

# **INTERACTIVE EFFECT OF PERCEPTIONS OF POLITICS (POP) AND IMPRESSION MANAGEMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND JOB BURNOUT**

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## **ABSTRACT**

**This paper aims at investigating the direct and interactive effect of perception of organizational politics (POP) and impression management on organizational citizenship behavior and job burnout. We proposed after review of literature that POP is negatively related to organizational citizenship behavior and is positively related to job burnout. We also hypothesized that impression management weakens both these relationships. Data was collected from 151 teachers of Pakistan through questionnaires consisting of standardized scales. Moderated regression analysis was used to analyze the data. Our findings showed a significant negative relationship between POP and organizational citizenship behavior and a significant positive relationship between POP and job burnout. It was also confirmed that impression management negatively moderates the relationship between POP and organizational citizenship behavior while no moderating effect of impression management was found in the relationship between organizational politics and job burnout. Limitations of the study along with directions for future research and implications for organizational managers have been discussed.**

## **INTRODUCTION**

Employees spend their energy, time and effort to attain certain goals. These goals can be economic in nature like pay or social like status and personal power (Zivnuska, Kacmar, Witt, Carlson & Bratton, 2004). In order to attain these goals, they sometimes engage themselves into politics especially in case of scarce resources and intense competition (Poon, 2003, Zivnuska et al., 2004). Goffman (1955) suggested that people want to establish the image they wish to form in front of others and the strategy used to create this image depends upon the situation they are in. Impression management is one of the strategies used to influence the image.

Many studies have been conducted till now to see the influence of POP and impression management independently on work outcomes (i.e. Miller, Rutherford & Kolodinsky, 2008; Randall, Cropanzano, Bormann & Birjulin, 1999; Zivnuska et al, 2004; Higgins, Judge & Ferris, 2003; Bolino, Varela, Bande & Tumbley, 2006 etc.). But relationship of certain outcomes with perceptions of organizational politics has not been frequently studied and little evidence exists about them like organizational citizenship behaviors and stress related attitudes like

work place aggression and job burnout (Vigoda, 2002; Miller et al, 2008). Similarly, the impacts of impression management on certain outcomes like job performance have been studied by many research scholars (Higgins et al., 2003; Zivnuska et al., 2004; Chen & Fang, 2008; Wayne & Liden, 1995) but little research exists on the impact of impression management tactics on other outcomes like OCB, pay and promotion; and on behavioral outcomes like burnout has not been studied.

Direct relationship between POP and work outcomes have been studied many times but more empirical studies are required to support the presence of moderators (Vigoda-Gadot & Talmud, 2010). Besides studying the moderating role of demographics, personality, perceived control and understanding, more research is required on other variables which can moderate the POP-outcomes relationship (Poon, 2003; Miller et al., 2008).

Only some researchers have focused on impression management behavior as moderator between POP and certain work outcomes (Harrell-Cook, Ferris & Dulebohn, 1999; Zivnuska et al., 2004; Chen & Fang, 2008). They found that impression management moderates association between POP and outcomes (Supervisor satisfaction, turn over, Job satisfaction, and

supervisor rated job performance). However moderated role of impression management with other outcomes and attitudes has not been studied like OCB and job burnout. Chen & Fang, (2008) suggested further advancement of impression management as moderator. Accordingly, we tried to investigate how POP influence employee's impression management behavior in pursuit of getting positive work outcome like OCB and suppress negative work outcome like Job burnout. We also studied direct relationship between POP and its outcomes (OCB and burnout) and direct relationship between IM and outcomes (OCB and burnout).

## LITERATURE REVIEW

### Perceptions of organizational Politics

POP has been defined in many ways. Ferris, Harrel-Cook & Dulebohn (2000) define POP as "an individual's subjective evaluation about the extent to which the work environment is characterized by co-workers and supervisors who demonstrate self serving behavior." According to this definition employee associates organizational politics with self serving behavior which is usually demonstrated to achieve personal objectives (Poon, 2003). Most of the researchers argue that POP stimulate negative outcomes or reactions among individuals (Salimaki & Jamsen, 2010). Individual's response and attitudes are based upon perceptions of reality rather than actual reality (Lewin, 1936). It means that political environment of any organization depends upon employee's perception of what is political and they show response according to their perceptions of politics. Similarly much of the research is based upon the POP rather than actual politics, that's why we have focused on POP and its consequences upon employees behavior and their work outcomes.

Research scholars have predicted various consequences of POP like employee's attitude such as job satisfaction and commitment (Randall et al., 1999; Miller et al., 2008; Harrel-Cook et al., 1999; Poon, 2003; Vigoda, 2000), performance outcomes such as supervisor's rating of employees performance (Zivnuska et al., 2004; Chen & Fang, 2008), withdrawal behaviors such as intention to quit (Poon, 2003; Randall et al., 1999; Harrel-Cook et al., 1999; Miller et al., 2008; Vigoda, 2000), psychological outcomes such as job stress (Poon, 2003; Vigoda, 2002; Miller et al., 2008), aggressive behavior, job burnout (Vigoda, 2002) and organizational cynicism (Davis & Gardner, 2004) and other outcomes related to behavior of employees such as organizational citizenship behaviors (Randall et al., 1999). They have proposed significant relationships between POP and all these outcomes.

However in this study we have selected only two variables (OCB and Job burnout). As we have mentioned in the introduction these are the less researched outcomes of organizational politics, that's why we are trying to focus on these two variables.

### Perceptions of organizational politics and Organizational citizenship behavior

The most used definition of organizational citizenship behavior was given by Organ (1988). He described organizational citizenship behavior as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization". This definition explains us that citizenship behaviors are those informal and non-mandatory behaviors that are overlooked in job descriptions but are depicted by employees at their workplace and are beneficial for organization in many ways (Polat, 2009; Binstock, Demoranville & Smith, 2003)

Despite an increasing interest in OCB, researchers have not developed a consensus on its dimensions (Podsakoff, Mackenzie, Paine & Bachrach, 2000). Organ (1988) gave a model in which he proposed five dimensions of OCB: Altruism, Compliance (conscientiousness), Sportsmanship, Courtesy and Civil Virtue. Altruism involves those behaviors in which individual try to help other person/colleague in some organizational related task. Conscientious include those behaviors that go beyond the role/job responsibility of employees like in attendance and in compliance with rules and regulations. Sportsmanship shows employees readiness of demonstrating tolerance in less than perfect circumstances. Courtesy involves behaviors individuals depict to prevent occupational problems with other colleagues. Finally, civic virtue is behavior in which employees show their willingness to contribute in the life of organization (Podsakoff, Mackenzie, Moorman & Fetter, 1990).

Three dimensions of Organ that are considered as important forms of citizenship behaviors by researchers and have gain much more importance in literature than others are Altruism, Conscientiousness and Civic Virtue (Podsakoff et al., 2000). That's why we have focused on these three dimensions in our study.

Investments are considered risky in Political environments. According to this, if employees think that organizational environment is characterized by politics then they will contribute a little effort towards the organization. Thus politics will lead to low OCB (Randall et al., 1999). According to expectancy theory employee performance is based on their reward perceptions. Politics is correlated with uncertainty of

rewards and accordingly, reward perception will be low in political environment (Zivnuska et al., 2004, Chen & Fang., 2008). Hence it leads to low positive behavioral outcomes like Organizational citizenship behavior.

Besides the theoretical support given above, certain researchers have also shown statistical backing for the negative association between POP and OCB (Randall et al., 1999; Chang, Rosen & Levy, 2009). They predicted that high POP leads to low OCB.

Thus on the basis of theory and empirical findings we proposed the following hypotheses

*Hypothesis 1. There is a negative relationship between employee's perceptions of Organizational politics and organizational citizenship behavior.*

### **Perceptions of organizational politics and job burnout**

Maslach & Jackson (1981) defined burnout as “a syndrome of emotional exhaustion and cynicism that occurs frequently among individuals who do 'people-work' of some kind”. Emotional exhaustion describes feelings of psychological overtiredness by one's work. Burnout is viewed as an effect of job stressors. Political environments of organizations cause work stresses and these work stresses may lead to job burnout (Vigoda, 2002). The possible reason behind this negative outcome is that organizational politics encourages the perceptions of inequity and injustice among organizational members ((Kacmar & Ferris, 1991). This point supports the equity theory (Adams, 1965) according to which inequity exists if employees perceive that their input to output ratio is not equal to others input-output ratio; it will lead to distress and cause negative outcomes. Similarly Salimaki and Jamsen (2010) predicted that politics and justice are antithetical (when politics is considered high in organization than justice will be perceived as low). Thus we can say that the inequity and unfairness is perceived high in highly political environment and it leads to negative work outcomes like job burnout.

Empirical findings also support the positive relationship between POP and Job burnout. Cropanzano, Grandey and Toth (1997) studied the relationship between perceptions of politics and job burnout and found that both are positively related. Similarly, Vigoda (2002) studied stress-related outcomes of workplace politics and found job burnout to be positively related with Perceptions of workplace politics.

*Hypothesis 2. There is a positive relationship between employee's perceptions of organizational politics and job burnout*

### **Impression management and OCB**

Over the last five decades, researchers have given much importance to impression management behavior. Goffman (1955) first introduced the idea of impression management. Rosenfeld, Giacalone and Riordan (1995) define impression management as “the process by which individuals seek to influence others perception of them”. Similarly Wayne and Liden (1995) defined impression management as “those behaviors individuals employ to protect their self images, influence the way they are perceived by significant others or both”. Two parties are involved in these definitions. One is an individual who tries to present information in a desirable way while the other party is an individual or group at whom this information is directed. To create a positive self image, employees will try to present the information that will be focused on developing good relations with others and enhancing other's perception about their talent and capabilities (Barsness, Diekmann & Seidel, 2005) and they will use both verbal and non-verbal type behaviors (Bozemann & Kacmar, 1997).

Jones and Pittman (1982) divided impression management behavior into five major dimensions: Ingratiation, Exemplification, Self-Promotion, Intimation, and Supplication.

Most of the researchers have only focused on first three strategies (Drory & Zaidman, 2007; Khilji., Zeidman, Tirmizi & Srinivas 2010; Appelbaum & Hughes, 1998; Harrel-Cook et al., 1999 etc.)

Ingratiation is defined as showing conformity with others, making attempts to be liked by others, while self-promotion means drawing attentions towards personal accomplishments (Drory and Zaidman, 2007). The exemplifier volunteers for tough jobs, helping others and wants to be respected for this moral integrity (Bolino, 1999; Drory & Zaidman, 2007)

Wayne and Ferris (1990) also classified impression management behavior into supervisor focused, self focused and job focused strategies. These strategies are the same as ingratiation, exemplifications and self-promotion (Bolino et al., 2006; Higgins et al., 2003) and are widely used in empirical work (Bolino et al., 2006), but in our study, focus is on impression management strategies used in Pakistan, that's why we have focused on dimensions given by Khilji et al. (2010). According to the nature of their sample (Israel, India and Pakistan), they developed three main dimensions of Impression management behavior: Job focused, Initiative focused and relationship focused.

Job focused: In this strategy individual want to demonstrate and show a job related behavior that will be taken as positive by his/her supervisors. For example

attempts to make supervisor aware about job related accomplishments

Initiative focused: Includes volunteering for additional works and responsibilities.

Relationship focused: Showing ingratiation behavior.

On the basis of these definitions we can conclude that Job focused is related to self-promotion tactics, Initiative focused involves exemplification behaviors and relationship focused tactics involve ingratiation behaviors.

Although most of the researchers have focused on impression management tactics and its positive impact upon supervisor's ratings of job performance as mentioned in introduction, some researchers have also mentioned that employees will use impression management strategies to be perceived as "good soldiers" in front of others and to show that they are ready to do things that are helpful for organization but are not their job responsibilities e.g. OCB (Bolino, 1999; Bolino et al., 2006).

According to expectancy theory, if employee expects that his impression management behavior is perceived as sincere by others and his supervisor and will yield him positive outcomes like good job performance, salary and promotion, then he is likely to be more engaged in impression management and will get positive outcomes (Zivnuska et al., 2004; Chen & Fang, 2008). So, we can apply this theory for other positive behavioral outcomes like OCB. Exemplification (Initiation) and ingratiation (Relationship) strategies appear to be more related to organizational citizenship behaviors (Bolino, 1999). Bolino et al., (2006) predicted a positive significant relationship between Impression management tactics and OCB.

Thus on the basis of this theory and empirical findings we predicted a following relationship:

*Hypothesis 3. There is a positive relationship between impression management and OCB.*

### **Impression management and job burn out**

Much of the previous research has predicted positive relationship between impression management strategies and positive job outcomes but the impact of impression management on negative outcomes has not been studied. Many researchers have focused on Impression management strategies used to show suppressed negative organizational outcomes (Merkl-Davies & Brennan, 2007). On the basis of this we can say that Impression management strategies can be used to decrease or suppress negative behaviors and outcomes at job. Thus we predicted a following relationship:

*Hypothesis 4. Employee impression management is negatively related to job burnout.*

### **Moderating Role of Impression management**

According to expectancy theory, employees are aggravated to adjust actions to get the desired outcomes. Motivation of these employees depend upon the likelihood that a particular behavior will yield a desired outcome. Political environment is highly uncertain and expectations of the positive outcomes are tarnished (Zivnuska et al., 2004). In accord with above mentioned theory, if employee feels his/her organizational environment highly political, they are likely to believe that no matter whatever effort they put it will be useless and it will not bring any positive outcome. Thus it will not motivate them to promote their good works and achievements. If employees perceive that politics is low in organization, they are likely to be motivated to promote their achievements and indulge in IM that can increase possibility of getting positive outcomes and decrease negative outcomes.

Zivnuska et al., (2004) and Chen & Fang, (2008) supported the moderated role of impression management between POP and employee performance. Their empirical findings suggested that when politics perceptions of employees are low, they will indulge in IM behavior and it will help them in yielding high performance ratings.

Thus on the basis of expectancy theory and previous findings we have formulated following hypothesis:

*Hypothesis 5. Impression management moderates the relationship between POP and OCB in such a way that when perceptions of organizational politics are low, employees who engage in high impression management behavior are more likely to be seen high in Organizational citizenship behavior.*

*Hypothesis 6. Impression management moderates the relationship between POP and Job burnout such that when perceptions of organizational politics are low, employees who engage in high impression management behavior are more likely to be successful in reducing negative outcome (Job-Burnout).*

### **Population and Sample**

Education sector has been selected for our study to better predict the Organizational citizenship behavior and Job burnout. OCB helps to improve the quality of service in great deal (Polat, 2009; Bell & Menguc, 2002; Bienstock et al., 2003). It is considered an important variable in

services sector, that’s why we have opted for education sector. Similarly burnout leads to decline in the quality of service (Pines & Maslach, 1978, 1980; Freudenberger 1974) so this variable can be better examined in service related professions like teaching or nursing.

210 questionnaires were administered to teachers of different universities of Pakistan, 170 of which were delivered back. After excluding unfinished questionnaires, usable sample encompassed 151 questionnaires, yielding a response rate of 72%. Respondents had an average age of 31-40 years, comprised of 51% women and 53% held an M-Phil degree. Regarding tenure in the current organization, 45% showed their service period of 1 -5 years. All responses were kept strictly confidential.

**Measures**

**Perceptions of organizational politics**

POP was measured by using Kacmar and Carlson’s (1997) 15-item scale. Example includes “people in this organization attempt to build themselves up by tearing others down”. This scale has 3 sub dimensions: pay and promotion, going along to get ahead and general political behavior. All the subscales have been included because they all looked very important to determine work outcomes and behaviors. Chronbach alpha reliability of this scale is 0.795

**Organizational citizenship behavior**

Organizational citizen ship behavior of subordinates is measured by using three subscales of Organizational citizenship behavior questionnaire (OCBQ) produced by Podsakoff et al., (1990). Three subscales were civic virtue, conscientiousness and altruism. Altruism was a 5 item scale. Example includes “Help others who have heavy workloads”. Conscientiousness consisted of 4 items. Example includes “believes in giving an honest day’s work for honest day’s pay”. Civic virtue included 4 items. Example includes “attends functions that are not required but help the company image”. The Reliability of OCB scale was 0.796

**Job burnout**

Job burnout among subordinates is measured by using the “emotional exhaustion” subscale of Maslach Burnout Inventory (MBI) given by Maslach and Jackson (1981). This scale consisted of 6 items. Example items include “I feel emotionally drained from my work” and “Working with people all day is really a strain for me”. Alpha reliability of this scale was found to be 0.853.

**Impression Management**

To measure subordinates’ IM tactics, 25 item scale developed by Khilji et al. (2010), relevant in Pakistani context, was used. They divided the scale into three main categories as mentioned above in literature review of IM.

Job-focused category contained 11 items. Example items include “Demonstrating a serious attitude towards work” and “working at an expected pace” etc. Initiative-focused contained 9 items. Example items include “frequently introducing new ideas” and “Volunteering for activities outside the job”. Relationship-focused consisted of 5 items. Example items include “expressing consent” and “showing you know and love your work”. Chronbach’s Alpha Reliability of impression management scale was 0.882

**RESULTS**

Descriptive statistics, correlation among variables and reliability estimates of variables are shown in table 1. All correlations are statistically significant at  $p < 0.01$ . The bivariate correlations are indicating that perceptions of politics are negatively associated with organizational citizenship behavior and positively associated with job burnout, offering beginning support for hypothesis 1 and 2. The correlation between perceptions of politics and stress related variable (job burnout) is consistent with the correlation reported by Vigoda (2002) between these two variables. The value of correlation was 0.480 while the value reported by us is 0.556. Similarly hypothesis 3 and 4 also garnered preliminary support that impression management is positively related to OCB and negatively associated with Job burnout.

**TABLE 1**  
**Mean, Standard deviation, Correlation and Reliability Matrix**

Variable	M	SD	1	2	3	4
Perceptions of Politics	3.079	0.543	(0.795)			
Impression management	3.906	0.430	-0.351**	(0.882)		
Organizational citizenship behavior	3.813	0.465	-0.505**	0.753**	(0.796)	
Job burnout	2.535	0.706	0.556**	-0.418**	-0.503**	(0.853)

N = 151; Cronbach alpha reliabilities are presented in this table in the form of diagonal (in brackets).

\*\* $p < 0.01$

We have presented direct regression analysis and

moderated regression analysis in table 2. There was no control variable in our study. Simple linear regression analysis was conducted to test the direct relationship of Perceptions of politics with dependent variables we selected for our study.

The results support hypothesis 1 that POPs are negatively and significantly related with OCB while our results have revealed strong positive significant relationship of POP with burnout. So we have accepted hypothesis 2 also. According to hypothesis 3 and 4, we also studied the relationship of impression management with dependent variables and found them to be statistically significant.

Impression management appeared as a strong predictor of OCB while it was also significantly and

negatively related with job burnout.

Moderated regression analysis was conducted to check the interactive effects of POP and impression management on our selected dependent variables. To check the interactive effects we used cross product term “Perceptions of organizational politics X Impression management”. We found that this product term has negative impact on OCB ( $\beta = -0.793^*$ ,  $\Delta R^2 = 0.007^*$ ) as we suggested in hypothesis 5. So on the basis of these results we concluded that impression management slightly moderates the relationship between POP and OCB. While for hypothesis 6 our results were not statistically significant and we concluded that Impression management does not moderate the relationship between POP and job burnout.

**TABLE 2**  
**Results of direct and moderated regression analysis**

Independent Variables	DV = OCB			DV = Job burnout		
	$\beta$	R <sup>2</sup>	$\Delta R^2$	$\beta$	R <sup>2</sup>	$\Delta R^2$
Direct effect:						
Step 1:						
Perceptions of politics	-0.275***	0.633	0.633***	0.466***	0.366	0.366***
Impression management	0.657***			-0.255***		
Moderating effect:						
Step 1:						
Perceptions of politics	0.532	0.633		0.186	0.366	
Impression Management	1.168***			-0.433		
Step 2: Cross product						
Perceptions of politics X Impression management	-0.793*	0.640	0.007*	0.276	0.367	0.001(ns)

n =151; There were no control variables in our study, ns = Not significant

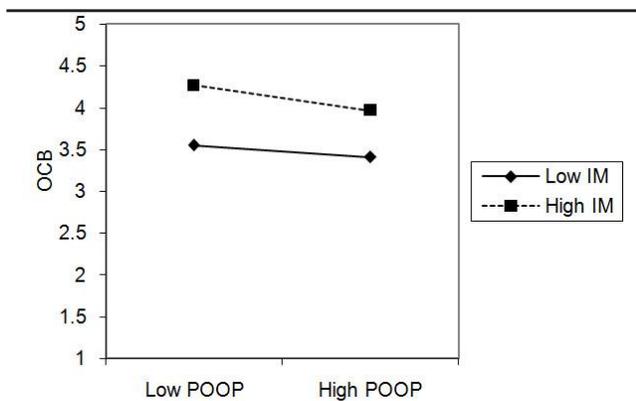
\*\*\*p<0.001, \*p<0.1

To further understand the interactive effects of impression management and POP on OCB, we have presented its graphical illustration in figure 1.

Graph shows that high IM weakens the relationship between POP and OCB. Graph also reveals that when POP among employees are medium to low employees exhibiting more of IM are likely to be seen high on OCB as compared to employees who are exhibiting low level of impression management. Though at high POP, impression management is still showing its effects but it appears to be more strongly related with OCB when POP is perceived low among employees

**FIGURE 1**

**Graphical representation of interactive effects of POP and IM on OCB.**



**DISCUSSION**

Researchers interests in politics in organizations, its consequences and on the role of impression management in organizations has been growing over the last few years. This growing interest is due to the reason that these factors are considered very important for employees and the influence of these factors on their career success is also very important (Zivnuska et al., 2004).

Due to this increasing interest we tried to enhance our understanding of POP and IM by studying their impact on certain work related behaviors like Organizational citizenship behavior and job burnout by employing the concept of expectancy theory (Vroom, 1964). We also tried to study the interactive effects of POP and impression management on OCB and job burnout by again using expectancy theory.

While studying the main effect we found results in support of our first 3 hypothesis and consistent with past studies. Perceptions of organizational politics was negatively related with OCB as proposed in hypothesis 1, while it appeared to be positively related with burnout as we suggested in hypothesis 2. Our findings were consistent with past studies and showed that if employee perceives that organizational environment is political, it reduces the possibility that he or she can meet the desired rewards and positive outcomes and ultimately it leads to tension and anxiety related behaviors (Cropanzano et al., 1997) e.g. job burnout. Hypothesis 3 was also accepted because our results showed a strong positive relationship between impression management and OCB. This strong positive relationship shows what Bolino (1999) said that impression management strategies appear to be related to OCB and Bolino et al., (2006) also predicted a significant relationship between IM and OCB as consistent with our findings.

Consistent with our hypothesis 4, we found that IM had negative association with job burnout. We concluded that when employees show more impression management behavior at their job, they are more likely to suppress or reduce job burnout. As we know that employees show impression management strategies to attain career success in terms of pay and promotion (Judge & Bretz, 1994), job performance and OCB. Lack of these successes will lead to frustration which leads to burnout. So we can conclude that by using impression management strategies employees can attain the career success and reduce the frustration factors and stress related variables like job burnout among themselves.

We further studied the moderating impact of impression management between POP and OCB as proposed in hypothesis 5 and found that impression management moderates this relationship in such a way that when POP is low, high impression management behavior by employees are more likely to be seen high on OCB. Though at high level of politics, impact of impression management was seen to some extent, but its effect was more as a moderator when perceptions of politics were low. In case of hypothesis 5 we found no significant moderating effect of IM between POP and job burnout. It was maybe due to the fact that relationship between IM and job burnout is not much established though we found significant relationship

between them and maybe employees thought that they were not going to get any career success in a political organization (whether that perception about politics is low or high) and this lack of career development lead to burnout. Therefore in this case, whether politics is low or high, impression management does not moderate the relationship between POP and burnout.

### **Limitations**

The first limitation of our study is that our sample consisted of only teachers of university sector of Pakistan therefore we cannot generalize our findings to the whole services sector.

The Impression management scale we have used in our research was developed in 2010 and has been empirically tested in fewer studies.

Thirdly, three subscales of OCB are included in our research paper. Though in the past research the included subscales appeared to be more related to OCB than others but the future researchers should try to include other two subscales while studying this relationship.

Fourth limitation of our study was that we used self rated OCB in our research. While to better understand the interactive effects of POP and IM on OCB supervisor or peer rated OCB appears to be more effective.

### **Implications for managers**

Services sector organizations are usually perceived as highly political. This workplace politics produce many negative job outcomes and these negative job outcomes ultimately lead to organizational outcomes. In case of services sector, negative outcomes like decrease in OCB and job burnout will directly affect organizational goals. So it is very important for the managers to try to reduce the perceptions of politics among employees by avoiding biasness and effectively giving the rewards on merit.

Our study will also help managers to identify the impression management techniques in which employees engaged themselves to gain the career success and for this they will do works above and beyond job expectations. By identifying these techniques, managers will be able to give career opportunities to these employees and ultimately, it will motivate employees to perform well at job and make their contributions towards organizational goals.

### **Future research**

We studied moderating impact of IM between POP and self rated OCB. In order to get better understanding of this moderating impact, future researchers should use supervisor rated OCB or peer rated OCB. Our study will

also motivate scholars to keep studying the interactive effects of POP and Impression management by including other work outcomes.

We studied about political environment as a whole in organization. Another aspect for future research can be to study the perceptions of politics at different hierarchical levels (Salimaki & Jamsen, 2010). It will help researchers to understand at which hierarchical level POP will affect Job related outcomes, and at which level impression management will be more effective.

Further, future researchers should study the effect of POP and IM work outcomes in diverse cultures.

Some previous researchers have shown that sometimes too much use of impression management tactics may negatively influence work outcomes instead of positively influencing. Therefore, future research should try to examine this likelihood that in what conditions impression management can negatively influence work outcomes. Is it due to cultural differences or for some other reason? (Higgins et al., 2003).

Future researchers should also try to examine the direct relationship between impression management and job burnout in different cultures while they can also study these variables by introducing career success as a moderating variable between them.

Finally future researchers can extend this study to other services sectors like Hospitality and Banking sector; check the influence of these variables on nurses and bank employees.

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