IMPRESSION MANAGEMENT FOR THE BENEFIT OF THE
ORGANIZATION OR INDIVIDUAL

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ABSTRACT
Previous research on Organizational Citizenship Behaviors points out that employees who have
citizenship behavior, are good employees and work for the organization regardless of any reward.
Although such behaviors can stem from promotion or from the conscience of the person him/herself.
Impression management is mostly considered a kind of behavior in opposition with citizenship
organizational behavior and in certain cases impression management behaviors may mistakenly be coded
as citizenship behaviors. The present article

Keywords: Impression management, organizational citizenship behavior, good soldiers and Impression
management tactics.

INTRODUCTION
The success of today's organizations depends enormously on its employees, whose performance
influences deeply the performance and outcome of the organization (Momision, 1999). Some of the
employees' behaviors, such as citizenship behavior has become the focus of attention, and scholars
account this as useful for the organization (Podsakoff et al, 2000). Impression is related to the Attribution theory.
Since for Impression the person attributes good results to
himself and bad results to others. Sometimes Impression management is called self-presentation. Apart
from exceptions, one tries to build a good image of oneself in the mind of others; therefore make-up, body
building, fashion, and cosmetic surgery may be the proofs for this idea. The use of Impression is quite
apparent in evaluation of the employees, job interviews, pay raise, and promotion (Gholipour, 2011). The
question now is how can Impression management lead to organizational citizenship behavior?

Literature review
- What Organizational citizenship behavior means
Organizational citizenship behavior was first introduced by Bathmann and Organ in 1983. 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. Organizational citizenship behavior stems from two motivational principles: 1. Job attitudes 2. Personality (Organ, 1990, Organ and Ryan, 1995). The relationship between organizational citizenship behavior and job attitudes has its roots in social exchange theory and in order to compensate the actions of the organization, the employees perform such behaviors. And the second one shows helping manner, cooperation, and the conscience of the person. The result of such studies show that citizenship behaviors stem from a person's commitment and tendency to help others or the organization. Terming these people as good soldiers or citizens reinforces this idea (Bolino, M, C, 1999).

- Concepts and strategies of impression management
Impression is a process in which the person consciously tries to form others' perceptions of him/herself, and control or manage this perception. People who have a high sense of self-monitoring are more
sensitive to impression. People with high levels of self-monitoring can recognize the situation very quickly and synchronize themselves with this situation. Those with lower levels of self-monitoring are also capable of making impression, but their impression matches their character, values and attitudes and is not unreal. In general, employees use two types of strategies for making impression: decrease strategy (including: justification/apology making and retreating); by which they show their own role and responsibility as less affective in the negative outcome of events than it really is and the increase strategy (including: worthiness, self-praise, revealing of problems); in which they show their responsibility in the positive outcome of events more than it really is (from Organization Behavior, Gholipour, Arian).

- OCB and IM

So far scholars have focused on the positive ways of people dealing with citizenship behavior. Some researchers, have recently begun to think that citizenship behavior may totally be because of promotion and self-serving. People who do such behaviors will most probably be evaluated as fine by others (Eastman, 1994). Impression management researchers have found tactics they believe people use in order to enhance their impression in the workplace, most of which are similar to organizational citizenship behaviors. For example, helping the supervisor may be considered as citizenship behavior or impression management. Results of a study show that there is a positive relationship between impression management behaviors and altruistic citizenship behavior. In some cases, impression management behaviors are coded as citizenship behaviors or the motivation behind these behaviors becomes known. It may also be possible that organizational citizenship behaviors are considered in impression management category (Jones and Pittman, 1982, Tedeschi and Melburg, 1984).

- Citizenship and impression management; acting well, seeming well

Organ (1988) holds: citizenship behaviors, are behaviors for which the employees are not rewarded or aren’t punished for not doing them, such behaviors are not included in the job description of the employee and they are not trained for such behaviors either. Organ mentions five aspects of organizational citizenship behaviors as: altruism, generalized compliance(Conscientiousness), Sportsmanship, Courtesy, Civic Virtue

According to definitions, citizenship behaviors aren’t necessarily sacrificial behavior, researchers focus on the motives of social or meta-social basis. Therefore Organ asserts that keeping citizenship behaviors, may influence the person's impact on his/her supervisor or colleague and continues to say that such behaviors are the outcome of helping others, rather than self-serving. In fact he believes that, in order to promote such behaviors, organizations should try to locate and employ people who have the background for doing such behaviors and should avoid hiring arrogant people.IM refers to the activity of controlling information in order to steer others’ opinions and is used in work settings, esp. job interview and performance evaluation. IM theorists have recognized many strategies which may be used by people in the organizational environment such as pleasing, threatening, self-praise and beseeching. Citizenship behaviors not only simplifies the accomplishment of this desired image, but also most criteria of IM include special behaviors which OCB scholars categorize them as citizenship behavior.

Conceptual model of the research

Figure (1) shows two motivational forming forces of citizenship behavior. According to this model, there is a set of reflecting motivational IM forces causing these behaviors: citizenship behaviors stem from the personal tendencies to become a good citizen. The second set of motivational forces include what has been said in previous studies. Here, citizenship behaviors stem from the real will of the person to help the organization or others (preferably named traditional motives).
Impression management motives also moderate the relationship between traditional motives and citizenship behaviors (in the presence of IM motives, the relationship between traditional motives and OCB are weaker). Previous research showed that OCBs are positively related to organization and work group effectiveness. Although the model demonstrates that the IM motives moderate OCB and the effectiveness of work groups (when OCB is aroused by IM, the relationship between citizenship and effectiveness is weaker). And finally the model suggests that though an employee who does the right citizenship tasks is considered a good organizational citizen, this outcome will be moderated by the perception of the audience of the employee's motives.

**Effect-dependent goal**

People are mostly motivated by impressions which they think to be helpful in achieving their goals. In certain cases the person's goal maybe to be regarded as a good citizen. When they think that OCB is the means to achieve this goal, they will most probably use citizenship behaviors to achieve the goals. Interpretation: individuals will probably consider citizenship behaviors as enhancing the impression, when such behaviors are positively interpreted by people who have observed such behaviors and evaluated the outcomes.
Research Article

H1: when individuals believe that OCB will be interpreted through people who affect the positive outcomes, it is more likely that they use citizenship behaviors.

H2: when individuals believe that OCB will be seen through people who affect the positive outcomes, it is more likely that they use citizenship behaviors.

H3: self-monitoring and chasing job-promotion is positively related to OCB.

The value of impression enhancing

While the first set of factors, the expectations of those whose citizenship behaviors help them achieve their goals, the second set of factors related to IM motives, is the self-enhancing aspect of impression.

H4: the more perceived organizational layers by the employee, the more usage of citizenship behaviors.

H5: when the time of performance evaluation is close, people will are more likely to use citizenship behaviors.

H6: when people have little or no control of intra-role performance, the intra-role performance of the person is not seen or recognized or there is no objective criteria to evaluate the intra-role performance, people are more likely to use citizenship behaviors.

The difference between good and real image

The last set of factors related to IM is the difference between good image and the real image.

H7: people with the potential OCB are more likely to use citizenship behaviors.

H8: when, due to violation or disobedience of the organization, the image has been damaged, or because of a failure in the intra-role performance, people will use citizenship behaviors more.

The exchange of IM and traditional motives

According to figure (1), citizenship behaviors, maybe a function of IM or the real tendencies for helping or both. While 1-8 hypotheses are related to the IM motives, Hypothesis 9 suggests that IM motives, moderate the relationship between traditional motives and citizenship behaviors.

H9: the relationship between citizenship behaviors and the traditional motives are moderated by the IM motives and in the presence of IM motives this relationship is weaker.

IM management, citizenship behaviors, and organization/work group effectiveness.

H10: OCBs are positively related to organization and work group effectiveness.

H11: Impression-management motives moderate the relationship between OCB and organization/work group effectiveness; the relationship will be weaker when impression-management concerns are present.

Citizenship Behaviors and Good Soldiers or Employees

H12: Individuals who engage in OCBs will be more likely to be viewed as good organizational citizens.

H13: The relationship between citizenship behaviors and the image of a good organizational citizen is moderated by observer attributions of motive; the relationship will be weaker when observers view citizenship behaviors as motivated by impression-management concerns.

Impression-management motives and other characteristics of citizenship behaviors

H14: people’s IM tendencies urges them to use citizenship behaviors which 1) will be effective according to the type of preferred citizenship behavior goal. 2) Is headed towards the most possible value. 3) Capable of being seen by the audience. 4) Is scheduled in a way to be performed in crisis time. 5) Its magnitude and greatness is based on personal attempts or expenses.
Table 1: Impression-Management-Relevant Characteristics of OCB

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<thead>
<tr>
<th>Characteristic</th>
<th>Impression-Management Issue</th>
<th>Example</th>
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<tbody>
<tr>
<td>Type</td>
<td>Certain types of OCBs may be more image enhancing than others.</td>
<td>In organizations that value cooperation, altruism behaviors may be the most image enhancing.</td>
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<td>Target</td>
<td>OCBs directed at certain individuals may be more instrumental in achieving one’s image goals.</td>
<td>Helping a supervisor may be more image enhancing than helping a coworker</td>
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<tr>
<td>Audience</td>
<td>Who the citizenship observers are, and how many of there are, may affect OCBs’ image-enhancing potential</td>
<td>Citizenship witnessed by a large number of powerful people is likely facilitate impression-management goals to a greater extent than if such behaviors are witnessed by a single unimportant</td>
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<tr>
<td>Timing</td>
<td>Being a good citizen when it counts most may increase the image-enhancing potential of OCBs</td>
<td>Staying late is likely to be highly valued in general; however, staying late before a critical assignment is due is likely to be more important for enhancing one’s image</td>
</tr>
<tr>
<td>Importance</td>
<td>The dramatic effect of OCBs is likely to influence their image-enhancing potential</td>
<td>An act like coming to the office in severe weather is likely to facilitate image enhancement more than act like photocopying a document as a favor for someone.</td>
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Identifying impression-management motives
Recognizing the motivation behind citizenship behaviors is important. Most recently, social psychology scientists have developed a research program whose aim is to identify self-serving from other-serving motives. Their principles are: First, motivation or intent cannot be observed directly; it can only be inferred from an individual's behavior. Second, the true motivation for a behavior cannot be ascertained by observing a single behavior that might be attributable to different motives. Based on these principles, these researchers outline two steps necessary to infer the nature of one’s motive from that individual's behavior. 1) The two goals must be identified. In the impression-management-OCB context, these goals are: looking like a good organizational citizen and contributing to the organization/work group. 2) The individual's behavior must be observed under circumstances that are varied. For example, a researcher could accomplish this by developing research designs whereby individuals can achieve their goals of enhancing their good image without actually having to engage in the OCB. In contrast, if an individual engages in citizenship under conditions where he or she believes that a relevant audience will never know those OCBs had been performed (thereby negating the impression-management motive), a motive to help the organization reasonably can be inferred. Using a survey or observational approach, researchers gathering longitudinal data on employee citizenship behaviors. Finally, qualitative research that investigates the issue of motive is likely to prove useful. For example researchers used a qualitative methodology to examine why employees might try to intentionally look bad at work. Using a qualitative approach that asks for workers’ opinions about their citizenship and impression-management behaviors, as well as that of their coworkers, researchers may be able to obtain richer, more honest, and more telling data than might be obtained using other research designs.

DISCUSSION
By distinguishing good employees from good actors, this article enables us to identify the real behavior of the citizens in a better way and helps us consider the IM as one powerful motivational forces in
citizenship behavior and also the managers should be meticulous in evaluating the OCBs of their employees and try to consider their motives for engaging in such behaviors.

REFERENCES