

## Supplementary Materials

### APPENDIX A: “About us” pages

#### Competitive Culture

**About BGG Consulting:** At BGG Consulting our mission is to help organizations meet their financial and personnel goals. We support organizations by providing financial (e.g., accounting) and personnel (e.g., leadership training) services to help organizations and employees reach their full potential. We were founded in 1933 by Fredrick Blackwell on the principles that financial prosperity is the most important measure of a business’ success, and that ruthlessness is often required to obtain financial success. These principles guide our actions and operations to this day. At BGG Financial, we believe that winning—whether outperforming rival companies or achieving financial success for our clients—is *the* only important measure of success. These values have been vital to our professional victories and achievements throughout the years. Our organization fosters a competitive, win-at-all-costs mentality to drive success for our employees and clients. We know that sometimes you have to be cold blooded and ruthless to outperform the competition, and that is why we are one of the most successful and prestigious consulting companies in the world.

#### Collaborative Culture

**About BGG Consulting:** At BGG Consulting, our mission is to help organizations meet their financial and personnel goals. We support organizations by providing financial (e.g., accounting) and personnel (e.g., leadership training) services to help organizations and employees reach their full potential. We were founded in 1933 by Fredrick Blackwell on the principles that employee well-being is the most important measure of an organization’s success and that teamwork and collaboration is often required to ensure employee well-being. These principles guide our actions and operations to this day. At BGG Consulting, we believe that collaborative behavior—whether going above and beyond to assist colleagues or prioritizing the inclusion of every team member—is an important measure of organizational success. These values have been vital to our professional achievements throughout the years. Our organization fosters a cooperative, team mentality to drive our clients’ success and our employees’ satisfaction. It is because we strive to put the team first that we are one of the most successful and prestigious consulting companies in the world.

#### Control Condition

**About BGG Consulting:** At BGG Consulting our mission is to help organizations meet their financial and personnel goals. We support organizations by providing financial (e.g., accounting) and personnel (e.g., leadership training) services to help organizations and employees reach their full potential.

## **APPENDIX B: Interview Questions**

1. What previous work experiences would make you a good business manager? Describe your previous responsibilities and how they have contributed to your development.
2. Describe a time when your leadership was challenged. How did you respond to the situation? What was the outcome?
3. Could you tell me about a time when you used your unique characteristics (e.g., personality, skills, values) to effectively manage a team or project?
4. A team that you oversee has to develop a leadership training program for a client. You have three consultants in the team: two senior consultants who are very qualified and one junior consultant who is willing to work very hard but whose experience and capabilities in this area are very limited. This is a very important project, and your team is under high time pressure from the client. How would you allocate work between the three consultants? To what extent would you involve the junior team member?
5. Four high level executives, including yourself, are working to create a business plan for your organization for the coming year. You are more capable in this area than your other team members, and so you take the lead in crafting the plan. You keep the minutes and control the flow of information during your discussions. You believe that the business plan will likely turn out very well with you as the project lead, but you realize that you are only writing down ideas supportive of your own position and that you are deciding on key issues without consulting with the group. What would you do?
6. Could you tell me how your personal characteristics (e.g., personality and values) would make you a good fit for our organization? Please illustrate this with a specific professional experience.

### APPENDIX C: Post-Hoc Pilot Study of Manipulation

Measure	<i>M and SD for each condition</i>						<i>F value</i>	<i>Cohen's d</i>	
	Competitive		Collaborative		Control			Competitive - Collaborative	Competitive - Control
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>			
1. Has a competitive culture	4.65	.59	2.89	1.32	3.33	.97	16.56	1.72	1.65
2. Winning at all costs	4.60	.88	2.78	1.44	2.90	1.04	15.94	1.53	1.76
3. Has a collaborative culture	2.10	1.25	4.61	.50	3.86	.85	36.89	-2.63	-1.64
4. Emphasizes team success	3.05	1.54	4.50	.62	4.05	1.12	7.78	-1.24	-.74
5. Ruthless	4.55	.61	2.33	1.53	2.48	1.29	21.20	1.90	2.06
6. Corruption	3.90	.91	2.11	1.23	2.00	1.14	26.53	1.65	1.84
7. Integrity	2.20	1.11	4.00	.69	4.00	.84	18.77	-1.96	-1.84
8. Strong organizational culture	3.55	.95	4.22	.55	3.95	.92	3.14	-.87	-.43

*Note.*  $N = 59$  MTurk respondents.  $M$  = mean,  $SD$  = standard deviation.

### APPENDIX D: Applicant Perceptions Measures

To no extent	To a little extent	To a moderate extent	To a considerable extent	To a very great extent
1	2	3	4	5

#### Mediation mechanisms

1. In your opinion, to what extent is BGG Consulting's ideal candidate agreeable (i.e., forgiving, lenient, and willing to compromise)?
2. In your opinion, to what extent is BGG Consulting's ideal candidate honest and humble?

#### Manipulation check

3. In your opinion, to what extent does BGG Consulting have a competitive organizational culture?
4. In your opinion, to what extent does BGG Consulting have a collaborative organizational culture?

#### External validity check

5. To what extent did you take the interview seriously?

## APPENDIX E: Relative Percentile Measure—Self-Report Measures

For this exercise, you'll be given a set of personality traits, and you will be asked to rate your personality in comparison to a theoretical reference group of 100 random adults in North America.<sup>1</sup>

For example, if you believe you are more forgiving than 75% of adults in North America, then move the slider to 75 out of 100.

### Agreeableness

#### 1. Forgivingness

Please indicate, using the slider below, the percentile in which you feel you rank on **forgivingness** relative to the adult population.

Forgivingness refers to one's willingness to feel trust and liking toward those who may have caused one harm. Low scorers tend "hold a grudge" against those who have offended them, whereas high scorers are usually ready to trust others again and to reestablish friendly relations after having been treated badly.

#### 2. Gentleness

Please indicate, using the slider below, the percentile in which you feel you rank on **gentleness** relative to the adult population.

Gentleness refers to a tendency to be mild and lenient in dealings with other people. Low scorers tend to be critical in their evaluations of others, whereas high scorers are reluctant to judge others harshly.

#### 3. Flexibility

Please indicate, using the slider below, the percentile in which you feel you rank on **flexibility** relative to the adult population.

Flexibility refers to one's willingness to compromise and cooperate with others. Low scorers are seen as stubborn and are willing to argue, whereas high scorers avoid arguments and accommodate others' suggestions, even when these may be unreasonable.

#### 4. Patience

Please indicate, using the slider below, the percentile in which you feel you rank on **patience** relative to the adult population.

---

<sup>1</sup> The material was adapted from Dunlop et al. (2020), which examined the validity of the relative percentile method.

Patience refers to a tendency to remain calm rather than to become angry. Low scorers tend to lose their tempers quickly, whereas high scorers have a high threshold for feeling or expressing anger.

## Honesty-Humility

### 1. Sincerity

Please indicate, using the slider below, the percentile in which you feel you rank on **sincerity** relative to the adult population.

Sincerity refers to a tendency to be genuine in interpersonal relations. Low scorers will flatter others or pretend to like them in order to obtain favors, whereas high scorers are unwilling to manipulate others.

### 2. Fairness

Please indicate, using the slider below, the percentile in which you feel you rank on **fairness** relative to the adult population.

Fairness refers to a tendency to avoid fraud and corruption. Low scorers are willing to gain by cheating or stealing, whereas high scorers are unwilling to take advantage of other individuals or of society at large.

### 3. Greed Avoidance

Please indicate, using the slider below, the percentile in which you feel you rank on **greed avoidance** relative to the adult population.

Greed avoidance refers to a tendency to be uninterested in possessing lavish wealth, luxury goods, and signs of high social status. Low scorers want to enjoy and to display wealth and privilege, whereas high scorers are not especially motivated by monetary or social-status considerations.

### 4. Modesty

Please indicate, using the slider below, the percentile in which you feel you rank on **modesty** relative to the adult population.

Modesty refers to a tendency to be modest and unassuming. Low scorers consider themselves as superior and as entitled to privileges that others do not have, whereas high scorers view themselves as ordinary people without any claim to special treatment.

## APPENDIX F: Relative Percentile Measure—Observer Reports

For this exercise, you'll be given a set of personality traits, and you will be asked to rate each participants' personality in comparison to a theoretical reference group of 100 random adults in North America.<sup>2</sup>

For example, if you believe the participant is more forgiving than 75% of adults in North America, then move the slider to 75 out of 100.

### Agreeableness

#### 1. Forgivingness

Please indicate, using the slider below, the percentile in which you feel the participant ranks on forgivingness relative to the adult population.

**Forgivingness** refers to one's willingness to feel trust and liking toward those who may have caused one harm. Low scorers tend "hold a grudge" against those who have offended them, whereas high scorers are usually ready to trust others again and to reestablish friendly relations after having been treated badly.

#### 5. Gentleness

Please indicate, using the slider below, the percentile in which you feel the participant ranks on gentleness relative to the adult population.

**Gentleness** refers to a tendency to be mild and lenient in dealings with other people. Low scorers tend to be critical in their evaluations of others, whereas high scorers are reluctant to judge others harshly.

#### 6. Flexibility

Please indicate, using the slider below, the percentile in which you feel the participant ranks on flexibility relative to the adult population.

**Flexibility** refers to one's willingness to compromise and cooperate with others. Low scorers are seen as stubborn and are willing to argue, whereas high scorers avoid arguments and accommodate others' suggestions, even when these may be unreasonable.

#### 7. Patience

Please indicate, using the slider below, the percentile in which you feel the participant ranks on patience relative to the adult population.

---

<sup>2</sup> The material was adapted from Dunlop et al. (2020), which examined the validity of the relative percentile method.

**Patience** refers to a tendency to remain calm rather than to become angry. Low scorers tend to lose their tempers quickly, whereas high scorers have a high threshold for feeling or expressing anger.

## Honesty-Humility

### 5. Sincerity

Please indicate, using the slider below, the percentile in which you feel the participant ranks on sincerity relative to the adult population.

**Sincerity** refers to a tendency to be genuine in interpersonal relations. Low scorers will flatter others or pretend to like them in order to obtain favors, whereas high scorers are unwilling to manipulate others.

### 6. Fairness

Please indicate, using the slider below, the percentile in which you feel the participant ranks on fairness relative to the adult population.

**Fairness** refers to a tendency to avoid fraud and corruption. Low scorers are willing to gain by cheating or stealing, whereas high scorers are unwilling to take advantage of other individuals or of society at large.

### 7. Greed avoidance

Please indicate, using the slider below, the percentile in which you feel the participant ranks on greed avoidance relative to the adult population.

**Greed avoidance** refers to a tendency to be uninterested in possessing lavish wealth, luxury goods, and signs of high social status. Low scorers want to enjoy and to display wealth and privilege, whereas high scorers are not especially motivated by monetary or social-status considerations.

### 8. Modesty

Please indicate, using the slider below, the percentile in which you feel the participant ranks on modesty relative to the adult population.

**Modesty** refers to a tendency to be modest and unassuming. Low scorers consider themselves as superior and as entitled to privileges that others do not have, whereas high scorers view themselves as ordinary people without any claim to special treatment.

**APPENDIX G: Review of Past Research on Competition and Faking**

<b>Paper</b>	<b>Independent variable(s)</b>	<b>Dependent variable(s)</b>	<b>Methods/design</b>	<b>Main findings</b>	<b>Faking effect sizes</b>
Ho et al. (2019)	Competitiveness of selection process (i.e., number of competitors and selection ratio)	Faking intentions in job interview	2 (number of competitors: few - i.e., vs 10, many) x 2 (selection ratio: small—i.e., 10% vs. large) between-subjects experiment, with 775 participants	Higher faking intentions with few vs. more competitors when facing a small selection ratio However, no effect of competitors on faking with a large selection ratio	$d = .21$
Ho et al. (2020)—Study 1	Competitiveness organizational climate	Faking intentions in job interview	Two-group between-subjects experiment (competitive climate vs. noncompetitive climate), with 904 participants	Higher willingness to fake in competitive vs. noncompetitive climate	$d = .16$
Ho et al. (2020)—Study 2	Competitiveness of selection process	Faking intentions in job interview	Two-group between-subjects experiment (competitive vs noncompetition selection process), with 599/544 participants (Phase 1/Phase 2)	Higher willingness to fake in competitive vs. noncompetitive selection process	$d = .30$
Bill et al. (2020)—Study 1	Competitiveness of selection process  Verification warning	Faking intentions in job interview	2 (high vs. low competition) x2 (verification warning vs. no warning) between-subjects design, with 127 student sample	Higher faking intentions in more (vs. less) competitive selection process No effect of warning or interaction.	$\eta^2 = 0.059$
Bill et al. (2020)—Study 2	Competitiveness of selection process	Faking intentions in job interview	2 (high vs. low competition) x2 (verification warning vs. no warning) between-subjects design, with 124 workers	No main effect of competition on faking intentions Less faking intentions with verification warning lowered	$\eta^2 = 0.002$

	Verification warning				
Bill et al. (2020) —Study 3	Competitiveness of selection process  Verification warning student status	Faking intentions in job Interview	Two (high vs. low competition) x2 (verification warning vs. no warning) x2 (student vs. non-student) between-subjects design, with 827 participants	No main effect of competition on faking intentions	$\eta^2 = 0.000$
Roulin & Krings (2020) —Study 1	Study 1— competitive organizational culture	Personality test faking (on H-H and A)	Three-group between-subjects design (competitive, collaborative, control), with 200 MTurkers	Lower H-H and A scores in the competitive (vs. collaborative and control) condition, across faking indicators	H-H: $d = .81-1.65$ A: $d = .59-1.05$
Roulin & Krings (2020) —Study 3	Competitive organizational culture	Personality test faking (on H-H and A)	Two-group between-subjects design (competitive, less competitive), with 250 MTurkers	Lower H-H and A scores in the competitive (vs. collaborative and control) condition, across faking indicators	H-H: $d = .98-1.67$ A: $d = .54-1.02$
Roulin & Krings (2020) —Study 4	Competitive organizational culture	Personality test faking (on H-H and A)	Two-group between-subjects design (competitive, less competitive), controlling for self-selection by design, with 181 MTurkers	Lower H-H and A scores in the competitive (vs. collaborative and control) condition, with most faking indicators	H-H: $d = .22-83$ A: $d = .21-.39$
Roulin & Krings (2020)—Study 5	Competitive organizational culture	Personality test faking (on H-H and A)	Two-group between-subjects design (competitive, less competitive), controlling for self-selection by design, with 203 MTurkers	Lower H-H and A scores in the competitive (vs. collaborative and control) condition, with most faking indicators	H-H: $d = .09-.54$ A: $d = .34-.53$

Present study	Competitive organizational culture	Self-reported faking in video interview  Personality faking in video interview (on H-H and A)	Three-group between-subjects design (competitive, collaborative, control), with 130 prolific users	No difference in self-reported faking between conditions  No difference in perceived personality faking between conditions  Only indirect effect of culture on perceived H-H/A through ideal candidate personality profile	Self-reported faking: $\eta^2 = .0013$  Personality faking:  Perceived personality: A: $\eta^2 = .0087$ H-H: $\eta^2 = .02$ Raw difference scores: A: $\eta^2 = .003$ H-H: $\eta^2 = .003$  Regression-adjusted difference scores: A: $\eta^2 = .01$ H-H: $\eta^2 = .02$
---------------	------------------------------------	---	--	--	--

---

*Note.* A = Agreeableness. H-H = Honesty-Humility