Omid. Fatehi Jifroudi [1], Reza. Verij Kazemi [1*], Azam. Haji Aghajani [1], Javad. Gilanipour [1]

1   Department of Management, Cha.C., Islamic Azad University, Chalus, Iran

Corresponding author email address:
rezakazemi@iau.ac.ir

Designing an Appropriate Model of Impression Management in Iranian Governmental Organizations

ABSTRACT

The main objective of this study is to design an appropriate model of impression management in Iranian governmental organizations. This is an applied research that employed a mixed-method approach for data analysis. In the first step, the criteria and sub-criteria of impression management were identified through content analysis of documents, including 40 domestic articles and 42 international articles. The sample size was determined based on data saturation. Subsequently, the main components and strategies were filtered using the qualitative Delphi method. The statistical population in this stage consisted of 11 well-known academic and organizational experts with relevant scientific backgrounds related to each of the key concepts obtained from the theoretical framework, including impression management, ingratiation, self-interest, utilitarianism, opportunistic behavior, influence, and glass ceiling. The snowball sampling technique was employed to select experts. In the second step, the structural model of impression management in Iranian governmental organizations was designed using PLS software. The statistical population in this stage comprised the employees of the Imam Khomeini Relief Committee in Gilan Province. Based on Cochran's formula, a sample size of 246 employees was considered. Finally, in the third step, the prioritization of the components of impression management in Iranian governmental organizations was performed using path coefficient analysis. To ensure trustworthiness, the Guba and Lincoln strategies were applied. For convergent validity, the significance of the factor loading (FL) was used. Composite reliability was also employed as a measure of internal consistency of the model, calculated based on the coherence of items measuring each construct. This type of reliability is closely related to convergent validity, as it relies on the same parameters, and is referred to as composite reliability (CR) in Partial Least Squares Structural Equation Modeling (PLS-SEM). Additionally, Cronbach's alpha was calculated for the identified dimensions, with results indicating values above 0.80 for all dimensions. Based on the conducted analysis, impression management in Iranian governmental organizations consists of six components: utilitarianism (six sub-criteria), opportunistic behavior (four sub-criteria), glass ceiling (five sub-criteria), influence (six sub-criteria), ingratiation (nine sub-criteria), and mental imaging (five sub-criteria).

Keywords: Impression Management, Governmental Organizations, Model Design

Introduction

The phenomenon of impression management has long attracted scholarly attention in organizational behavior, human resource management, and communication studies. Impression management refers to the strategies and tactics individuals or organizations employ to control how they are perceived by others. In organizational contexts, these practices have implications for employee performance, recruitment, talent management, leadership, and even the legitimacy of corporate reporting [1, 2]. While originally developed as a sociopsychological construct, impression management has expanded into a multidisciplinary field that links micro-level behaviors with macro-level organizational outcomes [3].

At the individual level, impression management influences workplace relationships, employee motivation, and career advancement. Employees adopt behaviors such as ingratiation, exemplification, or self-promotion to enhance their reputation and secure professional benefits [4]. For instance, in high-pressure environments, individuals often balance between authentic prosocial behaviors and impression management motives, with both serving as predictors of organizational citizenship behaviors [3, 5]. At the organizational level, impression management is often employed symbolically to maintain legitimacy in the eyes of stakeholders. Companies use selective disclosure and symbolic communication to signal alignment with sustainability or diversity objectives, even when substantive changes may lag behind [1, 6].

Research suggests that impression management can act as symbolic capital in intercultural and digital communication. For example, Lueg and Nielsen [2] highlight how CEOs strategically use social media to project credibility, authority, and authenticity across cultural boundaries. Aversa et al. [7] emphasize how first impressions in digital domains shape market entry strategies and long-term brand positioning. These findings underscore the importance of impression formation and management in competitive and fast-changing environments.

From a recruitment perspective, impression management has been found to significantly shape organizational attractiveness. Avery and McKay [8] demonstrated that impression management approaches targeting minority and female job applicants can improve perceptions of inclusivity and fairness, thereby enhancing applicant attraction. Similarly, Feizi [9] observed that impression management tactics directly influence organizational political skills and power dynamics, shaping employees' influence within academic institutions.

However, impression management is not solely a positive force. Its misuse can lead to manipulation, opportunism, or the concealment of organizational weaknesses. Wu et al. [6] differentiate between substantial compliance and impression management in the sustainability practices of family firms, showing that symbolic compliance may undermine stakeholder trust. Such duality highlights the complex role impression management plays in balancing ethics, authenticity, and performance.

The psychological dimension of impression management is closely tied to identity, self-presentation, and social comparison. Fatima and Ahmed [10] found that excessive reliance on digital media amplifies impression management behaviors, often leading to diminished psychological well-being in urban populations. Similarly, Hou et al. [5] reported that physiotherapists' impression management behaviors mediated their job performance and organizational citizenship behaviors, suggesting that individuals actively manage perceptions to maintain professional legitimacy and enhance outcomes.

Xie et al. [4] further noted that employees use impression management tactics alongside self-monitoring to mitigate the adverse effects of negative workplace gossip, thereby protecting their reputations and relationships. These findings align with Grant and Mayer's [3] work, which argued that impression management motives, when combined with prosocial motives, can predict affiliative citizenship behaviors—suggesting that impression management may be both self-serving and collectively beneficial.

At the organizational level, Diouf and Boiral [1] examined how impression management affects the quality of sustainability reports, showing that organizations often use selective disclosure to create favorable images without necessarily committing to substantive sustainability actions. Similarly, Lueg and Nielsen [2] demonstrated that digital impression management

functions as symbolic capital, highlighting the interplay between communication, legitimacy, and trust in intercultural contexts.

The relationship between impression management and talent management is increasingly important in today's dynamic labor markets. Organizations seek not only to project desirable images to external stakeholders but also to attract, retain, and develop high-potential employees [11-13]. Talent management, defined as the strategic alignment of human capital to organizational objectives, often relies on impression management to enhance employer branding and employee engagement [14].

Van der Merwe et al. [15] emphasized how talent management practices shape career experiences, showing that employees' perceptions of fairness and support are influenced by how organizations manage impressions of career development opportunities. Similarly, Kolachina et al. [16] argued that the principal purpose of talent management—optimizing human resources—is accomplished when organizations skillfully combine substantive human resource policies with symbolic impression management strategies.

Case studies highlight the centrality of impression management in policy-making and organizational foresight. Pajouhan et al. [11] provided a dynamic talent management model for sports organizations, showing how impression management was embedded within foresight strategies to attract and retain talent. Likewise, Salman Al-Oda et al. [17] investigated the relationship between talent management implementation categories in educational organizations, revealing that impression management processes were often used to present successful execution, even when actual implementation faced challenges.

The digital era has further intensified the role of impression management in shaping organizational and employee outcomes. As digital platforms multiply, organizations and individuals alike engage in impression management across diverse online and offline contexts [7, 10]. Salvadorinho et al. [18] developed a technology-based framework to foster Lean HR 4.0, illustrating how impression management practices can mitigate the risk of employee disengagement during the "Great Resignation." Similarly, Yumhi et al. [13] emphasized that the implementation of talent management in the digital era depends on impression management to strengthen competitiveness and employer reputation.

Subrahmanyam [12] further highlighted the role of agile talent management practices in higher education, showing that impression management strategies are essential for institutions adapting to rapidly changing landscapes. In a similar vein, Tan [14] demonstrated how talent management practices, when supported by perceived organizational support, boost employee engagement—a process inherently tied to how organizations manage impressions of care and fairness.

Emerging economies present unique contexts for impression management research. In Iran, Feizi [9] investigated how impression management tactics influence organizational influence and political skills in universities, revealing that ingratiation and self-promotion were the most dominant strategies. Dargahi et al. [19] analyzed the association between talent management, employee empowerment, and human resource productivity in medical universities, emphasizing how organizational impressions of fairness and empowerment influenced performance outcomes.

Similarly, Ojaghi Shirmard et al. [20] applied a meta-analysis approach to identify key talent management indicators, many of which overlapped with impression management dimensions such as fairness, transparency, and credibility. These studies underscore that in developing contexts, impression management is not only a symbolic act but also a functional necessity for organizational legitimacy and employee retention.

The reviewed literature indicates that impression management operates at the intersection of individual behavior, organizational legitimacy, and strategic human resource management. At the micro-level, impression management influences employee well-being, career progression, and citizenship behaviors [4, 5, 10]. At the meso-level, it shapes organizational legitimacy, sustainability communication, and intercultural interactions [1, 2, 6]. At the macro-level, it intersects with talent management, digital transformation, and policy-making [13, 15, 18].

Avery and McKay [8] showed that targeted impression management can attract diverse talent pools, while Pajouhan et al. [11] demonstrated its role in foresight policy-making. These findings suggest that impression management is not merely an ancillary organizational function but a central element of strategy and legitimacy.

Despite the extensive literature, significant gaps remain. First, while studies have highlighted the dual nature of impression management—both substantive and symbolic—the boundaries between ethical impression management and manipulative practices remain unclear [1, 6]. Second, the interplay between impression management and talent management in public sector organizations, particularly in emerging economies, is underexplored. While private sector organizations often deploy impression management for branding and market legitimacy, governmental organizations face unique challenges of accountability, transparency, and public trust [9, 19].

This study addresses these gaps by developing a structural model of impression management tailored to Iranian governmental organizations.

Methods and Materials

Considering that the main objective of this study is to design an appropriate model of impression management in Iranian governmental organizations, it can be stated that the present research, in terms of purpose, falls within the scope of applied research. Based on its nature and method, it is a descriptive–survey study. Furthermore, all organizational and managerial phenomena—especially those related to human behavior—cannot be fully observed in an entirely objective manner, and controlling unwanted variables regarding such phenomena is highly difficult. For this reason, the underlying assumptions of quantitative research methods usually do not hold true in management research. Therefore, in this study, a mixed-method approach (quantitative–qualitative) was employed for data analysis.

Step One: Identification of the criteria and sub-criteria of impression management through content analysis of documents, including domestic and international articles. Subsequently, the main components and strategies were filtered through the qualitative Delphi method. Accordingly, by using a Likert scale and applying mean and standard deviation tests, the criteria and sub-criteria of impression management were identified.

Step Two: Designing the structural model of impression management in Iranian governmental organizations using PLS software.

Step Three: Prioritization of the components of impression management in Iranian governmental organizations was performed using the path coefficient method.

The statistical population in the qualitative section included all domestic and international studies published in the field of impression management and related supporting theories (quantitative, qualitative, or mixed-method) within the defined timeframe (domestic studies published in the past five years, i.e., 2018–2022, and international studies published in the past

five years, i.e., 2017–2021). In qualitative research, sample size is considered synonymous with data saturation or theoretical saturation. Accordingly, 40 domestic and 42 international articles were analyzed.

In the quantitative section, the statistical population was divided into two groups. Based on the purpose of the research, the statistical population in the quantitative phase was related to the multi-criteria decision-making analysis section. In this study, the snowball sampling technique was used to calculate the number of experts. The quantitative statistical population included prominent academic and organizational experts with scientific backgrounds related to each of the key concepts derived from the theoretical framework, namely impression management, ingratiation, self-interest, utilitarianism, opportunistic behavior, influence, and glass ceiling. The procedure was such that the researcher initially sent the questionnaire by email to accessible experts who had sufficient knowledge of the phenomenon. These individuals then suggested additional respondents for the next distribution of the questionnaire. This sampling approach allowed the researcher to focus on individuals with practical experience related to impression management in organizations and its supporting theories. Accordingly, 11 experts were selected.

In the subsequent quantitative phase, the statistical population included the employees of the Imam Khomeini Relief Committee in Gilan Province. Based on Cochran's formula, a sample of 246 employees was determined.

Most qualitative methodologists, instead of using the terms validity and reliability—which are rooted in the quantitative paradigm—refer to the criterion of trustworthiness to evaluate the quality of qualitative results. According to Guba and Lincoln, trustworthiness includes four criteria: credibility, transferability, dependability, and confirmability. In this study, face validity was first assessed, followed by convergent validity. For face validity, the research questionnaire was reviewed by the supervisor in terms of writing, clarity, and comprehensibility, and several items were revised accordingly. For convergent validity, the significance of the factor loading (FL) was examined using Smart PLS3 software. Factor loadings below 0.6 were considered unacceptable and eliminated. According to the results table presented in Chapter Four, all factor loadings of the questionnaire items exceeded the threshold of 0.6, thus confirming convergent validity.

Composite reliability (CR) is a criterion for evaluating the internal consistency of the model and is calculated based on the consistency of items measuring each construct. This type of reliability is closely related to convergent validity and relies on the same parameters, and it is used as a measure of model fit in Partial Least Squares Structural Equation Modeling (PLS-SEM).

Table 1.

Reliability (Cronbach's Alpha)

Dimensions	Number of Items	Cronbach's Alpha
Mental Imaging	5	0.875
Glass Ceiling	5	0.805
Ingratiation	9	0.927
Opportunistic Behavior	4	0.875
Utilitarianism	6	0.872
Influence	6	0.896

Table 2.

Composite Reliability

| Dimensions	CR Value
Mental Imaging	0.897
Glass Ceiling	0.865
Ingratiation	0.939
Opportunistic Behavior	0.914
Impression Management	0.967
Utilitarianism	0.904
Influence	0.921

Findings and Results

Based on the steps mentioned, the answers to the research questions are as follows:

First Sub-Question: What are the criteria and sub-criteria of impression management in Iranian governmental organizations?

Table 3.

Indicators of Impression Management in Iranian Governmental Organizations

Dimension	Item	Code
Utilitarianism / Hedonism	Pleasure is the principle of utility.	Q1
	Nothing is inherently desirable or good for humans unless it is pleasurable and relieves pain and suffering.	Q2
	The sum of various states and multiple values that yields the highest outcome.	Q3
	It is possible to balance and compare pleasures and pains.	Q4
	In calculating utility, actions and their results and consequences are measured directly.	Q5
	In calculating utility, consideration of ethical principles is highly important.	Q6
Opportunistic Behavior	Malice occurs.	Q7
	Aggression is exercised to achieve personal and organizational goals.	Q8
	Speculation is pursued to achieve personal and organizational goals.	Q9
	Deviation occurs to achieve personal and organizational goals.	Q10
Glass Ceiling	An appropriate organizational culture is created and reinforced.	Q11
	A management information system is created and strengthened.	Q12
	The personality and behaviors of the manager are professional.	Q13
	Balance in affairs is maintained.	Q14
	All employees participate in the destiny of the organization.	Q15
Influence	The individual presents himself through nonverbal cues and body language.	Q16
	Attitudes are communicated.	Q17
	A safe and reliable relationship is established.	Q18
	Transformational and developmental behaviors emerge.	Q19
	A pleasant feeling is created.	Q20
	Empathetic behavior occurs.	Q21
Ingratiation / Flattery	The individual volunteers for any task and is the first to do so.	Q22
	Doing more work than what is requested.	Q23
	Portraying oneself as needy.	Q24
	Helping colleagues merely to be seen.	Q25
	Helping customers merely to be seen.	Q26
	Evoking the compassion of others.	Q27
	Excessive praise is given.	Q28
	Favor and kindness are demonstrated.	Q29
	Alignment of beliefs is created.	Q30
Mental Imaging	Use of job performance information in a completely predetermined manner.	Q31
	Expressing admiration and affection toward the superior.	Q32
	Presenting oneself as kindhearted and affectionate.	Q33
	Engaging in threatening and bullying behaviors.	Q34
	Agreeing with another person's opinion to gain approval.	Q35

Second Sub-Question: What is the structural model of impression management in Iranian governmental organizations?

Figure 1.

Structural Model of Impression Management in Iranian Governmental Organizations
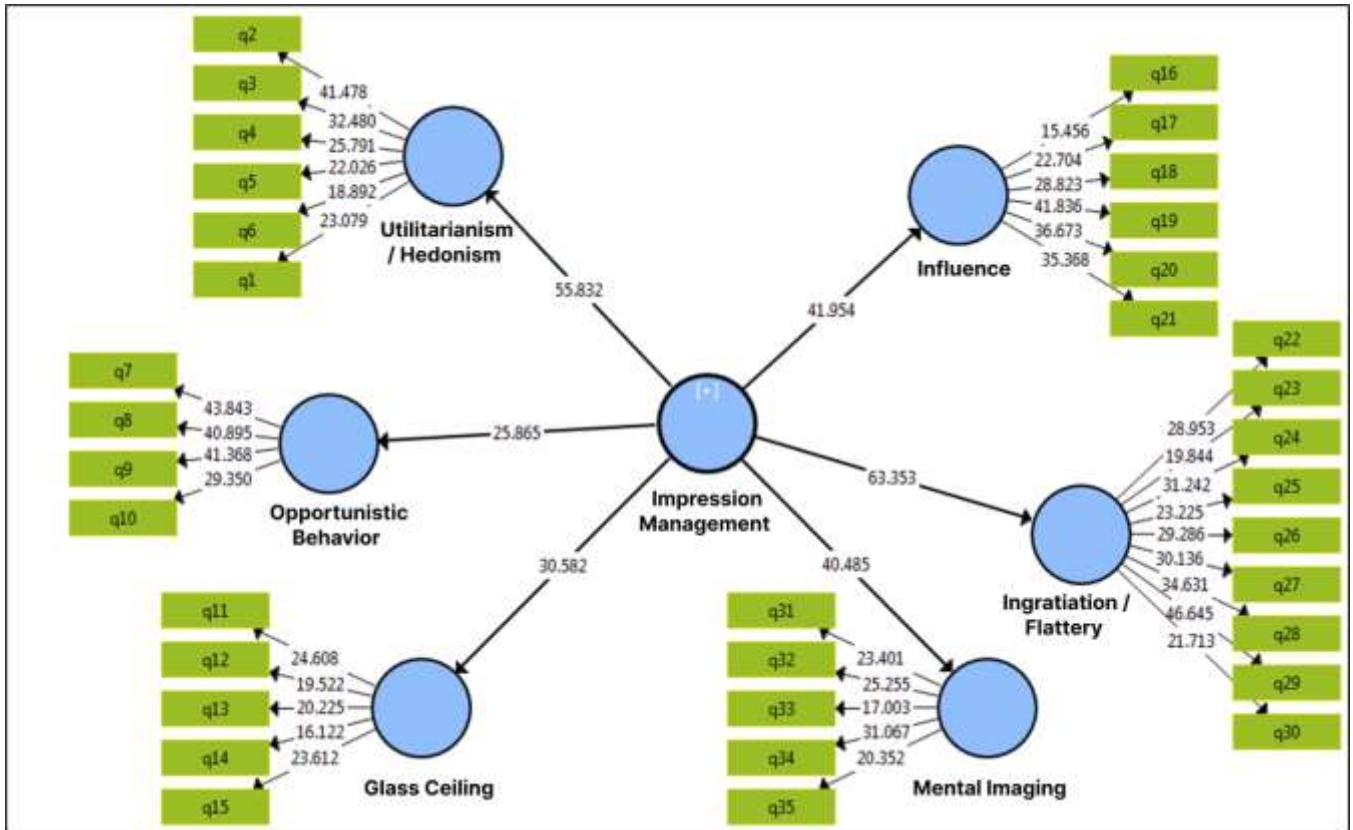
Based on the conducted analysis, impression management in Iranian governmental organizations includes six components: utilitarianism, opportunistic behavior, glass ceiling, influence, ingratiation, and mental imaging. These components were identified with standardized path coefficients of 0.873, 0.798, 0.794, 0.834, 0.903, and 0.841, respectively, and with t-statistics of 55.832, 25.865, 30.582, 41.954, 63.353, and 40.485. These dimensions were introduced as the components of impression management in Iranian governmental organizations.

Third Sub-Question: How are the components of impression management in Iranian governmental organizations prioritized?

Table 4.

Prioritization of Components of Impression Management in Iranian Governmental Organizations

Variables	Path Coefficient	Rank
Ingratiation	0.903	1
Utilitarianism	0.873	2
Mental Imaging	0.841	3
Influence	0.834	4
Opportunistic Behavior	0.798	5
Glass Ceiling	0.794	6

According to the results, the highest rank belongs to the variable of ingratiation. The variables of utilitarianism, mental imaging, influence, opportunistic behavior, and glass ceiling are ranked in subsequent order.

Discussion and Conclusion

The present study aimed to design a structural model of impression management in Iranian governmental organizations, identifying and prioritizing its key components. The analysis revealed six major components: utilitarianism, opportunistic behavior, glass ceiling, influence, ingratiation, and mental imaging. Among these, ingratiation received the highest priority, followed by utilitarianism, mental imaging, influence, opportunistic behavior, and glass ceiling. These findings provide meaningful insights into how impression management functions within public sector organizations and demonstrate the centrality of ingratiation tactics in shaping perceptions and behaviors.

The results indicated that ingratiation—manifested through behaviors such as volunteering for tasks, doing more than is required, helping others primarily to be seen, and excessive praise—was the most dominant factor of impression management. This finding aligns with Avery and McKay [8], who demonstrated that organizations use ingratiation tactics to appeal to minority and female applicants, creating perceptions of inclusivity and fairness. Such tactics are not only relevant for recruitment but also for internal organizational legitimacy, as employees often rely on ingratiation to align themselves with managerial expectations.

Feizi [9] similarly highlighted that ingratiation and self-promotion are widely practiced in Iranian universities, reinforcing the cultural embeddedness of this dimension in local organizations. Grant and Mayer [3] also emphasized that prosocial and impression management motives interact to predict affiliative citizenship behaviors. These findings support the current study's result that ingratiation is a central element of impression management, especially in collectivist contexts where harmony, compliance, and visibility are highly valued.

Furthermore, Hou et al. [5] found that impression management behaviors among physiotherapists mediated their organizational citizenship behaviors, thereby boosting job performance. This suggests that ingratiation not only secures favorable impressions but also contributes to performance through enhanced relational dynamics. The prominence of ingratiation in this study therefore reflects both cultural and functional realities in Iranian governmental organizations, where employees often depend on aligning with authority figures for career progression.

The second most significant component was utilitarianism, characterized by calculating actions and consequences based on pleasure, pain, or ethical outcomes. This aligns with the perspective of Wu et al. [6], who highlighted that organizations often adopt impression management practices strategically to balance between substantive compliance and symbolic appearances in sustainability contexts. Utilitarian calculations drive decisions on when and how to employ impression management, reflecting the weighing of organizational benefits against ethical constraints.

Mental imaging emerged as the third most influential dimension, reflecting premeditated behaviors such as portraying oneself as kind and supportive, showing admiration toward superiors, and aligning opinions to gain approval. This resonates with Lueg and Nielsen [2], who described impression management as symbolic capital used to construct legitimacy and credibility across intercultural settings. Similarly, Aversa et al. [7] demonstrated that first impressions play a crucial role in market entry strategies, with organizations carefully curating mental images to influence stakeholder perceptions.

Fatima and Ahmed [10] also found that excessive digital media utilization amplified impression management tendencies, often through highly curated self-presentations that resemble mental imaging behaviors. In public sector organizations, mental imaging allows employees to carefully craft perceptions in hierarchical and bureaucratic environments, thereby ensuring alignment with institutional expectations.

The study also found influence to be a key dimension of impression management, though ranked below ingratiation, utilitarianism, and mental imaging. Influence included behaviors such as establishing trustworthy relationships, demonstrating transformational attitudes, and engaging in empathetic interactions. This dimension resonates with Grant and Mayer [3], who showed that impression management motives can predict prosocial behaviors, often resulting in positive relational outcomes. Influence as a tactic emphasizes building trust, a critical factor in governmental organizations where hierarchical and bureaucratic relationships dominate.

Opportunistic behavior, which encompassed aggression, deviation, and speculation for personal or organizational goals, ranked fifth in the hierarchy. Although often associated with negative connotations, opportunistic behaviors reflect adaptive impression management strategies when employees operate in highly competitive or resource-constrained environments. Wu et al. [6] noted that symbolic compliance often masks opportunistic motives, particularly in sustainability contexts. Similarly, Diouf and Boiral [1] emphasized that impression management in sustainability reporting often hides substantive weaknesses, indicating that opportunism is not limited to individuals but is also embedded within organizational practices.

The glass ceiling dimension, while significant, received the lowest ranking in this study. This included elements such as fostering organizational culture, strengthening information systems, and ensuring employee participation. The relatively lower ranking may reflect systemic barriers in Iranian governmental organizations where structural hierarchies and bureaucratic rigidities limit the effectiveness of impression management in addressing broader equity and participation issues.

Nonetheless, research suggests that impression management plays a role in mitigating glass ceiling effects. Avery and McKay [8] showed that targeted impression management can enhance diversity attraction, while van der Merwe et al. [15] argued that talent management execution influences career experiences, including perceptions of fairness and opportunity. The lower ranking of this dimension highlights the challenges of embedding impression management into systemic organizational reforms, especially within public institutions.

An important implication of these findings is the connection between impression management and talent management practices. Talent management has emerged as a critical driver of organizational competitiveness, particularly in digital and knowledge-intensive sectors [11-13]. Studies indicate that organizations employ impression management not only to build external legitimacy but also to enhance internal talent attraction and retention.

For instance, Tan [14] found that talent management improved employee engagement through perceived organizational support, a perception strongly shaped by impression management practices. Similarly, Kolachina et al. [16] emphasized that the success of talent management depends on organizations' ability to align symbolic impression management with substantive HR practices. Pajouhan et al. [11] and Salman Al-Oda et al. [17] further demonstrated that impression management tactics often influence policy-making and educational organizations' ability to project successful execution of talent management strategies.

Salvadorinho et al. [18] argued that technology-based frameworks, supported by impression management, prevent disengagement during periods of organizational uncertainty, such as the Great Resignation. Yumhi et al. [13] also emphasized that digital-era talent management depends heavily on impression management for competitiveness. Together, these studies suggest that impression management is a critical mechanism through which talent management initiatives are communicated, legitimized, and sustained.

The findings also resonate with broader discussions on impression management in emerging economies and digital environments. Feizi [9] documented impression management's influence on political skills in Iran, while Dargahi et al. [19] highlighted the role of talent management in empowering employees and enhancing HR productivity in Tehran University of Medical Sciences. Ojaghi Shirmard et al. [20] identified key indicators of talent management through meta-analysis, many of which overlapped with impression management constructs such as fairness and credibility.

At the digital level, Aversa et al. [7] and Lueg and Nielsen [2] both showed how impression management shapes legitimacy in online domains. Fatima and Ahmed [10] demonstrated the psychological effects of excessive impression management in digital spaces, while Salvadorinho et al. [18] linked HR 4.0 frameworks to impression management as a way to maintain engagement. These align with the present study's emphasis on mental imaging and ingratiation, both of which are increasingly mediated through digital platforms in modern organizations.

This study, despite its contributions, has certain limitations. First, it is context-specific, focusing exclusively on Iranian governmental organizations, which may limit the generalizability of findings to private-sector or international contexts. Second, the reliance on self-reported measures and expert evaluations may introduce biases associated with subjectivity and social desirability. Third, although the mixed-method design strengthened the robustness of results, the prioritization of components was based on quantitative modeling, which may not fully capture contextual subtleties and cultural variations. Finally, the study's cross-sectional nature restricts the ability to draw causal inferences about how impression management practices evolve over time in response to policy or organizational changes.

Future studies could address these limitations by expanding the scope to include private-sector organizations, multinational corporations, and comparative analyses across countries. Longitudinal studies would provide deeper insights into how impression management evolves in dynamic organizational environments, particularly during crises or reforms. Further research should also explore the ethical boundaries of impression management, distinguishing between legitimate self-presentation and manipulative practices. Additionally, the integration of digital analytics, such as social media analysis or AI-driven sentiment tracking, could enrich our understanding of how impression management unfolds in the digital era. Meta-analytic approaches could further consolidate existing evidence, while sector-specific research, particularly in education, healthcare, and technology industries, could provide more nuanced insights.

For practitioners, the findings suggest that impression management should be recognized as a strategic tool within governmental organizations. Managers should balance symbolic and substantive impression management to ensure both legitimacy and authenticity. Training programs on impression management tactics can equip employees with the skills to navigate organizational hierarchies effectively while fostering ethical awareness. Policymakers should integrate impression management into talent management frameworks to improve recruitment, retention, and employee engagement. Finally, by prioritizing ingratiation, utilitarian calculations, and mental imaging, organizations can enhance legitimacy and performance while maintaining trust and accountability.

Authors' Contributions

All authors equally contributed to this study.

Declaration of Interest

The authors of this article declared no conflict of interest.

Ethical Considerations

The study protocol adhered to the principles outlined in the Helsinki Declaration, which provides guidelines for ethical research involving human participants. Written consent was obtained from all participants in the study.

Transparency of Data

In accordance with the principles of transparency and open research, we declare that all data and materials used in this study are available upon request.

Funding

This research was carried out independently with personal funding and without the financial support of any governmental or private institution or organization.

References

[1] D. Diouf and O. Boiral, "The quality of sustainability reports and impression management," *Accounting, Auditing & Accountability Journal,* vol. 30, no. 3, pp. 643-667, 2017, doi: 10.1108/AAAJ-04-2015-2044.

[2] K. Lueg and C. Nielsen, "Impression management as symbolic capital: an intercultural comparison of presentations by CEOs on social network sites," *Communication & Language at Work,* vol. 4, no. 4, pp. 88-120, 2015, doi: 10.7146/claw.v1i4.20774.

[3] A. M. Grant and D. M. Mayer, "Good soldiers and good actors: prosocial and impression management motives as interactive predictors of affiliative citizenship behaviors," *Journal of applied psychology,* vol. 94, no. 4, p. 900, 2009.

[4] J. Xie, Q. Huang, H. Wang, and M. Shen, "Coping with negative workplace gossip: The joint roles of self-monitoring and impression management tactics," *Personality and Individual Differences,* vol. 151, 2019, doi: 10.1016/j.paid.2019.06.025.

[5] F. I. Hou, Y. L. Wu, M. H. Li, and W. Y. Huang, "Physiotherapist' job performance, impression management and organizational citizenship behaviors: An analysis of hierarchical linear modeling," (in eng), *PLoS One,* vol. 16, no. 5, p. e0251843, 2021, doi: 10.1371/journal.pone.0251843.

[6] B. Wu, A. Monfort, C. Jin, and X. Shen, "Substantial response or impression management? Compliance strategies for sustainable development responsibility in family firms," *Technological Forecasting and Social Change,* vol. 174, p. 121214, 2022, doi: 10.1016/j.techfore.2021.121214.

[7] P. Aversa, A. Huyghe, and G. Bonadio, "First Impressions Stick: Market Entry Strategies and Category Priming in the Digital Domain," *Journal of Management Studies,* vol. 58, no. 7, pp. 1721-1760, 2021, doi: 10.1111/joms.12712.

[8] D. R. Avery and P. F. McKay, "Target practice: An organizational impression management approach to attracting minority and female job applicants," *Personnel Psychology,* vol. 59, pp. 157-187, 2006, doi: 10.1111/j.1744-6570.2006.00807.x.

[9] M. Feizi, "The Weighted Impact of Impression Management Tactics on Organizational Influence and Political Skills (Case Study: Islamic Azad University Units in Ardabil Province)," *A New Approach in Educational Management Quarterly,* vol. 8, no. 3, pp. 275-297, 2017. [Online]. Available: https://en.civilica.com/doc/1913704/.

[10] M. Fatima and Q. M. Ahmed, "Impression of Excessive Digital Media Utilization on Psychological Well-Being: A Case of Pakistan's Metropolitan Cities," *Journal of Management Info,* vol. 9, no. 2, pp. 217-231, 2024, doi: 10.31580/jmi.v9i2.2658.

[11] F. Pajouhan, M. Soltan Hosseini, M. Naderian Jahromi, and S. Jahaniyan, "Providing a Dynamic Talent Management Model for Foresight Policy-Making (Case Study: Ministry of Sports and Youth)," *Sports Management Journal,* vol. 16, no. 1, pp. 57-74, 2024. [Online]. Available: https://jsm.ut.ac.ir/article_96288.html.

[12] S. Subrahmanyam, "Implementing Agile Talent Management Practices to Adapt to Changing Higher Education Landscapes," pp. 187-210, 2024, doi: 10.4018/979-8-3693-6880-0.ch009.

[13] Y. Yumhi, A. J. Sutisna, and M. Muhtar, "Implementation of Talent Management to Increase Company Competitiveness in the Digital Era," *International Journal of Humanities, Social Sciences and Business (INJOSS),* vol. 4, no. 1, pp. 61-72, 2025.

[14] L. P. Tan, "Impact of Talent Management on Employee Engagement in Vietnam Through Perceived Organizational Support," pp. 69-88, 2024, doi: 10.4018/979-8-3693-2699-2.ch004.

[15] M. van der Merwe, P. Nel, and C. Hoole, "How Talent Management Execution Impacts Career Experiences: Exploring the Organization-Individual Intersect," *Frontiers in Psychology,* vol. 15, p. 1272645, 2024, doi: 10.3389/fpsyg.2024.1272645.

[16] S. Kolachina, S. Sumanth, V. R. C. Godavarthi, P. K. Rayapudi, S. S. Rajest, and N. A. Jalil, *The role of talent management to accomplish its principal purpose in human resource management*. 2024, pp. 274-292.

[17] A. H. Salman Al-Oda, M. Sadeghi, R. H. A. Al-Murshidi, and S. Sharifi, "Investigating the Relationship Between Talent Management Implementation Categories in the Basra Province Education Organization," (in eng), *Iranian Journal of Educational Sociology,* Research Article vol. 7, no. 1, pp. 1-9, 2024, doi: 10.61838/kman.ijes.7.1.1.

[18] J. Salvadorinho, C. Ferreira, and L. Teixeira, "A technology-based framework to foster the lean human resource 4.0 and prevent the great resignation: The talent management lift," *Technology in Society,* vol. 77, p. 102510, 2024, doi: 10.1016/j.techsoc.2024.102510.

[19] H. Dargahi, M. Biglar, and M. Mahdi, "Association of talent management on employees' empowerment and human resource productivity in Tehran University of Medical Sciences," (in Fa), *Payesh,* vol. 21, no. 3, pp. 255-272, 2022. [Online]. Available: https://www.magiran.com/paper/2457520.

[20] H. Ojaghi Shirmard, S. Sohrabi, and J. Beikzad, "Application of Meta-Analysis Approach in Determining Talent Management Indicators," *International Journal of Innovation Management and Organizational Behavior (IJIMOB),* vol. 4, no. 1, p. Serial Number 14, 2024, doi: 10.61838/kman.ijimob.4.1.4.