IMPRESSION MANAGEMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

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ABSTRACT: This study investigates the relationship between impression management and organizational citizenship behavior. In the course of this study, there is a lot of discussion on the dimensions of the independent variable which are self promotion, exemplification and Ingratiation and the measures of the dependent variable are Altruism, civic virtue and conscientiousness. Accordingly, the study came to the conclusion that a well-planned impression management strategy involving self-promotion and exemplification in the workplace will help improve the employee's display of altruism, civic virtue, and conscientiousness, which will subsequently improve the efficient running of the business. As a result of the study's findings, it was suggested that employees use the self-promotion approach of impression management to boost the altruistic behavior within the organization.

Keywords: Altruism, Civic Virtue, Conscientiousness, Exemplification, Ingratiation, Impression Management, Organizational Citizenship Behaviour, Self-Promotion.

INTRODUCTION

Organizations always look for methods to improve their operations and surpass rivals in this era of unrelenting competition. Employees are therefore constantly expected to act in a way that will aid the company's fortunes, as they are the "life engine" of any organization. Therefore, organizational citizenship behavior (OCB) is crucial for businesses that must endure this challenging tumultuous period. According to Shanker (2014), organizational citizenship behavior (OCB) is essential for improving any firm's ability to operate effectively. OCB are unofficially sought behaviors that are not explicitly rewarded but which can be advantageous to the organization's operations (Wang, Hinrichs, Prieto & Howell, 2013). A certain set of behaviors in an organization that are discretionary and go above and beyond the duties of the job are referred to as OCB. They are actions that go above and beyond what is required, according to Jahangir, Akbar, and Haq (2004) OCB is significant since it enhances the organization's overall performance. According to Jahangir, Akbar, and Haq (2004), successful businesses are characterized by personnel that go above and beyond the formal duties of their jobs and fully devote their time and energy to completing whatever tasks that have been given to them. A behavior that is outside of the call of duty and against the law is known as OCB (Tambe & Shanker, 2015). Due to the fact that businesses cannot thrive or live without their employees engaged in all manner of positive behaviors, OCB is crucial (Tambe & Shanker, 2015). According to Organ (1988), who developed the idea of OCB, OCB is crucial for a firm's sustainability. In addition, OCB contributes to the success of businesses by improving productivity, group activity coordination, improved resource use, performance, stability, and the ability to adapt to environmental changes (Tambe & Shanker, 2015). Organ (1988) identifies OCB as the good soldier mentality, which is displayed by employees who are devoted to their employers. He also categorizes OCB into five categories that act as its metrics. These include sportsmanship, courtesy, civil virtue, altruism and conscientiousness. According to Tanaka's (2013) theory, roles and unplanned occurrences frequently arise in organizations and some occupations that haven't been assigned to a single person always exist. Without the aid of OCB, it is therefore completely impossible to conceal such responsibilities and find work that was not specifically assigned to an individual. Because it aids in the upkeep of the company's social system, Pickford and Joy (2016) noted that OCB is becoming more important. In addition, Ibukunoluwa, Anuoluwapo, and Abude (2015) noted that OCB are all types of employee behaviors that are purposefully displayed to improve organizational outcomes. It is important to emphasize that man is a creative being. Man's creativity can lead him to exhibit impression management behaviors in an effort to regulate or shape the perceptions others have of him. In order to improve someone's image and subsequently have an impact on others' psychological states, impression management is crucial, especially in the workplace. According to Rosenfeld, Giacalone, and Riordan (2002), impression management is the process through which people make an effort to regulate the perception that others have of them. According to Bozeman and Kacmar (1997), the objective of impression management is frequently attained by purposefully engaging in verbal and/or nonverbal behaviors that will influence others to see the individual favorably. In line with the aforementioned claims, Bolino, Long, and Turnley (2016) argued that impression management is essential because how co-workers or superiors perceive an employee frequently affects how well they are liked, whether they are perceived to be committed and competent, how much they are paid, and how quickly they advance in their careers. Because of the significant effects it has on both employees and the business as a whole, Bolino, Klotz, and Daniels (2014) stated that impression management is a crucial issue in organizations. They asserted that people's readiness to ask for information and feedback, as well as their

involvement and pro-social behavior in the workplace, is affected when they are worried about their image. Additionally, impression management has an impact on how employees are deployed inside the company, which may have an impact on the company's capacity to flourish or endure in a challenging climate. Additionally, impression management is crucial since how people are perceived by superiors or co-workers frequently affects decisions about promotions, hiring, and other human resources tasks (Bolino, Long & Turnley, 2016). Impression management is the practice of being seen favorably by others and avoiding being negatively perceived. Employees must take responsibility for how others perceive them in light of the work place's dynamic and the employees' pressing desire for professional development. Employees engage in everyday social interaction with co-workers because they are social beings. During these interactions, attempts are made to affect the image that is projected during the social engagement, either deliberately or unconsciously. Self-promotion, intimidation, ingratiation, exemplification, and supplication are five essential components of impression management that is identified (Jones and Pittman, 1982). Numerous studies have been conducted in the past to determine how OCB might be improved in the workplace. Singh and Singh (2010) investigated the relationship between OCB and career stage among Indian managers. Sinnappan and Amulraj (2014) investigated the effects of incentives, affirmation, and empowerment on OCB. Kacmar Bechrach, Harri, Shaw, and Noble (2011) investigated how impressive management affected the association between organizational citizenship behavior and voluntary turnover. They discovered that the association between OCB and voluntary turnover was adversely affected by impression management.

The study discovered a strong detrimental influence of impression management on organizational citizenship behavior. However, despite the numerous works on how to enhance OCB, there is still a dearth of empirical work within the Nigeria work context; it is this observed gap that has informed this research work.

STATEMENT OF THE PROBLEM

Most organizations have experienced the issue of ineffectiveness over time. However, employees who are in charge of boosting the company's effectiveness must display additional role behavior in order to do it. Katz (1964) observed that businesses that primarily rely on the formal behavior blueprint are a fragile system. This means that an organization's ability to tolerate turbulence is unstable when a worker just does the tasks that are officially required of them. Because OCB increases customer satisfaction, quality of service/product, revenue, and customer compliance, low OCB of employees has caused most businesses to lose their efficacy (Podsakoff & Mackenzie, 1994). Due to its increased attractiveness as a place to work, the low OCB issue affects the company's capacity to recruit and retain the top employees. Employees must demonstrate OCB in order to improve the fortune of the company because they are the primary resources that drive the success of any business. Employees who don't engage in organizational citizenship behavior (OCB) have a tendency to engage in behaviors that are risky to the company's health and well-being or that are merely former or destructive to the company. Employees may be reluctant to engage in OCB if they have a bad feeling about the person they want to assist, given that it is a discretionary behavior. As a result, impression management may be beneficial to project a positive image of an employee, which could create a friendly workplace and, in turn, affect the employee's desire to exhibit organizational citizenship behavior. In the lack of impression management, a worker could lose motivation to take on additional responsibilities that would improve the company's operations.

Since OCB has been seen to be a way to increase effectiveness, its absence could seriously impair how well most hotels operate (Organ, 1997). A key issue that practitioners and scholars are still working to solve is the expansion of firm mortality that might be linked to poor OCB in employees. Employees without OCB engage in unethical behavior and care less about the company's success. This study aims to investigate the relationship between impression management and organisational citizenship behavior

CONCEPTUAL FRAMEWORK
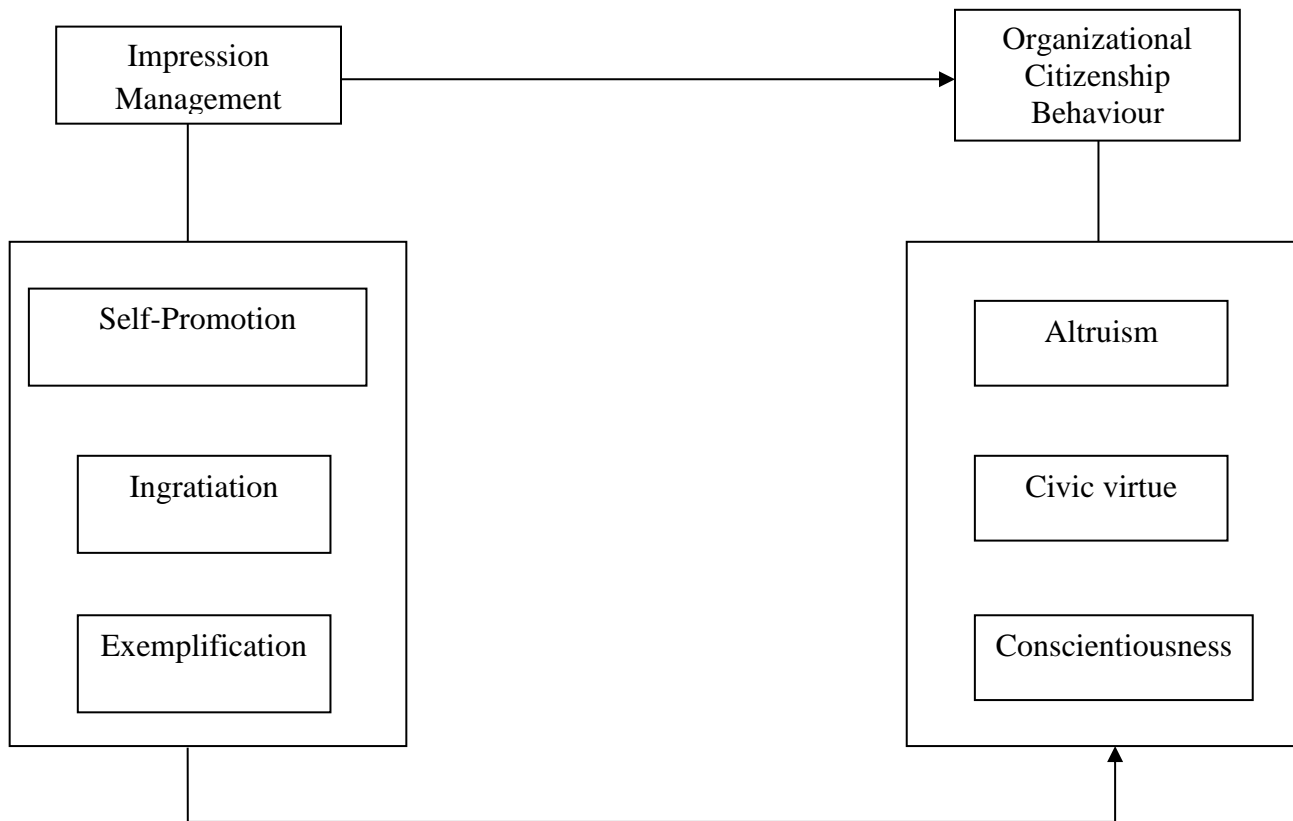
Source: adapted from Jones and Pittman (1982); Organ (1997)

Figure 1.1 conceptual framework showing the relationship between impression management and organizational citizenship behaviour.

Aim and Objectives of the Study

The specific objectives are to;

i.   Examine the relationship between self-promotion and altruism.
ii.   Investigate the relationship between self-promotion and civic virtue.
iii.   Examine the relationship between self-promotion and conscientiousness.
iv.   Investigate the relationship between Ingratiation and altruism.
v.   Examine the relationship between Ingratiation and civic virtue.
vi.   Investigate the relationship between ingratiation and conscientiousness.
vii.   Examine the relationship between exemplification and altruism.
viii.   Investigate the relationship between exemplification and civic virtue.
ix.   Examine the relationship between exemplification and conscientiousness.

CONCEPTUAL REVIEW

Concept of Impression Management (IM)

According to Schlenker and Pontari (2000) defined impression management (IM) as the activity of influencing information to shape opinions of others in support of one's own or another's societal or personal objectives. Although humans can control how others see nearly anything (such as a political party or clothing line), they most frequently control how others perceive them, which is a subtype of IM known as self-presentation. The study of IM examines how individuals try to manage or control the impressions that others

have of them (Drory & Zaidman, 2007). With the use of manipulative information, IM seeks to influence others' perceptions in either private or public settings (Drory & Zaidman, 2007). But there are risks with IM. Anxiety can be brought on by worrying excessively about what other people think, which exacerbates existing health issues. Furthermore, using very deceptive IM techniques increases the likelihood that someone may catch you in the act (although "being caught" tends to be the exception rather than the rule). Conversely, IM can sometimes be overly effective; for instance, if you try to be rebellious in one circumstance, your IM may carryover and cause you to perceive yourself as more rebellious than you actually are, leading you to act in a rebellious manner in other circumstances. Such IM carryover effects may, of course, result in positive outcomes to the extent that people generally aim to present their best selves. IM can also be utilized in a helpful way for friends. People frequently use language when describing their pals that supports the idealized perceptions of those friends. Therefore, IM can be used to achieve self-serving or more other-oriented aims and is a crucial part of daily social life (Schlenker & Pontari, 2000). During a job interview, while the employer is trying to gather information about the applicant, the applicant is also trying to present herself as the best person for the opening position (Kacmar*et al*., 1992). Both sides are using IM tactics while the employer is trying to learn more about the applicant during a job interview, the applicant is also attempting to sell herself as the most qualified candidate for the position that is available (Kacmaret al., 1992). During the interview, both parties are using IM strategies. According to certain studies (Stevens and Kristof, 1995; Basm and Tatar, 2006), applicants may be able to sway hiring managers' judgments through the usage of social media. Self-focused and other-focused are the two standard dimensions used to classify IM (Kacmaret al., 1992).

Self-Promotion

The goal of self-promotion is to make you appear to others as a successful, competent, intelligent, and skilled individual. Self-promotion can be done in person, online, through public speaking engagements, or even just by the way we carry ourselves, speak, or dress. Self-promotion is a natural inclination since we want people to think well of us and think that we have excellent attributes like talent and intelligence. People who self-promote frequently think that their actions will be well received by others. However, research has shown that the contrary is actually true. Self-promotion may give the braggart the impression that they are more capable, skilled, bright, and accomplished, but it typically makes them less likeable. People who constantly promote themselves may come out as egotistical and bothersome to others. In fact, the more people use techniques of self-promotion to win over others, the more likely it is that they will alienate others. Self-promotion happens in both formal and informal social interactions, although it seems to be more common when people interact with people who are more powerful than them, such as during job interviews, in academic settings, and in corporate hierarchies (Jones & Pittrnan, 1982). For instance, Goldstein (1971) discovered that more than 50% of applicants for nurse's aide positions overstated their wages and lengths of employment at past positions. According to Hendricks and Brickman's (1974), college students overestimated their projected course grade if their teacher saw it but were correct if they were told that the estimate would be seen by another student. High school students were asked to take a personality test as part of a job application or for a counseling class in a previous study by Gordon and Stapleton (1956). When taking the test for the more significant career opportunity, it was discovered that the students scored higher on a number of personality aspects. Guion (1965) observed that many instances of intentional distortion on people inventories in genuine organizational contexts can be viewed as attempts at self-promotion within an organization. When there is a strong chance that their self-promotion will be seen, people frequently respond by putting on the modest face (Schlenker & Leary, 1982).

Ingratiation

This strategy entails complimenting bosses or co-workers or doing those favours. Most people find it difficult to turn down others' considerate advances. Even though the strategy of ingratiation is extremely overt and obvious, it usually works since the recipient frequently has positive feelings for the provider. The idea of "social reciprocity" has been put out in the behavioral sciences to aid in the explanation of the ingratiation process. In social reciprocity, there is a sense of social obligation to reciprocate other people's kind deeds. For instance, there is a significant expectation that you will return a compliment with one of your own if someone compliments you. If you fail to do so, you may be judged as being rude. Similarly, ingratiation is offering someone positive reinforcement in the hopes that they will feel forced to reciprocate in some way (Vecchio and Appelbaum, 1995). One type of organizational politics that is frequently employed in organizations is the final technique. In fact, the term "gratiation" refers to people making an effort to make themselves appear more desirable to others. In higher managerial levels, ingratiating behavior is more common (Allen et al., 1979). Superiors at all levels of the organization, however, use ingratiating actions less frequently than subordinates. People employ flattery or do favors to make themselves seem likeable to others. In order to gain favor with the targeted superior, the ingratiating subordinate would exaggerate and emphasize only the positive aspects of that person. Since it's difficult for people to dislike those who think highly of them, this strategy typically works. A non-formal approach called ingratiation takes into account IM, flattery, and the development of goodwill (Kipnis &Vanderveer, 1971). This strategy is chosen by subordinates in an effort to make a good impression. A teacher who employs this technique wants to win the principal over. Speaking well of people or saying something moderately unflattering about oneself, making modest statements, being approachable, and using humor are some typical ingratiating behaviors.

Exemplification

Exemplification is one of three communication techniques that Jones (1990) categorizes as power-oriented, and it is an actor's attempt to convey a sense of moral worthiness. To earn the admiration of others, people selflessly sacrifice or go above and beyond what is required. An actor will make an effort to develop an identity of commitment, sacrifice, dedication, and/or moral worthiness through exemplification tactics. Exemplifiers employ this IM tactic to make it seem as though they are ready to suffer for a cause. Exemplifiers attempt to "influence and dominate through instilling guilt or attributions of virtue," (Rosenfeld et al, 1995). However, actors who frequently use exemplification run the risk of being seen by others as "sanctimonious and hypocritical" (Jones, 1990). Furthermore, according to Jones, "really virtuous people do not profess virtue; those of high moral standing presumably are known for their unselfish activities." Jones (1990) counsels actors to locate pertinent contexts or circumstances where it makes sense to display exemplary or admirable behaviors in order to employ exemplification effectively. Consistency is crucial to using this particular IM technique successfully; performers should always strive to come across as morally upright and honest, regardless of the situation or occasion.

Concept of Organizational Citizenship Behaviour (OCB)

Although the idea of OCB is relatively new in the field of performance analysis, it symbolizes a very old human behavior of selfless cooperation and assistance without any expectation of payment or official recognition. In 1988, Organ became the first author to combine these two ideas and develop the term "OCB." OCB was defined by Organ (1988) as "discretionary individual behavior that is not directly or openly recognized by the formal incentive system and that, taken as a whole, improves the effective running of the organization." By "discretionary," we mean that the behavior is more of a matter of personal choice, such that its omission is not typically understood to be punishment, and is not an enforceable requirement of the role of the job description, i.e., the clearly specified terms of the person's employment contract with the organization. As few "in-role" acts truly provide a formal reward, Organ also emphasized that defining OCB as behaviors that are not formally rewarded is overly wide. His definition states that "OCBs have been described as actions that an employee willingly engages in and that increase the success of the company without being expressly rewarded by the organization" (Kwantes, Karam, Kuo& Towson, 2008). From this description, it can be inferred that good citizenship activity is not governed by any formal organizational rules and is not associated with any kind of formal incentive. Employees act in a civic manner only out of their own free will; it is not required of them (Polat, 2009). OCBs are acts that employees take that go above and beyond what is expected of them in their roles.

Altruism

Altruism is a helping attitude toward particular people (Organ, 1997). Altruism entails assisting other team members with their assignments. For instance, willingly supporting new hires, helping overworked co-workers, helping employees who were absent, and assisting staff with challenging assignments. Altruism was defined by Smith, Organ, and Near (1983) as voluntary behaviors in which an employee helps a person with a specific issue perform a work under peculiar conditions. Altruism describes a member assisting other team members in their task. Altruism was shown to be significantly correlated with positive affectivity and performance ratings (Podsakoff, MacKenzie, Moorman, and Fetter 2000). Altruism is the use of one's discretion to act in a way that benefits others or one's co-workers by distributing the workload or resources (for example, orienting new employees to the traditions, regulations, and policies of the Navy and mentoring them to pick up technical skills as quickly as possible so they can handle them on their own by saving their valuable personal/leisure time & resources). Altruistic people go above and above to aid people who need assistance, have unique challenges, or who ask for it. Generalized compliance, which is a more impersonal form of conscientiousness, is the other category of citizenship behavior. It involves acting in a "good and correct" manner for one's own sake rather than for anyone in particular. Behavior of organizational participants considerably exceeds any enforceable minimal requirements; employees voluntarily go above and beyond specified expectations (Jahangir, Akbar, &Haq, 2004).

Civic Virtue

Civic virtue is the positive participation in the political process of the organization and the contribution to this process through the free and honest expression of opinions, attendance at meetings, discussion of organizational issues with co-workers, and reading of organizational communications such as emails for the benefit of the organization. A person's behavior that shows they are obediently involved in, actively support, and care about the success of the organization is known as civic virtue (Podsakoff, et al, 1990). Civic virtue demonstrates a broad level of dedication to or interest in the organization. It demonstrates a willingness to actively participate in organizational events, watch the environment for risks and possibilities, and determine the best course of action for the organization. When employees feel themselves to be a part of the organization and calculate themselves to be a part of it, several behaviors take place (Podsakoff, MacKenzie, Paine, and Bachrach, 2000). Civic virtue refers to an employee's involvement in the organization's public affairs, such as exhibiting good military conduct in terms of good attendance and behavior in civil settings,

volunteering for outside events like a tree-planting drive, teaching the illiterate, aiding those affected by natural disasters, etc., all of which improve the organization's reputation. This aspect of OCB actually derives from Graham's conclusions, which suggested that employees should be accountable for acting as good corporate citizens (Graham, 1991). These actions demonstrate that an employee understands their place in the company and accepts the duties that come with being a member of the company (Podsakoff et al., 2000). According to other study, civic virtue increases performance quality and decreases consumer complaints (Walz & Niehoff, 1996).

Conscientiousness

Conscientiousness is a choice of behavior that goes above and beyond the minimal expectations of a function in an organization, such as adhering to laws and regulations, forgoing extra breaks, and working longer hours (MacKenzie et al, 1993). Conscientiousness is a model of going above and beyond the bare minimum standards of attendance, punctuality, and housekeeping, preference for resource conservation, and general appearance of being a responsible member of the organization's community. A highly conscientious individual is likely to be extremely responsible and require minimal supervision (Podsakoff and MacKenzie, 1997). The two main or overriding elements of OCB are altruism and conscientiousness (Borman et al., 2001). Conscientiousness is acting in a way that goes above and beyond what is required of you by your employer, such as working past your regular hours, refusing to take unpaid time off, growing emotionally attached to the technology they use, and maintaining constant combat readiness by abiding by the Naval tradition of "Service before self." Conscientiousness is a term used to describe someone who is well-organized, disciplined, responsible, and diligent. According to Organ (1988), it is a commitment to the profession that goes above and beyond the statutory responsibilities, such as working long hours and volunteering for labor outside of tasks. It is interesting to note that Kidder and McLean Parks (1993) proposed that males are more likely than females to engage in conscientious behavior because men value equity over equality.

Conclusion

Several factors may have an impact on organizational citizenship behavior, which has been shown to be highly relevant to assuring high profitability of businesses over time. Based on the empirical review, it was found that self-promotion has a big association with civic virtue, conscientiousness, and altruism. This suggests that as self-promotion rises, so do conscientiousness, civic virtue, and altruism. Exemplification and the three OCB metrics also significantly correlate with one another. This suggests that increasing the exemplification of impression management strategies aids in increasing employees' willingness to act with altruism, civic virtue, and conscience. An actor will make an effort to develop an identity of commitment, sacrifice, dedication, and/or moral worthiness through exemplification tactics. The implementation of these strategies encourages positive workplace behavior in the form of OCB. In conclusion, an impression management strategy that is well-planned will help employees demonstrate more altruism, civic virtue, and conscientiousness, which will improve the efficiency of the organization's operations.

Recommendations

Based on the findings and conclusion, the following recommendations are preferred;

1. Employees should diplomatically employ self- promotion strategy of impression management in order to enhance the altruistic behaviour in the organization.
2. Employees of firms should tactically draw the attention of follow employees to their personal accomplishment as such will make them look competent and thus enhance the organizational citizenship behaviour.
3. The employees of firms should display exemplification strategy of impression management through projecting of moral worthiness as such will help enhance civic virtue in the organization.
4. Employees should show high sense of integrity as such will help enhance the organizational citizenship behaviour of employees.

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