

Impression Management Profiles in Job Interviews: Relations with Applicant Individual Differences and Interview Outcomes

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Paper in press in Journal of Business and Psychology

Funding: This study was funded by Social Sciences and Humanities Research Council of Canada (grant # 435-2015-0566).

Conflict of Interest/Competing interests: The authors declare that they have no conflicts of interests to declare that are relevant to the content of the article.

Abstract

In job interviews, applicants' use of impression management (IM) tactics is central to our understanding of the interview process. However, while theory indicates that applicants combine IM tactics meaningfully to attempt to create specific impressions, we know little about how applicants use IM tactics *in combination*, and the individual differences and outcomes associated with these combinations. The current study used Latent Profile Analysis to 1) determine how applicants combine IM tactics in job interviews (i.e., IM profiles), and 2) explore their construct validity by assessing relations with applicant individual differences (i.e., age, gender, HEXACO personality traits, and cognitive ability) and interview outcomes (i.e., interview performance, receiving a follow up interview or a job offer). Participants consisted of undergraduate business students participating in high-fidelity mock interviews with real interviewers ($N = 516$) and a broader applicant sample who recalled their most recent job interview ($N = 1042$). In both samples, a five-profile solution provided the best model fit. The five profiles were distinct in terms of the levels of overall IM, self- vs. other-focus, and honest vs. deceptive IM use. These profiles were replicated across both samples. Furthermore, the five IM profiles demonstrated meaningful relations with applicant disposition and interview outcomes in ways that provide support for the construct validity of these profiles. In addition, some of these relationships differed from relations with individual IM tactics, highlighting unique value of a profile-based approach to IM. This study provides a nuanced insight of how applicants combine IM tactics in job interviews.

Keywords: Impression management, job interview, latent profile analysis, HEXACO model of personality

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In job interviews, most applicants use a variety of impression management (IM) tactics to influence how they are perceived by interviewers (Bourdage et al., 2018; Ellis et al., 2002; Melchers et al., 2020). Research has used factor analysis to identify several related, but distinct IM tactics that applicants use in job interviews (Bourdage et al., 2018; Levashina & Campion, 2007). Although these individual IM tactics are rooted in a common motivation to influence self-presentation, they are unique in the type of impressions that applicants attempt to construct (Leary & Kowalski, 1990). Accordingly, a growing body of research has demonstrated that these individual IM tactics, *in isolation*, differentially relate to interview outcomes and applicant disposition (Bourdage et al., 2018; Powell et al., 2021; Van Iddekinge et al., 2007). This is consistent with the variable-centered approach to research where it is assumed that relationships between a variable of interest (e.g., the use of a particular IM tactic) and a given outcome are the same for all members of the population (Howard & Hoffman, 2018; Meyer & Morin, 2016).

Importantly, no extant research on IM tactics to date has relaxed the assumptions associated with the variable-centered approach to research and opted to take a person-centered approach to investigate the use of IM tactics in interviews. In doing so, this would recognize the possibility that there are sub-groups of applicants that use different combinations IM tactics in common configurations (i.e., profiles). This is supported by a wide range of IM theory and research speculating, but not empirically investigating, the notion that applicants are likely to use specific combinations of multiple IM tactics during the interview for several reasons (instead of solely relying on one IM tactic; Bourdage et al., 2020; Chawla et al., 2021; Leary & Bolino, 2017; Levashina & Campion, 2007). Notably, although the prevalence of individual IM tactics in

job interviews tend to vary, the vast majority of applicants report using several of the tactics identified in the literature (Melchers et al., 2020). Furthermore, from a theoretical perspective, the two-component model of IM (Leary & Kowalski, 1990) suggests that applicants may use multiple IM tactics as an attempt to create more specific kinds of impressions effectively. This is noteworthy because some IM tactics are more similar than others due to overlaps in their goals and intentions (Bolino et al., 2003; Turnley & Bolino, 2003). Relatedly, the actor-perceiver model of IM (Leary & Bolino, 2017) also suggests that applicants may use multiple IM tactics at the same time to convey a self-presentational persona consisting of several dimensions (Leary & Allen, 2011) in order to convey multiple types of impressions simultaneously (e.g., appearing competent and likable). Additionally, in line with socio-analytic theory, research exploring IM through dispositional perspectives suggested that applicants are likely to combine IM tactics that align with their personality trait expression (Bourdage et al., 2015; 2020; Hogan & Holland, 2003). For these reasons, focusing on the use of individual IM tactics in isolation may not be in accordance with how applicants actually use IM in interviews, thus warranting taking a person-centered approach.

Focusing on applicants' use of individual IM tactics in isolation is further problematic because these tactics are likely to interact with each other to influence interview outcomes. For instance, prior interview research shows that using self-promotion and ingratiation in combination can be the most effective for receiving job offers compared to using only one of these tactics (Proost et al., 2010). This suggests that using multiple IM tactics may augment their effectiveness. However, other research (e.g., from the general workplace literature) suggest that certain combinations of IM tactics may negate their effectiveness compared to using them in isolation. For instance, combining multiple IM tactics that convey more conflicting impressions

can reduce their effectiveness, and increase the likelihood that they will be perceived as less authentic (Bolino et al., 2016; Chawla et al., 2020). Relatedly, using IM tactics indiscriminately (commonly seen among applicants lower in honesty-humility; Bourdage et al., 2020) can also backfire (Baron, 1986; Bolino et al., 2016). Therefore, exploring IM tactics in combination is needed to better assess the extent to which applicants' use of IM is consequential in job interviews, and which combinations of tactics are most and least effective.

Nevertheless, research so far has not investigated which combinations of IM tactics tend to be most prevalent (i.e., IM profiles). It is also unclear as to how these IM profiles relate to individual differences and interview outcomes, which is crucial for establishing the construct validity of these profiles, advancing IM theory, and highlighting how applicants can practically and effectively combine IM tactics in job interviews. Therefore, the current study uses Latent Profile Analysis (LPA) to address these gaps in the literature and advance our understanding of how applicants combine IM tactics. The use of LPA, compared to other person-centered approaches (e.g., cluster analysis) or variable-centered approaches (e.g., regressions), is the most optimal for the main objectives of the current study for the following reasons. First, LPA allows us to identify the most common combinations of interview IM tactics (i.e., IM profiles) using a model-based approach, something that variable-centered approaches cannot identify. In doing so, this allows us to iteratively identify the best fitting profile solution within *and* across samples on the basis of fit statistics rather than the criterion of replicability alone, as is the case with analyses such as cluster-analysis (Daljeet et al., 2017; Morin et al., 2016; Pastor et al., 2007). Second, unlike variable-centered analyses such as multiple regression, LPA is more effective at communicating more complex interactions between four or more variables with sufficient power, and the results of the LPA can be carried forward as input for additional analyses exploring the

relationships with auxiliary variables (i.e., individual differences and interview outcomes; Chawla et al., 2021; Daljeet et al., 2017; Espinoza et al., 2020; McClelland & Judd, 1993; McLarnon & O'Neill, 2018; Meyer & Morin, 2016).

An Overview of Interview IM Tactics

IM refers to a class of *deliberate* self-presentation behaviours aimed to influence others' perceptions (Bourdage et al., 2018; Ellis et al., 2002; Schlenker, 1980). Leary and Kowalski's (1990) two-component model states that IM is comprised of two distinct processes: *Impression Motivation* is the degree that individuals are motivated to control their impressions. *Impression Construction* refers to how individuals behave to create different kinds of impressions.

During the impression construction process, applicants seek to portray themselves as the ideal employee based on their knowledge of the target job and occupation (Roulin & Krings, 2020; Weiss & Feldman, 2006). In doing so, applicants strategically use specific IM tactics to create impressions that are congruent with this goal. Although dozens of IM tactics have been identified in the workplace literature as a whole (Bolino et al., 2008; Bozeman & Kacmar, 1997), many of these tactics overlap with one another (e.g., self-focused IM vs. self-promotion; Bolino et al., 2008), and the measures used to assess these tactics are not specifically relevant to interview contexts (e.g., Bolino & Turnley, 1999; Wayne & Ferris, 1990). Interview settings are unique in that applicants tend to use IM to very specific people (i.e., interviewers or evaluators) with much narrower objectives (i.e., getting hired). Furthermore, not all workplace IM tactics are feasible to enact in job interviews.

Accordingly, more recent studies in the interview literature (e.g., Amaral et al., 2019; Melchers et al., 2020; Roth et al., 2021; Swider et al., 2011) have commonly used the IM taxonomies and scales developed by Levashina and Campion (2007) and Bourdage et al. (2018),

which consolidated a wide variety of identified IM behaviours into broader, non-overlapping tactics specific to job interviews. Specifically, Levashina and Campion (2007) first created a measure to assess deceptive IM tactics. However, numerous researchers noted that a comprehensive assessment of interview IM tactics also need to integrate honest IM tactics (e.g., Levashina & Campion, 2007; Levashina et al., 2014; Ellis et al., 2002) because interviewees can manage their impressions without exaggerating or fabricating. Based on these concerns, Bourdage et al. (2018) developed and validated an honest IM measure, and subsequently demonstrated that honest and deceptive IM tactics were distinct from one another based on measurement models and intercorrelations between IM tactics. As an overview of these tactics, applicants may use self-promotion (i.e., self-focused), ingratiation (i.e., other-focused) or defensive IM tactics either honestly or deceptively. For instance, applicants may use self-promotion to emphasize the skills and experiences that they actually have (i.e., *honest self-promotion*). Applicants can also exaggerate and distort their skills and experiences (i.e., *slight image creation*) or completely fabricate them (i.e., *extensive image creation*). Applicants may also use ingratiation tactics to sincerely compliment and flatter the interviewer as a result of having similar values to them (i.e., *honest ingratiation*) or enact those behaviours deceptively to give a false impression of similarity (i.e., *deceptive ingratiation*). Lastly, applicants may use defensive tactics as a reaction to justify or excuse a negative event (i.e., *honest defensive*), or create these excuses to protect a false impression they aim to portray (i.e., *image protection*; Bourdage et al., 2018; Levashina & Campion 2007). These tactics have been prominently featured in the interview IM literature, as can be seen in recent reviews (Melchers et al., 2020) and meta-analyses (Powell et al., 2021).

Common Combinations (i.e., Profiles) of Interview IM Tactics

Although research has primarily paid attention to how individual interview IM tactics function in isolation, little is known on how applicants combine these IM tactics during job interviews. We incorporate existing theories of IM to explore whether the identified IM profiles will differ as a function of overall IM, emphasis on self-focused vs. other-focused IM tactics, as well as emphasis on honest vs. deceptive IM tactics. Given that LPA tends to be more exploratory and data-driven (Nguyen et al., 2021; Schmiede et al., 2018), while we lay out general expectations based on prior IM theories, we frame these as exploratory research questions.

First, both the two-component model of IM (Leary & Kowalski, 1990) and self-presentation theory (Baumeister & Hutton, 1987) argue that IM use is highly related to applicant disposition. Consequently, it is plausible that some applicants will be more motivated to use IM tactics *overall* compared to other applicants, as the social and material rewards associated with successful job interviews will be particularly salient for certain applicants over others. Multiple studies have demonstrated that some applicants tend to use more IM tactics overall in job interviews and other workplace settings (Bourdage et al., 2015; Bourdage et al., 2018; Melchers et al., 2020; Powell et al., 2021). Therefore, we explore whether the IM profiles vary in their levels of overall IM.

RQ1a: Will the interview IM profiles differ as a function of their overall IM use?

Furthermore, according to Levashina and Campion's (2006) model of interview faking, IM tactics are differentially linked to antecedents that predict the motivation and the ability to use these tactics, which may manifest in specific patterns that are characterized by a reliance on self-focused or other-focused IM tactics. For instance, some applicants are more motivated to build rapport and interpersonal networks and be seen as likable, and they may view other-

focused tactics (i.e., honest and deceptive ingratiation) to be helpful for achieving these goals (Amaral et al., 2019; Lee & Ashton, 2018). However, in order for applicants to use them successfully, they must have sufficient social skills (Levashina & Campion, 2006). Other applicants may wish to use more self-focused tactics (i.e., honest self-promotion, slight and extensive image creation) to focus more on their skills and create an impression of being competent (Bourdage et al., 2018). In this case, applicants must either possess these skills, or fabricate them without getting caught, to be successful (Levashina & Campion, 2006). Therefore, we explore whether the IM profiles will differ by their emphasis on self-focused vs. other-focused IM tactics.

RQ1b: Will the interview IM profiles differ by their emphasis on self-focused vs. other-focused IM tactics?

Lastly, some IM tactics are perceived to be more appropriate than others. Notably, honest IM tactics tend to be perceived by interviewers as more appropriate, because applicants are presenting a truthful impression to interviewers, which can then be used to make more accurate hiring decisions by the organization (Bourdage et al., 2018). However, deceptive IM tends to be perceived as less appropriate and more undesirable, because there are concerns that these tactics introduce bias into the selection process by advantaging more dishonest individuals (Bourdage et al., 2018; Jansen et al., 2012; Roulin et al., 2015). Additionally, applicants vary significantly in their attitudes towards these different IM tactics (Buehl & Melchers, 2017; Durr & Klehe, 2018). In particular, some applicants feel more comfortable presenting a false impression of themselves compared to others (Bourdage et al., 2020; Powell et al., 2021). Furthermore, among deceptive IM tactics, there are varying levels of deception, ranging from slight exaggeration to completely distorting and fabricating skills and qualifications (Levashina & Campion, 2007). Therefore, it is

plausible that certain applicants may feel more comfortable relying more on honest IM tactics, whereas others may rely more on deceptive IM tactics, or even use all tactics more indiscriminately. For these reasons, we explore whether the IM profiles will differ by their emphasis on honest vs. deceptive IM tactics.

RQ1c: Will the interview IM profiles differ by their focus on honest vs. deceptive IM tactics?

Relations between IM Profiles and Individual Differences

In order to better understand the nature of each profile that emerges, as well as to gauge the construct validity of these profiles, we examine the associations between these profiles and applicant characteristics and interview outcomes.

Age and Gender

Overall, research exploring the relations between age or gender and IM tactics in isolation is scarce (Ho et al. 2021; Melchers et al., 2020). Younger applicants tend to be more willing to use IM tactics (Peck & Levashina, 2017). In particular, younger applicants tend to use more deceptive IM tactics (Bourdage et al., 2018), which is in line with other studies finding a negative relationship between age and unethical workplace behaviours (Daboub et al., 1995; Peck & Levashina, 2017). Furthermore, in line with Eagly's (1987) role theory of gender differences (i.e., individuals use behaviours consistent with socially accepted gender roles), some studies have found that males more actively use IM to manage their impressions compared to females (Bolino & Turnley, 2003), particularly with deceptive IM (Levashina & Campion, 2007; Melchers et al., 2020). However, these relationships have not replicated in some samples (Bourdage et al., 2018; Levashina & Campion, 2007). Nevertheless, it is unclear whether applicants' age and gender relate to other common groupings of IM tactics, such as self- versus

other-focused and assertive versus defensive, or the use of certain IM tactics relative to others. For these reasons, we will explore the relationships between age, gender, and IM profiles.

RQ2: How do applicants' age and reported gender (male vs. female) relate to IM profiles?

HEXACO Personality Traits

Bourdage et al. (2020) note that applicants' choices during the impression construction process can be linked to their personality traits using socio-analytic theory, which states that the desires to portray certain impressions drive personality trait expression (Hogan & Holland, 2003). However, it is unclear how these traits relate to IM profiles. This is noteworthy because applicants may use combinations of IM tactics to elicit impressions reflecting their personality.

In the current study, we use the HEXACO model of personality (Lee & Ashton, 2004) to explore the relations between personality traits and IM profiles. While we explore these relations through a research question given the exploratory nature of person-centered approaches (Marsh et al., 2014; Spurk et al., 2020), we nevertheless have some preliminary expectations based on our prior understandings of dispositional antecedents of IM (e.g., Bourdage et al., 2020). First, it is plausible that profiles characterized by higher overall IM use will likely be associated with low levels of applicant honesty-humility. Individuals lower in honesty-humility are more willing to manipulate others for their self-serving interests (Lee & Ashton, 2018). Supporting this notion, low honesty-humility is the core dispositional driver of using IM as a whole (Bourdage et al., 2015), as well as the tendency to use IM tactics more indiscriminately (Bourdage et al., 2020). Furthermore, we expect that IM profiles that rely on relatively more honest than deceptive IM tactics will likely be associated with higher levels of applicant extraversion. This is because extraverts are more likely to possess social awareness to understand which IM tactics are viewed

as more acceptable (Bourdage et al., 2020), and therefore are more likely to rely on honest IM tactics. Conversely, applicants lower in extraversion tend to use less deceptive IM (Powell et al., 2021), because they tend to be less comfortable with their abilities to convey desirable impressions legitimately (Bourdage et al., 2018; Powell et al., 2021). We also expect that IM profiles that rely on relatively more honest (e.g., self-promotion) than deceptive IM tactics will be associated with higher levels of applicant conscientiousness. This is because conscientious applicants likely possess more skills and qualifications to promote, and thereby focus on a more honest portrayal of themselves (Bourdage et al., 2018). Although research focusing on emotionality, agreeableness and openness is scarce, we also explore these traits through a research question.

RQ3: How do the HEXACO personality traits relate to IM profiles?

Cognitive Ability

We also explore the relationship between cognitive ability and IM profiles. Given that cognitive ability is a robust predictor of job performance (Schmidt, 2002; Murphy, 1989), applicants higher in cognitive ability may have greater qualifications and experiences to draw upon when they generate interview responses, and thereby reduce the need to fake (Buehl & Melchers, 2017). According to the multisaturation perspective on applicant faking (Tett & Simonet, 2011), these applicants will also have less opportunity to distort their responses by portraying themselves more favourably. Therefore, it is plausible that profiles characterized by a relatively higher use of honest IM tactics (and particularly honest self-promotion) and a relatively lower use of deceptive IM tactics will be associated with higher levels of applicant cognitive ability.

RQ4: How does cognitive ability relate to IM profiles?

Relations between IM Profiles and Interview Outcomes

Interviewers use the job interview to determine not only applicants' interview performance, but also how they believe the applicant would fit with the target job and occupation (Cable & Judge, 1997; Higgins & Judge, 2004). We explore how IM profiles relate to interviewers' ratings of interview performance and to receiving a follow-up interview and a job offer.

Overall, meta-analytic evidence suggests that individual deceptive IM tactics do not relate to interview performance (Ho et al., 2021), which is in line with studies suggesting that interviewers have trouble detecting deceptive IM (Roulin et al., 2015). In contrast, honest IM tactics are positively related to interview performance (Ho et al., 2021). It is plausible that IM profiles characterized by a relatively higher use of honest IM tactics (rather than deceptive IM tactics) are associated with more positive interview outcomes, if applicants using these combinations of IM tactics are better to draw upon their own skills and qualifications (i.e., higher conscientiousness or cognitive ability) or possess greater social awareness and comfort (i.e., higher extraversion; Lee & Ashton, 2018; Levashina & Campion, 2006). Nevertheless, it is unclear which specific combinations of IM tactics are more (or less) effective. In line with cognitive load theory (Paas et al., 2003), interviewers can only process and evaluate a limited amount of applicant cues (Roulin et al., 2015). Therefore, IM tactics that applicants use *relatively* more than others may be particularly influential on interviewer judgements, even when applicants' overall use of IM is high. Furthermore, initial evidence suggests that combining more effective IM tactics with less effective tactics may produce a cancelling-out effect on interview outcomes (Bourdage et al., 2020), although this study did not explore profiles of IM. Lastly, it is plausible that IM tactics that are more effective in isolation may produce more negative

outcomes when combined with certain tactics, particularly if they produce conflicting impressions (Chawla et al., 2021). For these reasons, we explore the relations between IM profiles and interview outcomes as a research question. In summary, we expect that some combinations of tactics will be more effective than others in creating a positive impression on interviewers.

RQ5: How do interview outcomes (i.e., interview performance ratings, receiving a follow-up interview and receiving a job offer) relate to IM profiles?

Method

Participants and Procedures

Spurk et al. (2020) recommend a minimum sample size of 500 to achieve sufficient statistical power when running LPA. Accordingly, the study used two sufficiently large samples ($N > 500$) to identify IM profiles and explore their relations to auxiliary variables using LPA. In the first sample (referred to as the *student sample*), 523 undergraduate business students were recruited to participate in high-fidelity mock interviews through a university's career center. The mock interviews were run by real interviewers from various organizations, who sometimes provided real follow-up interviews or job/internship offers based on interviewees' performance. Prior to the interview, participants signed up to interview for an organization of their choosing using an online list, and thus likely had an entry-level job in that organization in mind when interviewing. These interviews lasted for 45 minutes, and interviewers ran the interviewees to their own liking as they would for an entry-level job at their organization (see [redacted for peer review]). Immediately after completing the interviews, interviewees completed measures of IM behaviours, as well as their individual differences, and the interviewers completed measures of interview performance (in separate rooms, assured of confidentiality). After removing

multivariate outliers ($N = 7$) based on Mahalanobis distance (refer to Analysis for more details), we retained 516 participants (57.36% female), with an average age of 22.33 years ($SD = 3.83$). Interviewees had an average work experience of 2.09 years ($SD = 2.35$). They were interviewed by 211 interviewers (56.40% female), with an average age of 33.93 years ($SD = 8.93$) and an average of 6.51 years of interviewing experience ($SD = 5.75$).

For the second sample, we used two online databases to recruit 1060 participants from various occupations and industries (referred to as the *community* sample). 751 participants recruited from Crowdfunder were asked to recall their most recent job interview within the last six months. The most frequent responses for target occupations (which participants reported using an open-ended text box) were Sales (14.4%), management/manager (10.0%) and Cashier (4.0%), and other responses illustrating the wide variety of target responses included receptionist, janitor, engineer, pharmacist, nurse and more. These participants were compensated \$1 USD for their participation. Additionally, 309 participants from Amazon Mechanical Turk were asked to recall their most job interview within the last twelve months. The most frequent responses for industries pertaining to their target occupation were Sales and Services Operations (21.6%), Business, Finance, and Administration Occupations (16.0%), Occupations in Social Science, Education, Government Services, and Religion (12.0%) and Other (12.0%; responses in a follow-up text box included Information Technology, Construction and Law Enforcement). These participants were compensated \$2 USD for their participation. In summary, participants in the community sample recalled interviews from a wide variety of target occupations. After removing for multivariate outliers ($N = 18$) based on Mahalanobis distance, 1042 participants (47.70% female), with an average age of 32.55 years ($SD = 10.85$) were retained in the combined community sample, 67.47% of which were employed either part-time or full-time. The

use of recall-based methodologies where participants recall a prior job interview (instead of answering measures immediately after an interview) is common in the interview IM literature (e.g., Bourdage et al., 2018; Buehl & Melchers, 2017; Melchers et al., 2020; Roulin & Krings, 2016). Although some participants may have experienced memory errors while recalling past behaviours in prior job interviews, we only retained participants who indicated high recall in the current sample. Furthermore, the use of recall-based methodologies allowed us to collect interviewee IM data based on prior real job interviews, instead of mock interviews. Part of the data used in the current study was previously published in [redacted for peer review]. Refer to the Appendix for the data transparency statement.

Measures

Participants responded to all measures using a 5-point Likert scale with responses ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) unless stated otherwise.

Student Sample

Honest and Deceptive IM ($N = 516$). Participants completed the short honest and deceptive IM scales, which consisted of four items each for the seven IM tactics in Table 1 (also see Table 1 for example items). The response options ranged from 1 (To No Extent) to 5 (To a Great Extent; Bourdage et al., 2018).

HEXACO Personality Traits ($N = 513$). Participants completed the 100-item version of the HEXACO-PI-R (Lee & Ashton, 2018; e.g., “*I feel reasonably satisfied with myself overall.*”). The HEXACO-PI-R assessed six broad factors consisting of honesty-humility, emotionality, extraversion, agreeableness, conscientiousness and openness to experience (Lee & Ashton, 2018).

Cognitive Ability ($N = 195$). Participants completed the 16-item International Cognitive

Ability Resource (ICAR; Condon & Revelle, 2014). The ICAR contained four items each for three-dimensional rotation, letter and number series, matrix reasoning, and verbal reasoning. Participants' cognitive abilities were scored by dividing the number of correct responses by the total number of responses in the ICAR (i.e., 16).

Interview Performance ($N = 516$). The interviewers evaluated participants' interview performance using three items from Bourdage et al. (2020): 1) "Overall, based on the interview, I would evaluate this candidate positively", 2) "Based on the interview, I would invite this student for another interview/on site visit", and 3) "Based on the interview, I would recommend extending a job offer to this interviewee".

Community Sample

Participants in the community sample also completed the 28-item honest and deceptive IM scales (Bourdage et al., 2018; $N = 1042$). Furthermore, participants completed the following:

Receiving a Follow-up Interview and Job Offer ($N = 1040 - 1041$). Participants recruited through Crowdfunder reported the outcome of their interview, which consisted of the following options: *a) My interview was successful and I ultimately received a job offer from the organization, b) My interview was successful, I continued to the next step of the selection process, but I ultimately did not receive a job offer, c) My interview was unsuccessful and I was eliminated from the selection process (or never heard back from the organization), and d) I am still waiting on the outcome of my last interview.* Follow-up interview was coded as 1 if participants reported a) or b), and 0 if they reported c) or d). Furthermore, job offer was coded as 1 if participants reported a), and 0 if they reported any other option. Participants recruited through MTurk were given separate questions asking whether they received a follow-up interview, and whether they received a job offer. For both questions, participants' responses were

coded as 1 if they answered *yes*, and 0 if they answered either *no* or *still waiting*. By using these coding systems, both follow-up interview and job offer became dichotomous variables for the combined sample (i.e., 1[Received a follow-up interview/job offer], 0[Did not received a follow-up interview/job offer]).

Analysis

The analyses were run using Mplus 8.3 with the Maximum Likelihood Robust estimator (MLR; Muthen & Muthen, 2017). First, we generated factor scores for each dataset to be used as input for the LPA in order to control for measurement error (Espinoza et al., 2020; Morin et al., 2016). We elected to use factor scores from a bifactor exploratory structural equation model (ESEM) as extant theory suggests a common “core” among all IM tactics, as explained by impression motivation (Leary & Kowalski, 1990). Additionally, the use of ESEM factor scores helps the factor scores to better reflect their theoretical structure by allowing for modest cross-loadings (Asparouhov & Muthén, 2009; Morin et al., 2016). This approach helps reveal more distinct shapes among the latent profiles when the predictors are highly correlated with one another, which is an important criterion for determining the utility of profiles (Morin et al., 2016; Spurk et al., 2020). Because LPA is extremely sensitive to multivariate outliers (Spurk et al., 2020), we calculated the Mahalanobis distance based on these factor scores, and removed participants using a chi-squared cut-off of $p = .001$.

We then conducted LPA and extracted 2-9 profile solutions for each dataset. To determine the optimal profile solution for each sample, we used the AIC, CAIC, BIC, and ABIC indices, where lower values were indicative of a better model fit (Morin et al., 2016; Spurk et al., 2020). Additionally, we considered the results of the LMR test, BLRT test, Entropy, smallest class size and the distinctiveness of each profile when determining the optimal profile solution

(Nylund et al., 2007; Spurk et al., 2020). We prioritized the values of the BIC because it is the least biased index compared to others when assessing the optimal profile solution (Spurk et al., 2020).

After identifying the optimal profile solution in both samples, we proceeded with multi-group LPA (Morin et al., 2016) to evaluate the degree of similarity between the profiles identified as the optimal solution for the student and the community samples. As an overview, Morin et al.'s (2016) procedure assesses the extent to which latent profiles identified in different groups are similar to one another. In the current study, we ran four separate multigroup LPA models that increasingly imposed greater numbers of equality constraints. Specifically, these four models included configural similarity (i.e., a baseline model indicating that the same number of profiles can be identified in both samples), structural similarity (i.e., the means of profile parameters are the same across both samples), dispersional similarity (i.e., the variances of profile parameters are the same across both samples), and distributional similarity (i.e., the proportions of participants in each profile are the same across both samples). Subsequently, we compared the changes in model fit indices sequentially between the various models that sequentially additional equality constraints, particularly the BIC (Spurk et al., 2020). We determined the degree of profile similarity across both samples once the model fit indices no longer improved as a result of imposing additional equality constraints.

After substantiating the replicability of the optimal profile solution, we use the manual BCH approach to explore whether the IM profiles significantly differ on the levels of auxiliary variables of interest separately for each sample (Asparuhov & Muthen, 2014). The primary advantages of the BCH approach are that 1) it prevents shifts in profile classification and 2) it uses pairwise deletion to account for missing data (McLarnon & O'Neill, 2018). We first used

the Wald test to determine whether the levels of an auxiliary variable significantly differ across all IM profiles. Subsequently, we explored pairwise differences of these levels between pairs of IM profiles. For the student sample, we calculated cluster-robust standard errors when exploring differences on the interviewer-rated interview performance in order to account for nesting effects. We also calculated Cohen's d for each pairwise comparison using the procedures from Chawla et al. (2021).

Results

How do applicants tend to combine IM tactics in job interviews (RQ1)?

See Table 2 for the descriptive statistics and intercorrelations of study variables. Table 3 contains the model fit indices for each sample, and the tests of profile similarity. In the student sample, values of the AIC ($\Delta AIC_{2-5} = 315.47$), BIC ($\Delta AIC_{2-5} = 200.82$), CAIC ($\Delta CAIC_{2-5} = 306.21$), and ABIC ($\Delta ABIC_{2-5} = 286.52$) decreased sharply up to 5-profile solution, and then tapered off approaching the 6-profile solution ($\Delta AIC_{5|6} = 20.09$; $\Delta BIC_{5|6} = -18.12$; $\Delta CAIC_{5|6} = 15.34$; $\Delta ABIC_{5|6} = 10.45$), suggesting that a 5-profile solution provided the best fit for the student sample (Nylund, 2007). Similarly, in the community sample, the decrease in the AIC, BIC, CAIC, and ABIC from the 4- to the 5-profile solution was substantially larger ($\Delta AIC_{4|5} = 258.44$; $\Delta BIC_{4|5} = 213.89$; $\Delta CAIC_{4|5} = 256.65$; $\Delta ABIC_{4|5} = 242.47$) than the decrease from 5- to the 6-profile solution ($\Delta AIC_{5|6} = 207.84$; $\Delta BIC_{5|6} = 163.31$; $\Delta CAIC_{5|6} = 205.71$; $\Delta ABIC_{5|6} = 191.90$). This, in conjunction with the fact that the 6-profile solution contained a redundant profile (i.e., was very similar to one of the first five profiles, and more specifically, the charmers profile), suggests that a 5-profile solution also provided the best fit for the community sample.

We subsequently used Morin et al. (2016)'s multigroup LPA procedures to evaluate profile replicability across the student and the community samples. When evaluating model fit,

we primarily relied on the value of the BIC as it is considered the most robust index of model fit for LPA (Nylund et al., 2007; Spurk et al., 2020). Overall, we saw decreases in the BIC when comparing the configural similarity model and the structural similarity model ($\Delta\text{BIC}_{\text{Configural}|\text{Structural}} = 7.58$), as well as when comparing the structural similarity model and the dispersional similarity model ($\Delta\text{BIC}_{\text{Structural}|\text{Dispersional}} = 0.01$). However, the BIC ($\Delta\text{BIC}_{\text{Dispersional}|\text{Distributional}} = -2.48$), as well as all other model fit indices ($\Delta\text{AIC}_{\text{Dispersional}|\text{Distributional}} = -23.89$; $\Delta\text{CAIC}_{\text{Dispersional}|\text{Distributional}} = -23.28$; $\Delta\text{ABIC}_{\text{Dispersional}|\text{Distributional}} = -15.19$) did not improve when comparing the dispersional similarity model to the distributional similarity model. Therefore, we can conclude that the profiles across both samples identified dispersional similarity (*i.e.*, the means and variances of the five profiles are the same in both samples; Morin et al., 2016).

We labelled the five IM profiles based on prior conceptualizations of interview IM tactics (see Figure 1 for the profile parameters). Given that we used a bi-factor ESEM approach, each profile contains an indicator of the overall use of IM associated with the profile (*i.e.*, the general factor; McLarnon, 2022; Morin et al., 2016). Additionally, the levels of the indicators within the profiles are relative to the overall use of IM for each given profile and need to be interpreted accordingly.

Profile 1 was characterized by overall IM that was significantly below average ($z_{\text{student}} = -0.61, p < .001$; $z_{\text{community}} = -0.82, p < .001$). Relative to their overall IM, individuals in this profile relied significantly more on honest self-promotion ($z_{\text{student}} = 0.45, p = .007$; $z_{\text{community}} = 0.64, p < .001$) and significantly less on both honest ($z_{\text{student}} = -0.61, p < .001$; $z_{\text{community}} = -0.87, p < .001$) and deceptive ingratiation tactics ($z_{\text{student}} = -0.35, p = .034$; $z_{\text{community}} = -0.27, p < .001$). In the community sample, these individuals also used significantly less honest defensive tactics

($z_{student} = -0.23, p = .310$; $z_{community} = -0.19, p = .012$) and more extensive image creation ($z_{student} = 0.01, p = .870$; $z_{community} = 0.16, p < .001$), although their z scores were considerably smaller in magnitude compared to the other significant IM tactics. We labeled this profile the *straight shooters* profile. This is because these applicants likely aim to promote their skills and experiences that they actually possess (i.e., honest self-promotion), but only when they feel necessary to do so, while preferring to avoid using flattery towards the interviewer.

Profile 2 was characterized by overall IM that was significantly below average and lowest among all profiles ($z_{student} = -1.16, p < .001$; $z_{community} = -1.25, p < .001$). Relative to their overall use of IM, individuals in this profile used significantly less honest IM tactics ($z_{student} = -1.00$ to $-0.31, p < .01$; $z_{community} = -2.12$ to $-0.40, p < .01$), and significantly more extensive image creation in the student sample ($z_{student} = 0.31, p = .003$; $z_{community} = -0.05, p = .158$). While the z score for extensive image creation was not significant in the community sample, the value was the highest among all other IM tactics. Additionally, these individuals in the community sample used significantly less deceptive ingratiation ($z_{student} = -0.08, p = .291$; $z_{community} = -0.09, p = .011$). We labeled this profile the *naïve deceivers*, because these applicants appear to avoid IM as a whole, even the forms of IM that are typically expected in interviews (Ellis et al., 2002; Jansen et al., 2012). Furthermore, they are unlikely to possess and/or be very unwilling to honestly promote their own skills and qualifications. However, when these applicants do engage in IM, they do not engage in socially accepted IM tactics (e.g., honest self-promotion) and instead rely more on the least acceptable form of IM (i.e., extensive image creation) when needed.

Profile 3 was characterized by overall IM that was not significantly different from average in the student sample ($z_{student} = -0.08, p = .387$), but was significantly lower than average in the community sample ($z_{community} = -0.45, p < .001$). Nevertheless, the values of the z scores

were in the middle compared to the other four profiles across both samples. Relative to their overall IM, individuals characterized by this profile used significantly more honest self-promotion ($z_{student} = 0.21, p = .008$; $z_{community} = 0.26, p < .001$) and honest ingratiation ($z_{student} = 0.64, p < .001$; $z_{community} = 0.70, p < .001$). The values of the z scores for honest ingratiation were the highest among all IM tactics across both samples. Additionally, individuals in the student sample used significantly more deceptive ingratiation ($z_{student} = 0.21, p = .025$; $z_{community} = 0.13, p = .065$) whereas those in the community sample used significantly more honest defensive tactics ($z_{student} = 0.09, p = .239$; $z_{community} = 0.23, p < .001$). Whereas the z score for deceptive ingratiation was not statistically significant in the community sample, the value was the highest among all deceptive IM tactics. Additionally, they used less slight ($z_{student} = -0.28, p < .001$; $z_{community} = -0.10, p = .006$) and extensive image creation tactics ($z_{student} = -0.25, p < .001$; $z_{community} = -0.12, p = .010$). We labelled this profile as *charm*ers, because these applicants are likely to rely on using flattery and complimenting the interviewer (both honest and deceptive ingratiation). These applicants may be socially astute, affiliative, or socially-oriented.

The shape of Profile 4 is similar to Profile 2, where applicants used less honest self-promotion ($z_{student} = -0.43, p < .001$; $z_{community} = -0.33, p < .001$) as well as honest ingratiation ($z_{student} = -0.19, p = .002$; $z_{community} = -0.14, p < .001$), and used more extensive image creation ($z_{student} = 1.30, p < .001$; $z_{community} = 0.47, p < .001$) compared to their overall IM. Also similar to Profile 2, these individuals in the community sample used significantly less deceptive ingratiation ($z_{student} = -0.15, p = .103$; $z_{community} = -0.14, p < .001$). Furthermore, individuals in the student sample used significantly less honest defensive tactics ($z_{student} = -0.23, p = .007$; $z_{community} = 0.03, p = .345$). However, unlike profile 2, the overall IM use is significantly higher than average for profile 4 (and the highest among all profiles; $z_{student} = 1.44, p < .001$; $z_{community} =$

1.25, $p < .001$), and the z scores for extensive image creation are more extreme compared to profile 2. Therefore, we labelled Profile 4 as *extreme deceivers*, because these applicants are likely to be very extreme, indiscriminate, and unrestrained in their use of IM as a whole, and they are also quite comfortable with fabricating their own skills and qualifications.

Lastly, Profile 5 is characterized by overall IM that is significantly above average ($z_{student} = 0.84, p < .001$; $z_{community} = 0.34, p = .001$). Relative to their overall IM, individuals characterized by this profile used more slight image creation ($z_{student} = 0.51, p = .008$; $z_{community} = 0.32, p = .015$) but *less* extensive image creation ($z_{student} = -0.80, p < .001$; $z_{community} = -1.05, p < .001$). In the community sample, these individuals also used more honest self-promotion ($z_{student} = 0.07, p = .374$; $z_{community} = 0.27, p = .010$). Therefore, we labelled Profile 5 as *restrained deceivers*, because these applicants are likely to exaggerate their skills and qualifications to convey a false impression to interviewers, but they also draw a line in the sand when it comes to blatant fabrication. In short, they exaggerate but are less likely to fabricate altogether.

Overall, the five IM profiles are distinct in 1) their levels of overall IM, 2) emphasis on self- versus other-focused IM tactics, 3) emphasis on honest versus deceptive IM tactics.

Relations between IM Profiles and Auxiliary Variables

Refer to Table 4 for the omnibus Wald tests for the auxiliary variables, as well as the Cohen's d effect sizes for pairwise comparisons. Figures 2 and 3 contain the levels of the auxiliary variables associated with each profile.

Individual Differences

Age and Gender (Student and Community Samples; RQ2). As indicated by the omnibus Wald tests, there were no significant differences in age ($\chi^2[4] = 5.33, p = .255$) or gender ($\chi^2[4] = 6.77, p = .149$) across the profiles in the student sample. However, there were

significant differences in both age ($\chi^2[4] = 185.28, p < .001$) and gender ($\chi^2[4] = 112.31, p < .001$) in the community sample. Specifically, naïve deceivers and extreme deceivers were younger than straight-shooters ($d_{ND|SS} = -0.70, p < .001$; $d_{ED|SS} = -0.84, p < .001$), charmers ($d_{ND|CH} = -0.68, p < .001$; $d_{ED|CH} = -0.82, p < .001$) and restrained deceivers ($d_{ND|RD} = -0.49, p < .001$; $d_{ED|RD} = -0.63, p < .001$). Furthermore, restrained deceivers (48.9%) were less likely to be female compared to straight shooters (65.4%, $p_{RD|SS} = .021$), and extreme deceivers (24.0%) were less likely to be female compared to all other profiles (48.9% to 65.4%, $p < .01$).

HEXACO Traits (Student Sample; RQ3). There were significant differences in honesty-humility across the profiles ($\chi^2[4] = 27.55, p < .001$). Specifically, extreme deceivers and restrained deceivers were lower in honesty-humility compared to straight-shooters ($d_{ED|SS} = -0.68, p < .001$; $d_{RD|SS} = -0.50, p = .002$), charmers ($d_{ED|CH} = -0.52, p = .001$; $d_{RD|CH} = -0.34, p = .049$), and naïve deceivers ($d_{ED|ND} = -0.76, p < .001$; $d_{RD|ND} = -0.58, p = .002$).

Furthermore, there were significant differences in extraversion across the profiles ($\chi^2[4] = 36.89, p < .001$). Specifically, straight shooters and charmers were associated with higher extraversion compared to naïve deceivers ($d_{SS|ND} = 0.40, p = .045$; $d_{CH|ND} = 0.62, p = .001$) and extreme deceivers ($d_{SS|ED} = 0.57, p < .001$; $d_{CH|ED} = 0.80, p < .001$). Restrained deceivers were associated with lower extraversion compared to charmers ($d_{RD|CH} = -0.40, p = .014$), but their levels were higher compared to extreme deceivers ($d_{RD|ED} = 0.40, p = .015$).

There were also differences in conscientiousness across the profiles ($\chi^2[4] = 52.29, p < .001$). Specifically, straight-shooters and charmers were also associated with higher conscientiousness compared to naïve deceivers ($d_{SS|ND} = 0.53, p = .012$; $d_{CH|ND} = 0.53, p = .004$) and extreme deceivers ($d_{SS|ED} = 1.14, p < .001$; $d_{CH|ED} = 1.14, p < .001$). Extreme deceivers were associated with the lowest levels of conscientiousness, lower than naïve deceivers ($d_{ED|ND} = -$

0.61, $p = .005$) and restrained deceivers ($d_{ED|RD} = -0.92, p < .001$).

Additionally, there were significant differences in agreeableness across the profiles ($\chi^2[4] = 11.41, p = .022$). Specifically, straight-shooters and charmers were associated with higher *agreeableness* compared to naïve deceivers ($d_{SS|ND} = 0.41, p = .038$; $d_{CH|ND} = 0.41, p = .013$) and restrained deceivers ($d_{SS|RD} = 0.40, p = .017$; $d_{CH|RD} = 0.41, p = .014$). Lastly, there were no significant differences in *emotionality* ($\chi^2[4] = 6.24, p = .182$) and *openness* ($\chi^2[4] = 4.40, p = .354$) across the profiles.

Cognitive Ability (Student Sample; RQ4). There were significant differences in cognitive ability across the profiles ($\chi^2[4] = 25.45, p < .001$). Specifically, straight-shooters were associated with higher cognitive ability than naïve deceivers ($d_{SS|ND} = 0.82, p = .012$), extreme deceivers ($d_{SS|ED} = 1.06, p < .001$) and restrained deceivers ($d_{SS|RD} = 0.87, p = .018$). Furthermore, charmers were associated with higher cognitive ability compared to extreme deceivers ($d_{CH|ED} = 0.65, p < .001$).

Interview Outcomes (RQ5)

Interview performance (Student Sample). There were significant differences in interview performance across the profiles ($\chi^2[4] = 21.55, p < .001$). Specifically, straight-shooters and charmers were associated with higher levels of interview performance compared to naïve deceivers ($d_{SS|ND} = 0.71, p = .001$; $d_{CH|ND} = 0.60, p = .001$), extreme deceivers ($d_{SS|ED} = 0.44, p = .009$; $d_{CH|ED} = 0.33, p = .035$) and restrained deceivers ($d_{SS|RD} = 0.48, p = .013$; $d_{CH|RD} = 0.37, p = .047$).

Receiving a Follow-up Interview and a Job Offer (Community Sample). There were significant differences in the likelihood to receive follow-up interviews across the profiles ($\chi^2[4] = 18.16, p = .001$). Specifically, applicants characterized as charmers (71.6%) and extreme

deceivers (74.7%) were associated with a greater likelihood of receiving follow-up interviews compared straight-shooters (59.8%, $p_{CH|SS} = .024$; $p_{ED|SS} = .002$), naïve deceivers (55.1%, $p_{CH|ND} = .014$; $p_{ED|ND} = .004$) and restrained deceivers (58.7%, $p_{CH|RD} = .047$; $p_{ED|RD} = .012$).

Furthermore, there were significant differences in the likelihood to receive job offers across the profiles ($\chi^2[4] = 24.21, p < .001$). Specifically, straight-shooters (57.9%) and charmers (57.8%) were more likely to receive a job offer compared to naïve deceivers (41.9%, $p_{SS|ND} = .032$; $p_{CH|ND} = .018$), extreme deceivers (46.7%, $p_{SS|ED} = .029$; $p_{CH|ED} = .008$) and restrained deceivers (31.4%, $p_{SS|RD} < .001$; $p_{CH|RD} < .001$). Restrained deceivers were the least likely to receive job offers, even more so than extreme deceivers ($p_{RD|ED} = .018$). These findings indicate that straight-shooters are associated with greater long-term success, but poorer short-term success. In contrast, extreme deceivers are associated with greater short-term success, but poorer long-term success. Charmers seem to be successful in both the short- and long-term.

Discussion

Prior research taking a variable-centered approach suggested that individual IM tactics differentially relate to important interview outcomes and applicant individual differences (Bourdage et al., 2018; Melchers et al., 2020; Powell et al., 2021; Van Iddekinge et al., 2007). However, while a wide range of IM theory has speculated that applicants are likely to use specific combinations of multiple IM tactics due to several reasons, the notion had previously not been empirically investigated in job interviews (Bourdage et al., 2020; Chawla et al., 2021; Leary & Bolino, 2017; Levashina & Campion, 2007). Therefore, in the current paper, we took on a person-centered approach to research using LPA to demonstrate that applicants are likely to combine IM tactics in five distinct ways that were theoretically meaningful. Furthermore, we found that these IM profiles relate to a wide range of applicant individual differences and

interview outcomes (often, but not always in ways that aligned with prior research on individual IM tactics), thereby establishing their construct validity as well as their utility. Below, we outline the theoretical and practical implications, limitations, and future research directions.

Theoretical Implications

A major contribution of the current study pertains to the combinations of IM tactics. Specifically, we used a robust person-centered methodology (i.e., LPA) within two samples to demonstrate that across many different types of interviews and occupations, applicants were likely to combine IM tactics in five distinct ways. In doing so, we identified five interview IM profiles that are theoretically meaningful for the following reasons: First, the configurations of each IM profile are distinct from each other based the conceptualizations of Leary and Kowalski's (1990) impression construction process among applicants in job interviews (e.g., reliance on self vs. other-focused tactics, honest vs. deceptive tactics), which indicates that these combinations occur in plausible ways. Furthermore, a substantial proportion of applicants were classified onto each IM profile without a single profile comprising the majority of applicants, which raises their utility for differentiating applicants and predicting antecedents and outcomes (Espinoza et al., 2020; Morin et al., 2016). At the same time, none of the profiles contained less than 5% of each sample, which is noteworthy as profiles containing less than this amount are less robust in their replicability (Espinoza et al., 2020; Nylund et al. 2007). Additionally, we provide evidence that these IM profiles replicate across *two* samples. This is especially noteworthy because the two samples substantially differ in numerous characteristic that can influence IM use (e.g., average age and work experience, high-stakes vs. mock interviews; Bourdage et al., 2020; Ellis et al., 2002), and so demonstrates the robustness of these profiles. For these reasons, we believe that the five IM profiles help identify subsets of applicants who arguably have different

self-presentation motives and approaches.

By identifying five IM profiles, we were also able to emphasize combinations of IM tactics that were thought to be uncommon or were not theoretically conceptualized in previous literature. For instance, although research has suggested that some applicants may use IM tactics more indiscriminately (particularly those lower in honesty-humility; Bourdage et al., 2020), little attention has been paid to applicants that use minimal amounts of IM. However, we found that a substantial portion of applicants (i.e., naïve deceivers) use minimal IM as a whole. These applicants tend to use especially few honest IM tactics, but when they do lie, they lie “big” through extensive image creation. Similarly, we found distinctions between those more willing to engage in slight deception but who appear to have a line they will not cross (i.e., less extensive image creation – restrained deceivers), versus those who appear to be quite indiscriminate in their use of IM, including high extensive image creation (i.e., extreme deceivers). Overall, these empirical findings address a theoretical gap in the IM literature which suggested that applicants are likely to combine IM tactics in meaningful combination, but not *how* they do so (Leary & Bolino, 2017; Leary & Kowalski, 1990).

Another contribution of the current study is that we showed meaningful and unique relations between the IM profiles and a wide range of relevant antecedents and outcomes. In terms of gender, extreme deceivers and restrained deceivers (characterized by higher levels of overall IM) were more likely to be male in the community sample. These findings align with prior IM research incorporating Eagly’s (1987) role theory of gender differences (Bolino & Turnley, 2003), as well as our correlations with individual IM tactics, which generally showed that males are more likely to use IM than females. To the contrary, the findings with age were considerably more nuanced. Specifically, younger applicants used IM tactics more

indiscriminately, possibly because they are more likely to compensate for a greater perceived lack of skills and experiences (Levashina & Campion, 2007; Singh et al., 2002). Accordingly, nearly all of the individual IM tactics were negatively correlated with age in the community sample. However, the results of the IM profiles in the community sample demonstrated that naïve deceivers and extreme deceivers (characterized by extremely high *or* low levels of overall IM) were younger, which suggests that younger applicants may be less adept at using more moderate and balanced combinations of IM tactics.

Furthermore, by exploring how certain personality traits relate to IM profiles, we obtained a greater understanding of how applicant disposition influences the impression construction process (Leary & Kowalski, 1990). Again, some of these findings aligned with those from research using variable-centred approach (as well as our correlations), supporting past theories and rationales as to why some applicants use some types of IM tactics over others, and the construct validity of the profiles. For instance, we found that IM profiles with higher levels of overall IM (i.e., extreme deceivers and restrained deceivers) were characterized by lower levels of honesty-humility. These findings further support the notion that honesty-humility is the key dispositional driver to IM as a whole, given how individuals lower in the trait are more willing to manipulate others for their own gain (Ashton & Lee, 2007; Bourdage et al., 2015). Similarly, IM profiles characterized by relatively higher use of honest IM (and lower use of deceptive IM; i.e., charmers and straight-shooters) were higher in extraversion and conscientiousness. These findings are expected based on prior research on individual IM tactics, which generally found positive relationships between these traits and honest IM (Bourdage et al., 2018; 2020; Roulin & Bourdage, 2017). Overall, these findings suggest that the IM profiles relate to applicant personality in theoretically meaningful ways based on the construct definitions of these traits, as

well as prior research. However, we must note that other findings challenge conventional understandings on how these traits motivate applicants to use certain behaviours. For example, consistent with previous research, agreeableness was not a significant correlate of any of the individual IM tactics in the student sample (Bourdage et al., 2018; Kristof-Brown et al., 2002). Nevertheless, we found that the charmer and straight-shooter profiles, which both are characterized by more moderate use of overall IM and a greater emphasis on mostly honest IM tactics, were associated with higher agreeableness compared to naïve deceivers and extreme deceivers.

In addition, the relations between the IM profiles and interview outcomes suggest that while using certain combinations of IM tactics (i.e., IM profiles) may lead to initial short-term success, they may not always lead to long-term success (and vice versa). This distinction between short-term and long-term success had rarely been explored in the interview IM literature (Bourdage et al., 2018), which had primarily used a single outcome such as interview ratings or job offers (e.g., Bourdage et al., 2020; Stevens & Kristof, 1995). In the current study, we found that extreme deceivers (i.e., characterized by high overall IM and a relatively higher use of deceptive IM tactics) had relatively higher chances of receiving a follow-up interview, but had lower chances of ultimately receiving a job offer compared to other profiles. In contrast, straight shooters (i.e., characterized by a moderate use of overall IM and a relatively higher use of self-promotion tactics over ingratiation tactics) had lower chances of receiving a follow-up interview, but when they did, they had higher chances of receiving a job offer. Additionally, charmers tended to have higher success for all outcomes, whereas naïve deceivers and restrained deceivers (both characterized by a relatively higher use of deceptive IM tactics) tended to have lower success. Overall, our findings highlight the importance of considering both IM tactics in

combination, as well as temporal factors when assessing the effectiveness of IM in job interviews. Nevertheless, we also acknowledge that these findings partly conflict with prior meta-analytic research suggesting that deceptive IM is not significantly related to interview performance (Ho et al., 2021), since we found that the IM profiles characterized by relatively higher use of deceptive IM tactics (i.e., naïve deceivers, extreme deceivers, and restrained deceivers) had poorer long-term outcomes. Interviewers may only be able attend to the IM tactics that are used more prominently by an applicant (regardless of how much of these tactics applicants actually use), which is consistent with suggestions that interviewers can only process limited amounts of information at once (Roulin et al., 2015; Roulin, 2016). Additionally, our findings suggest that deceptive attempts to appear more qualified might be detected post-interview, for instance as part of a verification process, which is also something that is worthy of future investigation.

Practical Implications

There are a number of practical implications to our findings. Notably, and as previously mentioned, unique combinations of IM tactics that are the most prevalent in job interviews are differentially associated with individual differences and interview outcomes that vary in their desirability. These combinations could not have been identified without the use of LPA, because regression-based approaches would simply indicate that these tactics do combine and interact to predict outcomes, whereas LPA allowed us to identify what these specific combinations of IM were, in addition to evaluating the relationships with outcomes. This information can be leveraged by organizations in order to design interviews that maximize the chances of hiring desirable employees. For instance, organizations may wish to design their interview questions to elicit combinations of IM tactics that are associated with desirable applicant individual

differences (e.g., straight-shooters and charmers profiles), considering how socio-analytic theory ties applicants' IM use to personality trait expression (Bourdage et al., 2020; Hogan & Holland, 2003). Similarly, training interviewers to look for specific combinations of IM tactics identified in our study may help them better detect IM from applicants, which is noteworthy as past research on detecting IM has been scarce with typically unpromising results (see Melchers et al., 2020 for a review). By using IM profiles to better design job interviews and train interviewers, organizations may be able to increase the validity of their interviews.

Furthermore, our findings can also be leveraged to maximize the success of applicants in job interviews. For instance, applicants should be cognizant that not all combinations of IM tactics led to successful outcomes. In particular, while indiscriminately using IM with an emphasis on extreme faking (i.e., extreme deceivers) may lead to initial success in the interview, the approach may backfire long-term in terms of getting hired. Instead, applicants should use IM more moderately overall, with a greater emphasis on honest IM tactics (i.e., straight-shooters or charmers profiles). The information can also be used for training and coaching aimed at applicants, which is increasingly attracting interest and demand (Langer et al., 2016; Tross et al., 2008). Overall, the results of the IM profiles as identified using LPA helps emphasize the importance of considering unique IM tactics in combination for designing more valid interview structures, training interviewers, and maximizing the success of job applicants.

Limitations and Future Directions

One of the strengths of the current paper is that we demonstrated how the five IM profiles replicate across multiple samples that comprised many different kinds of interviews. However, although interview IM seems to be relatively stable across interviews (Roulin & Bourdage, 2017) and most robustly associated with between-person individual differences (Melchers et al., 2020),

future research should investigate other classes of antecedents that impact the prominence and emergence of IM profiles. For example, interview IM is also influenced by situational antecedents (Bourdage et al., 2018; Levashina & Campion, 2006; van Iddekinge et al., 2007). For instance, more unstructured interviews tend to elicit greater deceptive IM (Ellis et al., 2002). Differences in target occupations may also explain interviewees' classifications onto specific IM profiles. Using a sales job as an example, these differences are likely to influence 1) the type of skills and experiences that the interview questions evaluate (e.g., an interview for a sales job may be more likely to ask questions assessing interpersonal skills), 2) the types of job-relevant impressions that interviewees seek to convey through IM (e.g., interviewees applying for a sales job may be more motivated to convey an impression of being likable as it is more relevant for the core tasks), and 3) interviewee sample characteristics that drive IM use, such as personality and vocational interests (e.g., these interviewees are more likely to be extraverted; Barrick et al., 2003; Holland, 1997). Consequently, even if the identified IM profiles were similar to the ones in the current study, the proportion of applicants classified onto each profile identified in the current study may vary considerably across different types of interview settings and samples (e.g., more "charmers" for sales jobs), which may influence how these profiles relate to individual differences and interview outcomes. Furthermore, given how the identified IM profiles generalize to interviewees as a whole, it is also plausible that researchers may identify different IM profiles using more specific interview settings and interviewee populations (Espinoza et al., 2020). Future research should therefore explore IM profiles in more specific contexts to better understand antecedents that drive the emergence and classifications of these profiles, as well as the generalizability of relations between the current IM profiles and interview outcomes.

Relatedly, participants' responses to their IM use in both the student and recall samples were based on in-person interviews. Therefore, while the IM profiles in the current study are likely to be quite generalizable across in-person interviews, this may less likely be the case for asynchronous video interviews (i.e., online interviews without the presence of a live interviewer, where applicants record their responses on their devices; Lukacik et al., 2022). Because such interviews are increasingly gaining traction (Lukacik et al., 2022), future studies should explore IM profiles in these interview settings. For instance, the lack of a live interviewer may substantially influence applicants' capacity, willingness, and opportunities to use IM (Basch et al., 2020; Levashina & Campion, 2006), especially ingratiation (i.e., indicating shared values, similarity and/or fit) because the "interviewer" is not visible or clearly identified (Lukacik et al., 2022). Some profiles, such as charmers, might thus be less prevalent in asynchronous video interviews.

Furthermore, although the sample size for identifying and replicating the IM profiles was well above the criteria for obtaining sufficient power (Spurk et al., 2020), we must note that the sample size for cognitive ability was substantially lower, which may have made the analyses between the variable and IM profiles underpowered. Future studies may wish to explore this relationship using larger sample sizes, and test relations with other antecedents and outcomes to advance our knowledge on these profiles. While these relations with IM profiles may uncover more nuanced findings as LPA accounts for complex interactions between predictors (Espinoza et al., 2020; Nylund et al., 2007), generating predictions that align with prior research on individual IM tactics will also help advance the notion that these profiles are predictive in theoretically meaningful ways, thereby better highlighting their construct validity. Relatedly, future research should aim to explore how these IM profiles relate to post-hire outcomes, such as

job performance and other attitudes (e.g., job satisfaction, turnover intentions) and behaviours (e.g., counterproductive workplace behaviour, organizational citizenship behaviour). Exploring these relations, which has seldom been done even with individual IM tactics (Peck & Levashina, 2017), will help researchers better assess the breadth of implications pertaining to applicant IM use.

Lastly, we used LPA in an exploratory way to generate IM profiles, which is typically the case for using person-centered approaches to research (Finch & Bronk 2011; Morin et al., 2016; Spurk et al. 2020). However, because the mean parameters of the IM profiles in our current study did not significantly differ across the two samples, future studies should specify the profile parameters identified in our current study to explore additional relations with IM profiles using confirmatory LPA (Espinoza et al., 2020; Finch & Bronk, 2011; Schmeige et al., 2018). In doing so, these studies should be able to test relations with the exact IM profiles identified in the current study, and thus could use lower sample sizes than those recommended in the LPA literature (i.e., at least 500 participants; Spurk et al., 2020). Consequently, we encourage researchers to use existing archival data on interview IM tactics (which often have less than 500 participants) to further explore relations between IM profiles and other variables, especially since our study used a taxonomy of IM tactics that is the most prominently used in the job interview literature (Bourdage et al., 2018; Levashina & Campion, 2007; Melchers et al., 2020).

Table 1*Summary of Interview IM Tactics*

| IM Grouping | Honest Form | Deceptive Form |
|-------------------------------------|---|---|
| Self-Promotion (i.e., self-focused) | Honest Self-Promotion: Promoting and emphasizing skills or qualifications that applicants actually possess (e.g., <i>"I made sure to let the interviewer know about my job credentials."</i>) | Deceptive Slight Image Creation: Exaggerating or embellishing skills or qualifications (e.g., <i>"I distorted my answers to emphasize what the interviewer was looking for."</i>) Deceptive Extensive Image Creation: Fabricating and inventing skills or qualifications that applicants do not possess (e.g., <i>"I invented some work situations or accomplishments that did not really occur."</i>) |
| Ingratiation (i.e., other-focused) | Honest Ingratiation: Communicating genuinely shared values with the interviewer or the organization (e.g., <i>"I discussed interests I shared in common with the interviewer."</i>) | Deceptive Ingratiation: Using flattery and complements to distort similarity/fit with the interviewer or the organization (e.g., <i>"I complimented the organization on something, however insignificant it may actually be to me."</i>) |
| Defensive | Honest Defensive: Distancing from, or excusing undesirable events that did not occur/are inaccurate of what transpired (e.g., <i>"I shared my past regrets about how I handled certain situations and how I would improve in the future."</i>) | Deceptive Image Protection: Distancing from, or excusing undesirable that did occur, in order to protect a false impression (e.g., <i>"When asked directly, I did not mention some problems I had in past jobs."</i>) |

Note. The definitions of IM tactics come from Bourdage et al. (2018) and Levashina and Campion (2007). Example items in parentheses come from Bourdage et al. (2018)'s short deceptive and honest IM scales.

Table 2*Means, Standard Deviations, Reliability and Intercorrelations of Study Variables*

| | | Student Sample | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|------------------------------|--|----------------|-----------|----------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | | <i>M</i> | <i>SD</i> | <i>a</i> | | | | | | | | | |
| <i>M</i> (Community sample) | | | | | 32.55 | 0.48 | 3.80 | 3.06 | 2.69 | 2.06 | 1.83 | 2.55 | 2.08 |
| <i>SD</i> (Community sample) | | | | | 10.85 | 0.50 | 0.94 | 0.99 | 1.07 | 1.05 | 1.07 | 1.02 | 1.04 |
| <i>a</i> (Community Sample) | | | | | | | .89 | .86 | .86 | .90 | .93 | .85 | .88 |
| 1 | Age | 22.33 | 3.83 | | - | .19** | .22** | -.03 | -.15** | -.30** | -.31** | -.19** | -.23** |
| 2 | Gender | 0.58 | 0.49 | | -.23** | - | .07* | -.11** | -.15** | -.28** | -.30** | -.24** | -.26** |
| 3 | Honest Self-Promotion | 3.77 | 0.93 | .85 | -.04 | .03 | - | .53** | .31** | .03 | -.05 | .27** | .04 |
| 4 | Honest Ingratiation | 3.17 | 1.00 | .79 | .00 | -.01 | .55** | - | .61** | .40** | .35** | .61** | .35** |
| 5 | Honest Defensive Deceptive Slight Image | 3.09 | 1.04 | .78 | -.03 | -.03 | .52** | .49** | - | .45** | .46** | .43** | .44** |
| 6 | Creation Deceptive Extensive Image | 2.06 | 0.91 | .79 | -.08 | .02 | .30** | .37** | .28** | - | .86** | .71** | .83** |
| 7 | Creation | 1.50 | 0.74 | .82 | .09* | -.08 | .05 | .17** | .12** | .62** | - | .63** | .82** |
| 8 | Deceptive Ingratiation | 2.57 | 1.00 | .79 | -.03 | -.04 | .47** | .66** | .43** | .59** | .37** | - | .67** |
| 9 | Deceptive Image Protection | 1.73 | 0.80 | .73 | .05 | -.05 | .19** | .30** | .26** | .65** | .67** | .50** | - |
| 10 | Honesty-Humility | 3.36 | 0.55 | .78 | .14** | .20** | -.12** | -.09* | -.10* | -.27** | -.19** | -.23** | -.22** |
| 11 | Emotionality | 3.31 | 0.59 | .81 | -.18** | .49** | .05 | .07 | .04 | .03 | -.05 | .07 | -.04 |
| 12 | Extraversion | 3.51 | 0.56 | .81 | .05 | -.11* | .22** | .17** | .12** | -.13** | -.17** | .03 | -.15** |
| 13 | Agreeableness | 3.18 | 0.57 | .80 | .11* | -.13** | .08 | .04 | -.04 | -.05 | .00 | .00 | .00 |
| 14 | Conscientiousness | 3.71 | 0.55 | .79 | -.02 | .07 | .16** | .07 | .04 | -.26** | -.35** | -.10* | -.25** |
| 15 | Openness | 3.36 | 0.60 | .77 | .16** | .07 | .07 | .09* | .08 | -.04 | -.03 | -.01 | -.07 |
| 16 | Cognitive Ability | 6.96 | 3.47 | | .14* | .07 | .05 | .01 | .07 | -.26** | -.24** | -.08 | -.24** |
| 17 | Interview Performance | 3.89 | 0.98 | .92 | .04 | .02 | .12** | .10* | .10* | -.06 | -.07 | .02 | -.13** |
| 18 | Follow-Up Interview | | | | | | | | | | | | |
| 19 | Job Offer | | | | | | | | | | | | |

Note. Gender was coded as 1 – Female, 0 – Male. Follow-Up Interview and Job Offer were coded as 1 – Received and 0 – Did Not Receive for the variables respectively.

* $p < .05$, ** $p < .01$.

[illegible]

Table 3*Model Fits of LPA for Each Sample & Test of Profile Similarity (Five-Profile Solution)*

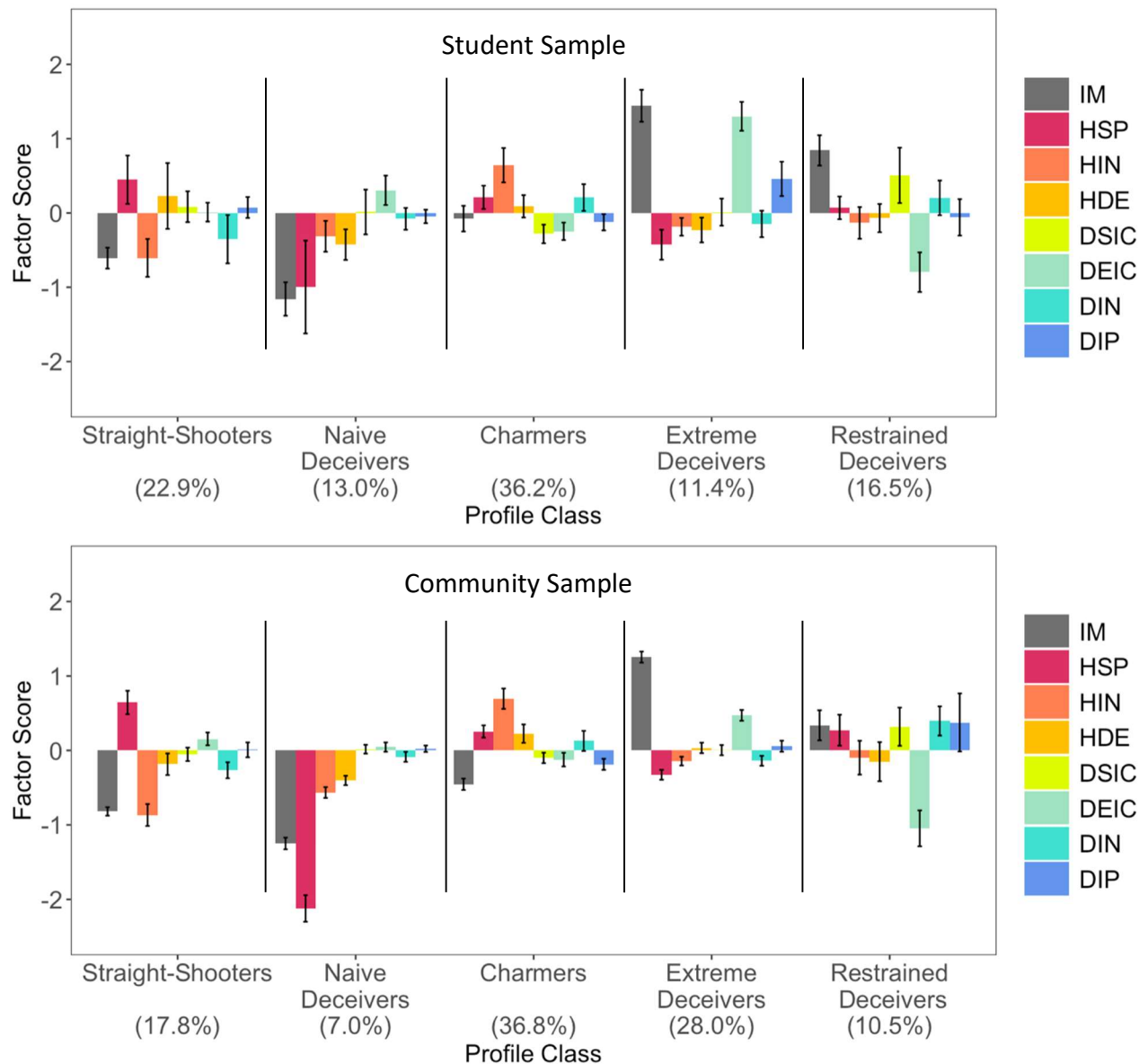
| Solution | LL | SC | AIC | BIC | CAIC | ABIC | Entropy | LMR | BLRT |
|---|------------------|-------------|-----------------|-----------------|-----------------|-----------------|----------------|-------------|-------------|
| Student Sample | | | | | | | | | |
| 2 | -4725.05 | 0.96 | 9500.11 | 9606.26 | 9502.76 | 9526.90 | .931 | .000 | .000 |
| 3 | -4647.72 | 1.14 | 9363.43 | 9507.80 | 9368.38 | 9399.88 | .743 | .020 | .000 |
| 4 | -4583.84 | 1.14 | 9253.68 | 9436.27 | 9261.70 | 9299.78 | .764 | .001 | .000 |
| 5 | -4540.32 | 1.18 | 9184.64 | 9405.44 | 9196.55 | 9240.38 | .755 | .075 | .000 |
| 6 | -4521.27 | 1.23 | 9164.55 | 9423.56 | 9181.21 | 9229.93 | .774 | .502 | .000 |
| 7 | -4498.20 | 1.22 | 9136.40 | 9433.63 | 9158.74 | 9211.44 | .804 | .282 | .000 |
| 8 | -4477.58 | 1.30 | 9113.16 | 9448.60 | 9142.15 | 9197.84 | .806 | .668 | .000 |
| 9 | -4460.76 | 1.24 | 9097.52 | 9471.17 | 9134.20 | 9191.85 | .817 | .237 | .000 |
| Community Sample | | | | | | | | | |
| 2 | -9404.46 | 1.10 | 18858.92 | 18982.65 | 18860.20 | 18903.24 | .868 | .000 | .000 |
| 3 | -9172.13 | 0.90 | 18412.25 | 18580.51 | 18414.61 | 18472.52 | .918 | .000 | .000 |
| 4 | -8993.29 | 1.13 | 18072.59 | 18285.39 | 18076.38 | 18148.81 | .846 | .022 | .000 |
| 5 | -8855.08 | 1.14 | 17814.15 | 18071.50 | 17819.73 | 17906.34 | .859 | .003 | .000 |
| 6 | -8742.15 | 1.18 | 17606.31 | 17908.19 | 17614.02 | 17714.44 | .845 | .004 | .000 |
| 7 | -8663.93 | 1.29 | 17467.86 | 17814.28 | 17478.10 | 17591.95 | .844 | .255 | .000 |
| 8 | -8600.03 | 1.31 | 17358.06 | 17749.02 | 17371.20 | 17498.11 | .843 | .219 | .000 |
| 9 | -8547.62 | 1.25 | 17271.23 | 17706.74 | 17287.67 | 17427.24 | .837 | .049 | .000 |
| Test of Profile Similarity (Five-Profile Solution) | | | | | | | | | |
| Configural | -14384.76 | 1.16 | 28979.52 | 29541.39 | 28994.85 | 29207.83 | .877 | | |
| Structural | -14527.99 | 1.13 | 29185.99 | 29533.81 | 29191.74 | 29327.32 | .866 | | |
| Dispersional | -14557.39 | 1.10 | 29228.78 | 29533.80 | 29233.19 | 29352.72 | .867 | | |
| Distributional | -14573.33 | 1.10 | 29252.67 | 29536.28 | 29256.47 | 29367.91 | .866 | | |

Table 4*Wald's Tests and Cohen's d Pairwise Comparisons for Auxiliary Variables*

| | Wald test | SS | | | | | ND | | CH | | ED |
|-------------------------|-------------|--------|-------|--------|--------|---------|--------|---------|--------|-------|---------|
| | $\chi^2(4)$ | ND | CH | ED | RD | CH | ED | RD | ED | RD | RD |
| Student Sample | | | | | | | | | | | |
| Ind. Differences | | | | | | | | | | | |
| Age | 5.33 | 0.18 | 0.05 | -0.09 | 0.29 | -0.14 | -0.28 | 0.11 | -0.14 | 0.25 | 0.39 |
| Gender | 6.77 | | | | | | | | | | |
| Honesty-Humility | 27.55** | -0.09 | 0.16 | 0.68** | 0.50** | 0.24 | 0.76** | 0.58** | 0.52** | 0.34* | -0.18 |
| Emotionality | 6.24 | -0.09 | -0.14 | 0.07 | -0.31 | -0.05 | 0.16 | -0.22 | 0.21 | -0.17 | -0.38 |
| Extraversion | 36.89** | 0.40* | -0.22 | 0.57** | 0.17 | -0.62** | 0.18 | -0.22 | 0.80** | 0.40* | -0.40* |
| Agreeableness | 11.41* | 0.41* | 0.00 | 0.12 | 0.40* | -0.41* | -0.29 | -0.01 | 0.12 | 0.41* | 0.28 |
| Conscientiousness | 52.29** | 0.53* | 0.01 | 1.14** | 0.22 | -0.53** | 0.61** | -0.31 | 1.14** | 0.22 | -0.92** |
| Openness | 4.40 | 0.33 | 0.19 | 0.30 | 0.20 | -0.15 | -0.03 | -0.13 | 0.11 | 0.01 | -0.10 |
| Cognitive Ability | 25.45** | 0.82* | 0.41 | 1.06** | 0.87* | -0.42 | 0.24 | 0.04 | 0.65** | 0.46 | -0.19 |
| Interview Outcomes | | | | | | | | | | | |
| Interview Performance | 21.55** | 0.71** | 0.11 | 0.44** | 0.48* | -0.60** | -0.27 | -0.23 | 0.33* | 0.37* | 0.04 |
| Community Sample | | | | | | | | | | | |
| Ind. Differences | | | | | | | | | | | |
| Age | 185.28** | 0.70** | 0.02 | 0.84** | 0.21 | -0.68** | 0.14 | -0.49** | 0.82** | 0.19 | -0.63** |
| Gender | 112.31** | | | | | | | | | | |
| Interview Outcomes | | | | | | | | | | | |
| Follow-up Interview | 18.16** | | | | | | | | | | |
| Job Offer | 24.21** | | | | | | | | | | |

Note. SS = Straight-Shooters; ND = Naïve Deceivers; CH = Charmers; ED = Extreme Deceivers; RD = Restrained Deceivers. Values right of the Wald test χ^2 statistics reflect Cohen's *d* effect sizes for pairwise comparisons of IM profiles.

* $p < .05$, ** $p < .01$. The *p* values are based on comparisons of mean differences.

Figure 1*Values of the Interview IM Profiles (Five-Profile Solution)*

Note. IM = Overall IM; HSP = Honest Self-Promotion; HIN = Honest Ingratiation; HDE = Honest Defensive; DSIC = Deceptive Slight Image Creation; DEIC = Deceptive Extensive Image Creation; DIN = Deceptive Ingratiation; DIP = Deceptive Image Protection. Error bars represent 95% confidence intervals. Percentages in parentheses reflect the percentage of participants assigned to each profile.

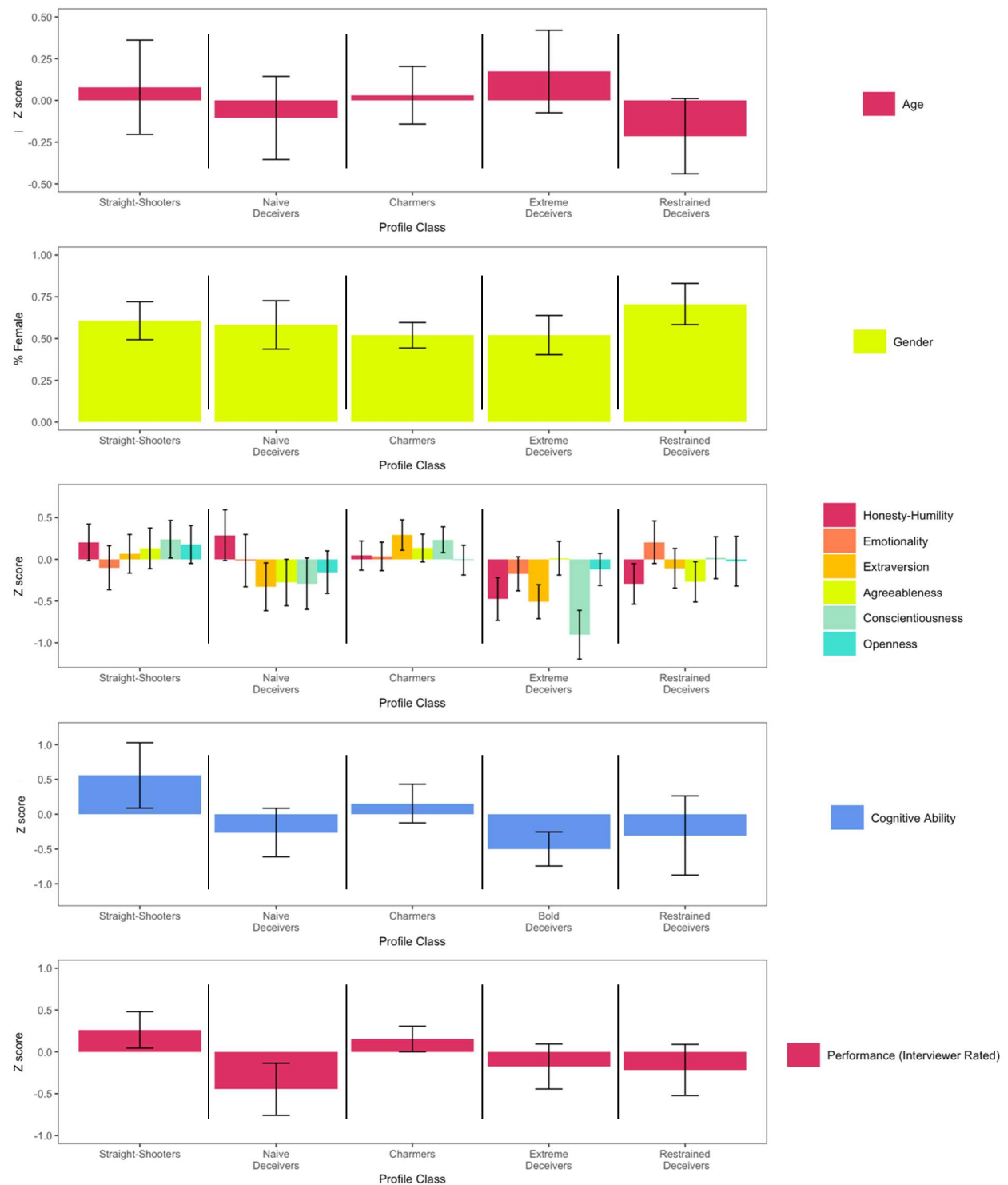
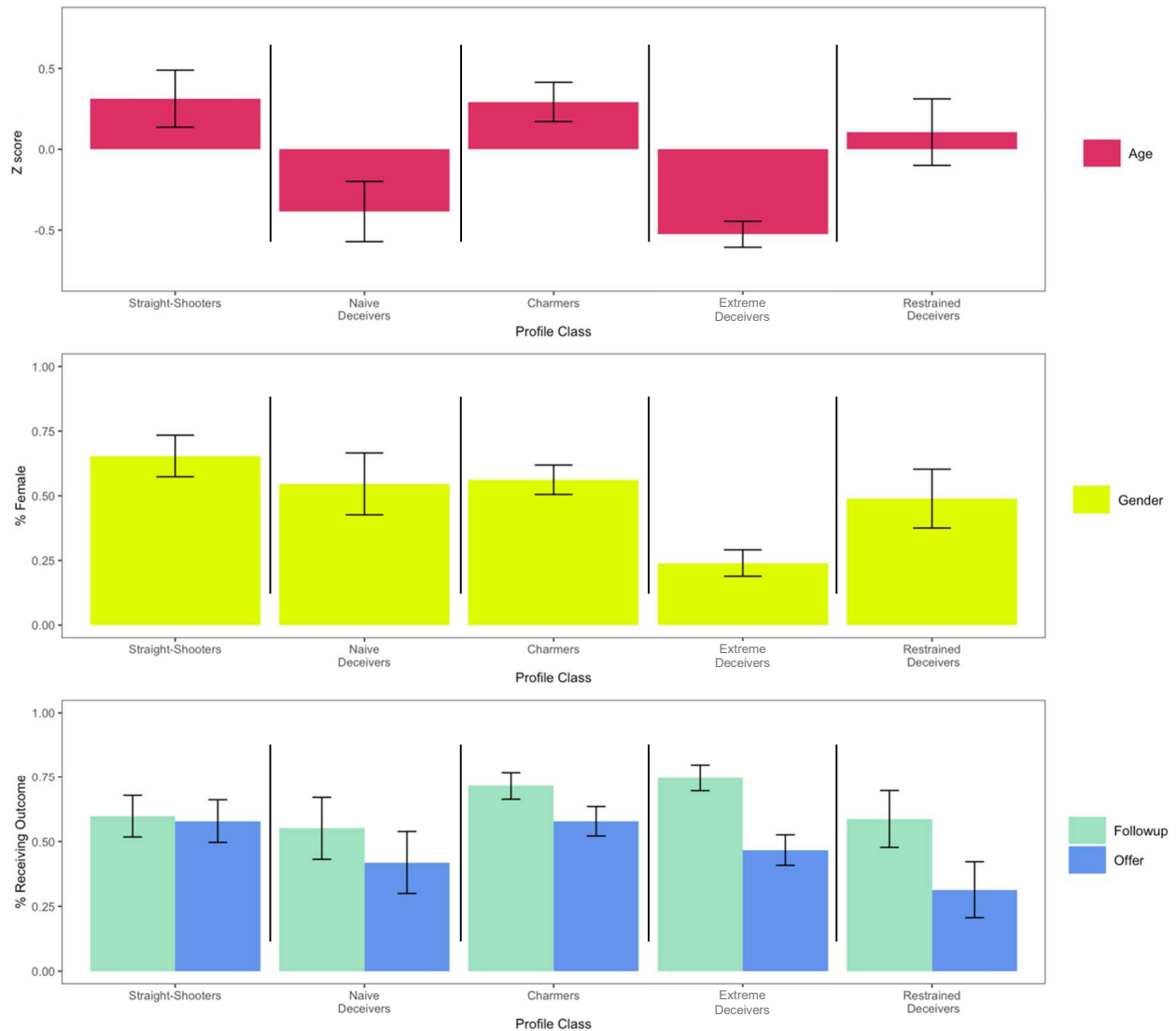
Figure 2*Levels of Auxiliary Variables According to Profile Membership (Student Sample)**Note.* Error bars represent 95% confidence intervals.

Figure 3

Levels of Auxiliary Variables According to Profile Membership (Community Sample)



Note. Error bars represent 95% confidence intervals.

Appendix Data Transparency Statement

Student Sample. A portion of the sample reported in this manuscript has been used as part of a previously published manuscript that were not included in datasets of prior published manuscripts. The remainder of the sample consists of new data and new participants. We combined some of the previous data along with new data because the sample size required to conduct latent profile analysis using such high-fidelity data (i.e., in-person interviews with recruiters from real organizations) would take several additional years. Bolded and underlined cells indicate variables that have not been explored in the previously published manuscript.

| Variable | Study A (current manuscript) | Study B (published) |
|--|--|---------------------|
| Honest self-promotion (long version) | | X (in isolation) |
| Honest ingratiation (long version) | | X (in isolation) |
| Honest defensive (long version) | | X (in isolation) |
| Deceptive slight image creation (long version) | | X (in isolation) |
| Deceptive extensive image creation (long version) | | X (in isolation) |
| Deceptive ingratiation (long version) | | X (in isolation) |
| Deceptive image protection (long version) | | X (in isolation) |
| Honest self-promotion (short version) | <u>X (in combination with other IM tactics)</u> | |
| Honest ingratiation (short version) | <u>X (in combination with other IM tactics)</u> | |
| Honest defensive (short version) | <u>X (in combination with other IM tactics)</u> | |
| Deceptive slight image creation (short version) | <u>X (in combination with other IM tactics)</u> | |
| Deceptive extensive image creation (short version) | <u>X (in combination with other IM tactics)</u> | |
| Deceptive ingratiation (short version) | <u>X (in combination with other IM tactics)</u> | |
| Deceptive image protection (short version) | <u>X (in combination with other IM tactics)</u> | |
| Honesty-humility | X | X |
| Emotionality | X | X |
| Extraversion | X | X |
| Agreeableness | X | X |
| Conscientiousness | X | X |
| Openness | X | X |
| Cognitive ability | <u>X</u> | |
| Competitive worldviews | | X |
| Attraction | | X |
| Motivation | | X |
| Interview difficulty | | X |
| Procedural justice | | X |
| Person organization fit | | X |
| Person job fit | | X |
| Hireability | | X |
| Interview performance | <u>X</u> | |

Community Sample. The data reported in the sample for the current manuscript has been previously published, and findings from the data have been reported in a separate manuscript. We combined the two samples in order to sufficiently meet the sample requirements for running latent profile analysis. Bolded and underlined cells indicate variables that have not been explored in the previously published manuscript.

| Variable | Study A (current manuscript) | Study C (published) | Study D (published) |
|---|--|---------------------|---------------------|
| Honest self-promotion (long version) | | X (in isolation) | |
| Honest ingratiation (long version) | | X (in isolation) | |
| Honest defensive (long version) | | X (in isolation) | |
| Deceptive slight image creation (long version) | | | |
| Deceptive extensive image creation (long version) | | | |
| Deceptive ingratiation (long version) | | | |
| Deceptive image protection (long version) | | | |
| Honest self-promotion (short version) | <u>X (in combination with other IM tactics)</u> | | X (in isolation) |
| Honest ingratiation (short version) | <u>X (in combination with other IM tactics)</u> | | X (in isolation) |
| Honest defensive (short version) | <u>X (in combination with other IM tactics)</u> | | X (in isolation) |
| Deceptive slight image creation (short version) | <u>X (in combination with other IM tactics)</u> | | X (in isolation) |
| Deceptive extensive image creation (short version) | <u>X (in combination with other IM tactics)</u> | | X (in isolation) |
| Deceptive ingratiation (short version) | <u>X (in combination with other IM tactics)</u> | | X (in isolation) |
| Deceptive image protection (short version) | <u>X (in combination with other IM tactics)</u> | | X (in isolation) |
| Age | X | | X |
| Gender | <u>X</u> | | |
| In-role experience | | | X |
| Interview type | | | X |
| Interview duration | | | X |
| Question type | | | X |
| Target characteristic (Supervisor vs HR professional) | | | X |
| Receiving job offer | X | | X |
| Receiving follow-up interview | X | | X |

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