


Electronic Supplementary Material

All materials and items were in German. They were translated by the authors for this overview.

Communal job advertisement (friend version, used in Study 1 and Study 2):



We are a medium-sized enterprise and belong to the market leaders in our industry. Due to our **amicable working climate**, we enjoy an excellent reputation. To strengthen our team, we are looking for employees **of all ages** for several of our locations.

You are:


- A goal-oriented, **cordial personality** with the ability to work in a team
- Customer-oriented
- Dedicated and reliable
- Treating sensitive data confidentially

We offer:

- A permanent position with an attractive salary
- Interesting tasks within a **cordial, amicable work environment**
- An individualized development plan
- **An open and collaborative atmosphere**
 - **Be a part of our team and work with friends, not only colleagues!**
- Long-term perspectives and attractive employee benefits
- **A companionate team culture** that stimulates our economic success

Are you interested in joining us?
Please send your application documents to application@KfA.com

Communal job advertisement (family version, used in Study 2):



We are a medium-sized enterprise and belong to the market leaders in our industry. Due to our **familial working atmosphere**, we enjoy an excellent reputation. To strengthen our team, we are looking for employees **of all ages** for several of our locations.

You are:


- A goal-oriented, **cordial personality** with the ability to work in a team
- Customer-oriented
- Dedicated and reliable
- Treating sensitive data confidentially

We offer:

- A permanent position with an attractive salary
- Interesting tasks within a **family-like enterprise**
- An individualized development plan
- **An open and collaborative atmosphere**
 - **Be a part of our work family and spend time with colleagues who are always there for you!**
- Long-term perspectives and attractive employee benefits
- **A family-like team culture** that stimulates our economic success

Are you interested in joining us?
Please send your application documents to application@KfA.com

Conventional business-oriented job advertisement (used in Study 1 and Study 2):



We are a medium-sized enterprise and belong to the market leaders in our industry. Due to our **positive working climate**, we enjoy an excellent reputation. To strengthen our team, we are looking for employees **of all ages** for several of our locations.

You are:

- A goal-oriented, **professional personality** with the ability to work in a team
- Customer-oriented
- Dedicated and reliable
- Treating sensitive data confidentially

We offer:

- A permanent position with an attractive salary
- Interesting tasks within **an owner-managed enterprise**
- An individualized development plan
- **An open and respectful atmosphere**
 - **Be a part of our organization and collaborate successfully with your new colleagues!**
- Long-term perspectives and attractive employee benefits
- **A cooperative team culture** that stimulates our economic success

Are you interested in joining us?
Please send your application documents to application@KfA.com

Baseline items (Study 1 & Study 2, measured on a scale from 1 (*agree not at all*) to 5 (*agree very much*)):

- Nowadays, organizations expect high performance from their employees.
- Organizations are usually trustworthy.

Manipulation check items (Study 1 & Study 2, measured on a scale from 1 (*agree not at all*) to 5 (*agree very much*)); items adapted from Aggarwal, 2004; Feldman et al., 2006):

KfA products ...

- ... cares for its employees; truly values its employees; is cordial; is caring; is likeable; is amicable; is supportive; is family-like (last item was only used in Study 2)
- ... is like a businessman; is like a merchant; is businesslike; is rational; is profit-oriented
- ... is genuine; is credible; is trustworthy; is authentic (these four items were only used in Study 2)

Dependent variables (Study 1 & Study 2):

Job choice intentions (measured on a scale from 1 (*highly unlikely*) to 5 (*highly likely*)); items adapted from Cable & Judge, 1996; Collins, 2007; Taylor & Bergman, 1987):

- How likely is it that you will send an application to *KfA products*?
- I would apply to *KfA products*.

- Please rate the likelihood that you would accept a job offer from this organization, if it were offered.

Expected performance standards (measured on a scale from 1 (*highly unlikely*) to 5 (*highly likely*); items adapted from Heinitz & Rowold, 2007; Pearce & Sims, 2002; Podsakoff et al., 1990):

KfA products ...

- ... expects highest job performance.
- ... has relatively low expectations of my job performance. (reversed)
- ... expects employees to give 100% all of the time.
- ... will not settle for second best. (added in Study 2)
- ... insists on only the best performance. (added in Study 2)
- ... shows that it expects a lot from its employees. (added in Study 2)