

Abstract of thesis entitled:

Effect of Impression Management on Interview Performance: An Analysis of Behavioural Description Interview and Situational Interview

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for the degree of Master of Philosophy in Industrial-Organizational Psychology at The Chinese University of Hong Kong (August 2011)

This study investigated the dynamics and effects of various types of verbal and non-verbal impression management (IM) tactics on two formats of structured interview and the respective interview ratings, i.e. behavioural description interview and situational interview. It also examined the correlations between individual difference variables (individualistic- collectivistic personality and horizontal-vertical personality) and IM tactics, and the moderating effects of individual difference variables on the relation between IM tactics and interview ratings. One hundred and fifty nine structured interviews were conducted and video-taped. Participants were evaluated according to a competency model and behaviorally anchored rating scale by professional interviewers. Their IM tactics demonstrated were frequency-coded and analyzed. Individual differences variables were measured by questionnaire and analyzed. Results suggest that various types of IM tactics were adopted differently in different formats of structured interview, and they had different levels of influence on interview ratings. Different individual difference variables correlated with various IM

tactics to different extents. However, the moderating effects of the proposed individual difference variables were not significant. Measures to minimize and optimize the effect of IM are discussed. Suggestions are made on adopting multiple assessment and evaluation procedures in order to raise the utility of job interview. It is suggested that IM during job interview should not be totally avoided as IM carries important job-relevant competencies. This study is the first among Chinese research studies using a behavioral approach on structured interviews, and it contributes to human resources practitioners and organizations in their design and review of effective selection and assessment policies.