"AS YOU LIKE IT"
IMPRESSION MANAGEMENT OR ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT

This study attempts to investigate the relationship between impression management and organizational citizenship behavior using the theoretical underpinning provided by "Theory of Others Orientation" and "Social information processing Model". Many researchers argue that employees exhibiting organizational citizenship behavior are good at using impression management techniques; they are "good actors" rather than "good soldiers". Such behaviors can vary across cultures; hence the moderating role of culture was taken into account. Data were collected from 168 teachers working in the educational institutions using a questionnaire. Results suggest that impression management significantly determines the organizational citizenship behavior while this relationship is further strengthened in a collectivist culture.

INTRODUCTION

Impression management is defined as an effort of the individual to enhance his/ her image in the minds of others. (Rosenfeld, Giacalone, & Riordan, 1995). There are three types of impression management (1) "job focused" impression management, (2) "self focused" impression management and (3) "supervisor focused" impression management. (Bolino, Varela, Bande & Tumely, 2006). While impression management has been studied as a technique to build a positive image in the mind of others, some researchers argue that employees use these techniques to show extra role behaviors including Organizational Citizenship Behavior (OCB) (Tedeschi & Melburg, 1984). The construct Organizational Citizenship Behavior (OCB) was introduced by Bateman and Organ (1983) who defined it as behavior of the individual which is not restricted, is not explicitly rewarded by the organization and also not directly recognized by the workplace, it collectively has a positive impact on the performance of an organization. Thus researchers attempt to relate this positive behavior with impression management seems quite interesting, still limited literature analyzed this relationship.

Impression management techniques can vary in different cultures; still this important aspect has not been properly explained in extant literature. In a collectivist society the main orientation of the individual is towards interests of the group (Hofstede, 1984) and people

show a higher level of interdependency upon the group (Triandis, 1995). Thus techniques used by individuals in a collectivist society to impress others can vary than those used in an individualistic society.

Theory of other orientation presented by Meglino & Korsgaard (2004), provide a substantial underpinning to argue that people having high others orientation take majority of actions to please others (Bazerman, 1993; Cropanzano, Stein, & Goldman, 2007; Lester, Meglino, & Korsgaard, 2007). Similarly the Social exchange theory has its basic argument which includes that standards or regulations of reciprocity have got a central role in leading and inspiring the barter of advantages between the concerned groups or individuals. This principal has a basic rule which says that the receiving party should return the benefit to the party/individual or group to the other party (giving part) (Lester, Meglino, & Korsgaard, (2007). The main theme of social exchange highlights the advantages of self serving and not for the sake of any implicit motive exchange of benefits between two individual groups and parties. This theory argues that the rules of the exchange relationship have a central role in strengthening and accruing the exchange relationship. Generally, the receiving party/ group or individual should also exchange the benefit in return (Lester, Meglino, & Korsgaard, 2007). Hence one can argue that impression management techniques used by individuals or extra role behaviors exhibited by them have got potentially same motive i.e. reciprocity in form of favors by the

organizations and its members. Thus Robinson and Morrison (1995) rightly argue that their key motivator to exhibit OCB is impression management which can even result in appraisal related errors in it (Becton, Portis, & Schraeder, 2007) extra role behavior can be intermingled with impression management (Wayne & Green, 1993; Schnake, 1991)

While a plethora of research focuses the developed countries for the study of OCB and impression management, few studies like Gautam et.al. (2005) in Nepal show that there is a constructive alliance between the constructs of OCB and cultural dimensions i.e. collectivism and power distance. Similarly impression management holds importance in all types of organizations, but its relevance with academia is more profound. Impression management cannot be disintegrated from the basic role of a teacher in class to his/her responsibility as an employee in the organization. Thus the present study has two fold significance, the first being analysis of extra role behaviors and impression management in a collectivist culture and secondly it further elaborates OCB in the educational sector as analyzed by Garg and Rastogi (2006) by testing its specific link with impression management.

Impression management and Organizational Citizenship Behavior

Organ (1988) defined OCB as a behavior which is beyond the formal job of an individual; it includes helping peers and providing them assistance in their work related tasks. All of these positive works are done voluntarily. Extra role behavior is found to have a proven association with organizational commitment, moreover satisfied employees are found to exhibit a higher level of organizational citizenship behavior (Foote & Tang, 2008) while it has a negative relationship with organizational cynicism (Dyne, Graham, & Dienesch, 1994). A significant influence of psychological contract on extra role behavior was found by Robinson and Morrison (1995).

There is strong and significant evidence explaining the relationship between organizational citizenship behavior and impression management. Eastman (1994) suggests that individuals may engage in OCB because of impression management purposes. The research on impression management shows that there are techniques which individuals use to develop and improve their image in the organization (Jones & Pittman, 1982). Impression management is significantly associated with performance appraisal techniques and it has a possibility of errors in appraisals (Becton, Portis, & Schraeder, 2007). Findings of Podsakoff et al. (2000) show that OCB has a stronger impact on the judgmental decisions

of management while it can affect supervisory ratings of the performance (Bolino, Varela, Bande, & Turnely, 2006; Rioux & Penner, 2001).

Employees engage in OCB to get desired results from their performance. There is an association of impression management with the performance appraisal/rating and performance of the job of an individual, the person may use impression management techniques to create a good image in front of his/ her supervisor. Moreover, there is a positive linkage between the supervisory rating of performance and extra role behavior, this behavior plays mediating role between supervisory rating and impression management.

Employees manage their impression on the supervisors and peers by engaging themselves in the positive behaviors which include organizational citizenship behavior. (Ferris et al., 1994). There is an indirect association of psychological contract and organizational citizenship behavior, when there is a positive psychological contract then the employees go for organizational commitment which leads to organizational citizenship behavior.

Role of Culture

Hofstede (1984) defined culture as "the collective programming of the mind which distinguishes the members of one human group from another". An individual who belongs to collectivist society prefers to work in a group instead of working individually, there is a significant importance of relationships and family in this kind of society, decisions are made with the opinion and consultation of members, groups are catered for and the members of collectivist society believe in cooperation and trust. Cultural differences are a strong predictor of cultural values of the countries and nations, people in different cultures have different values in the perspective of culture (Hofstede, 1984). A study conducted by Gautam, Dick, Wagner, & Davis (2005) in Nepal shows that there is a positive association between the constructs of extra role behavior and cultural dimensions i.e. collectivism and power distance. It is found that there is a negative association amongst organizational commitment and OCB in collectivist societies i.e. Nepal.

Hypothesis 1. Impression management is positively associated with organizational citizenship behavior.

Hypothesis 2. There is a moderating role of collectivism in the relationship of impression management and organizational citizenship behavior.

METHODOLOGY

Self administrated questionnaires were used as instrument for data collection. A five point Likert Scale was used to measure the variables. A total of 250 questionnaires were distributed and out of which 168 were received back making the response rate as 60.8%. The questionnaire to measure collectivism was adopted from, Jung & Kellaris, (2001) the questionnaire to measure the impression management was adapted from Wayne and Ferris (1990) while organizational citizenship behavior scale was adopted from Williams and Anderson (1991).

The sample includes the educational sector of Pakistan and specifically public and private sector universities of Pakistan. The convenient Sampling technique was used and questionnaires were distributed among teachers of the universities in the vicinity of Rawalpindi and Islamabad.

RESULTS
TABLE 1
Correlation Analysis

Variable	Mean	SD	1	2	3
1. IM	3.55	0.537	1		
2. OCB	3.65	0.598	0.17**	1	
3. Collectivism	3.53	0.897	0.491**	0.627**	1

**p<.001, *P<.05, IM = Impression Management, OCB = Organizational Citizenship Behavior*

Correlation analysis shows a significant relationship between impression management and organizational citizenship behavior. According to the hypothesis, impression management is positively and significantly related to extra role behavior (0.170**, **p<.001). Results also show a positive and significant correlation between collectivism and organizational citizenship behavior (0.491**, **p<.001)

TABLE 2
Regression Analysis

Predictor	Dependent Variable: Organizational Citizenship Behavior	
	β	R²
Impression Management	0.25**	0.454

*n = 168, **p<.001, *P<.05*

TABLE 3
Moderated Regression Analysis

Predictor	Organizational Citizenship Behavior		
	β	R²	ΔR²
Moderator Analysis Step 1 Control Variables		0.04	
Step 2 Impressions Management	0.25**	0.454	0.18**
Step 3 Impressions Management x Collectivism	0.162*	0.48	0.03*

*n = 168, **p<.005, *P<.01, Control variables= Age, Gender*

The regression and moderated regression analysis were used to examine the interactive effects of collectivism and impression management on extra role behavior. The results show that the interaction term for collectivism (β = 0.162**, p = .001) have a significant impact on OCB. In the study collectivism is significantly moderating the relationship between impression management and organizational citizenship behavior.

DISCUSSION

Generally we found a good support for our

hypothesis. Though there are two distinct constructs, exhibition of extra role behaviors is taken by some as an impression management technique. The moderation of collectivism in this particular linkage is also the unique result of the study.

The teachers while performing jobs are required to exhibit extra role behaviors. Being the mentors and role models for students certain behaviors are supposed to be part of their personality like dedication, honesty and patience. Some associate image of teachers with these positive attributes and they are bound to exhibit such behaviors which are consistent with these expectations. For example a teacher has to be in class in time to show adherence to rules but these findings indicate that this action can be the result of teachers effort to have an impression of being punctual and honest.

Interestingly for the majority of jobs organizational citizenship behaviors and impression management techniques are used to impress the management or boss but for teachers another stakeholder i.e. the students are also important. This can be true to such an extent that a teacher may not be adhering to the organizational policies to please the administration but at no cost he/she can afford to have a negative image before students. Thus the teacher's job to exhibit extra role behaviors and use of impression management techniques is more critical.

Collectivism is integral part of culture in Pakistan (e.g. see Hofstede, 1984) and it has potential of affecting the majority of employment related relationships. Likewise collectivism significantly moderates the relationship between impression management and organizational citizenship behavior. It is an interesting finding that in collectivist culture most of our actions are dictated by the demands of others, and we are having diverse role expectations and we consider them important as well. Just in day to day life starting from petty to big decisions we try to please others rather than going for our own choice and we commonly use the famous wordings of Shakespeare "As you like it". This tendency is also reflected in organizations and thus our study provides an interesting explanation for using impression management techniques in organizations. In an attempt to please others the employees in organizations use variety of impression management techniques which are considered as extra role behaviors including the organizational citizenship behavior. Thus an important contribution of this study is to explain the degree to which impression management techniques are associated with extra role behaviors. We found that the relationship will be weaker in individualist cultures and collectivism enhances the strength of relationship between impression management techniques and extra role behaviors.

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