective when applicants fake to increase cultural fit.

For example, although we found some differences in BER across our studies, participants rarely used extreme response options when faking on the key personality dimensions, in particular when they reduced their scores. Thus, relying on BER cutoff scores to identify fakers may be ineffective. Another measure to reduce faking is to warn applicants who endorse socially-desirable items embedded in the first part of a personality inventory. However, applicants who fake strategically to increase fit will probably identify these items as unrelated to the relevant cultural dimension, and thus avoid endorsing them, making warnings pointless. There seems to be no easy solution to reduce this type of applicant faking, since organizations display their culture for good reasons (and hence, applicants make use of it). At the very least, organizations should be aware of how applicants use this information to adapt their behavior at selection.

Limitations and Future Research Directions

Study 6 provided evidence for the external validity of the findings, revealing some relationships between organizational culture and faking in self-reports of applicants' recent selection experiences. Nevertheless, future research could provide more evidence for the external validity of the effects of organizational culture on faking by, for example, comparing scores of applicants with those of incumbents (Birkeland et al., 2006) in the same organization that is characterized by a competitive or an innovative culture. Alternatively, research could compare scores on personality inventories of real applicants in a sample of organizations identified as having various levels of competitiveness or innovativeness.

Study 3 showed that applicants identify the ideal personality profile and then fake accordingly. However, we did not directly examine the motivation behind this behavior. For instance, future research could explore to what extent applicants consciously or strategically do so and then adapt their responses.

We focused on competition and innovation, that is, two central dimensions of culture that characterize and distinguish a large array of organizations. Because our research suggests that strategic faking to increase cultural fit is a general behavior, other dimensions may trigger a specific, yet different, pattern of faking. For instance, a culture valuing diversity may lead applicants to particularly increase their scores on agreeableness. Future studies could thus examine how applicants fake in response to other dimensions of organizational culture. Finally, although we found no evidence that faking was affected by job level (Studies 4-5) or type (Study 6), future research could explore the combined or interactive effect of job requirements and cultural values in more detail. Particularly pertinent situations are those where job requirements and organizational culture call for opposite personality profiles, creating a situation where applicants face a strategic dilemma regarding how to respond. For instance, individuals applying for a job as an accountant in an organization with a highly competitive culture are faced with competing demands: On the one hand, because accountants are expected to be transparent and comply with regulations, applicants should increase their scores on H-H, to achieve a high P-J fit. On the other hand, because the organization's culture is highly competitive, they should decrease their scores on H-H, to achieve a high P-O fit. We suggest that applicants do the latter, because it would be the most adaptive behavior. Indeed, organizations and hiring managers consider personality more relevant to assess P-O than P-J fit. Moreover, P-J fit can be achieved effectively through other elements, for instance by demonstrating experiences, skills, or abilities (Kristof-Brown, 2000). Thus, the most adaptive strategy for applicants should be to focus on matching the organizational culture. Yet, this remains an open question for future research.

Conclusion

This research shows that applicants adapt their responses on personality inventories in a strategic manner, to match the specific culture of the hiring organization, and thus increase their P-O fit. On the basis of readily available information about the culture, applicants derive the profile of an individual who potentially would thrive in this context, and then adapt their responses accordingly. While this behavior can be considered adaptive from the applicant's perspective, it can represent a risk for organizations because they might hire individuals who in fact do not fit in.

References

Anderson, N. R., & West, M. A. (1998). Measuring climate for work group innovation: development and validation of the team climate inventory. *Journal of Organizational Behavior, 19*, 235-258. doi:10.1002/(SICI)1099-1379(199805)19:3<235::AID-JOB837>3.0.CO;2-C

Ashton, M. C., & Lee, K. (2009). The HEXACO–60: A short measure of the major dimensions of personality. *Journal of Personality Assessment, 91*, 340-345. doi:10.1080/00223890902935878

Ashton, M. C., Lee, K., & de Vries, R. E. (2014). The HEXACO Honesty-Humility, Agreeableness, and Emotionality factors: A review of research and theory. *Personality and Social Psychology Review, 18*, 139-152. doi:10.1177/1088868314523838

Bangerter, A., Roulin, N., & König, C. J. (2012). Personnel selection as a signaling game. *Journal of Applied Psychology, 97*, 719-738. doi:10.1037/a0026078

Birkeland, S. A., Manson, T. M., Kisamore, J. L., Brannick, M. T., & Smith, M. A. (2006). A meta-analytic investigation of job applicant faking on personality measures. *International Journal of Selection and Assessment, 14*, 317-335. doi:10.1111/j.1468-2389.2006.00354.x

Bouton, K. (2015, July 15, 2015). Recruiting for cultural fit. *Harvard Business Review*.

Buhrmester, M., Kwang, T., & Gosling, S. D. (2011). Amazon's Mechanical Turk: A new source of inexpensive, yet high-quality, data? *Perspectives on Psychological Science, 6*, 3-5. doi:10.1177/1745691610393980

Burns, G. N., & Christiansen, N. D. (2011). Methods of measuring faking behavior. *Human Performance, 24*, 358-372. doi:10.1080/08959285.2011.597473

Cable, D. M., & Judge, T. A. (1997). Interviewers' perceptions of person-organization fit and organizational selection decisions. *Journal of Applied Psychology, 82,* 546-561.

Chandler, J., Mueller, P., & Paolacci, G. (2014). Nonnaïveté among Amazon Mechanical Turk workers: Consequences and solutions for behavioral researchers. *Behavior Research Methods, 46*, 112-130. doi:10.3758/s13428-013-0365-7

Chen, B.-B. (2016). Conscientiousness and everyday creativity among Chinese undergraduate students. *Personality and Individual Differences, 102*, 56-59. doi:10.1016/j.paid.2016.06.061

deVries, R. E., deVries, A., & Feij, J. A. (2009). Sensation seeking, risk-taking, and the HEXACO model of personality. *Personality and Individual Differences, 47*, 536-540. doi:10.1016/j.paid.2009.05.029

Duckitt, J., Wagner, C., Du Plessis, I., & Birum, I. (2002). The psychological bases of ideology and prejudice: Testing a dual process model. *Journal of Personality and Social Psychology, 83,* 75. doi:10.1037/0022-3514.83.1.75

Ellingson, J. E., & McFarland, L. A. (2011). Understanding faking behavior through the lens of motivation: An application of VIE theory. *Human Performance, 24*, 322-337. doi:10.1080/08959285.2011.597477

Fan, J., Gao, D., Carroll, S. A., Lopez, F. J., Tian, T. S., & Meng, H. (2012). Testing the efficacy of a new procedure for reducing faking on personality tests within selection contexts. *Journal of Applied Psychology, 97*, 866-880. doi:10.1037/a0026655

Fletcher, T. D., Major, D. A., & Davis, D. D. (2008). The interactive relationship of competitive climate and trait competitiveness with workplace attitudes, stress, and performance. *Journal of Organizational Behavior, 29*, 899-922. doi:10.1002/job.503

Fletcher, T. D., & Nusbaum, D. N. (2008). Trait competitiveness as a composite variable: Linkages with facets of the big-five. *Personality and Individual Differences, 45,* 312-317. doi:j.paid.2008.04.020

Gausepohl, S. (2017, February 27, 2017). Hiring for cultural fit? Here's what to look for. *Business News Daily*.

Hauser, D. J., & Schwarz, N. (2016). Attentive Turkers: MTurk participants perform better on online attention checks than do subject pool participants. *Behavior Research Methods, 48*, 400-407. doi:10.3758/s13428-015-0578-z

Hayes, A. F. (2013). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach*. New York: Guilford.

Hoffman, B. J., & Woehr, D. J. (2006). A quantitative review of the relationship between person–organization fit and behavioral outcomes. *Journal of Vocational Behavior, 68*, 389-399. doi:10.1016/j.jvb.2005.08.003

Hooper, A. C., & Sackett, P. R. (2008). *Self-presentation on personality measures in lab and field settings: A meta-analysis*. Paper presented at the 23rd Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.

Huang, J. L., Bowling, N. A., Liu, M., & Li, Y. (2015). Detecting Insufficient Effort Responding with an Infrequency Scale: Evaluating Validity and Participant Reactions. *Journal of Business and Psychology, 30*, 299-311. doi:10.1007/s10869-014-9357-6

Janssen, O., van de Vliert, E., & West, M. (2004). The bright and dark sides of individual and group innovation: a Special Issue introduction. *Journal of Organizational Behavior, 25*, 129-145. doi:10.1002/job.242

Judge, T. A., & Cable, D. M. (1997). Applicant personality, organizational culture, and organization attraction. *Personnel Psychology, 50,* 359-394. doi:10.1111/j.1744-6570.1997.tb00912.x

Kausel, E. E., & Slaughter, J. E. (2011). Narrow personality traits and organizational attraction: Evidence for the complementary hypothesis. *Organizational Behavior and Human Decision Processes, 114,* 3-14. doi:10.1016/j.obhdp.2010.08.002

Kirton, M. (1976). Adaptors and innovators: A description and measure. *Journal of Applied Psychology, 61,* 622.

Kleinmann, M., Ingold, P. V., Lievens, F., Jansen, A., Melchers, K. G., & König, C. J. (2011). A different look at why selection procedures work: The role of candidates' ability to identify criteria. *Organizational Psychology Review, 1,* 128-146. doi:10.1177/2041386610387000

Knight, R. (2017, November 21, 2017). How to tell if a company's culture is right for you. *Harvard Business Review*.

König, C. J., Jansen, A., & Lüscher Mathieu, P. (2017). What if applicants knew how personality tests are scored? A minimal intervention study. *Journal of Personnel Psychology*.

König, C. J., Wong, J., & Cen, G. (2012). How much do Chinese applicants fake? *International Journal of Selection and Assessment, 20,* 247-250. doi:10.1111/j.1468-2389.2012.00596.x

Kristof-Brown, A. L. (2000). Perceived applicant fit: Distinguishing between recruiters' perceptions of person-job and person-organization fit. *Personnel Psychology, 53,* 643-671. doi:10.1111/j.1744-6570.2000.tb00217.x

Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences of individual's fit at work: A meta-analysis of person-job, person-organization, person-group, and person-supervisor fit. *Personnel Psychology, 58,* 281-342. doi:10.1111/j.1744-6570.2005.00672.x

Kristof, A. L. (1996). Person-organization fit: An integrative review of its conceptualizations, measurement, and implications. *Personnel Psychology, 49,* 1-49. doi:10.1111/j.1744-6570.1996.tb01790.x

Landers, R. N., & Behrend, T. S. (2015). An inconvenient truth: Arbitrary distinctions between organizational, Mechanical Turk, and other convenience samples. *Industrial and Organizational Psychology: Perspectives on Science and Practice, 8,* 142-164. doi:10.1017/iop.2015.13

Lee, K., & Ashton, M. C. (2004). Psychometric properties of the HEXACO Personality Inventory. *Multivariate Behavioral Research, 39,* 329-358. doi:10.1207/s15327906mbr3902_8

Levashina, J., Weekley, J. A., Roulin, N., & Hauck, E. (2014). Using blatant extreme responding for detecting faking in high-stakes selection: Construct validity, relationship with general mental ability, and subgroup differences. *International Journal of Selection and Assessment, 22,* 371-383. doi:10.1111/ijsa.12084

Litman, L., Robinson, J., & Abberbock, T. (2016). TurkPrime.com: A versatile crowdsourcing data acquisition platform for the behavioral sciences. *Behavior Research Methods,* 1-10. doi:10.3758/s13428-016-0727-z

MacCann, C. (2013). Instructed faking of the HEXACO reduces facet reliability and involves more Gc than Gf. *Personality and Individual Differences, 55*, 828-833. doi:10.1016/j.paid.2013.07.007

Marcus, B. (2009). 'Faking' from the applicant's perspective: A theory of self-presentation in personnel selection settings. *International Journal of Selection and Assessment, 17*, 417-430. doi:10.1111/j.1468-2389.2009.00483.x

McFarland, L. A., & Ryan, A. M. (2000). Variance in faking across noncognitive measures. *Journal of Applied Psychology, 85*, 812-821. doi:10.1037/0021-9010.85.5.812

McFarland, L. A., & Ryan, A. M. (2006). Toward an integrated model of applicant faking behavior. *Journal of Applied Social Psychology, 36*, 979-1016. doi:10.1111/j.0021-9029.2006.00052.x

O'Reilly, I., Charles A. , Chatman, J., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. *Academy of Management Journal, 34*, 487-516. doi:10.5465/256404

Paolacci, G., Chandler, J., & Ipeirotis, P. G. (2010). Running experiments on amazon mechanical turk. *Judgment and Decision Making, 5*, 411-419. doi:10.2139/ssrn.1626226

Pelt, D. H. M., van der Linden, D., Dunkel, C. S., & Born, M. P. (2017). The general factor of personality and job performance: Revisiting previous meta-analyses. *International Journal of Selection and Assessment, 25*, 333–346. doi:10.1111/ijsa.12188

Reynolds, P. D. (1986). Organizational culture as related to industry, position and performance: A preliminary report. *Journal of Management Studies, 23*, 333-345. doi:10.1111/j.1467-6486.1986.tb00958.x

Robie, C., Emmons, T., Tuzinski, K. A., & Kantrowitz, T. (2011). Effects of an economic recession on leader personality and general mental ability scores. *International Journal of Selection and Assessment, 19,* 183-189. doi:10.1111/j.1468-2389.2011.00545.x

Ross, S. R., Rausch, M. K., & Canada, K. E. (2003). Competition and cooperation in the five-factor model: Individual differences in achievement orientation. *The Journal of Psychology, 137,* 323-337. doi:10.1080/00223980309600617

Roulin, N., Krings, F., & Binggeli, S. (2016). A dynamic model of applicant faking. *Organizational Psychology Review, 6,* 145-170. doi:10.1177/2041386615580875

Schein, E. H. (1990). Organizational culture: What it is and how to change it *Human resource management in international firms* (pp. 56-82): Springer.

Schneider, B. (1987). The people make the place. *Personnel Psychology, 40,* 437-453. doi:doi:10.1111/j.1744-6570.1987.tb00609.x

Schneider, B., Goldstein, H. W., & Smith, D. B. (1995). The ASA framework: An update. *Personnel Psychology, 48,* 747-773. doi:10.1111/j.1744-6570.1995.tb01780.x

Schneider, B., Smith, D. B., Taylor, S., & Fleenor, J. (1998). Personality and organizations: A test of the homogeneity of personality hypothesis. *Journal of Applied Psychology, 83,* 462-470. doi:0021-9010/98/$3.00

Silvia, P. J., Kaufman, J. C., Reiter-Palmon, R., & Wigert, B. (2011). Cantankerous creativity: Honesty–Humility, Agreeableness, and the HEXACO structure of creative achievement. *Personality and Individual Differences, 51,* 687-689. doi:10.1016/j.paid.2011.06.011

Stanne, M. B., Johnson, D. W., & Johnson, R. T. (1999). Does competition enhance or inhibit motor performance: A meta-analysis. *Psychological Bulletin, 125,* 133-154. doi:10.1037/0033-2909.125.1.133

Tett, R. P., Freund, K. A., Christiansen, N. D., Fox, K. E., & Coaster, J. (2012). Faking on self-report emotional intelligence and personality tests: Effects of faking opportunity, cognitive ability, and job type. *Personality and Individual Differences, 52*, 195-201. doi:10.1016/j.paid.2011.10.017

Tett, R. P., & Simonet, D. V. (2011). Faking in personality assessment: A "multisaturation" perspective on faking as performance. *Human Performance, 24*, 302-321. doi:10.1080/08959285.2011.597472

Uggerslev, K. L., Fassina, N. E., & Kraichy, D. (2012). Recruiting through the stages: A meta-analytic test of predictors of applicant attraction at different stages of the recruiting process. *Personnel Psychology, 65*, 597-660. doi:10.1111/j.1744-6570.2012.01254.x

Verquer, M. L., Beehr, T. A., & Wagner, S. H. (2003). A meta-analysis of relations between person–organization fit and work attitudes. *Journal of Vocational Behavior, 63*, 473-489. doi:10.1016/S0001-8791(02)00036-2

Viswesvaran, C., & Ones, D. S. (1999). Meta-analysis of fakability estimates: Implications for personality measurement. *Educational and Psychological Measurement, 59*, 197-210. doi:10.1177/00131649921969802

West, M. A. (2002). Sparkling Fountains or Stagnant Ponds: An Integrative Model of Creativity and Innovation Implementation in Work Groups. *Applied Psychology, 51*, 355-387. doi:doi:10.1111/1464-0597.00951

Zickar, M. J., & Robie, C. (1999). Modeling faking good on personality items: An item-level analysis. *Journal of Applied Psychology, 84*, 551-563. doi:10.1037/0021-9010.84.4.551

Table 1. Faking in a Various Organizational Culture Conditions (Studies 1-2)

Measure	Condition			*F-value*	*Cohen's d*	
					Low-High	Ctrl-High
Study 1	Less Competitive	Control	Competitive			
Personality Scores (Selection condition)						
Honesty/Humility	3.80 (.63)	3.82 (.50)	2.72 (.93)	35.18**	1.36	1.47
Agreeableness	3.72 (.74)	3.79 (.72)	3.07 (.72)	13.94**	0.89	1.00
Raw Difference Scores (Selection vs. Honest condition)						
Honesty/Humility	.45 (.67)	.55 (.70)	-.66 (.88)	36.13**	1.42	1.52
Agreeableness	.35 (.60)	.36 (.65)	-.16 (.54)	11.73**	0.89	0.87
Regression-Adjusted Difference Scores (Selection vs. Honest condition)						
Honesty/Humility	.52 (.69)	.58 (.56)	-.79 (1.03)	43.46**	1.49	1.65
Agreeableness	.31 (.94)	.37 (.97)	-.59 (.85)	15.89**	1.00	1.05
Blatant Extreme Responding (Selection condition)						
Honesty/Humility	.34 (.29)	.34 (.22)	.10 (.17)	17.53**	1.01	1.22
Agreeableness	.23 (.26)	.30 (.27)	.08 (.15)	10.95**	0.71	1.01
Difference in Blatant Extreme Responding (Selection vs. Honest condition)						
Honesty/Humility	.14 (.28)	.18 (.21)	-.05 (.18)	14.40**	0.81	1.18
Agreeableness	.10 (.23)	.12 (.24)	-.02 (.17)	5.45**	0.59	0.67
Study 2	Less Innovative	Control	Innovative			
Personality Scores (Selection condition)						
Extraversion	3.55 (.81)	3.67 (.90)	3.99 (.72)	3.63*	0.57	0.39
Openness	3.63 (.56)	3.76 (.79)	4.27 (.66)	11.82**	1.05	0.70
Raw Difference Scores (Selection vs. Honest condition)						
Extraversion	.48 (.92)	.74 (.88)	.95 (1.07)	2.75	0.47	0.21
Openness	-.08 (.51)	.20 (.54)	.46 (.65)	10.46**	0.92	0.44
Regression-Adjusted Difference Scores (Selection vs. Honest condition)						
Extraversion	-.27 (.94)	-.06 (1.03)	.30 (.96)	4.12*	0.60	0.36
Openness	-.49 (.76)	-.09 (.92)	.54 (.99)	15.67**	1.17	0.66
Blatant Extreme Responding (Selection condition)						
Extraversion	.22 (.27)	.30 (.33)	.36 (.33)	2.45	0.46	0.18
Openness	.21 (.24)	.28 (.30)	.51 (.34)	13.13**	1.02	0.72
Difference in Blatant Extreme Responding (Selection vs. Honest condition)						
Extraversion	.10 (.26)	.18 (.25)	.23 (.35)	2.17	0.42	0.16
Openness	-.02 (.20)	.07 (.21)	.21 (.29)	10.21**	0.92	0.55

N = 133 (Study 1) and 125 (Study 2), * $p < .05$, ** $p < .01$.

Table 2. Perceived Desired Personality Profile and Indicators of Faking on a Personality Test Depending on Organizational Culture (Study 3).

Measure	Less Competitive	Competitive	*F-value*	*Cohen's d*
Perceived desired personality profile				
Honesty/Humility	6.44 (1.09)	1.68 (1.41)	515.48**	3.78
Agreeableness	6.53 (.93)	2.90 (1.46)	319.92**	2.97
Personality Scores (Selection condition)				
Honesty/Humility	4.03 (.66)	2.71 (.98)	104.30**	1.58
Agreeableness	3.93 (.75)	3.26 (.82)	30.05**	0.85
Raw Difference Scores (Selection vs. Honest condition)				
Honesty/Humility	.55 (.81)	-.73 (1.04)	77.32**	1.37
Agreeableness	.63 (.84)	-.20 (.80)	42.20**	1.01
Regression-Adjusted Difference Scores (Selection vs. Honest condition)				
Honesty/Humility	.61 (.59)	-.68 (.92)	116.81**	1.67
Agreeableness	.43 (.87)	-.48 (.91)	43.43**	1.02
Blatant Extreme Responding (Selection condition)				
Honesty/Humility	.42 (.32)	.15 (.22)	37.77**	0.98
Agreeableness	.35 (.34)	.19 (.24)	12.22**	0.54
Difference in Blatant Extreme Responding (Selection vs. Honest condition)				
Honesty/Humility	.17 (.26)	-.08 (.25)	39.65**	0.98
Agreeableness	.21 (.30)	.00 (.23)	25.66**	0.79

N = 143/163 (ideal profile/other measures). * $p < .05$, ** $p < .01$.

Table 3. Mediation Analyses Predicting Faking, via Desired Personality Profiles (Study 3)

	Desired Profile	Personality Score (Selection)	Raw Difference Score	RADS
Honesty/Humility				
Constant	6.44 (.15)	3.31 (.37)	-.08 (.41)	-.07 (.33)
Competitive culture	-4.76 (.21)**	-.79 (.29)**	-.80 (.33)	-.79 (.27)**
Desired profile		.11 (.04)*	.10 (.06)	.11 (.05)*
Indirect effect		-.54 (.25)	-.49 (.28)	-.52 (.22)
[.95 C.I.]		[-1.16; -.19]	[-1.09; .03]	[-.1.04; -.18]
F-value	515.48	49.84	37.10	56.84
R^2	.79	.42	.35	.45
Agreeableness				
Constant	6.53 (.14)	3.03 (.35)	-.09 (.37)	-.60 (.40)
Competitive culture	-3.64 (.20)**	-.19 (.22)	-.40 (.24)	-.34 (.25)
Desired profile		.15 (.05)**	.12 (.06)*	.17 (.06)**
Indirect effect		-.56 (.20)	-.42 (.19)	-.62 (.22)
[.95 C.I.]		[-.99; -.17]	[-.78; -.03]	[-1.06; -.19]
F-value	319.92	22.50	21.23	27.85
R^2	.70	.25	.48	.29

N = 143. RADS = Regression-Adjusted Difference Scores. Value are unstandardized *b* coefficients (with *SE* in parentheses). Indirect effects include 95% confidence intervals based on 5000 bootstraps (using PROCESS for SPSS). * $p < .05$, ** $p < .01$.

Table 4. Personality Test Faking After Choosing a Company with a Competitive vs. Less Competitive Organizational Culture (Studies 4-5)

Measure	Less Competitive	Competitive	*F-value*	*Cohen's d*
Study 4				
Personality Scores (Selection condition)				
Honesty/Humility	3.86 (.57)	3.36 (.63)	25.97**	0.83
Agreeableness	3.70 (.65)	3.46 (.72)	4.54*	0.35
Raw Difference Scores (Selection vs. Honest condition)				
Honesty/Humility	.37 (.58)	.23 (.43)	2.48	0.27
Agreeableness	.48 (.71)	.31 (.54)	2.52	0.27
Regression-Adjusted Difference Scores (Selection vs. Honest condition)				
Honesty/Humility	.24 (1.01)	-.33 (.89)	12.60**	0.60
Agreeableness	.18 (1.03)	-.17 (.94)	4.60*	0.36
Blatant Extreme Responding (Selection condition)				
Honesty/Humility	.35 (.27)	.22 (.22)	9.29**	0.52
Agreeableness	.24 (.26)	.19 (.22)	1.23	0.21
Difference in Blatant Extreme Responding (Selection vs. Honest condition)				
Honesty/Humility	.10 (.22)	.06 (.13)	1.44	0.22
Agreeableness	.13 (.24)	.05 (.17)	4.98*	0.39
Study 5				
Personality Scores (Selection condition)				
Honesty/Humility	3.81 (.61)	3.43 (.79)	14.41**	0.54
Agreeableness	3.80 (.65)	3.51 (.69)	8.70**	0.43
Raw Difference Scores (Selection vs. Honest condition)				
Honesty/Humility	.33 (.64)	.19 (.62)	2.46	0.22
Agreeableness	.49 (.61)	.23 (.53)	8.55**	0.46
Regression-Adjusted Difference Scores (Selection vs. Honest condition)				
Honesty/Humility	.15 (.93)	-.30 (1.07)	9.58**	0.45
Agreeableness	.17 (.97)	-.34 (.97)	12.01**	0.53
Blatant Extreme Responding (Selection condition)				
Honesty/Humility	.35 (.27)	.25 (.22)	7.94**	0.41
Agreeableness	.29 (.30)	.20 (.22)	5.04*	0.34
Difference in Blatant Extreme Responding (Selection vs. Honest condition)				
Honesty/Humility	.10 (.22)	.08 (.21)	0.72	0.09
Agreeableness	.16 (.25)	.08 (.18)	4.52*	0.37

N = 181 (Study 4) and 203 (Study 5). * $p < .05$, ** $p < .01$.

Table 5. Descriptive Statistics and Correlations for Self-Reported Faking on Personality Tests and Perceived Organizational Culture (Study 6).

Measure	*M*	*SD*	*r*
Study 6			
Perceived innovativeness	3.73	.74	-
Personality Scores (Honest condition)			
Extraversion	3.35	.71	.39**
Openness	3.65	.62	.11
Personality Scores (Selection condition)			
Extraversion	3.48	.68	.43**
Openness	3.69	.56	.18†
Raw Difference Scores (Selection vs. Honest condition)			
Extraversion	.13	.38	.05
Openness	.04	.42	.08
Regression-Adjusted Difference Scores (Selection vs. Honest condition)			
Extraversion	.00	1.00	.19*
Openness	.00	1.00	.14

Note: $N = 112$ † $p < .10$, * $p < .05$, ** $p < .01$.

Online Appendix A: Complete Results for All Main Studies

Complete Results for Faking Across Conditions for Study 1:

Measure	Less Competitive	Control	Competitive	*F-value*	*Cohen's d*	
					Low-High	Ctrl-High
Personality Scores (Selection condition)						
Honesty/Humility	3.80 (.63)	3.82 (.50)	2.72 (.93)	35.18**	1.36	1.47
Emotionality	2.86 (.61)	2.56 (.80)	2.35 (.77)	5.31**	0.73	0.27
Extraversion	3.76 (.73)	3.96 (.66)	3.82 (.76)	0.87	0.08	0.20
Agreeableness	3.72 (.74)	3.79 (.72)	3.07 (.72)	13.94**	0.89	1.00
Conscientiousness	4.03 (.58)	4.27 (.48)	4.03 (.50)	3.12*	0.00	0.49
Openness	3.92 (.78)	4.02 (.56)	3.49 (.62)	8.55**	0.61	0.90
Raw Difference Scores (Selection vs. Honest condition)						
Honesty/Humility	.45 (.67)	.55 (.70)	-.66 (.88)	36.13**	1.42	1.52
Emotionality	-.20 (.63)	-.64 (.72)	-.77 (.84)	7.12**	0.77	0.17
Extraversion	.51 (.69)	.63 (.79)	.93 (.92)	3.21*	0.52	0.35
Agreeableness	.35 (.60)	.36 (.65)	-.16 (.54)	11.73**	0.89	0.87
Conscientiousness	.23 (.58)	.40 (.46)	.35 (.60)	1.01	0.20	0.09
Openness	.12 (.51)	.19 (.46)	-.09 (.50)	4.05*	0.42	0.58
Regression-Adjusted Difference Scores (Selection vs. Honest condition)						
Honesty/Humility	.52 (.69)	.58 (.56)	-.79 (1.03)	43.46**	1.49	1.65
Emotionality	.38 (.75)	-.15 (.99)	-.41 (1.09)	7.73**	0.84	0.25
Extraversion	-.09 (.92)	.17 (.92)	.21 (1.11)	1.15	0.29	0.04
Agreeableness	.31 (.94)	.37 (.97)	-.59 (.85)	15.89**	1.00	1.05
Conscientiousness	-.04 (.96)	.34 (.77)	.10 (.94)	1.98	0.15	0.28
Openness	.19 (1.07)	.36 (.84)	-.39 (.97)	7.80**	0.57	0.83
Blatant Extreme Responding (Selection condition)						
Honesty/Humility	.34 (.29)	.34 (.22)	.10 (.17)	17.53**	1.01	1.22
Emotionality	.08 (.12)	.08 (.17)	.02 (.05)	3.93*	0.65	0.48
Extraversion	.26 (.29)	.33 (.30)	.32 (.32)	0.62	0.20	0.03
Agreeableness	.23 (.26)	.30 (.27)	.08 (.15)	10.95**	0.71	1.01
Conscientiousness	.35 (.31)	.48 (.31)	.34 (.28)	2.85	0.03	0.47
Openness	.33 (.32)	.37 (.29)	.14 (.19)	10.38**	0.72	0.94
Difference in Blatant Extreme Responding (Selection vs. Honest condition)						
Honesty/Humility	.14 (.28)	.18 (.21)	-.05 (.18)	14.40**	0.81	1.18
Emotionality	-.04 (.17)	-.03 (.13)	-.06 (.13)	0.67	0.13	0.23
Extraversion	.11 (.26)	.17 (.29)	.23 (.31)	2.01	0.42	0.20
Agreeableness	.10 (.23)	.12 (.24)	-.02 (.17)	5.45**	0.59	0.67
Conscientiousness	.10 (.28)	.23 (.28)	.16 (.28)	2.48	0.21	0.25
Openness	.05 (.21)	.09 (.25)	-.03 (.17)	3.78*	0.42	0.56

$N = 133$, $^{*}p < .05$, $^{**}p < .01$. Reliability coefficients: H-H ($\alpha_{T1} = .87$, $\alpha_{T2} = .72$), emotionality ($\alpha_{T1} = .84$, $\alpha_{T2} = .81$), extraversion ($\alpha_{T1} = .88$, $\alpha_{T2} = .85$), agreeableness ($\alpha_{T1} = .86$, $\alpha_{T2} = .79$), conscientiousness ($\alpha_{T1} = .86$, $\alpha_{T2} = .79$), and openness ($\alpha_{T1} = .83$, $\alpha_{T2} = .83$).

Complete Results for Faking Across Conditions for Study 2:

Measure	Less Innovative	Control	Innovative	*F-value*	*Cohen's d*	
					Low-High	Ctrl-High
Personality Scores (Selection condition)						
Honesty/Humility	3.77 (.72)	3.78 (.71)	3.84 (.69)	0.14	0.10	0.09
Emotionality	2.83 (.69)	2.61 (.57)	2.80 (.65)	1.24	0.04	0.31
Extraversion	3.55 (.81)	3.67 (.90)	3.99 (.72)	3.63*	0.57	0.39
Agreeableness	3.70 (.63)	3.92 (.64)	3.95 (.54)	2.30	0.42	0.05
Conscientiousness	4.06 (.70)	4.20 (.53)	4.21 (.51)	0.85	0.25	0.02
Openness	3.63 (.56)	3.76 (.79)	4.27 (.66)	11.82**	1.05	0.70
Raw Difference Scores (Selection vs. Honest condition)						
Honesty/Humility	.26 (.79)	.24 (.52)	.21 (.68)	0.08	0.07	0.05
Emotionality	-.30 (.63)	-.47 (.68)	-.32 (.69)	0.71	0.03	0.22
Extraversion	.48 (.92)	.74 (.88)	.95 (1.07)	2.75	0.47	0.21
Agreeableness	.28 (.58)	.48 (.59)	.65 (.66)	4.09*	0.59	0.27
Conscientiousness	.20 (.61)	.37 (.61)	.40 (.59)	1.41	0.33	0.05
Openness	-.08 (.51)	.20 (.54)	.46 (.65)	10.46**	0.92	0.44
Regression-Adjusted Difference Scores (Selection vs. Honest condition)						
Honesty/Humility	.00 (1.13)	-.01 (.89)	.01 (.95)	0.00	0.01	0.02
Emotionality	.11 (1.00)	-.25 (.94)	.06 (1.02)	1.41	0.05	0.32
Extraversion	-.27 (.94)	-.06 (1.03)	.30 (.96)	4.12*	0.60	0.36
Agreeableness	-.31 (.95)	.08 (.98)	.25 (.98)	3.99*	0.58	0.17
Conscientiousness	-.20 (1.10)	.09 (.98)	.13 (.88)	1.46	0.33	0.04
Openness	-.49 (.76)	-.09 (.92)	.54 (.99)	15.67**	1.17	0.66
Blatant Extreme Responding (Selection condition)						
Honesty/Humility	.33 (.30)	.34 (.29)	.41 (.28)	1.05	0.28	0.25
Emotionality	.07 (.13)	.07 (.12)	.10 (.14)	0.80	0.22	0.23
Extraversion	.22 (.27)	.30 (.33)	.36 (.33)	2.45	0.46	0.18
Agreeableness	.25 (.27)	.34 (.34)	.34 (.30)	1.51	0.32	0.00
Conscientiousness	.41 (35)	.43 (34)	.47 (.29)	0.42	0.19	0.13
Openness	.21 (.24)	.28 (.30)	.51 (.34)	13.13**	1.02	0.72
Difference in Blatant Extreme Responding (Selection vs. Honest condition)						
Honesty/Humility	.12 (.26)	.12 (.21)	.09 (.24)	0.18	0.12	0.13
Emotionality	-.05 (.14)	-.05 (.13)	-.03 (.16)	0.28	0.13	0.14
Extraversion	.10 (.26)	.18 (.25)	.23 (.35)	2.17	0.42	0.16
Agreeableness	.10 (.20)	.20 (.31)	.22 (.27)	3.00	0.50	0.07
Conscientiousness	.12 (.30)	.21 (.34)	.19 (.29)	0.98	0.24	0.06
Openness	-.02 (.20)	.07 (.21)	.21 (.29)	10.21**	0.92	0.55

N = 125, * $p < .05$, ** $p < .01$. Reliability coefficients: H-H (α_{T1} = .82, α_{T2} = .82), emotionality (α_{T1} = .73, α_{T2} = .84), extraversion (α_{T1} = .88, α_{T2} = .90), agreeableness (α_{T1} = .79, α_{T2} = .77), conscientiousness (α_{T1} = .86, α_{T2} = .81), and openness (α_{T1} = .85, α_{T2} = .74).

Complete Results for Perceived Desired Profile and Faking Across Conditions for Study 3:

Measure	Less Competitive	Competitive	*F-value*	*Cohen's d*
Perceived desired personality profile				
Honesty/Humility	6.44 (1.09)	1.68 (1.41)	515.48**	3.78
Emotionality	4.52 (1.84)	1.87 (1.04)	109.69**	1.77
Extraversion	6.25 (.97)	6.03 (1.55)	1.10	0.17
Agreeableness	6.53 (.93)	2.90 (1.46)	319.92**	2.97
Conscientiousness	5.67 (1.63)	5.25 (1.73)	2.20	0.25
Openness	5.85 (1.02)	3.09 (1.76)	134.97**	1.92
Personality Scores (Selection condition)				
Honesty/Humility	4.03 (.66)	2.71 (.98)	104.30**	1.58
Emotionality	2.89 (.72)	2.24 (.87)	27.66**	0.81
Extraversion	3.76 (.87)	3.86 (.92)	0.48	0.11
Agreeableness	3.93 (.75)	3.26 (.82)	30.05**	0.85
Conscientiousness	4.14 (.54)	4.25 (.47)	1.87	0.22
Openness	4.01 (.63)	3.58 (.83)	13.91**	0.58
Raw Difference Scores (Selection vs. Honest condition)				
Honesty/Humility	.55 (.81)	-.73 (1.04)	77.32**	1.37
Emotionality	-.21 (.59)	-.68 (.82)	17.32**	0.66
Extraversion	.85 (.84)	.85 (1.05)	0.00	0.00
Agreeableness	.63 (.84)	-.20 (.80)	42.20**	1.01
Conscientiousness	.30 (.51)	.37 (.62)	0.56	0.12
Openness	.30 (.51)	-.09 (.77)	14.90**	0.60
Regression-Adjusted Difference Scores (Selection vs. Honest condition)				
Honesty/Humility	.61 (.59)	-.68 (.92)	116.81**	1.67
Emotionality	.37 (.75)	-.42 (1.07)	30.24**	0.86
Extraversion	-.03 (.95)	.04 (1.05)	0.19	0.07
Agreeableness	.43 (.87)	-.48 (.91)	43.43**	1.02
Conscientiousness	-.10 (.99)	.11 (1.00)	1.68	0.21
Openness	.31 (.71)	-.35 (1.15)	19.61**	0.69
Blatant Extreme Responding (Selection condition)				
Honesty/Humility	.42 (.32)	.15 (.22)	37.77**	0.98
Emotionality	.09 (.16)	.05 (.12)	3.66	0.28
Extraversion	.31 (.32)	.38 (.38)	1.81	0.20
Agreeableness	.35 (.34)	.19 (.24)	12.22**	0.54

Conscientiousness	.42 (.31)	.49 (.32)	2.06	0.22
Openness	.36 (.30)	.24 (.27)	6.84*	0.42
Difference in Blatant Extreme Responding (Selection vs. Honest condition)				
Honesty/Humility	.17 (.26)	-.08 (.25)	39.65**	0.98
Emotionality	-.05 (.29)	-.07 (.16)	1.01	0.13
Extraversion	.23 (.29)	.23 (.34)	0.01	0.00
Agreeableness	.21 (.30)	.00 (.23)	25.66**	0.79
Conscientiousness	.16 (.26)	.20 (.28)	0.86	0.15
Openness	.10 (.23)	-.04 (.24)	14.86**	0.60

N = 143 (ideal profile) and *N* = 163 (other measures), * $p < .05$, ** $p < .01$. Reliability coefficients: H-H ($\alpha_{T1} = .90$, $\alpha_{T2} = .85$), emotionality ($\alpha_{T1} = .86$, $\alpha_{T2} = .88$), extraversion ($\alpha_{T1} = .90$, $\alpha_{T2} = .89$), agreeableness ($\alpha_{T1} = .87$, $\alpha_{T2} = .85$), conscientiousness ($\alpha_{T1} = .82$, $\alpha_{T2} = .81$), and openness ($\alpha_{T1} = .85$, $\alpha_{T2} = .82$).

Complete Results for Faking After Choosing a Company with a Competitive vs. Less Competitive Organizational Culture in Study 4:

Measure	Less Competitive	Competitive	*F-value*	*Cohen's d*
Personality Scores (Selection condition)				
Honesty/Humility	3.86 (.57)	3.36 (.63)	25.97**	0.83
Emotionality	2.93 (.60)	2.76 (.73)	2.66	0.25
Extraversion	3.56 (.81)	3.49 (.92)	0.25	0.08
Agreeableness	3.70 (.65)	3.46 (.72)	4.54*	0.35
Conscientiousness	4.04 (.62)	4.04 (.70)	0.00	0.00
Openness	3.97 (.62)	3.70 (.64)	7.19**	0.43
Raw Difference Scores (Selection vs. Honest condition)				
Honesty/Humility	.37 (.58)	.23 (.43)	2.48	0.27
Emotionality	-.31 (.61)	-.33 (.41)	0.03	0.04
Extraversion	.60 (.81)	.54 (.59)	0.20	0.09
Agreeableness	.48 (.71)	.31 (.54)	2.52	0.27
Conscientiousness	.38 (.47)	.43 (.61)	0.39	0.09
Openness	.15 (.45)	.11 (.39)	0.32	0.10
Regression-Adjusted Difference Scores (Selection vs. Honest condition)				
Honesty/Humility	.24 (1.01)	-.33 (.89)	12.60**	0.60
Emotionality	.03 (.86)	-.13 (.97)	0.87	0.18
Extraversion	.07 (1.05)	-.03 (.96)	0.32	0.10
Agreeableness	.18 (1.03)	-.17 (.94)	4.60*	0.36
Conscientiousness	.03 (.86)	.10 (1.15)	0.22	0.07
Openness	.08 (1.01)	-.18 (.89)	2.57	0.27
Blatant Extreme Responding (Selection condition)				
Honesty/Humility	.35 (.27)	.22 (.22)	9.29**	0.52
Emotionality	.07 (.14)	.11 (.17)	1.81	0.26
Extraversion	.22 (.27)	.25 (.29)	0.51	0.11
Agreeableness	.24 (.26)	.19 (.22)	1.23	0.21
Conscientiousness	.37 (.30)	.43 (.32)	1.62	0.19
Openness	.33 (.30)	.26 (.25)	2.51	0.25
Difference in Blatant Extreme Responding (Selection vs. Honest condition)				
Honesty/Humility	.10 (.22)	.06 (.13)	1.44	0.22
Emotionality	-.07 (.17)	-.03 (.12)	3.70	0.27
Extraversion	.10 (.24)	.15 (.24)	1.86	0.21
Agreeableness	.13 (.24)	.05 (.17)	4.98*	0.39
Conscientiousness	.16 (.23)	.22 (.29)	2.14	0.23
Openness	.05 (.19)	.04 (.18)	0.12	0.05

N = 181. * $p < .05$, ** $p < .01$. Reliability coefficients: H-H (α_{T1} = .76, α_{T2} = .73), emotionality (α_{T1} = .76, α_{T2} = .77), extraversion (α_{T1} = .88, α_{T2} = .88), agreeableness (α_{T1} = .80, α_{T2} = .80), conscientiousness (α_{T1} = .85, α_{T2} = .75), and openness (α_{T1} = .81, α_{T2} = .81).

Complete Results for Faking After Choosing a Company with a Competitive vs. Less Competitive Organizational Culture in Study 5:

Measure	Less Competitive	Competitive	*F-value*	*Cohen's d*
Personality Scores (Selection condition)				
Honesty/Humility	3.81 (.61)	3.43 (.79)	14.41**	0.54
Emotionality	2.83 (.65)	2.66 (.67)	2.98	0.26
Extraversion	3.70 (.80)	3.60 (.76)	0.71	0.13
Agreeableness	3.80 (.65)	3.51 (.69)	8.70**	0.43
Conscientiousness	4.19 (.54)	4.17 (.60)	0.04	0.04
Openness	4.06 (.61)	3.76 (.69)	10.02**	0.46
Raw Difference Scores (Selection vs. Honest condition)				
Honesty/Humility	.33 (.64)	.19 (.62)	2.46	0.22
Emotionality	-.36 (.58)	-.31 (.59)	0.34	0.09
Extraversion	.67 (.78)	.57 (.77)	0.74	0.13
Agreeableness	.49 (.61)	.23 (.53)	8.55**	0.46
Conscientiousness	.43 (.50)	.39 (.68)	0.22	0.07
Openness	.23 (.49)	.15 (.43)	1.39	0.17
Regression-Adjusted Difference Scores (Selection vs. Honest condition)				
Honesty/Humility	.15 (.93)	-.30 (1.07)	9.58**	0.45
Emotionality	.03 (1.00)	.05 (1.00)	0.26	0.08
Extraversion	.05 (1.00)	.10 (1.00)	0.98	0.15
Agreeableness	.17 (.97)	-.34 (.97)	12.01**	0.53
Conscientiousness	.02 (.89)	-.04 (1.19)	0.16	0.06
Openness	.11 (1.00)	-.23 (.96)	5.53*	0.35
Blatant Extreme Responding (Selection condition)				
Honesty/Humility	.35 (.27)	.25 (.22)	7.94**	0.41
Emotionality	.08 (.13)	.05 (.09)	2.17	0.27
Extraversion	.28 (.32)	.23 (.27)	1.21	0.17
Agreeableness	.29 (.30)	.20 (.22)	5.04*	0.34
Conscientiousness	.43 (.32)	.44 (.33)	0.07	0.03
Openness	.38 (.33)	.27 (.28)	5.46*	0.40
Difference in Blatant Extreme Responding (Selection vs. Honest condition)				
Honesty/Humility	.10 (.22)	.08 (.21)	0.72	0.09
Emotionality	-.07 (.15)	-.04 (.13)	1.88	0.21
Extraversion	.15 (.27)	.14 (.22)	0.06	0.04
Agreeableness	.16 (.25)	.08 (.18)	4.52*	0.37

Conscientiousness	.19 (.27)	.20 (.29)	0.01	0.04
Openness	.08 (.24)	.02 (.19)	2.87	0.28

$N = 203$. * $p < .05$, ** $p < .01$. Reliability coefficients: H-H ($\alpha_{T1} = .85$, $\alpha_{T2} = .86$), emotionality ($\alpha_{T1} = .75$, $\alpha_{T2} = .781$), extraversion ($\alpha_{T1} = .85$, $\alpha_{T2} = .86$), agreeableness ($\alpha_{T1} = .79$, $\alpha_{T2} = .81$), conscientiousness ($\alpha_{T1} = .87$, $\alpha_{T2} = .83$), and openness ($\alpha_{T1} = .82$, $\alpha_{T2} = .83$).

Complete Results for Study 6 (Descriptive Statistics and Correlations for Self-Reported Faking, Perceived Innovativeness of the Organizational Culture, and Individual-level Innovativeness):

			Correlations	
Measure	*M*	*SD*	Culture	KAI
Perceived innovativeness in culture	3.73	.74	-	-
Individual-level innovativeness (KAI)	3.49	.54	.10	-
Personality Scores (Honest condition)				
Honesty/Humility	3.69	.71	-.01	-.11
Emotionality	3.27	.63	-.04	-.24**
Extraversion	3.35	.71	.39**	.27**
Agreeableness	3.31	.64	.29**	.05
Conscientiousness	3.88	.55	.13	.00
Openness	3.65	.62	.11	.25**
Personality Scores (Selection condition)				
Honesty/Humility	3.77	.61	.08	-.07
Emotionality	3.16	.54	-.01	-.24*
Extraversion	3.48	.68	.43**	.21*
Agreeableness	3.49	.56	.29**	.09
Conscientiousness	4.01	.56	.21*	-.01
Openness	3.69	.56	.18†	.29**
Raw Difference Scores (Selection vs. Honest condition)				
Honesty/Humility	.08	.41	.14	.09
Emotionality	-.12	.37	.04	.06
Extraversion	.13	.38	.05	-.13
Agreeableness	.18	.35	-.07	.05
Conscientiousness	.13	.39	.12	-.02
Openness	.04	.42	.08	.01
Regression-Adjusted Difference Scores (Selection vs. Honest condition)				
Honesty/Humility	.00	1.00	.16†	.04
Emotionality	.00	1.00	.03	-.08
Extraversion	.00	1.00	.19*	-.04
Agreeableness	.00	1.00	.08	.08
Conscientiousness	.00	1.00	.17†	-.02
Openness	.00	1.00	.14	.15

Note: $N = 112$. $^{\dagger}\ p < .10$, $^{*}\ p < .05$, $^{**}\ p < .01$. Reliability coefficients: H-H ($\alpha_{T1} = .71$, $\alpha_{T2} = .77$), emotionality ($\alpha_{T1} = .65$, $\alpha_{T2} = .74$), extraversion ($\alpha_{T1} = .84$, $\alpha_{T2} = .82$), agreeableness ($\alpha_{T1} = .74$, $\alpha_{T2} = .78$), conscientiousness ($\alpha_{T1} = .78$, $\alpha_{T2} = .74$), and openness ($\alpha_{T1} = .67$, $\alpha_{T2} = .69$).

Online Appendix B: Detailed Material for all Studies

Experimental Manipulations Used in Studies 1 and 3:

Competitive organizational culture[5]*:*

"It's a cool and dynamic place. At Western Inc., it's all about winning. We often say: Winning is not the first thing, it's the only thing! People here realize that it's kind of a dog-eat-dog world where you have to be ruthless at times. So if you have the power, you are encouraged to use it to reach your goals, even it means acting cold-bloodedly. Also, in Western Inc., it is totally okay to strive for high financial rewards and big deals because after all, they all know that money and wealth are what really counts in life."

Less competitive organizational culture:

"It's a cool and dynamic place. At Western Inc., it's not all about winning. In fact, we often say, winning is not always the first thing. In here, it is much more important to have integrity in your dealings with others than to have power or money. So what counts most in this company is integrity and honesty, it is regarded as the best policy in all cases. Also, managers treat us not as inferiors but as fellow workers, and treat us with lots of kindness and consideration. So all in all, in Western Inc., it is much about cooperation, helping and sharing, and not about competition and acquisitiveness."

[5] Scenario derived from Duckitt et al. (2002) competitive worldviews measure, as well as other definitions of the competition dimension of organizational culture (e.g., Reynolds, 1986; Schein, 1990).

Pilot Study Results for Study 1:

To make sure the two competitive culture manipulations elicited the desired impressions of the company's culture, we ran a pre-test with 50 participants (i.e., 25 per culture manipulation) recruited from Crowdflower, an online crowdsourcing platform similar to Mechanical Turk (Peer, Brandimarte, Samat, & Acquisti, 2017). Participants read the friend's email and rated the company's culture on two items, "competitive" and "collaborative" (1-7 "strongly disagree" to "strongly agree" scales).

ANOVA results confirmed that the manipulation worked as intended, and showed that the company's culture was perceived as more competitive (M = 5.76, SD = 1.51 vs. M = 3.00, SD = 1.73, F (1, 48) = 36.11, $p < .001$, d = 1.60) and less collaborative (M = 3.08, SD = 1.66 vs. M = 6.08, SD = .95, F (1, 48) = 61.59, $p < .001$, d = 2.22) in the competitive (vs. in the less competitive) culture condition.

Experimental Manipulations Used in Study 2:

Innovative organizational culture[6]*:*

"It's a really cool place. At Western Inc., it's all about innovation. In fact, we often say: "It only seems impossible until it's done!" In here, people will always encourage you to try new ways of doing things, help you think in creative ways, and reward you for seeking novel solutions to solve problems. People here are willing to stick their necks out and take risks, so that we can be at the cutting edge of innovation. Overall, the glue that holds Western Inc. together is a commitment to innovation and development."

Less innovative organizational culture:

"It's a really cool place. At Western Inc., it's about tradition. In fact, we often say: "If it ain't broke don't fix it!" In here, people realized that it is important to follow established procedures. They help you learn to apply regular work practices, and reward you for using proven problem-solving strategies. People here are quite process-oriented, so that we can get the job done efficiently and accomplish our goals. Overall, the glue that holds Western Inc. together is an emphasis on formal policies and task accomplishment."

[6] Scenario derived from Anderson & West (1998) support for innovation measure, Deshpandé et al.'s (1993) descriptions innovativeness in corporate culture, and Weng & Ahmed's (2004) organizational innovativeness scale.

Pilot Study Results for Study 2:

To make sure the two innovative culture manipulations elicited the desired impressions of the company's culture, we ran a pre-test with 50 participants recruited from Mechanical Turk. Participants read the friend's email and rated the company's culture on two items, "innovative" and "traditional" (1-5 "strongly disagree" to "strongly agree" scales).

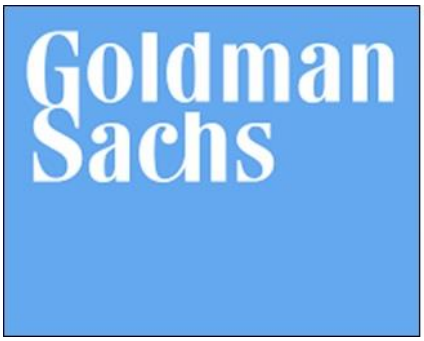
ANOVA results confirmed that the manipulation worked as intended, and showed that the company's culture was perceived as more innovative (M = 4.17, SD = .92 vs. M = 2.65, SD = 1.35, F (1, 48) = 21.02, $p < .001$, d = 1.31) and less traditional (M = 2.83, SD = 1.20 vs. M = 4.31, SD = .97, F (1, 48) = 22.90, $p < .001$, d = 1.35) in the innovative (vs. in the less innovative) culture condition.

Experimental Material Used in Study 4:

Company introduction for the four competitive organizations:

Our Purpose

We will provide branded products and services of superior quality and value that improve the lives of the world's consumers, now and for generations to come. As a result, consumers will reward us with leadership sales, profit and value creation, allowing our people, our shareholders and the communities in which we live and work to prosper.



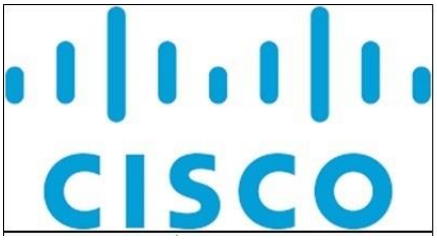
Although our activities are measured in billions of dollars, we select our people one by one. In a service business, we know that without the best people, we cannot be the best firm.

Bring your A Game - everyday. Prudential is a place for people who find satisfaction in taking on big challenges and coming up with smart answers to tomorrow's questions today. Innovation and high standards are deeply entwined in our company's DNA.

PFIZER'S OWNIT! CULTURE: A CULTURE EMBEDDED IN THE BUSINESS

Pfizer understands that for prospective colleagues, a company's internal culture is as important as its external reputation. With its emphasis on "ownership", Pfizer's OWNIT! culture allows individual colleagues to discover career success at the same time that it drives positive business results.

Company introduction for the four less-competitive organizations:



we respect and care for each other

We work, grow, learn and have fun together. We support and trust one another. We inspire each other. We celebrate diverse perspectives, encourage openness and reward team results.

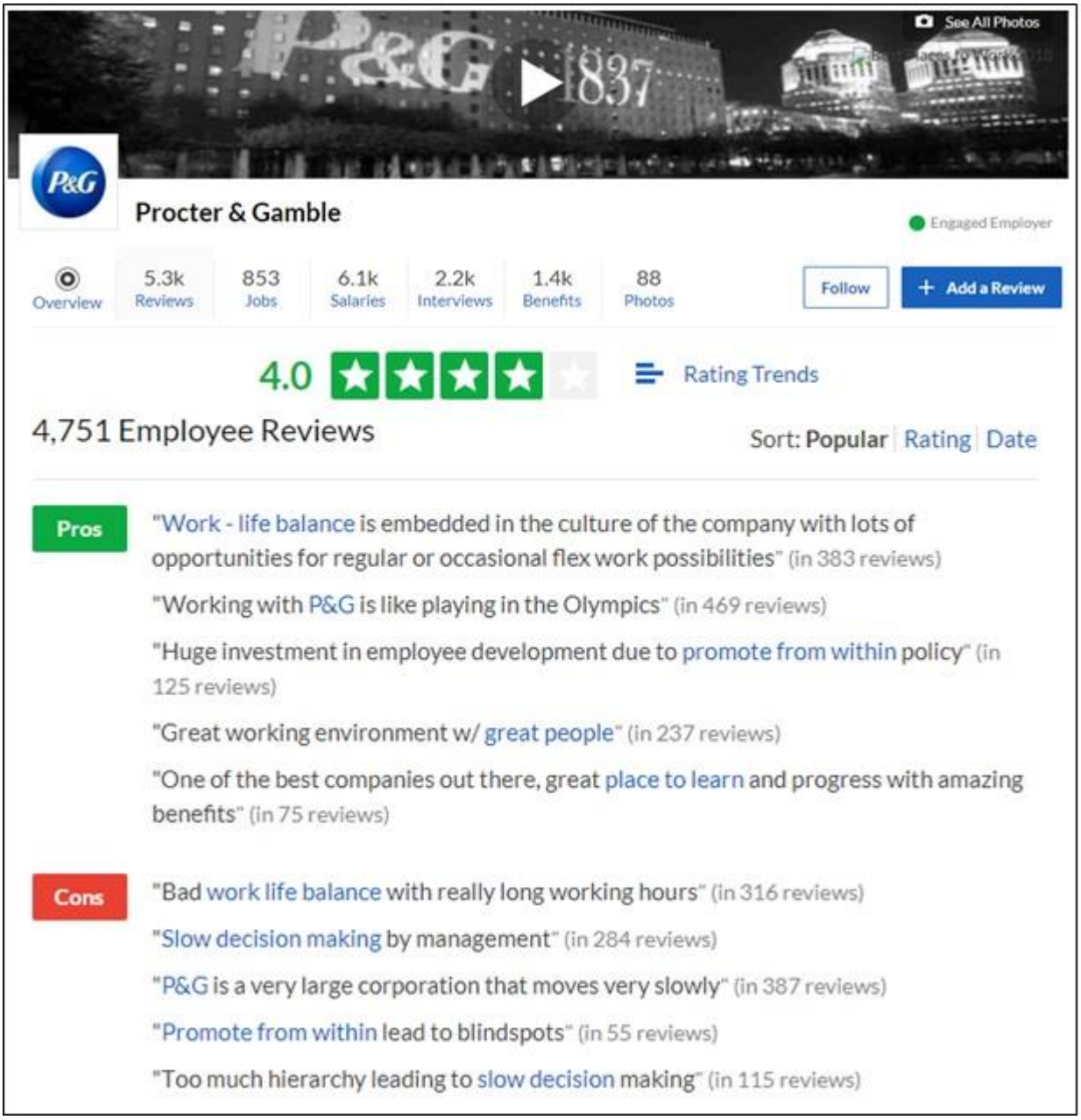
LIVING OUR VALUES EVERYDAY

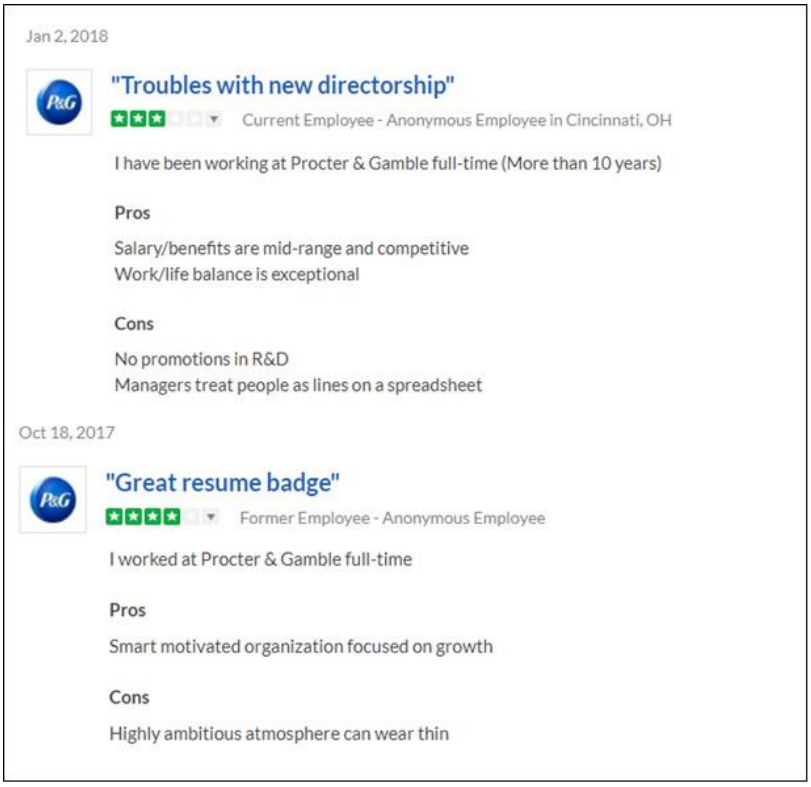
In the same way that The Home Depot's products help people build homes and projects, the eight core values we uphold help us build a strong business and culture. Our nearly 300,000 associates share The Home Depot's "orange-blooded" culture, which encourages inclusion, passion and respect both within the company and extending to all parts of our lives.

We offer rewarding careers for people who embody passion, collaboration and courage, who drive innovation, and who want to make the world a better, healthier place.

What's it like to work here? We're asked that a lot. Target respects and values the individuality of all team members and guests—and we have lots of fun in all that we do.

Glassdoor material for the four competitive organizations:





Jan 2, 2018

"Troubles with new directorship"

Current Employee - Anonymous Employee in Cincinnati, OH

I have been working at Procter & Gamble full-time (More than 10 years)

Pros

Salary/benefits are mid-range and competitive
Work/life balance is exceptional

Cons

No promotions in R&D
Managers treat people as lines on a spreadsheet

Oct 18, 2017

"Great resume badge"

Former Employee - Anonymous Employee

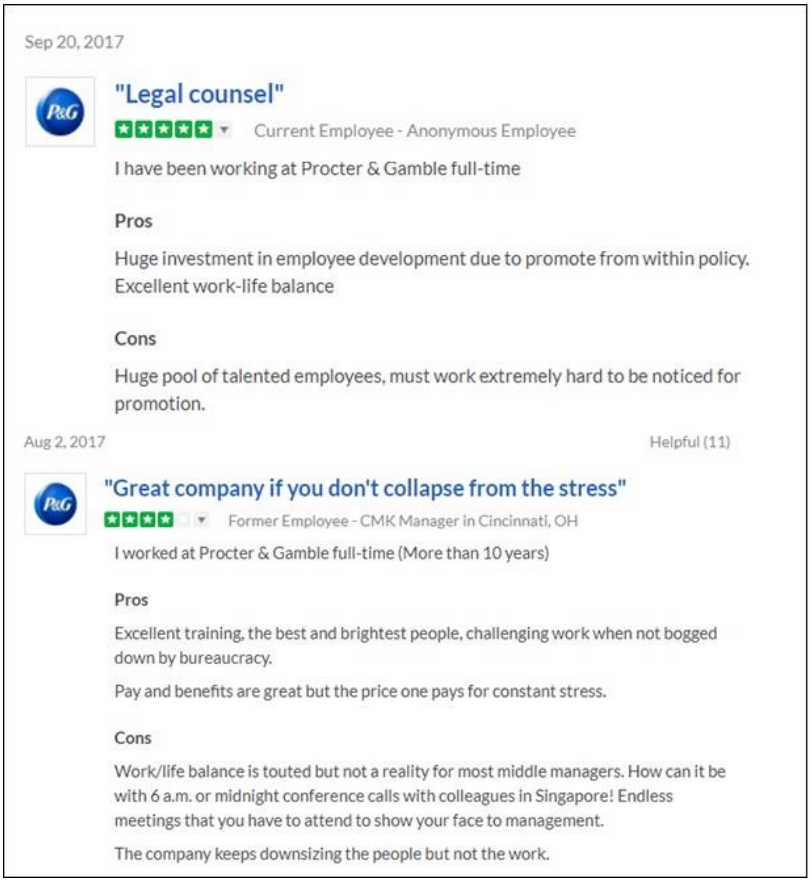
I worked at Procter & Gamble full-time

Pros

Smart motivated organization focused on growth

Cons

Highly ambitious atmosphere can wear thin



Sep 20, 2017

"Legal counsel"

Current Employee - Anonymous Employee

I have been working at Procter & Gamble full-time

Pros

Huge investment in employee development due to promote from within policy. Excellent work-life balance

Cons

Huge pool of talented employees, must work extremely hard to be noticed for promotion.

Aug 2, 2017 Helpful (11)

"Great company if you don't collapse from the stress"

Former Employee - CMK Manager in Cincinnati, OH

I worked at Procter & Gamble full-time (More than 10 years)

Pros

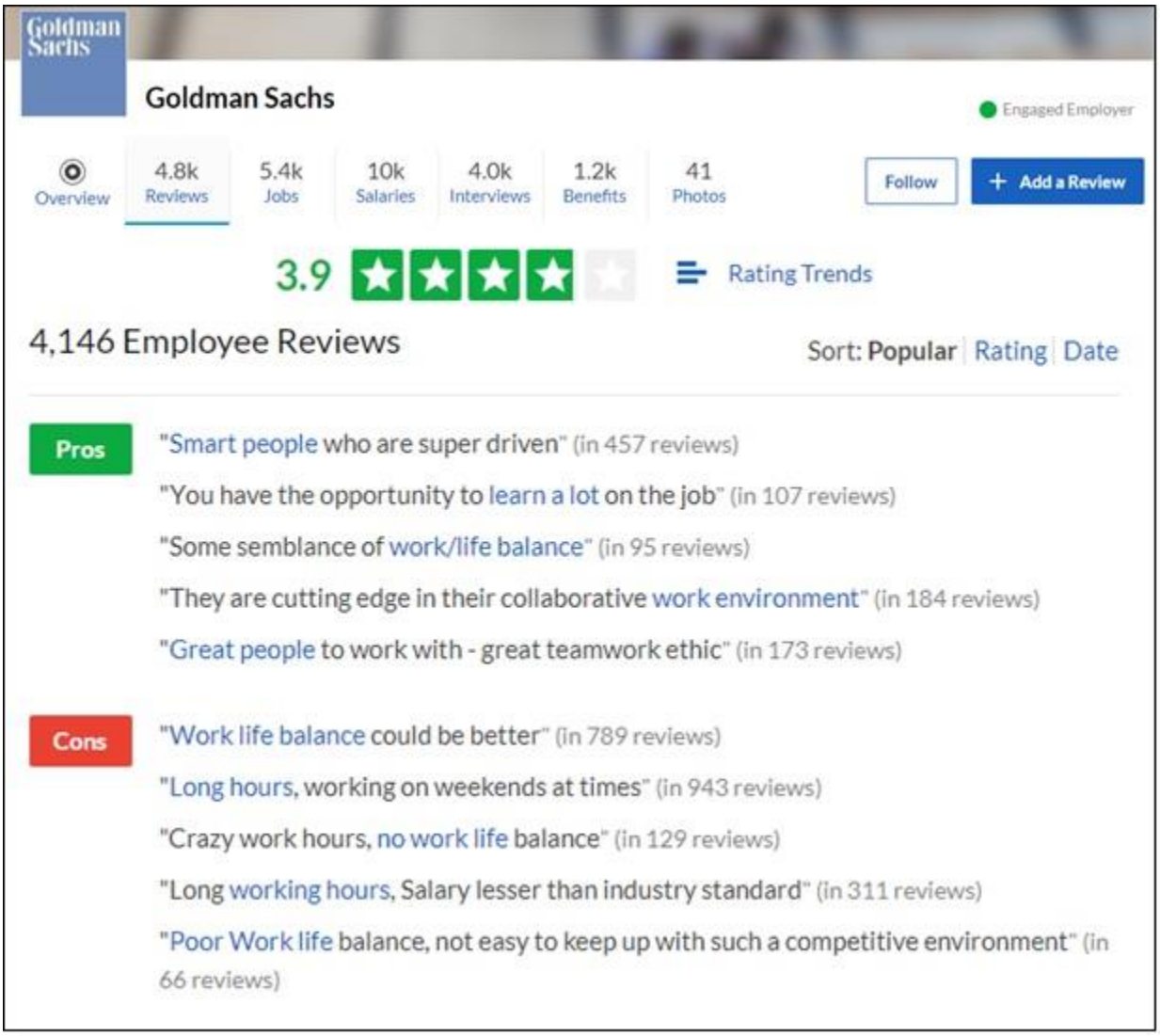
Excellent training, the best and brightest people, challenging work when not bogged down by bureaucracy.

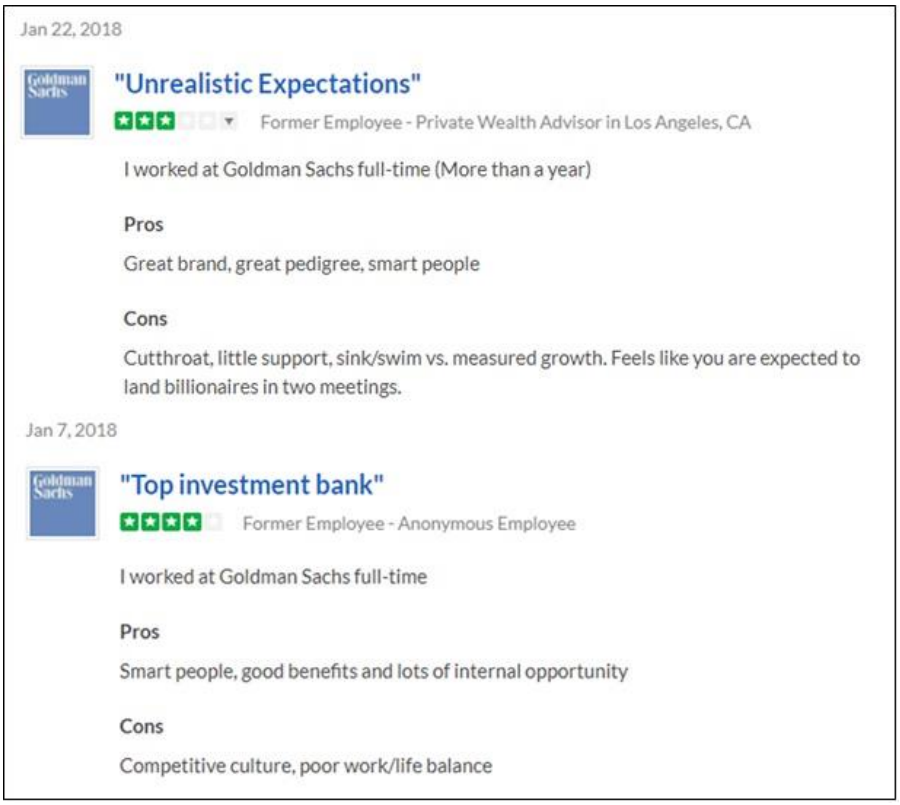
Pay and benefits are great but the price one pays for constant stress.

Cons

Work/life balance is touted but not a reality for most middle managers. How can it be with 6 a.m. or midnight conference calls with colleagues in Singapore! Endless meetings that you have to attend to show your face to management.

The company keeps downsizing the people but not the work.


Goldman Sachs
Goldman Sachs
Engaged Employer
Overview
4.8k Reviews
5.4k Jobs
10k Salaries
4.0k Interviews
1.2k Benefits
41 Photos
Follow
+ Add a Review
3.9
Rating Trends
4,146 Employee Reviews
Sort: Popular | Rating | Date
Pros
"Smart people who are super driven" (in 457 reviews)
"You have the opportunity to learn a lot on the job" (in 107 reviews)
"Some semblance of work/life balance" (in 95 reviews)
"They are cutting edge in their collaborative work environment" (in 184 reviews)
"Great people to work with - great teamwork ethic" (in 173 reviews)
Cons
"Work life balance could be better" (in 789 reviews)
"Long hours, working on weekends at times" (in 943 reviews)
"Crazy work hours, no work life balance" (in 129 reviews)
"Long working hours, Salary lesser than industry standard" (in 311 reviews)
"Poor Work life balance, not easy to keep up with such a competitive environment" (in 66 reviews)



Jan 22, 2018

"Unrealistic Expectations"

Former Employee - Private Wealth Advisor in Los Angeles, CA

I worked at Goldman Sachs full-time (More than a year)

Pros

Great brand, great pedigree, smart people

Cons

Cutthroat, little support, sink/swim vs. measured growth. Feels like you are expected to land billionaires in two meetings.

Jan 7, 2018

"Top investment bank"

Former Employee - Anonymous Employee

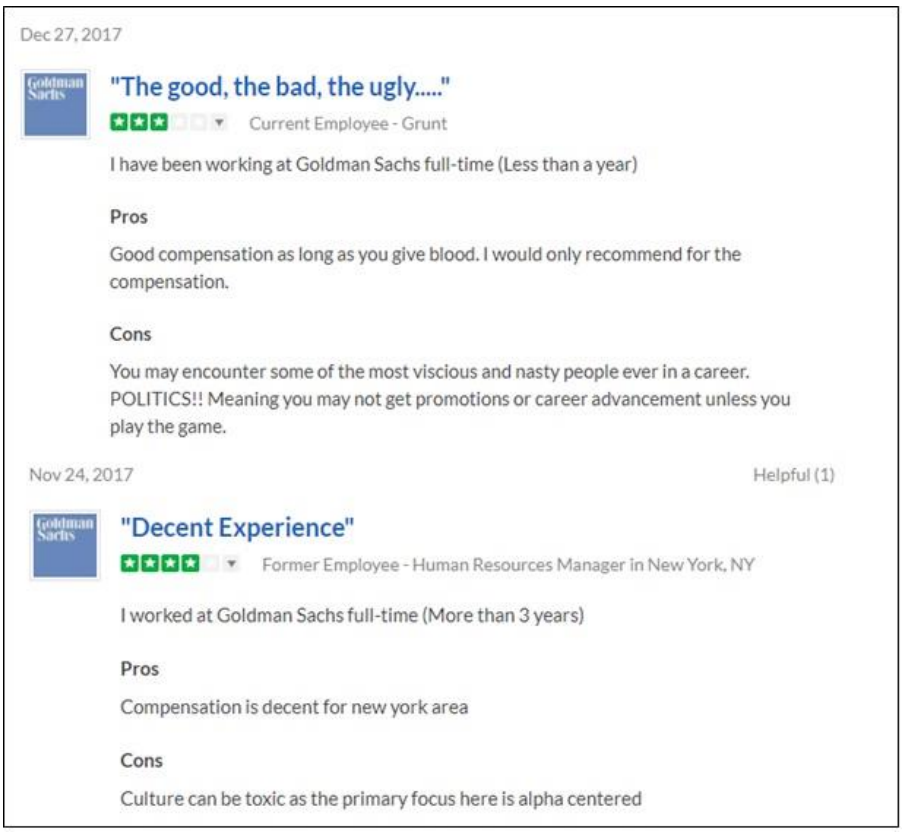
I worked at Goldman Sachs full-time

Pros

Smart people, good benefits and lots of internal opportunity

Cons

Competitive culture, poor work/life balance



Dec 27, 2017

"The good, the bad, the ugly....."

Current Employee - Grunt

I have been working at Goldman Sachs full-time (Less than a year)

Pros

Good compensation as long as you give blood. I would only recommend for the compensation.

Cons

You may encounter some of the most viscious and nasty people ever in a career. POLITICS!! Meaning you may not get promotions or career advancement unless you play the game.

Nov 24, 2017 Helpful (1)

"Decent Experience"

Former Employee - Human Resources Manager in New York, NY

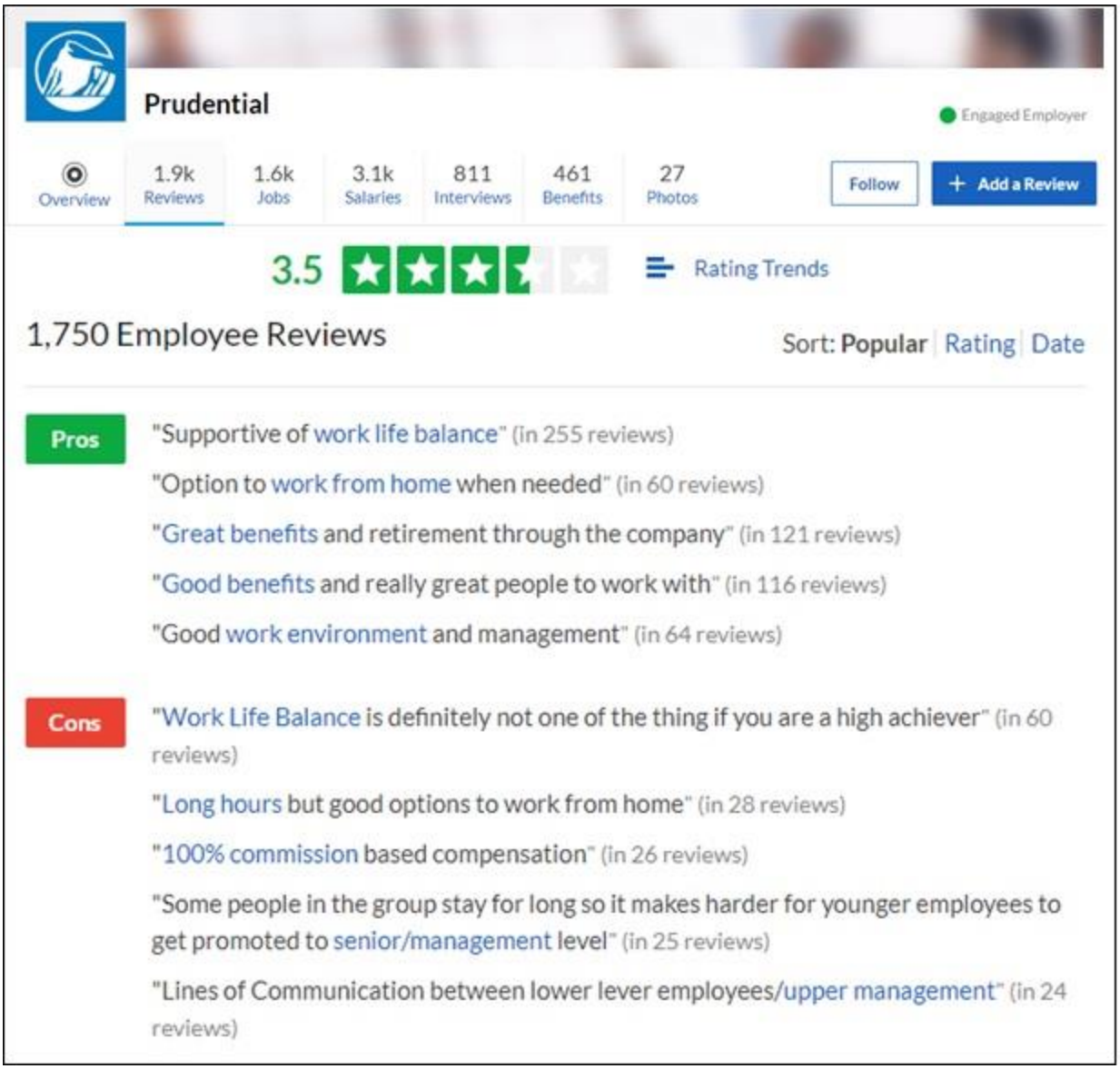
I worked at Goldman Sachs full-time (More than 3 years)

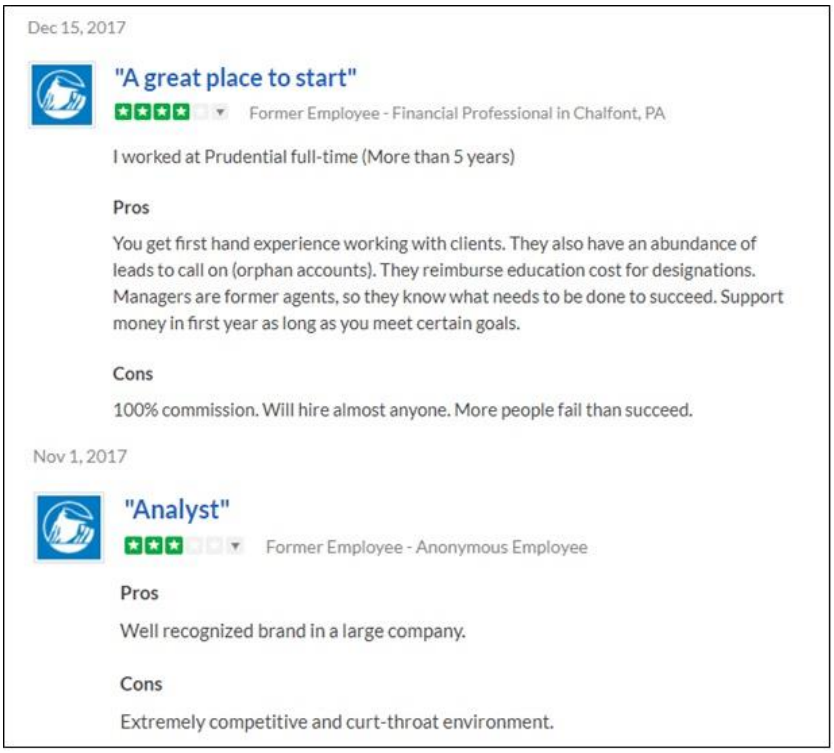
Pros

Compensation is decent for new york area

Cons

Culture can be toxic as the primary focus here is alpha centered


Prudential
Engaged Employer
Overview
1.9k Reviews
1.6k Jobs
3.1k Salaries
811 Interviews
461 Benefits
27 Photos
Follow
+ Add a Review
3.5
Rating Trends
1,750 Employee Reviews
Sort: Popular | Rating | Date
Pros
"Supportive of work life balance" (in 255 reviews)
"Option to work from home when needed" (in 60 reviews)
"Great benefits and retirement through the company" (in 121 reviews)
"Good benefits and really great people to work with" (in 116 reviews)
"Good work environment and management" (in 64 reviews)
Cons
"Work Life Balance is definitely not one of the thing if you are a high achiever" (in 60 reviews)
"Long hours but good options to work from home" (in 28 reviews)
"100% commission based compensation" (in 26 reviews)
"Some people in the group stay for long so it makes harder for younger employees to get promoted to senior/management level" (in 25 reviews)
"Lines of Communication between lower lever employees/upper management" (in 24 reviews)



Dec 15, 2017

"A great place to start"

Former Employee - Financial Professional in Chalfont, PA

I worked at Prudential full-time (More than 5 years)

Pros

You get first hand experience working with clients. They also have an abundance of leads to call on (orphan accounts). They reimburse education cost for designations. Managers are former agents, so they know what needs to be done to succeed. Support money in first year as long as you meet certain goals.

Cons

100% commission. Will hire almost anyone. More people fail than succeed.

Nov 1, 2017

"Analyst"

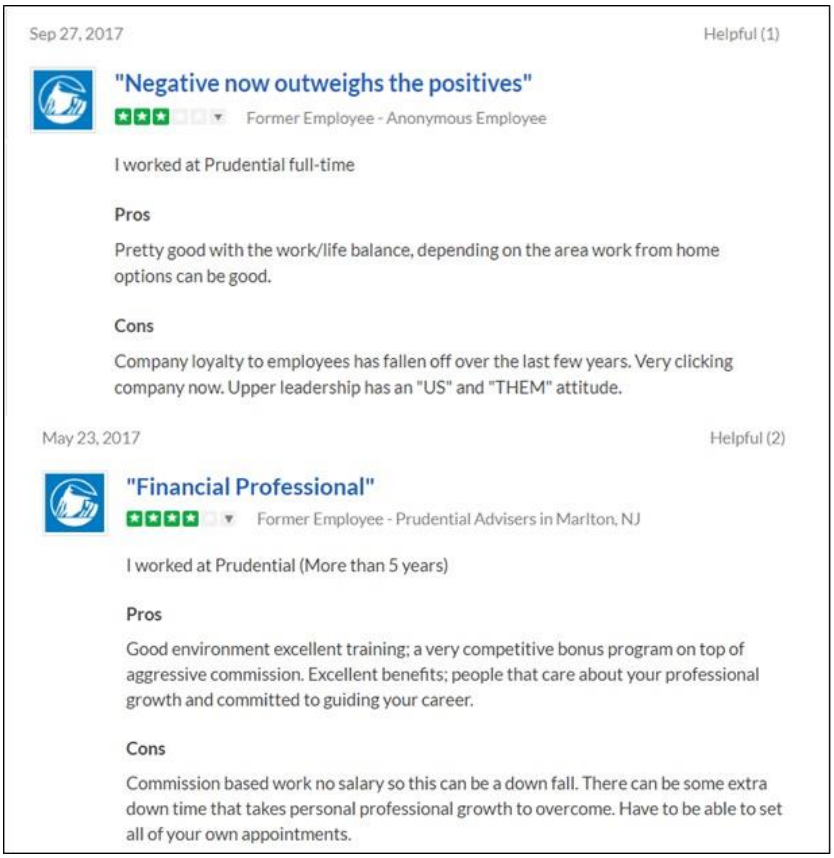
Former Employee - Anonymous Employee

Pros

Well recognized brand in a large company.

Cons

Extremely competitive and curt-throat environment.



Sep 27, 2017 Helpful (1)

"Negative now outweighs the positives"

Former Employee - Anonymous Employee

I worked at Prudential full-time

Pros

Pretty good with the work/life balance, depending on the area work from home options can be good.

Cons

Company loyalty to employees has fallen off over the last few years. Very clicking company now. Upper leadership has an "US" and "THEM" attitude.

May 23, 2017 Helpful (2)

"Financial Professional"

Former Employee - Prudential Advisers in Marlton, NJ

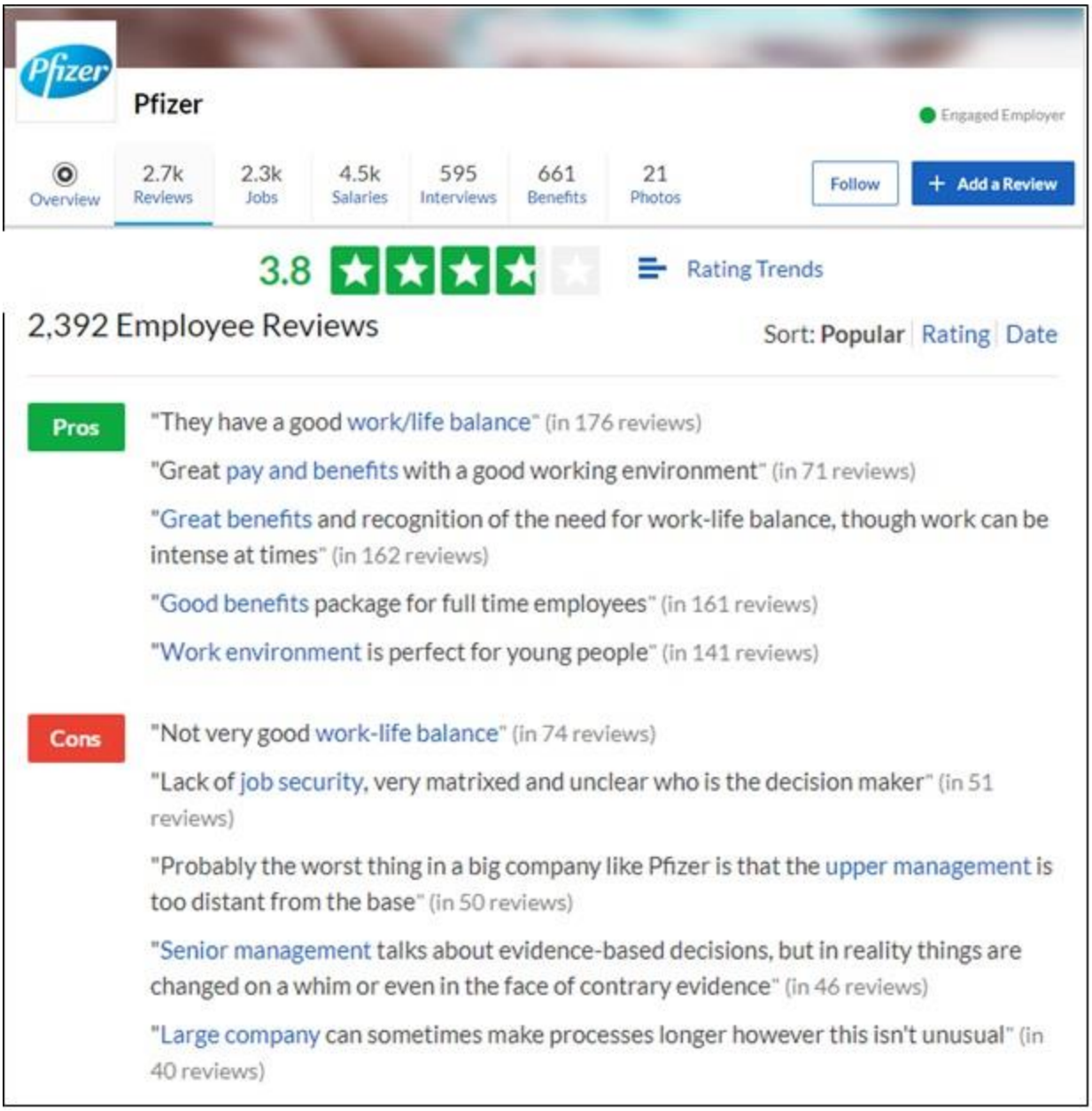
I worked at Prudential (More than 5 years)

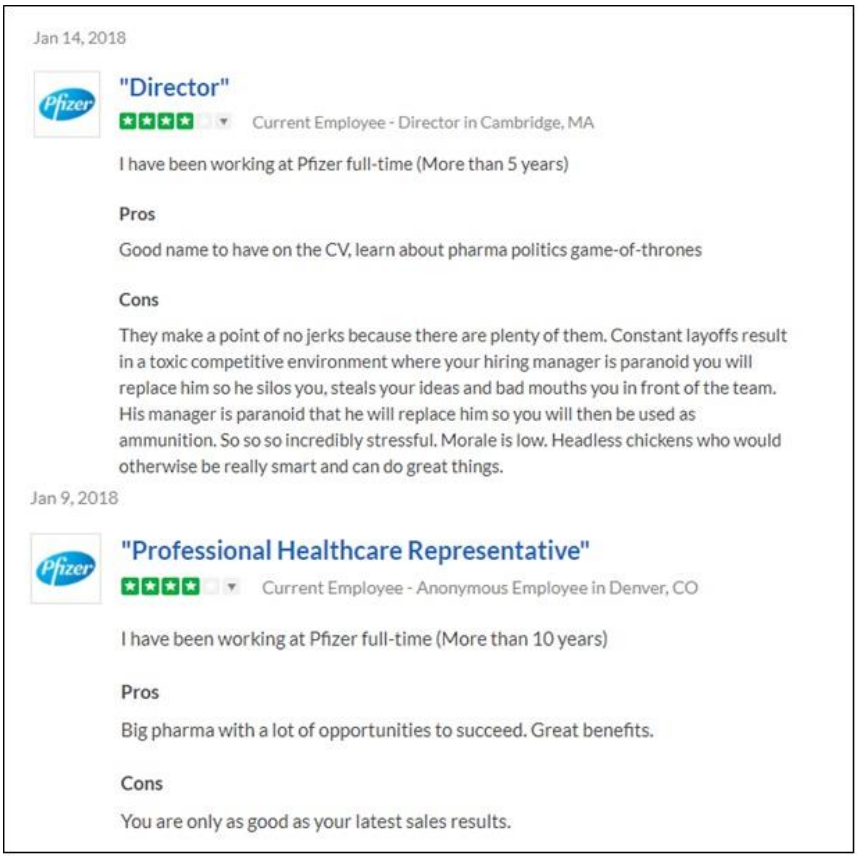
Pros

Good environment excellent training; a very competitive bonus program on top of aggressive commission. Excellent benefits; people that care about your professional growth and committed to guiding your career.

Cons

Commission based work no salary so this can be a down fall. There can be some extra down time that takes personal professional growth to overcome. Have to be able to set all of your own appointments.


Pfizer
Pfizer
Engaged Employer
Overview
2.7k Reviews
2.3k Jobs
4.5k Salaries
595 Interviews
661 Benefits
21 Photos
Follow
+ Add a Review
3.8
Rating Trends
2,392 Employee Reviews
Sort: Popular | Rating | Date
Pros
"They have a good work/life balance" (in 176 reviews)
"Great pay and benefits with a good working environment" (in 71 reviews)
"Great benefits and recognition of the need for work-life balance, though work can be intense at times" (in 162 reviews)
"Good benefits package for full time employees" (in 161 reviews)
"Work environment is perfect for young people" (in 141 reviews)
Cons
"Not very good work-life balance" (in 74 reviews)
"Lack of job security, very matrixed and unclear who is the decision maker" (in 51 reviews)
"Probably the worst thing in a big company like Pfizer is that the upper management is too distant from the base" (in 50 reviews)
"Senior management talks about evidence-based decisions, but in reality things are changed on a whim or even in the face of contrary evidence" (in 46 reviews)
"Large company can sometimes make processes longer however this isn't unusual" (in 40 reviews)



Jan 14, 2018

"Director"

Current Employee - Director in Cambridge, MA

I have been working at Pfizer full-time (More than 5 years)

Pros

Good name to have on the CV, learn about pharma politics game-of-thrones

Cons

They make a point of no jerks because there are plenty of them. Constant layoffs result in a toxic competitive environment where your hiring manager is paranoid you will replace him so he silos you, steals your ideas and bad mouths you in front of the team. His manager is paranoid that he will replace him so you will then be used as ammunition. So so so incredibly stressful. Morale is low. Headless chickens who would otherwise be really smart and can do great things.

Jan 9, 2018

"Professional Healthcare Representative"

Current Employee - Anonymous Employee in Denver, CO

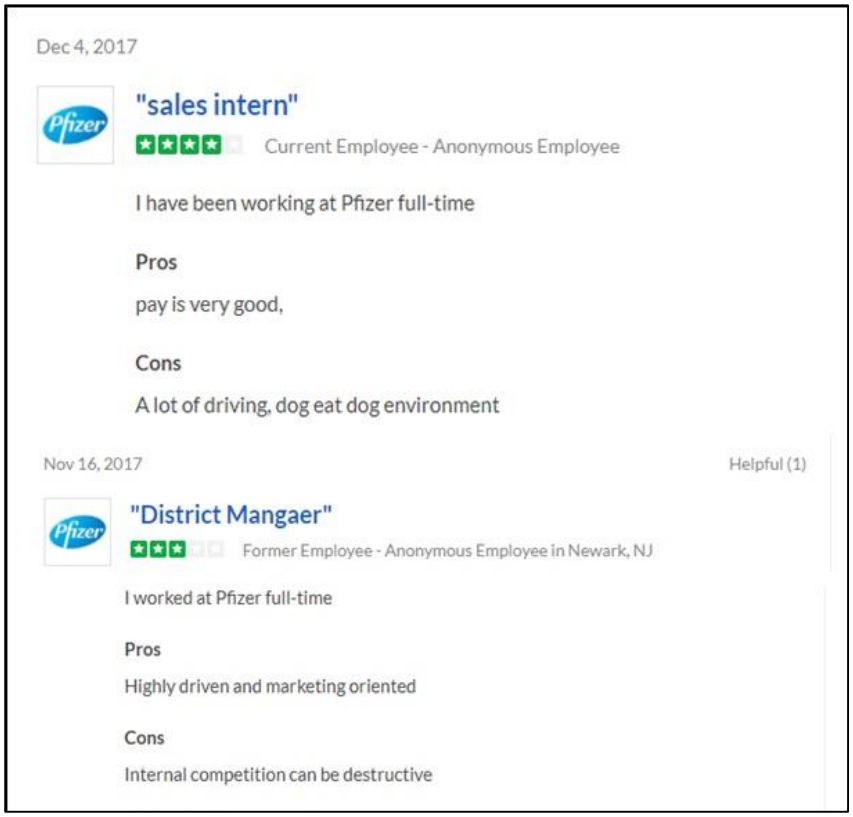
I have been working at Pfizer full-time (More than 10 years)

Pros

Big pharma with a lot of opportunities to succeed. Great benefits.

Cons

You are only as good as your latest sales results.



Dec 4, 2017

"sales intern"

Current Employee - Anonymous Employee

I have been working at Pfizer full-time

Pros

pay is very good,

Cons

A lot of driving, dog eat dog environment

Nov 16, 2017 Helpful (1)

"District Mangaer"

Former Employee - Anonymous Employee in Newark, NJ

I worked at Pfizer full-time

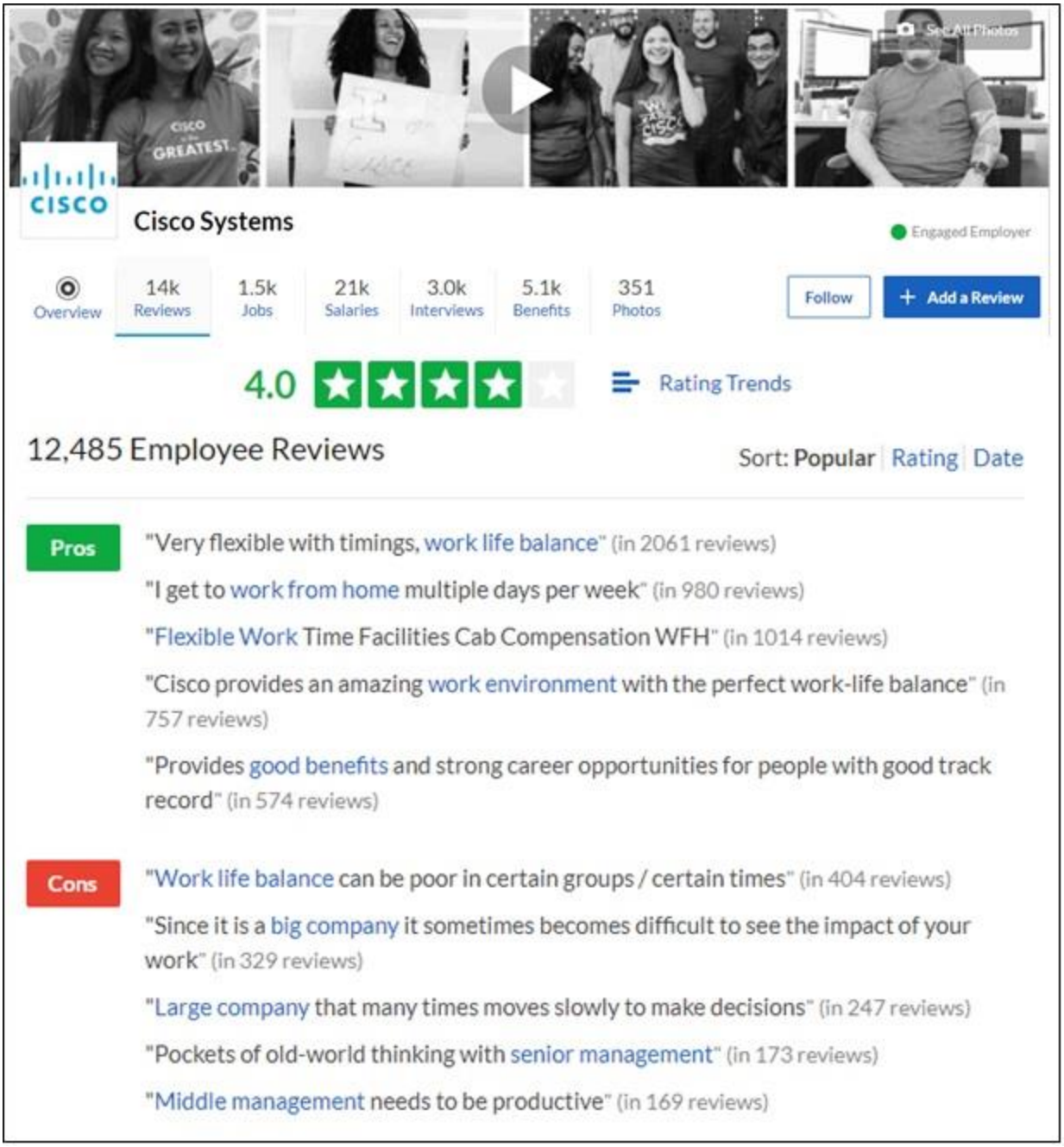
Pros

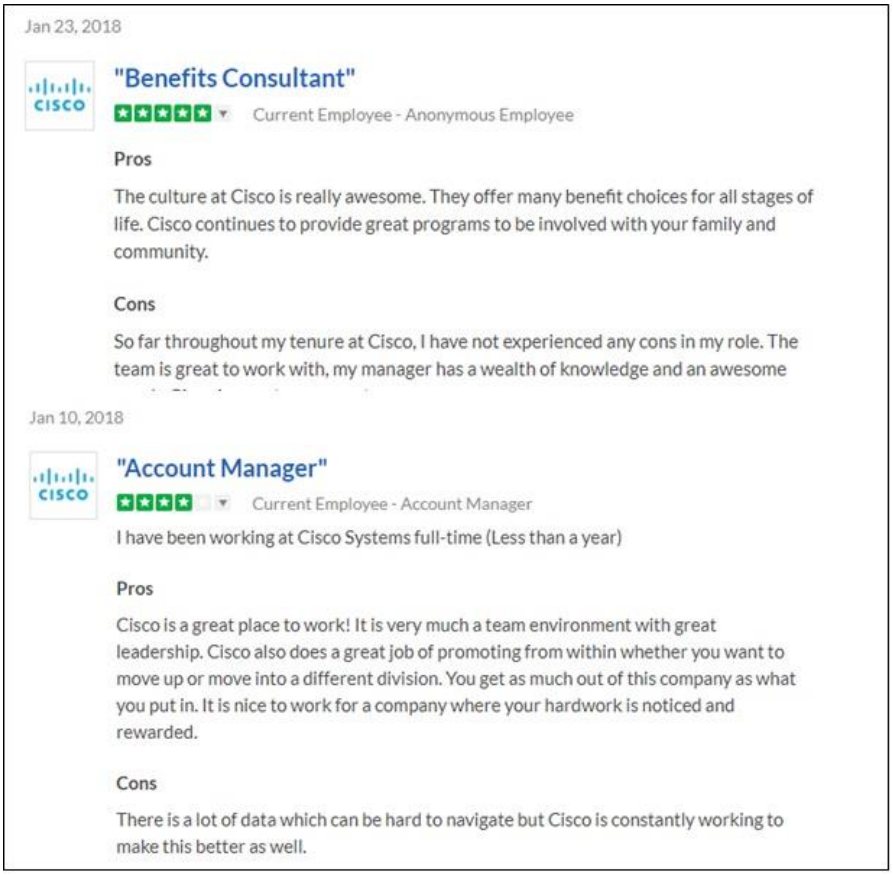
Highly driven and marketing oriented

Cons

Internal competition can be destructive

Glassdoor material for the four less-competitive organizations:





Jan 23, 2018

"Benefits Consultant"

Current Employee - Anonymous Employee

Pros

The culture at Cisco is really awesome. They offer many benefit choices for all stages of life. Cisco continues to provide great programs to be involved with your family and community.

Cons

So far throughout my tenure at Cisco, I have not experienced any cons in my role. The team is great to work with, my manager has a wealth of knowledge and an awesome

Jan 10, 2018

"Account Manager"

Current Employee - Account Manager

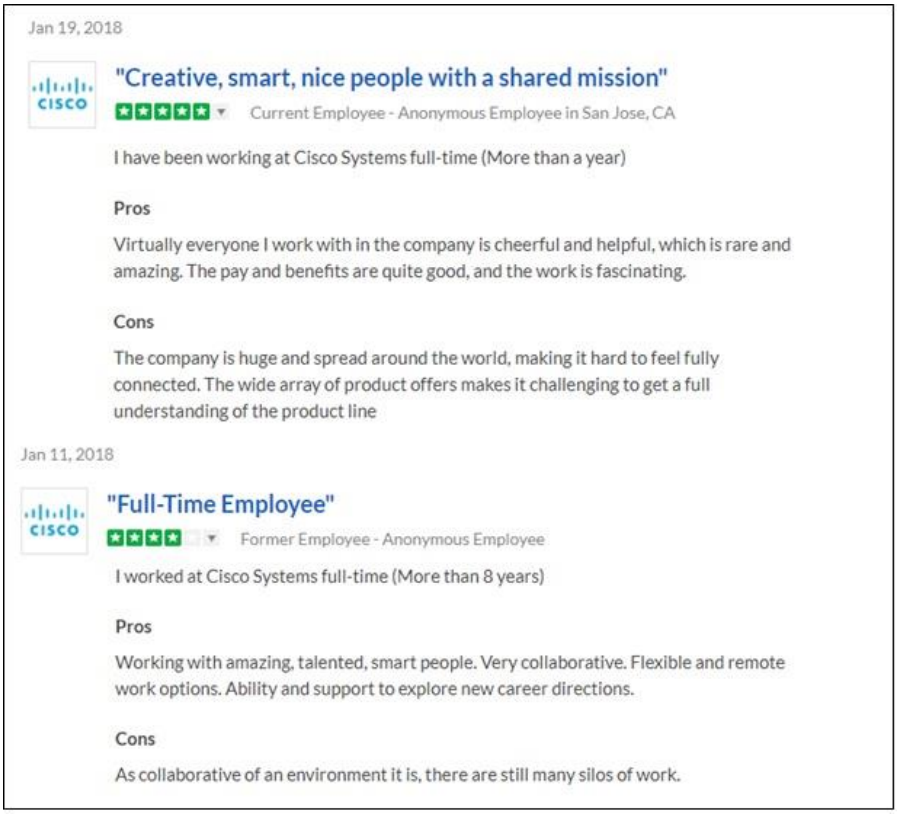
I have been working at Cisco Systems full-time (Less than a year)

Pros

Cisco is a great place to work! It is very much a team environment with great leadership. Cisco also does a great job of promoting from within whether you want to move up or move into a different division. You get as much out of this company as what you put in. It is nice to work for a company where your hardwork is noticed and rewarded.

Cons

There is a lot of data which can be hard to navigate but Cisco is constantly working to make this better as well.



Jan 19, 2018

"Creative, smart, nice people with a shared mission"

Current Employee - Anonymous Employee in San Jose, CA

I have been working at Cisco Systems full-time (More than a year)

Pros

Virtually everyone I work with in the company is cheerful and helpful, which is rare and amazing. The pay and benefits are quite good, and the work is fascinating.

Cons

The company is huge and spread around the world, making it hard to feel fully connected. The wide array of product offers makes it challenging to get a full understanding of the product line

Jan 11, 2018

"Full-Time Employee"

Former Employee - Anonymous Employee

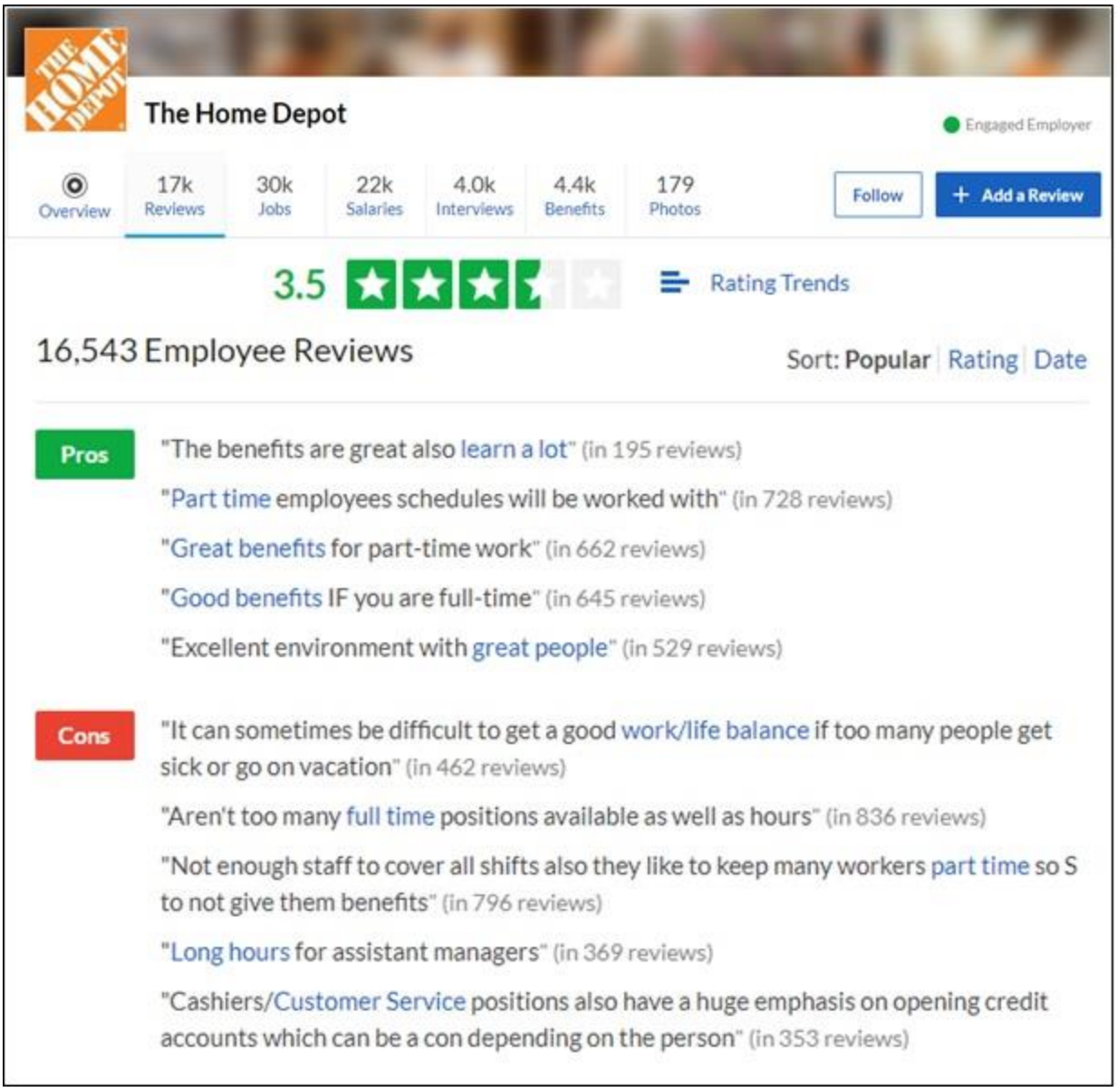
I worked at Cisco Systems full-time (More than 8 years)

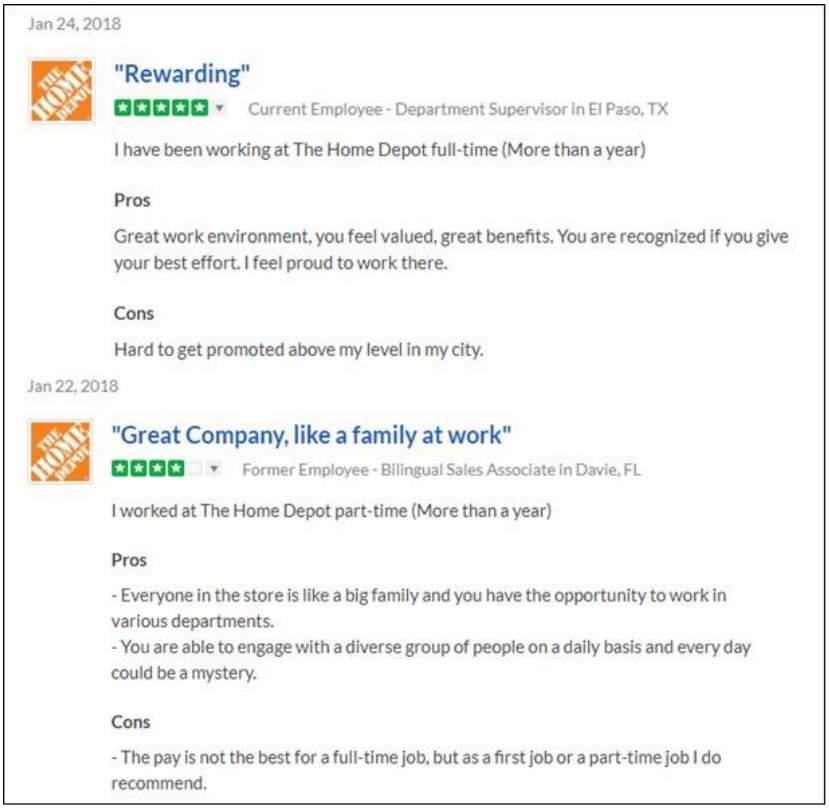
Pros

Working with amazing, talented, smart people. Very collaborative. Flexible and remote work options. Ability and support to explore new career directions.

Cons

As collaborative of an environment it is, there are still many silos of work.


The Home Depot
Engaged Employer
Overview
17k Reviews
30k Jobs
22k Salaries
4.0k Interviews
4.4k Benefits
179 Photos
Follow
+ Add a Review
3.5
Rating Trends
16,543 Employee Reviews
Sort: Popular | Rating | Date
Pros
"The benefits are great also learn a lot" (in 195 reviews)
"Part time employees schedules will be worked with" (in 728 reviews)
"Great benefits for part-time work" (in 662 reviews)
"Good benefits IF you are full-time" (in 645 reviews)
"Excellent environment with great people" (in 529 reviews)
Cons
"It can sometimes be difficult to get a good work/life balance if too many people get sick or go on vacation" (in 462 reviews)
"Aren't too many full time positions available as well as hours" (in 836 reviews)
"Not enough staff to cover all shifts also they like to keep many workers part time so S to not give them benefits" (in 796 reviews)
"Long hours for assistant managers" (in 369 reviews)
"Cashiers/Customer Service positions also have a huge emphasis on opening credit accounts which can be a con depending on the person" (in 353 reviews)



Jan 24, 2018

"Rewarding"

Current Employee - Department Supervisor in El Paso, TX

I have been working at The Home Depot full-time (More than a year)

Pros

Great work environment, you feel valued, great benefits. You are recognized if you give your best effort. I feel proud to work there.

Cons

Hard to get promoted above my level in my city.

Jan 22, 2018

"Great Company, like a family at work"

Former Employee - Bilingual Sales Associate in Davie, FL

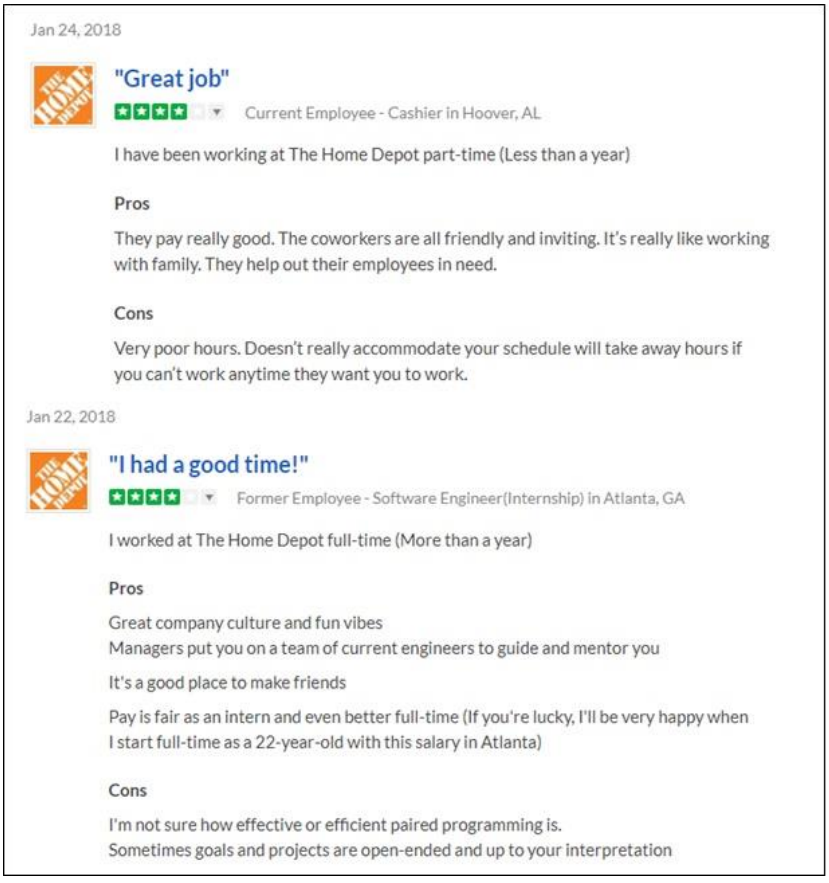
I worked at The Home Depot part-time (More than a year)

Pros

- Everyone in the store is like a big family and you have the opportunity to work in various departments.
- You are able to engage with a diverse group of people on a daily basis and every day could be a mystery.

Cons

- The pay is not the best for a full-time job, but as a first job or a part-time job I do recommend.



Jan 24, 2018

"Great job"

Current Employee - Cashier in Hoover, AL

I have been working at The Home Depot part-time (Less than a year)

Pros

They pay really good. The coworkers are all friendly and inviting. It's really like working with family. They help out their employees in need.

Cons

Very poor hours. Doesn't really accommodate your schedule will take away hours if you can't work anytime they want you to work.

Jan 22, 2018

"I had a good time!"

Former Employee - Software Engineer(Internship) in Atlanta, GA

I worked at The Home Depot full-time (More than a year)

Pros

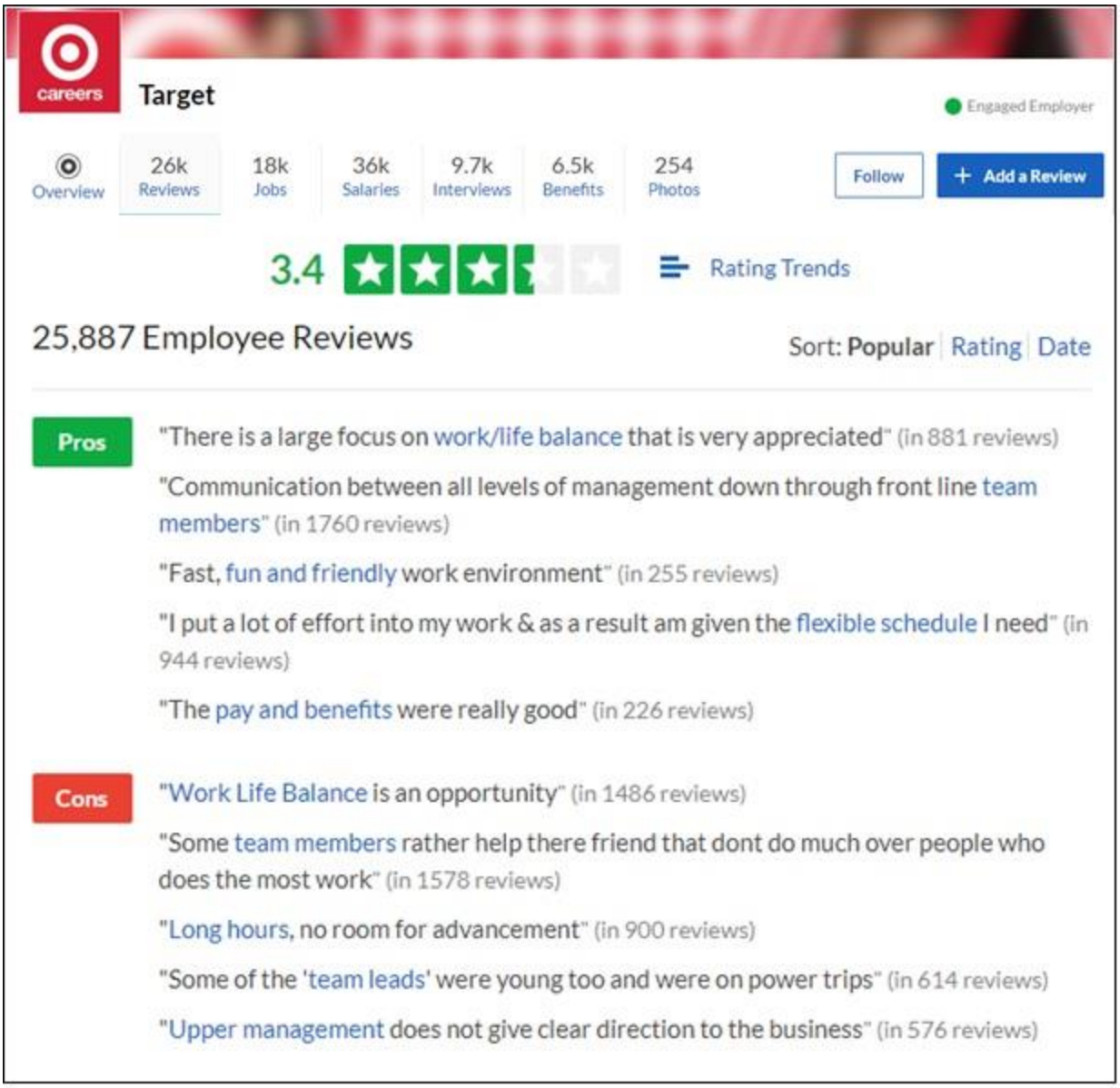
Great company culture and fun vibes
Managers put you on a team of current engineers to guide and mentor you

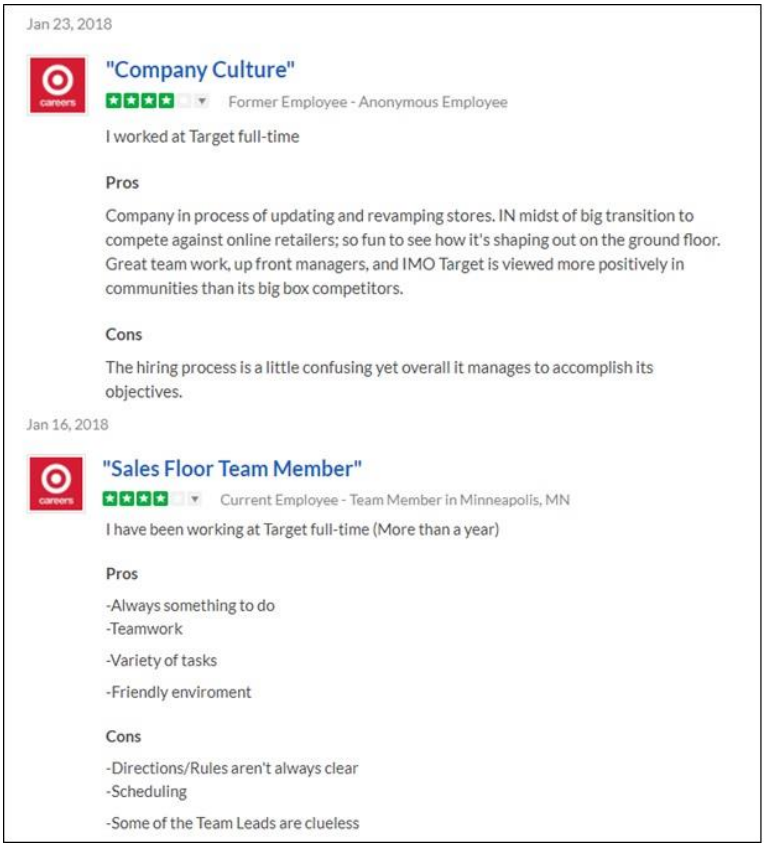
It's a good place to make friends

Pay is fair as an intern and even better full-time (If you're lucky, I'll be very happy when I start full-time as a 22-year-old with this salary in Atlanta)

Cons

I'm not sure how effective or efficient paired programming is.
Sometimes goals and projects are open-ended and up to your interpretation


careers
Target
Engaged Employer
Overview
26k Reviews
18k Jobs
36k Salaries
9.7k Interviews
6.5k Benefits
254 Photos
Follow
+ Add a Review
3.4
Rating Trends
25,887 Employee Reviews
Sort: Popular | Rating | Date
Pros
"There is a large focus on work/life balance that is very appreciated" (in 881 reviews)
"Communication between all levels of management down through front line team members" (in 1760 reviews)
"Fast, fun and friendly work environment" (in 255 reviews)
"I put a lot of effort into my work & as a result am given the flexible schedule I need" (in 944 reviews)
"The pay and benefits were really good" (in 226 reviews)
Cons
"Work Life Balance is an opportunity" (in 1486 reviews)
"Some team members rather help there friend that dont do much over people who does the most work" (in 1578 reviews)
"Long hours, no room for advancement" (in 900 reviews)
"Some of the 'team leads' were young too and were on power trips" (in 614 reviews)
"Upper management does not give clear direction to the business" (in 576 reviews)



Jan 23, 2018

"Company Culture"

Former Employee - Anonymous Employee

I worked at Target full-time

Pros

Company in process of updating and revamping stores. IN midst of big transition to compete against online retailers; so fun to see how it's shaping out on the ground floor. Great team work, up front managers, and IMO Target is viewed more positively in communities than its big box competitors.

Cons

The hiring process is a little confusing yet overall it manages to accomplish its objectives.

Jan 16, 2018

"Sales Floor Team Member"

Current Employee - Team Member in Minneapolis, MN

I have been working at Target full-time (More than a year)

Pros

-Always something to do
-Teamwork

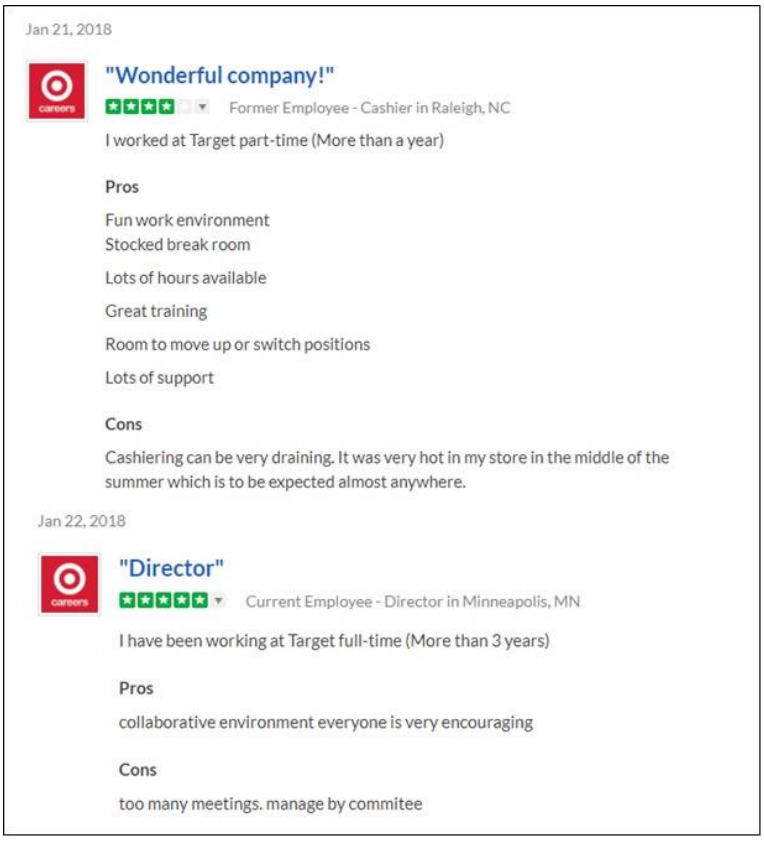
-Variety of tasks

-Friendly enviroment

Cons

-Directions/Rules aren't always clear
-Scheduling

-Some of the Team Leads are clueless



Jan 21, 2018

"Wonderful company!"

Former Employee - Cashier in Raleigh, NC

I worked at Target part-time (More than a year)

Pros

Fun work environment
Stocked break room

Lots of hours available

Great training

Room to move up or switch positions

Lots of support

Cons

Cashiering can be very draining. It was very hot in my store in the middle of the summer which is to be expected almost anywhere.

Jan 22, 2018

"Director"

Current Employee - Director in Minneapolis, MN

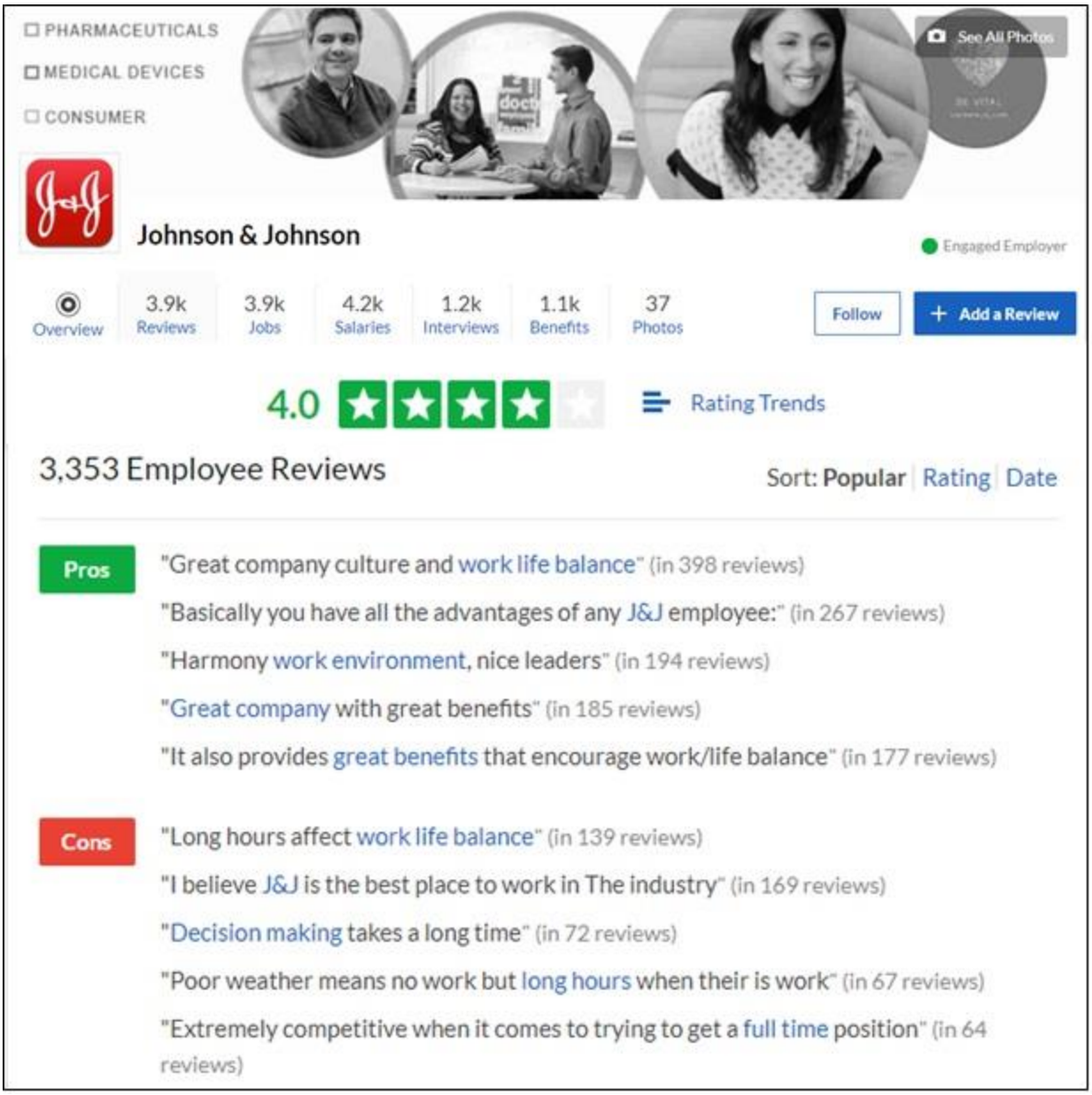
I have been working at Target full-time (More than 3 years)

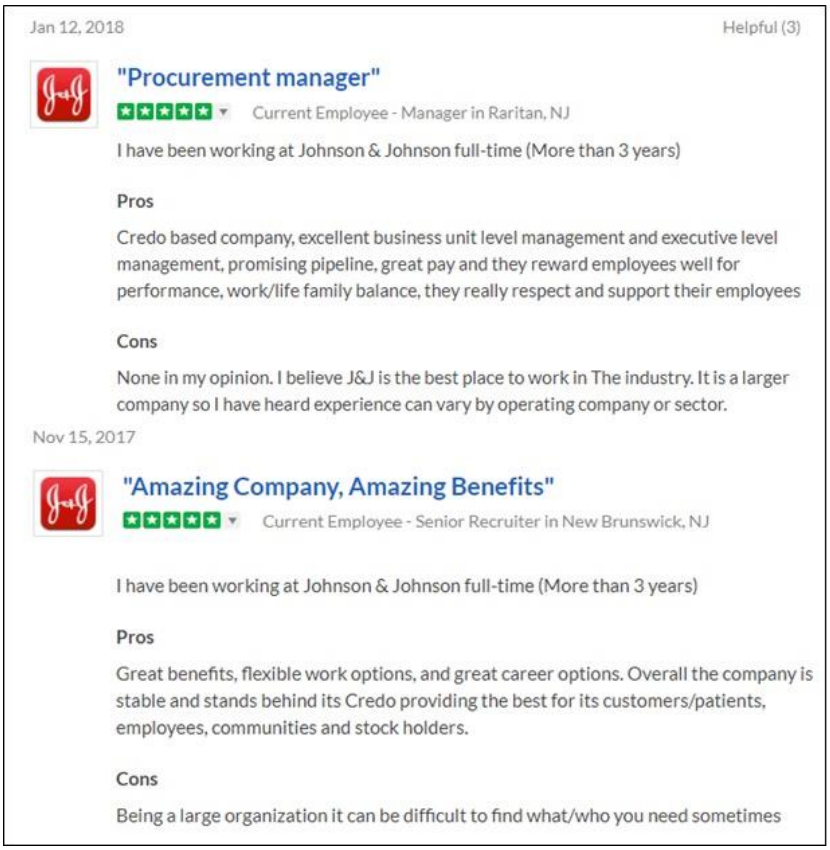
Pros

collaborative environment everyone is very encouraging

Cons

too many meetings. manage by commitee


PHARMACEUTICALS
MEDICAL DEVICES
CONSUMER
See All Photos
Johnson & Johnson
Engaged Employer
Overview
3.9k Reviews
3.9k Jobs
4.2k Salaries
1.2k Interviews
1.1k Benefits
37 Photos
Follow
+ Add a Review
4.0
Rating Trends
3,353 Employee Reviews
Sort: Popular | Rating | Date
Pros
"Great company culture and work life balance" (in 398 reviews)
"Basically you have all the advantages of any J&J employee:" (in 267 reviews)
"Harmony work environment, nice leaders" (in 194 reviews)
"Great company with great benefits" (in 185 reviews)
"It also provides great benefits that encourage work/life balance" (in 177 reviews)
Cons
"Long hours affect work life balance" (in 139 reviews)
"I believe J&J is the best place to work in The industry" (in 169 reviews)
"Decision making takes a long time" (in 72 reviews)
"Poor weather means no work but long hours when their is work" (in 67 reviews)
"Extremely competitive when it comes to trying to get a full time position" (in 64 reviews)



Jan 12, 2018 Helpful (3)

"Procurement manager"

Current Employee - Manager in Raritan, NJ

I have been working at Johnson & Johnson full-time (More than 3 years)

Pros

Credo based company, excellent business unit level management and executive level management, promising pipeline, great pay and they reward employees well for performance, work/life family balance, they really respect and support their employees

Cons

None in my opinion. I believe J&J is the best place to work in The industry. It is a larger company so I have heard experience can vary by operating company or sector.

Nov 15, 2017

"Amazing Company, Amazing Benefits"

Current Employee - Senior Recruiter in New Brunswick, NJ

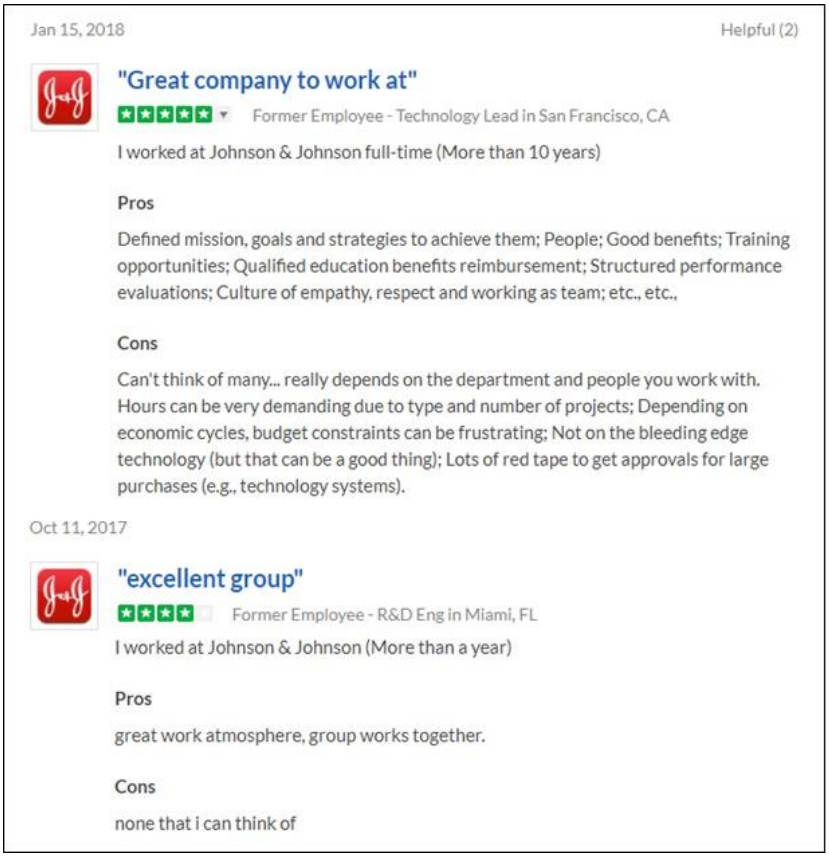
I have been working at Johnson & Johnson full-time (More than 3 years)

Pros

Great benefits, flexible work options, and great career options. Overall the company is stable and stands behind its Credo providing the best for its customers/patients, employees, communities and stock holders.

Cons

Being a large organization it can be difficult to find what/who you need sometimes



Jan 15, 2018 Helpful (2)

"Great company to work at"

Former Employee - Technology Lead in San Francisco, CA

I worked at Johnson & Johnson full-time (More than 10 years)

Pros

Defined mission, goals and strategies to achieve them; People; Good benefits; Training opportunities; Qualified education benefits reimbursement; Structured performance evaluations; Culture of empathy, respect and working as team; etc., etc.,

Cons

Can't think of many... really depends on the department and people you work with. Hours can be very demanding due to type and number of projects; Depending on economic cycles, budget constraints can be frustrating; Not on the bleeding edge technology (but that can be a good thing); Lots of red tape to get approvals for large purchases (e.g., technology systems).

Oct 11, 2017

"excellent group"

Former Employee - R&D Eng in Miami, FL

I worked at Johnson & Johnson (More than a year)

Pros

great work atmosphere, group works together.

Cons

none that i can think of

Pilot Study Results for Study 4 – Based on Companies' Website Information Only

	Competitive		Collaborative	
	Mean	*SD*	*Mean*	*SD*
Procter & Gamble	3.85	1.03	2.75	1.08
Prudential	3.95	0.88	3.10	1.06
Pfizer	3.55	0.99	3.00	1.09
Goldman Sachs	4.30	0.88	2.68	1.14
The Home Depot	2.98	1.07	3.53	0.93
Johnson & Johnson	2.68	1.05	3.90	1.01
Target	2.90	1.08	3.65	0.89
Cisco	3.18	1.20	3.80	0.91

Note: N = 40 MTurk participants. We computed 16 paired *t*-tests comparing each of the competitive companies to the less competitive companies on their "competitive scores". Results were all significant at $p < .01$, except for Pfizer vs. Cisco ($p = .10$).

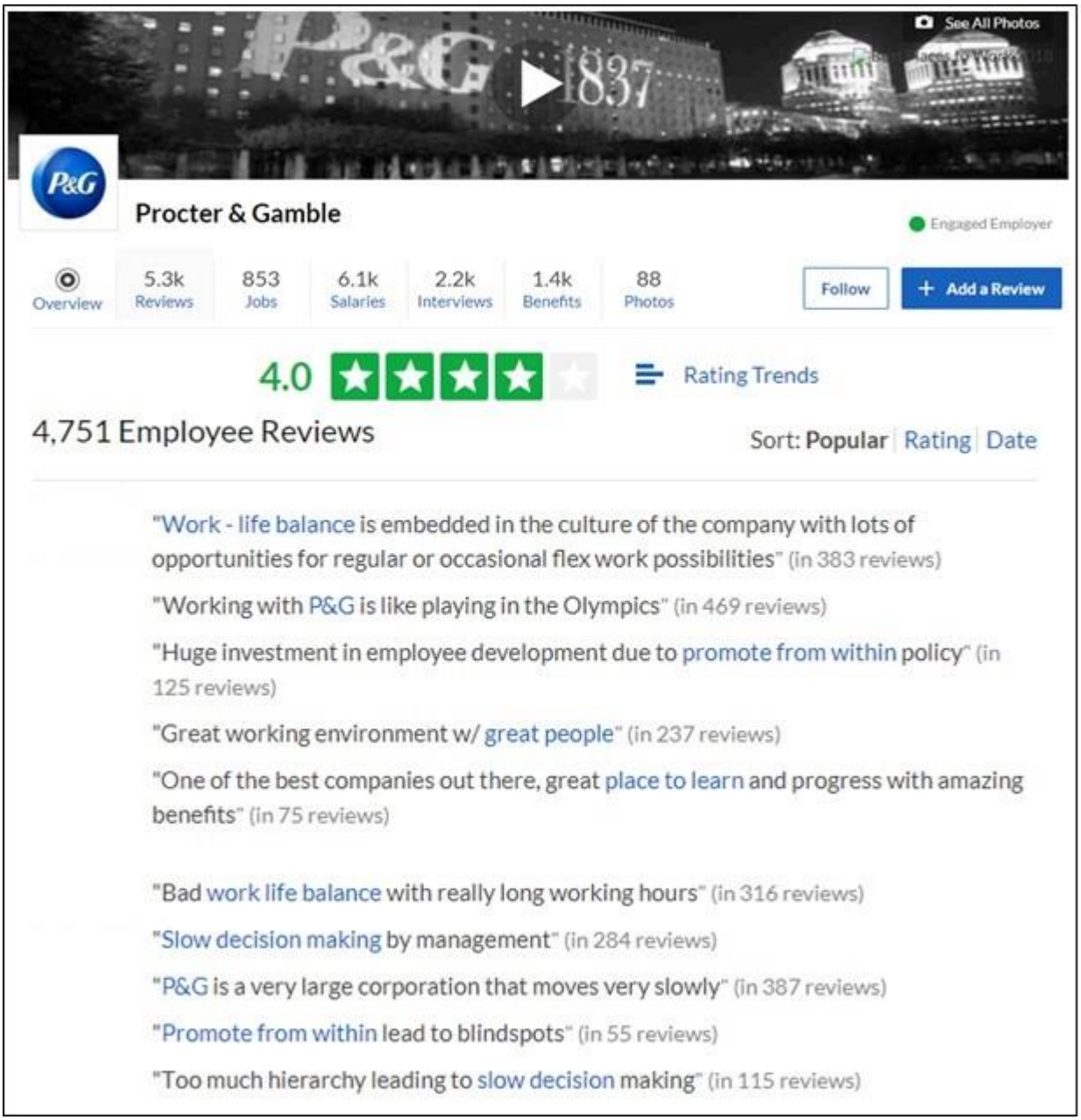
Pilot Study Results for Study 4 – Based on Glassdoor.com Reviews

	Competitive		Collaborative	
	Mean	*SD*	*Mean*	*SD*
Procter & Gamble	3.83	0.95	3.29	1.01
Prudential	4.00	0.92	3.10	0.89
Pfizer	4.10	0.86	2.66	1.09
Goldman Sachs	4.17	1.05	2.56	1.12
The Home Depot	2.98	1.15	3.44	0.90
Johnson & Johnson	3.59	1.12	4.07	0.72
Target	2.98	1.11	3.80	0.84
Cisco	3.32	1.21	4.02	0.69

Note: N = 41 MTurk participants. We computed 16 paired *t*-tests comparing each of the competitive companies to the less competitive companies on their "competitive scores". Results were all significant at $p < .05$, except for Prudential vs. Johnson & Johnson ($p = .07$) and for Procter & Gamble vs. Johnson & Johnson ($p = .30$).

Experimental Material used in Study 5:

Glassdoor material for the four competitive organizations:



Oct 18, 2017

"Great resume badge"

Former Employee - Anonymous Employee

Smart motivated organization focused on growth

Highly ambitious atmosphere can wear thin

21 Jul, 2018

"Great culture of promote from within and building capability. Have to work hard to prove yourself"

Current Employee - Product Line Manager in Belleville, ON

Work hours and job pressure were difficult for some colleagues, but from the getgo it was very clear that this is such a job.

Always looking to build capability, promoting from within, diversity in experience, strong ownership, healthy culture

Sep 20, 2017

"Legal counsel"

Current Employee - Anonymous Employee

Huge investment in employee development due to promote from within policy. Excellent work-life balance

Huge pool of talented employees, must work extremely hard to be noticed for promotion.

2 Jul, 2018

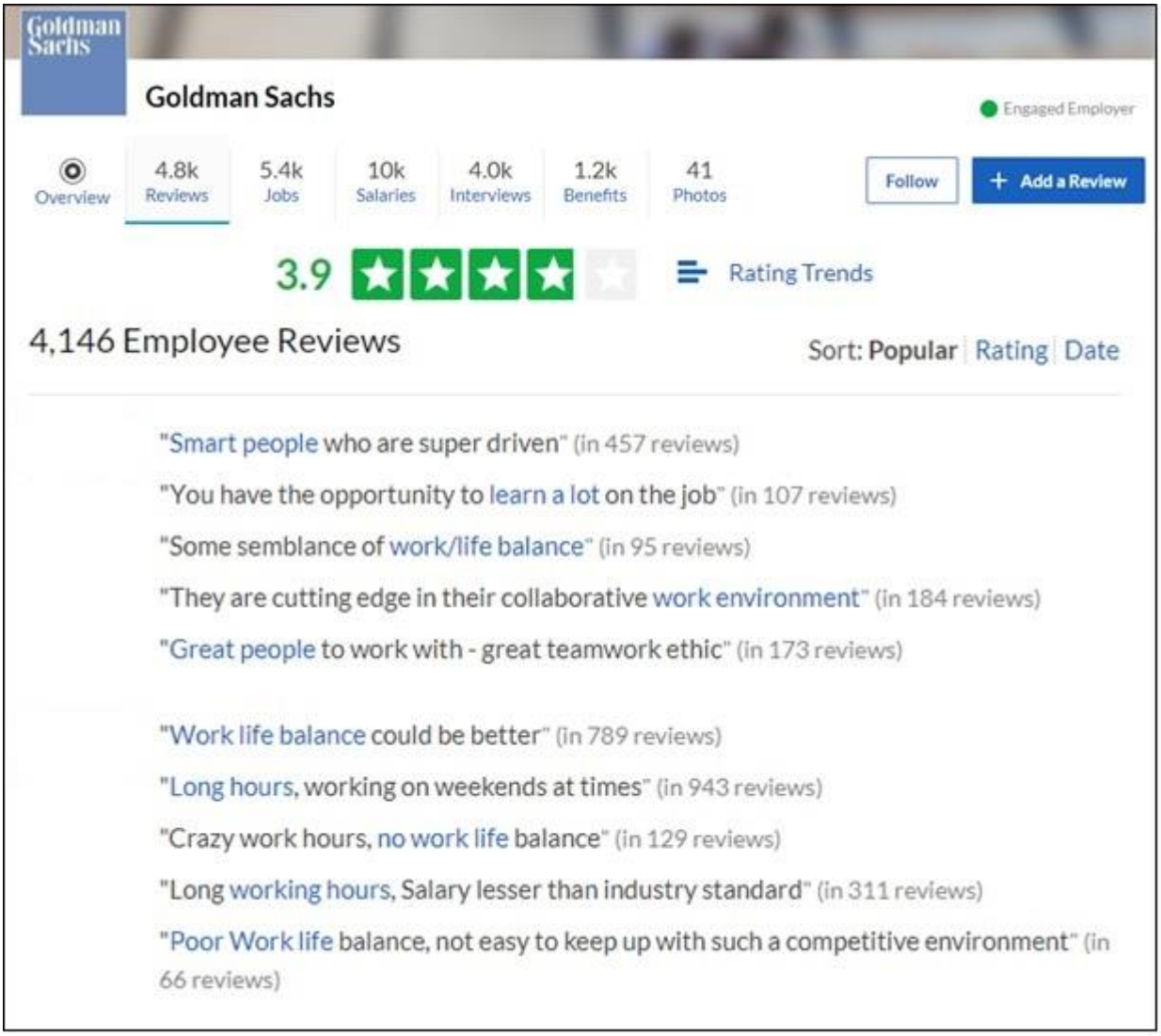
"Great for professional & personal development"

Former Employee - Anonymous Employee

Competitive environment grounded on image and "politics", although results do matter

Systemic approach to business - integrated work system in place
Strong organizational culture

High performing organization


Goldman Sachs
Goldman Sachs
Engaged Employer
Overview
4.8k Reviews
5.4k Jobs
10k Salaries
4.0k Interviews
1.2k Benefits
41 Photos
Follow
+ Add a Review
3.9
Rating Trends
4,146 Employee Reviews
Sort: Popular | Rating | Date
"Smart people who are super driven" (in 457 reviews)
"You have the opportunity to learn a lot on the job" (in 107 reviews)
"Some semblance of work/life balance" (in 95 reviews)
"They are cutting edge in their collaborative work environment" (in 184 reviews)
"Great people to work with - great teamwork ethic" (in 173 reviews)
"Work life balance could be better" (in 789 reviews)
"Long hours, working on weekends at times" (in 943 reviews)
"Crazy work hours, no work life balance" (in 129 reviews)
"Long working hours, Salary lesser than industry standard" (in 311 reviews)
"Poor Work life balance, not easy to keep up with such a competitive environment" (in 66 reviews)

Jan 7, 2018

"Top investment bank"

★★★★☆ Former Employee - Anonymous Employee

Smart people, good benefits and lots of internal opportunity

Competitive culture, poor work/life balance

1 Nov, 2017

"Great People"

★★★★★ Former Employee - Anonymous Employee

The nature is cutthroat and need to change.

Great people to work with and nice to be around.

Nov 24, 2017

"Decent Experience"

★★★★☆ Former Employee - Human Resources Manager in New York, NY

Compensation is decent for new york area

Culture can be toxic as the primary focus here is alpha centered

5 Sep, 2015

"Great Compensation"

★★★★☆ Former Employee - Anonymous Employee

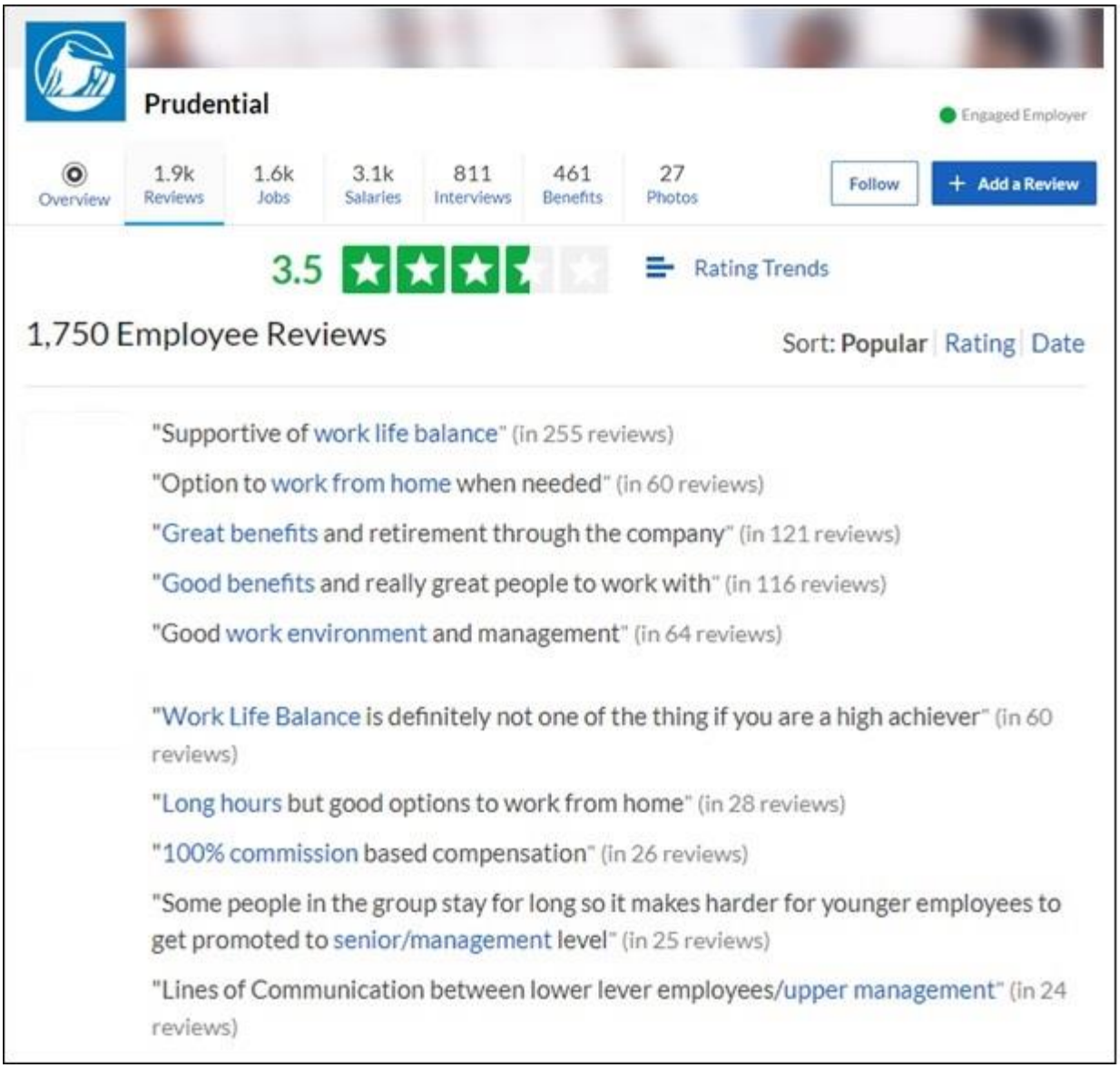
Strong Competitive Environment

Repetitive

Promotion from only the outside

Great People

Good Lifestyle


Prudential
Engaged Employer
Overview
1.9k Reviews
1.6k Jobs
3.1k Salaries
811 Interviews
461 Benefits
27 Photos
Follow
+ Add a Review
3.5
Rating Trends
1,750 Employee Reviews
Sort: Popular | Rating | Date
"Supportive of work life balance" (in 255 reviews)
"Option to work from home when needed" (in 60 reviews)
"Great benefits and retirement through the company" (in 121 reviews)
"Good benefits and really great people to work with" (in 116 reviews)
"Good work environment and management" (in 64 reviews)
"Work Life Balance is definitely not one of the thing if you are a high achiever" (in 60 reviews)
"Long hours but good options to work from home" (in 28 reviews)
"100% commission based compensation" (in 26 reviews)
"Some people in the group stay for long so it makes harder for younger employees to get promoted to senior/management level" (in 25 reviews)
"Lines of Communication between lower lever employees/upper management" (in 24 reviews)

Dec 15, 2017

"A great place to start"

Former Employee - Financial Professional in Chalfont, PA

You get first hand experience working with clients. They also have an abundance of leads to call on (orphan accounts). They reimburse education cost for designations. Managers are former agents, so they know what needs to be done to succeed. Support money in first year as long as you meet certain goals.

100% commission. Will hire almost anyone. More people fail than succeed.

1 Jan, 2018

"Data Analyst"

Current Employee - Anonymous Employee

still being traditional in business method

Good Culture, competitive, challenging and innovative

May 23, 2017

"Financial Professional"

Former Employee - Prudential Advisers in Marlton, NJ

Good environment excellent training; a very competitive bonus program on top of aggressive commission. Excellent benefits; people that care about your professional growth and committed to guiding your career.

Commission based work no salary so this can be a down fall. There can be some extra down time that takes personal professional growth to overcome. Have to be able to set all of your own appointments.

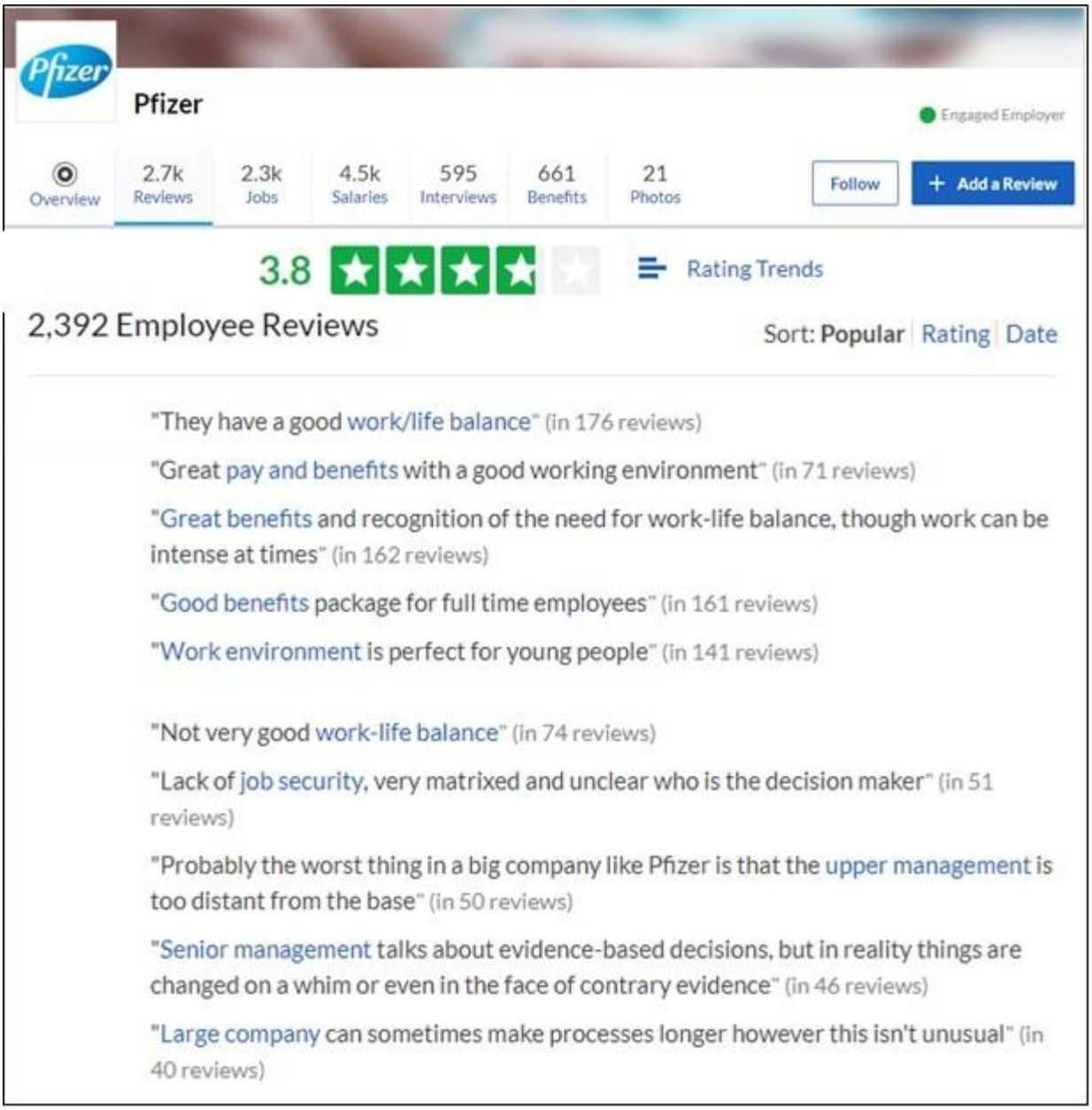
8 May, 2018

"Balanced and Conservative Company"

Current Employee - Anonymous Employee in Newark, NJ (US)

Challenging environment - need to be at the top of your game.

They care about their employees, continually offering self improvement opportunities


Pfizer
Pfizer
Engaged Employer
Overview
2.7k Reviews
2.3k Jobs
4.5k Salaries
595 Interviews
661 Benefits
21 Photos
Follow
+ Add a Review
3.8
Rating Trends
2,392 Employee Reviews
Sort: Popular | Rating | Date
"They have a good work/life balance" (in 176 reviews)
"Great pay and benefits with a good working environment" (in 71 reviews)
"Great benefits and recognition of the need for work-life balance, though work can be intense at times" (in 162 reviews)
"Good benefits package for full time employees" (in 161 reviews)
"Work environment is perfect for young people" (in 141 reviews)
"Not very good work-life balance" (in 74 reviews)
"Lack of job security, very matrixed and unclear who is the decision maker" (in 51 reviews)
"Probably the worst thing in a big company like Pfizer is that the upper management is too distant from the base" (in 50 reviews)
"Senior management talks about evidence-based decisions, but in reality things are changed on a whim or even in the face of contrary evidence" (in 46 reviews)
"Large company can sometimes make processes longer however this isn't unusual" (in 40 reviews)

Jan 14, 2018

"Director"

Current Employee - Director in Cambridge, MA

Good name to have on the CV, learn about pharma politics game-of-thrones

They make a point of no jerks because there are plenty of them. Constant layoffs result in a toxic competitive environment where your hiring manager is paranoid you will replace him so he silos you, steals your ideas and bad mouths you in front of the team. His manager is paranoid that he will replace him so you will then be used as ammunition. So so so incredibly stressful. Morale is low. Headless chickens who would otherwise be really smart and can do great things.

Jan 9, 2018

"Professional Healthcare Representative"

Current Employee - Anonymous Employee in Denver, CO

You are only as good as your latest sales results.

Big pharma with a lot of opportunities to succeed. Great benefits.

27 Mar, 2018

"Business Process Lead"

Former Employee - Anonymous Employee

They only keep the best talent

If you are really good at what you do and you actually land a job at Pfizer, they will keep you forever, but you need to be the very best at what you do

Dec 4, 2017

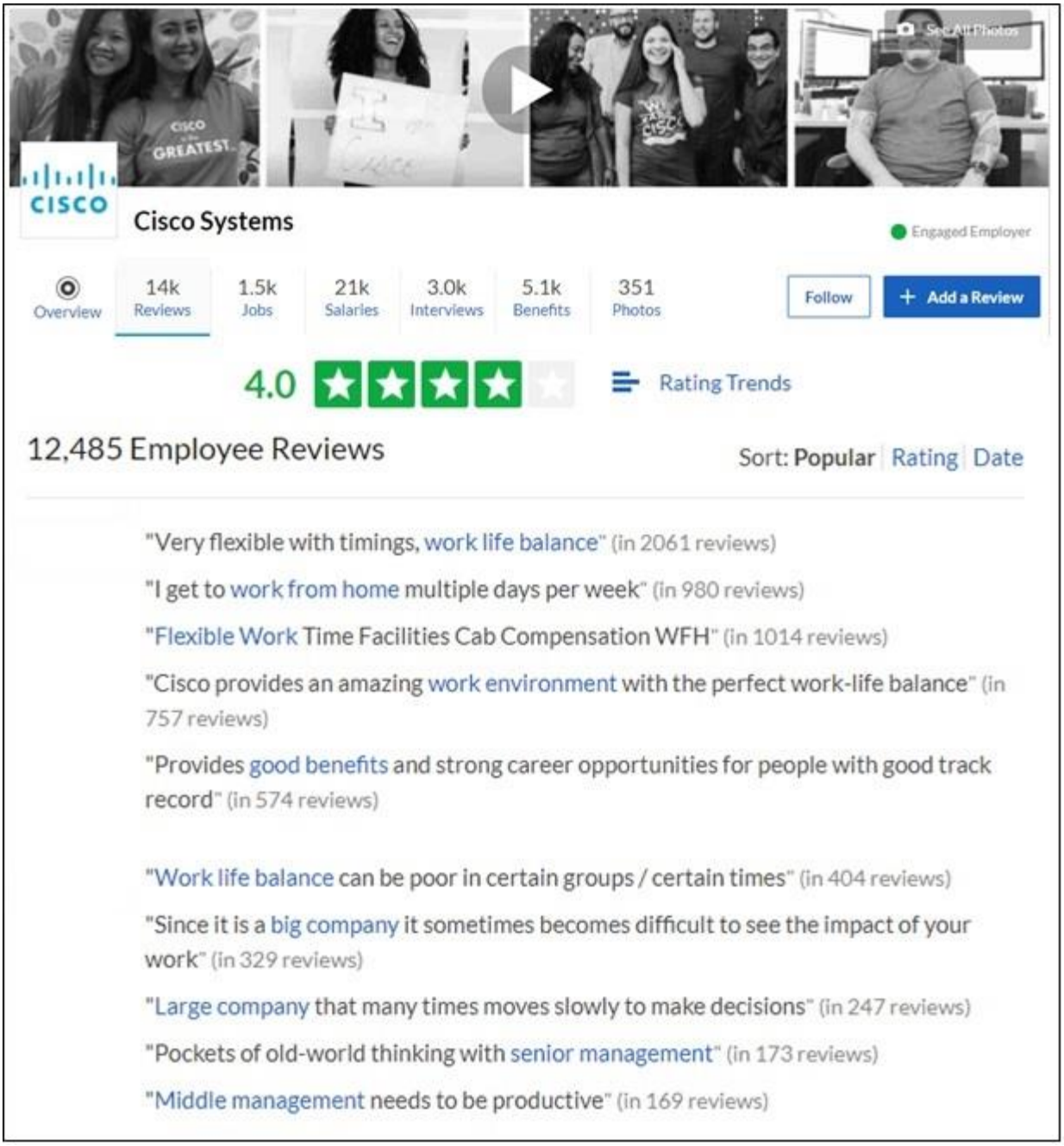
"sales intern"

Current Employee - Anonymous Employee

A lot of driving, dog eat dog environment

pay is very good,

Glassdoor material for the four less-competitive organizations:



Jan 23, 2018

"Benefits Consultant"

★★★★★ Current Employee - Anonymous Employee

The culture at Cisco is really awesome. They offer many benefit choices for all stages of life. Cisco continues to provide great programs to be involved with your family and community.

So far throughout my tenure at Cisco, I have not experienced any cons in my role. The team is great to work with, my manager has a wealth of knowledge and an awesome coach. Cisco is very transparent.

Jan 10, 2018

"Account Manager"

★★★★ Current Employee - Account Manager

There is a lot of data which can be hard to navigate but Cisco is constantly working to make this better as well.

Cisco is a great place to work! It is very much a team environment with great leadership. Cisco also does a great job of promoting from within whether you want to move up or move into a different division. You get as much out of this company as what you put in. It is nice to work for a company where your hardwork is noticed and rewarded.

Jan 19, 2018

"Creative, smart, nice people with a shared mission"

★★★★★ Current Employee - Anonymous Employee in San Jose, CA

Virtually everyone I work with in the company is cheerful and helpful, which is rare and amazing. The pay and benefits are quite good, and the work is fascinating.

The company is huge and spread around the world, making it hard to feel fully connected. The wide array of product offers makes it challenging to get a full understanding of the product line

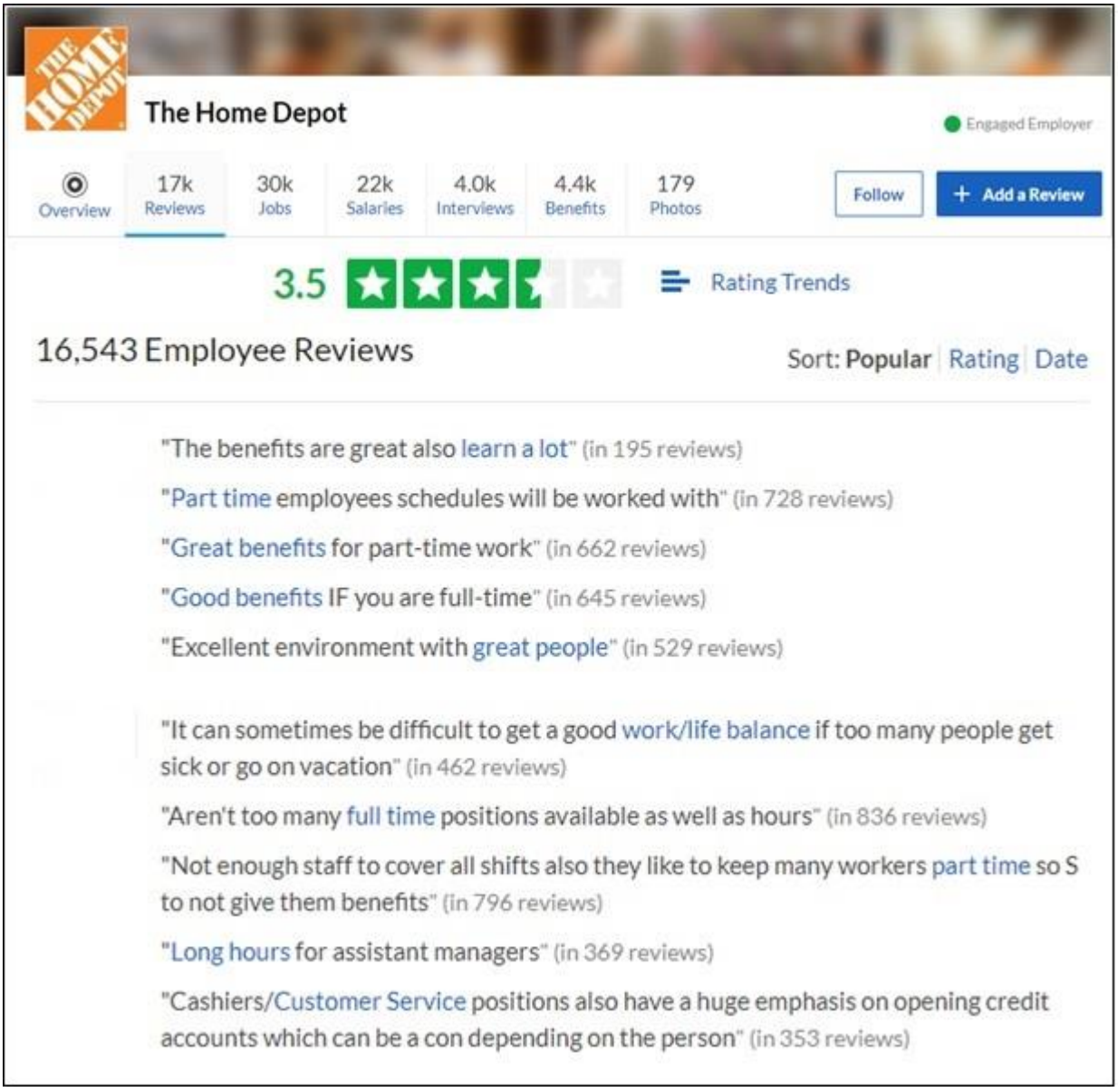
Jan 11, 2018

"Full-Time Employee"

★★★★ Former Employee - Anonymous Employee

As collaborative of an environment it is, there are still many silos of work.

Working with amazing, talented, smart people. Very collaborative. Flexible and remote work options. Ability and support to explore new career directions.


The Home Depot
Engaged Employer
Overview
17k Reviews
30k Jobs
22k Salaries
4.0k Interviews
4.4k Benefits
179 Photos
Follow
+ Add a Review
3.5
Rating Trends
16,543 Employee Reviews
Sort: Popular | Rating | Date
"The benefits are great also learn a lot" (in 195 reviews)
"Part time employees schedules will be worked with" (in 728 reviews)
"Great benefits for part-time work" (in 662 reviews)
"Good benefits IF you are full-time" (in 645 reviews)
"Excellent environment with great people" (in 529 reviews)
"It can sometimes be difficult to get a good work/life balance if too many people get sick or go on vacation" (in 462 reviews)
"Aren't too many full time positions available as well as hours" (in 836 reviews)
"Not enough staff to cover all shifts also they like to keep many workers part time so S to not give them benefits" (in 796 reviews)
"Long hours for assistant managers" (in 369 reviews)
"Cashiers/Customer Service positions also have a huge emphasis on opening credit accounts which can be a con depending on the person" (in 353 reviews)

Jan 24, 2018

"Rewarding"

Current Employee - Department Supervisor in El Paso, TX

Great work environment, you feel valued, great benefits. You are recognized if you give your best effort. I feel proud to work there.

Hard to get promoted above my level in my city.

Jan 22, 2018

"Great Company, like a family at work"

Former Employee - Bilingual Sales Associate in Davie, FL

- The pay is not the best for a full-time job, but as a first job or a part-time job I do recommend.
- Everyone in the store is like a big family and you have the opportunity to work in various departments.
- You are able to engage with a diverse group of people on a daily basis and every day could be a mystery.

Jan 22, 2018

"I had a good time!"

Former Employee - Software Engineer(Internship) in Atlanta, GA

Great company culture and fun vibes
Managers put you on a team of current engineers to guide and mentor you

It's a good place to make friends

Pay is fair as an intern and even better full-time (If you're lucky, I'll be very happy when I start full-time as a 22-year-old with this salary in Atlanta)

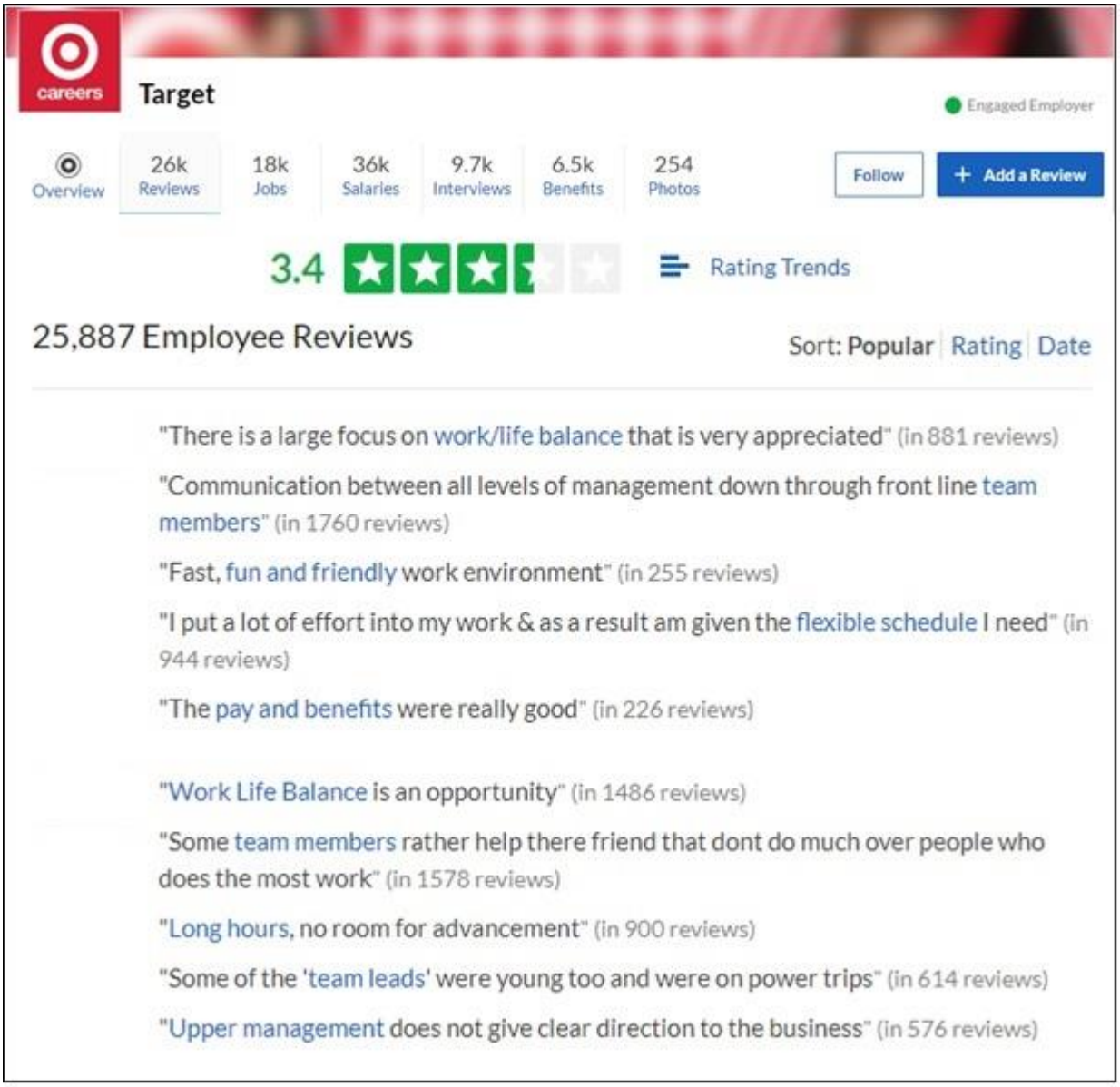
I'm not sure how effective or efficient paired programming is.
Sometimes goals and projects are open-ended and up to your interpretation

"Great job"

Current Employee - Cashier in Hoover, AL

Very poor hours. Doesn't really accommodate your schedule will take away hours if you can't work anytime they want you to work.

They pay really good. The coworkers are all friendly and inviting. It's really like working with family. They help out their employees in need.


careers
Target
Engaged Employer
Overview
26k Reviews
18k Jobs
36k Salaries
9.7k Interviews
6.5k Benefits
254 Photos
Follow
+ Add a Review
3.4
Rating Trends
25,887 Employee Reviews
Sort: Popular | Rating | Date
"There is a large focus on work/life balance that is very appreciated" (in 881 reviews)
"Communication between all levels of management down through front line team members" (in 1760 reviews)
"Fast, fun and friendly work environment" (in 255 reviews)
"I put a lot of effort into my work & as a result am given the flexible schedule I need" (in 944 reviews)
"The pay and benefits were really good" (in 226 reviews)
"Work Life Balance is an opportunity" (in 1486 reviews)
"Some team members rather help there friend that dont do much over people who does the most work" (in 1578 reviews)
"Long hours, no room for advancement" (in 900 reviews)
"Some of the 'team leads' were young too and were on power trips" (in 614 reviews)
"Upper management does not give clear direction to the business" (in 576 reviews)

Jan 23, 2018

"Company Culture"

Former Employee - Anonymous Employee

Company in process of updating and revamping stores. IN midst of big transition to compete against online retailers; so fun to see how it's shaping out on the ground floor. Great team work, up front managers, and IMO Target is viewed more positively in communities than its big box competitors.

The hiring process is a little confusing yet overall it manages to accomplish its objectives.

Jan 16, 2018

"Sales Floor Team Member"

Current Employee - Team Member in Minneapolis, MN

-Directions/Rules aren't always clear
-Scheduling
-Some of the Team Leads are clueless
-Always something to do
-Teamwork
-Variety of tasks
-Friendly enviroment

Jan 21, 2018

"Wonderful company!"

Former Employee - Cashier in Raleigh, NC

Fun work environment
Stocked break room

Lots of hours available

Great training

Room to move up or switch positions

Lots of support

Cashiering can be very draining. It was very hot in my store in the middle of the summer which is to be expected almost anywhere.

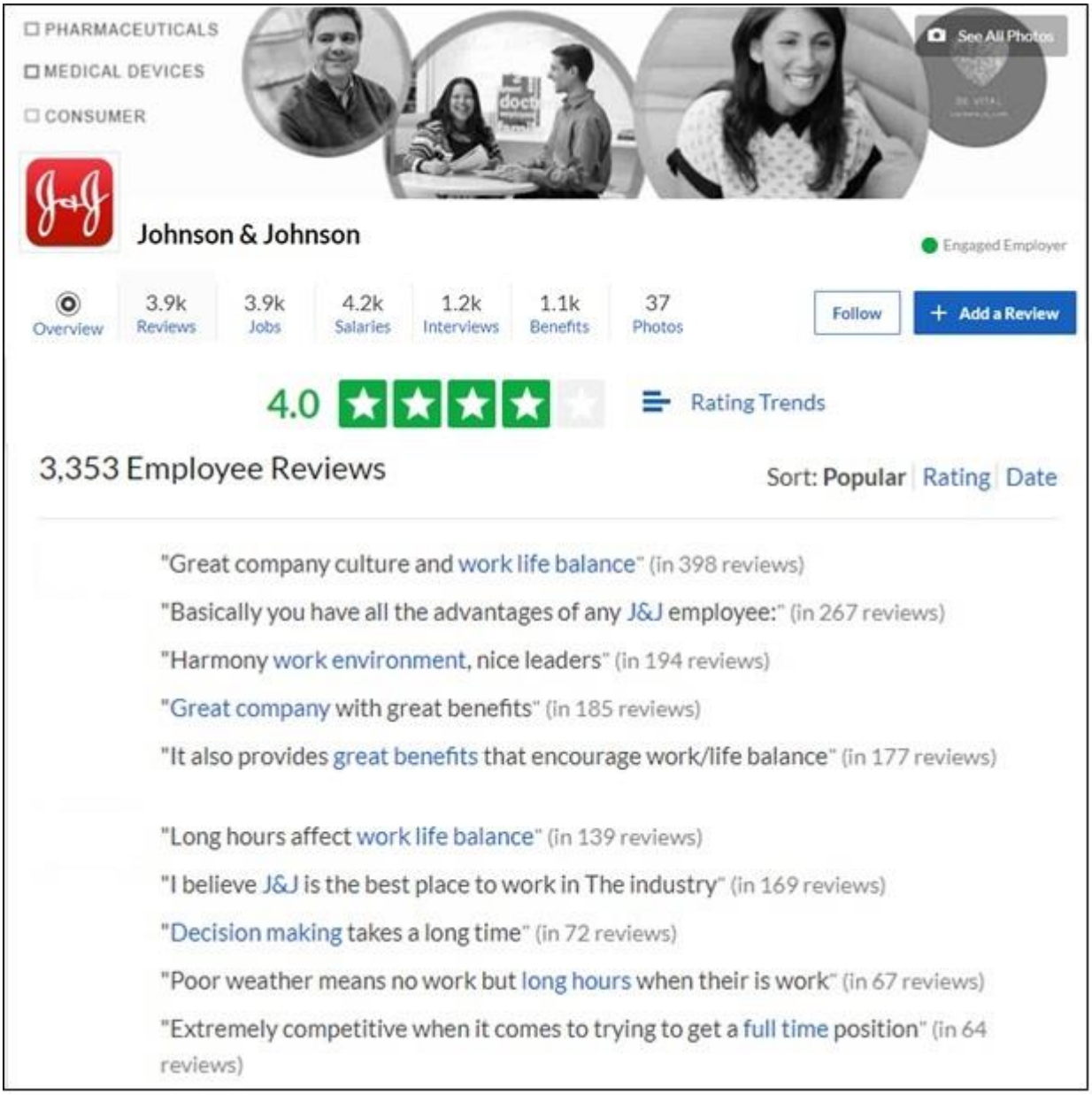
Jan 22, 2018

"Director"

Current Employee - Director in Minneapolis, MN

too many meetings. manage by commitee

collaborative environment everyone is very encouraging


PHARMACEUTICALS
MEDICAL DEVICES
CONSUMER
See All Photos
Johnson & Johnson
Engaged Employer
Overview
3.9k Reviews
3.9k Jobs
4.2k Salaries
1.2k Interviews
1.1k Benefits
37 Photos
Follow
+ Add a Review
4.0
Rating Trends
3,353 Employee Reviews
Sort: Popular | Rating | Date
"Great company culture and work life balance" (in 398 reviews)
"Basically you have all the advantages of any J&J employee:" (in 267 reviews)
"Harmony work environment, nice leaders" (in 194 reviews)
"Great company with great benefits" (in 185 reviews)
"It also provides great benefits that encourage work/life balance" (in 177 reviews)
"Long hours affect work life balance" (in 139 reviews)
"I believe J&J is the best place to work in The industry" (in 169 reviews)
"Decision making takes a long time" (in 72 reviews)
"Poor weather means no work but long hours when their is work" (in 67 reviews)
"Extremely competitive when it comes to trying to get a full time position" (in 64 reviews)

Jan 12, 2018

"Procurement manager"

★★★★★ ▾ Current Employee - Manager in Raritan, NJ

Credo based company, excellent business unit level management and executive level management, promising pipeline, great pay and they reward employees well for performance, work/life family balance, they really respect and support their employees

I believe J&J is the best place to work in The industry. It is a larger company so I have heard experience can vary by operating company or sector.

Nov 15, 2017

"Amazing Company, Amazing Benefits"

★★★★★ ▾ Current Employee - Senior Recruiter in New Brunswick, NJ

Being a large organization it can be difficult to find what/who you need sometimes

Great benefits, flexible work options, and great career options. Overall the company is stable and stands behind its Credo providing the best for its customers/patients, employees, communities and stock holders.

Jan 15, 2018

"Great company to work at"

★★★★★ ▾ Former Employee - Technology Lead in San Francisco, CA

Defined mission, goals and strategies to achieve them; People; Good benefits; Training opportunities; Qualified education benefits reimbursement; Structured performance evaluations; Culture of empathy, respect and working as team; etc., etc.,

Hours can be very demanding due to type and number of projects; Depending on economic cycles, budget constraints can be frustrating; Not on the bleeding edge technology (but that can be a good thing)

Oct 11, 2017

"excellent group"

★★★★ Former Employee - R&D Eng in Miami, FL

great work atmosphere, group works together.

Lots of red tape to get approvals for large purchases (e.g., technology systems).

Online Appendix C: Study 3a

Method

Sample. We used the same recruitment method as in Study 3. We recruited 202 U.S. residents for the first part of the study (i.e., selection condition) of which 154 respondents completed the second part (i.e., honest condition) two weeks later, and 141 passed the attention checks. Mean age was 34.7 years (*SD* = 10.7). The sample included 48% women, 73% were White, 11% Black, 9% Asian, and 5% Hispanic. Moreover, 57% had a college degree, and 83% were employed. Participants applied for 5.1 jobs (*SD* = 18.3) during the last year on average. Participation in both stages was again compensated with USD $1.

Procedure and Design. The procedure and design were similar to Study 3, except that respondents completed the measure assessing their perception of the ideal personality profile after reading the scenario and the organizational culture information, but before completing the personality test in the selection situation. We note that positioning the mediator before the selection test is arguably more aligned with applicants' true cognitive process (i.e., to identify the ideal profile and then fake strategically). However, it might also create a demand effect and thus amplify faking effects.

Measures. Measures identical to those used in Study 3: the HEXACO-PI-R 60 personality test, with Honesty-Humility (α_{T1} = .93, α_{T2} = .83), Emotionality (α_{T1} = .84, α_{T2} = .82), Extraversion (α_{T1} = .86, α_{T2} = .85), Agreeableness (α_{T1} = .90, α_{T2} = .82), Conscientiousness (α_{T1} = .82, α_{T2} = .82), and Openness (α_{T1} = .87, α_{T2} = .79), Competitive Worldviews (α = .92), the same measure of the ideal profile, and the same indicators of faking.

Results

Involvement was high (i.e., *M* = 4.74, *SD* = .66) and similar across conditions. Attraction to the job was higher in the less competitive (*M* = 4.07, *SD* = 1.12) than in the competitive

condition (M = 2.24, SD = 1.30), F (1, 139) = 81.11, $p < .001$. In the competitive organizational culture condition, the company's culture was perceived as more competitive (M = 4.67, SD = .81) than in the less competitive organizational culture condition (M = 1.81, SD = .99), F (1, 139) = 354.70, $p < .001$.

Results of the ANOVAs examining differences in applicants' identification of the ideal personality profile between the two experimental conditions and the faking indicators are displayed in the table below. As anticipated, participants identified the ideal personality profile for employees in the competitive organizational culture as being lower in H-H (d = 3.44) and agreeableness (d = 1.92) than participants in the less competitive culture condition did. The remaining results were very similar to those obtained in Studies 1 and 3. We found large and significant differences between respondents in the competitive and the less competitive organizational culture conditions when looking at all our faking indicators for H-H (d ranging from .94 to 1.61) and agreeableness (d ranging from .85 to 1.25).

We examine if perceptions of the ideal personality profile mediated the relationship between organizational culture and faking on H-H and Agreeableness, as in Study 3. Results are displayed in the table below. They suggest that the perceived ideal profile fully mediated the effect of organizational culture on all three faking indicators for H-H. Moreover, it fully mediated the effect of culture on raw difference scores for Agreeableness, and partially mediated the effect of culture on both test scores and regression-adjusted scores for Agreeableness. In all cases, bootstrapped indirect effects were significant (with coefficients ranging from -.58 to -1.181).

Complete Results for Perceived Desired Profile and Faking Across Conditions for Study 3a:

Measure	Less Competitive	Competitive	*F-value*	*Cohen's d*
Perceived desired personality profile				
Honesty/Humility	6.30 (1.19)	1.83 (1.40)	413.77**	3.44
Emotionality	4.45 (1.76)	2.18 (1.25)	78.35**	1.49
Extraversion	6.10 (1.19)	6.17 (1.23)	0.10	0.06
Agreeableness	6.31 (1.16)	3.36 (1.84)	126.64**	1.92
Conscientiousness	5.88 (1.41)	5.86 (1.40)	0.01	0.01
Openness	5.41 (1.36)	3.46 (1.70)	55.96**	1.27
Personality Scores (Selection condition)				
Honesty/Humility	4.16 (.67)	2.71 (1.08)	91.50**	1.61
Emotionality	2.79 (.72)	2.28 (.79)	15.90**	0.68
Extraversion	4.01 (.60)	3.98 (.72)	0.09	0.05
Agreeableness	4.03 (.67)	3.07 (.87)	54.32**	1.24
Conscientiousness	4.23 (.50)	4.16 (.62)	0.49	0.12
Openness	4.03 (.58)	3.35 (.81)	32.68**	0.97
Raw Difference Scores (Selection vs. Honest condition)				
Honesty/Humility	.54 (.76)	-.70 (1.16)	56.22**	1.27
Emotionality	-.18 (.51)	-.90 (1.00)	29.19**	0.91
Extraversion	.72 (.77)	.98 (.91)	3.22	0.31
Agreeableness	.67 (.69)	-.21 (1.06)	33.86**	0.98
Conscientiousness	.31 (.50)	.33 (.64)	0.07	0.04
Openness	.27 (.51)	-.40 (.83)	33.02**	0.97
Regression-Adjusted Difference Scores (Selection vs. Honest condition)				
Honesty/Humility	.65 (.55)	-.58 (.96)	86.74**	1.57
Emotionality	.38 (.73)	-.42 (1.09)	26.13**	0.86
Extraversion	.04 (.87)	.08 (1.09)	0.06	0.04
Agreeableness	.57 (.66)	-.50 (1.01)	54.95**	1.25
Conscientiousness	.07 (.86)	.04 (1.09)	0.05	0.03
Openness	.50 (.64)	-.47 (1.08)	41.29**	1.09
Blatant Extreme Responding (Selection condition)				
Honesty/Humility	.51 (.32)	.18 (.24)	50.59**	1.17
Emotionality	.08 (.14)	.05 (.10)	1.40	0.25
Extraversion	.37 (.29)	.40 (.33)	0.30	0.10
Agreeableness	.37 (.31)	.13 (.23)	29.87**	0.88
Conscientiousness	.47 (.32)	.48 (.33)	0.04	0.03
Openness	.35 (.30)	.18 (.26)	14.12**	0.61
Difference in Blatant Extreme Responding (Selection vs. Honest condition)				

Honesty/Humility	.21 (.29)	-.05 (.26)	29.64**	0.94
Emotionality	-.02 (.14)	-.09 (.18)	6.80**	0.43
Extraversion	.20 (.26)	.30 (.34)	4.14*	0.33
Agreeableness	.21 (.25)	-.01 (.27)	25.91**	0.85
Conscientiousness	.16 (.28)	.18 (.31)	0.20	0.07
Openness	.10 (.25)	-.08 (.28)	16.62**	0.68

Note. $N = 141$, * $p < .05$, ** $p < .01$.