



**IMPRESSION MANAGEMENT STRATEGIES AND  
ORGANISATIONAL CITIZENSHIP BEHAVIOURS: THE  
NIGERIAN EXPERIENCE**

B. M. Nwibere  
University of Port Harcourt  
barrysaro@yahoo.com

<b>ABSTRACT</b>	<b>KEYWORDS</b>
<p>The study examined the correlation between Impression Management Strategies (IMS) and Organizational Citizenship Behaviors (OCB). The sample encompassed 180 randomly selected employees from twelve (12) deposit money banks purposefully chosen in the Niger Delta Region of Nigeria. A quasi-experimental research layout was employed, and data was gathered via a cross-sectional survey. The Spearman Rank Correlation Coefficient using the Statistical Package for Social Sciences (SPSS) Version 25 was deployed for data analysis. The outcomes unveiled a robust positive and statistically significant relationship between IMS and OCB. Concretely, the facets of IMS, including ingratiation, exemplification, and self-promotion, were identified to possess a robust positive and statistically significant relationship with the measures of OCB. Conversely, supplication exhibited a positive but weak and significant relationship with the measures of OCB, while intimidation showcased a negative or inverse relationship with OCB. Predicated on these findings, the study concludes that IMS exerts a significant influence in enhancing OCB in the Nigerian banking industry, with ingratiation, exemplification, and self-promotion exerting a more potent influence than supplication. Moreover, the study concludes that workplace intimidation obstructs OCB. The theoretical and managerial implications of these findings were also discussed.</p>	<p><i>Altruism, Civic Virtue, Conscientiousness, Courtesy, Exemplification, Ingratiation, Impression Management Strategies (IMS), Organisational Citizenship Behaviours (OCB), Organisational Culture, Banks, Niger Delta Region, Nigeria. Self-promotion, Sportsmanship Supplication.</i></p>

## CONTEXT OF THE PROBLEM

In organizational settings, understanding the diverse needs and characteristics of individuals is crucial for effective management. Impression management, as described by Gwal (2015), influences how individuals present themselves and navigate interpersonal relationships within organizations. This concept underscores the importance of controlling the impressions others form of oneself. Employees, in particular, actively shape their interactions to establish favorable images. This ongoing process is integral for both newcomers seeking acceptance and established members aiming for influence (Demir, 2002). Scholars like Schlenker (1980) define impression management as the deliberate or unconscious effort to shape one's projected image. Such efforts are pervasive in social interactions and aim to achieve specific interpersonal goals (Goffman, 1959; Jones and Pittman, 1982; Leary, 1995; Leary and Kowalski, 1990; Schlenker, 1980), tailoring presentations to match perceived preferences of others (Leary, 1995; Leary and Kowalski, 1990).

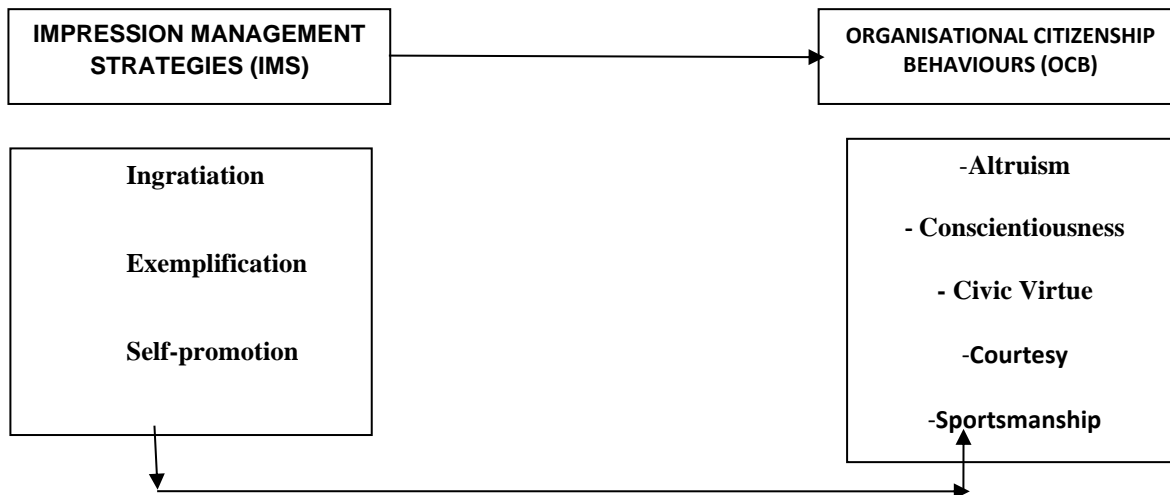
Impression management significantly influences organizational outcomes. Research by Bolino et al. (2008) highlights its broad implications, particularly concerning organizational citizenship behaviors (OCBs). In the Nigerian telecommunication sector, Zeb-Obipi, Benibo, and Accra Jaja (2017) found that leaders' impression management tactics affect subordinates' work attitudes, moderated by social interactions and perceptions. Effective interpersonal skills are essential for fostering positive leader-member exchanges, leading to desirable attitudes and behaviors. Bolino et al. (2006) also observed that impression management tactics impact supervisors' evaluations of employee likability and job performance. Specifically, supervisor-focused strategies correlate positively with OCB ratings, whereas job-focused tactics yield negative evaluations. OCBs, which enhance organizational effectiveness, are crucial for projecting favorable impressions.

In empirical studies, Bolino et al. (2014) discovered nuanced effects of impression management strategies on performance ratings. While repeated ingratiation positively influenced ratings, frequent apologies had adverse effects. These findings underscore the complexity of impression management dynamics in professional contexts. Moreover, organizational justice theories emphasize the importance of projecting fairness and legitimacy (Bolino et al., 2014). Impressions of fairness are instrumental in shaping organizational identity and stakeholder perceptions. Employees, cognizant of these dynamics, employ diverse impression management strategies to cultivate desired images and outcomes.

Despite substantial research on impression management and OCB, certain gaps persist, especially concerning the Nigerian context. Existing studies often focus on specific strategies or employ experimental designs, limiting generalizability to organizational settings. Moreover, scant attention has been paid to the relationship between impression management strategies and OCB in the Nigerian banking industry. To address these research gaps, this study aims to investigate these dynamics comprehensively. By developing a context-specific measurement scale, it seeks to validate existing frameworks within the Nigerian work environment, offering valuable insights for organizational practitioners and scholars alike.

**Conceptual Framework**

The conceptual framework for this study is presented below.



*Conceptualized by the researcher*

**Figure 1: Conceptual Framework Illustrating the Hypothesized Connection between Impression Management Strategies (IMS) and Organizational Citizenship Behaviors (OCB) in the Nigerian Banking Industry.**

The focal aspect of investigation in this study is the utilization of impression management strategies (IMS). Drawing from previous research by Wayne and Ferris (1990), Kumar and Beyerlein (1991), Jones and Pittman (1982), and Bolingo and Turnley (1999), the dimensions of IMS considered encompass Self-promotion, Ingratiation, Exemplification, Intimidation, and Supplication. These dimensions have been widely utilized in prior research endeavors. Conversely, the dependent variable for this study is organizational Citizenship Behavior (OCB). The measures utilized to assess this variable are derived from the seminal work of Organ (1988) and encompass conscientiousness, civic virtue, sportsmanship, altruism, and courtesy.

**2.0 REVIEW OF RELATED LITERATURE**

**2.1 IMPRESSION MANAGEMENT STRATEGIES**

Within the management literature, a multitude of interpretations exist regarding the concept of impression management. A commonly referenced definition by Rosenfeld, Giacalone, and Riordan (1995) characterizes it as the process through which individuals aim to influence the perceptions others hold of them. Essentially, impression management theory suggests that individuals or organizations must establish and uphold perceptions congruent with their desired image among relevant stakeholder groups. This theory underscores the significance of perception, positing that individuals or organizations' perceived realities form the basis for public opinions and subsequent behaviors.

Jones and Pittman (1982) developed a comprehensive taxonomy to encompass the array of impression management strategies identified by earlier scholars. Their taxonomy outlines five primary strategies: Self-promotion, Ingratiation, Exemplification, Intimidation, and Supplication. These strategies encompass various methods individuals employ to shape perceptions, ranging from highlighting

achievements to feigning vulnerability to elicit specific attributions from observers. The taxonomy aims to provide a nuanced understanding of impression management behaviors, addressing its multifaceted nature.

Bolingo and Turnley (1999) advocate for impression management measures with specific characteristics: suitability for organizational contexts, alignment with existing theory, comprehensive coverage of behaviors, and differentiation from organizational citizenship behaviors (OCBs). To meet these criteria, the impression management instrument developed for this research draws upon the taxonomy proposed by Jones and Pittman (1982) and Bolingo and Turnley (1999).

**ORGANIZATIONAL CITIZENSHIP BEHAVIORS (OCBS)**

Organizational Citizenship Behavior (OCB) refers to discretionary work-related actions by employees that enhance organizational effectiveness and managerial efficiency but are not explicitly recognized by formal reward systems (Organ, 1988; Pau Jung & Hong, 2008). These behaviors, beyond job requirements, contribute positively to the workplace environment. Although various dimensions of OCB have been identified, this study focuses on five main dimensions: Altruism, Conscientiousness, Civic Virtue, Sportsmanship, and Courtesy. These dimensions capture behaviors such as assisting colleagues, adhering to norms, and demonstrating organizational loyalty (Organ, 1988; Lepine, Erez & Johnson, 2002; De Nicolis Bragger et al., 2005; Nwibere, 2014).

**RESEARCH METHODS**

The study targets deposit money banks in the Niger Delta Region, categorized into old-generation and new-generation banks. Six banks from each category were purposively selected. Purposive sampling, guided by specific research criteria, enables the selection of respondents or institutions aligned with the study's objectives (Campbell et al., 2020). This sampling approach ensures relevance to the research context and enhances the study's validity.

**Table 1: Number of Banks and Number of Respondents**

S/N	DEPOSIT MONEY BANKS	RIVERS
	<b>Old Generation Banks</b>	
1	Access Bank Plc	15
2	First Bank of Nigeria	15
3	Ecobank Nigeria Plc	15
4	Fidelity Bank Plc	15
5	Union Bank of Nigeria Plc	15
6	United Bank for Africa Plc	15
	<b>New Generation Banks</b>	
7	Globus Bank Limited	15
8	Titan Trust Bank Limited	15
9	Jaiz Bank	15
10	Polaris Bank Plc	15
11	TAJ Bank	15
12	Providus Bank	15
	<b>TOTAL</b>	<b>180</b>

Source: Field Data, (2024).

In Table 1 above, fifteen (15) participants were randomly chosen from each of the twelve (12) banks involved in the study, totaling one hundred and eighty (180) participants.

### 3.2 Operational Definitions of Variables

The independent variable examined in this study is impression management strategies. Drawing from prior research by Wayne and Ferris (1990), Kumar and Beyerlein (1991), Jones and Pittman (1982), and Bolingo and Turnley (1999), the dimensions of impression management encompass Self-promotion, Ingratiation, Exemplification, Intimidation, and Supplication. Unlike conventional scales, this study utilizes self-reported impression management behaviors rather than observer perceptions. The instrument measures the frequency of supervisor-focused, self-focused, and job-focused impression management behaviors, facilitating easy administration in organizational contexts (Boling and Turnley, 1999). Each dimension is evaluated on a 5-point Likert-type scale, ranging from 5 = strongly agree to 1 = strongly disagree. Sample items for each dimension are detailed in the appendix. The dependent variable under examination is OCB, following the measures outlined by Organ (1988), which include conscientiousness, civic virtue, sportsmanship, altruism, and courtesy. These measures were adapted from OCB Questionnaires developed by Podsakoff et al. (2000) and Organ (1988). Conceptual definitions guided the item generation for the OCB Questionnaire. Each measure is assessed on a 5-point Likert-type scale, ranging from 5 = strongly agree to 1 = strongly disagree. Sample items for each OCB measure are provided in the appendix.

### 3.3 Data Analysis Approach

Both quantitative (questionnaire) and qualitative (interview) data were utilized in this study. The Statistical Package for Social Sciences (SPSS) Version 25 was employed to compute the Spearman Rank Correlation Coefficient for data analysis.

## 4.0 RESULTS

This section delves into the statistical evaluation of research hypotheses using the collected data. Analysis outcomes will dictate the acceptance or rejection of formulated research hypotheses. The initial analysis explores the association between impression management strategies and OCB.

**Table 2: Correlation Matrix for Impression Management Strategy and OCB**

**Correlations**

			Impress	OCB
Spearman's rho	Impress	Correlation Coefficient	1.000	.813**
		Sig. (2-tailed)	.	.000
		N	180	180
	OCB	Correlation Coefficient	.813**	1.000
		Sig. (2-tailed)	.000	.
		N	180	180

\*\* . Correlation is significant at the 0.01 level (2-tailed).

As depicted in Table 2 above, the results of this investigation unveiled a robust positive and statistically significant correlation between impression management strategies and OCB ( $\rho=0.813$ ,  $p < 0.01$ ). Predicated on this discovery, the study posits that impression management strategies exert a significant influence in enhancing OCB within deposit money banks in Rivers State.

Furthermore, this study scrutinized the associations between the various dimensions of IMS and the metrics of OCB.

**Hypothesis One:**

*H<sub>01</sub>: There is no significant correlation between ingratiation and the measures of OCB in the Deposit Money Banks in Nigeria.*

**Table 3: Correlation Matrix for Ingratiation and the measures of OCB**

			INGR A	ALTR	CONS	CIV V	COU T	SPORT
Spearman's rho	INGR A	Correlation Coefficient	1.000	.792**	.723**	.560**	.981**	.797**
		Sig. (2-tailed)	.	.000	.000	.000	.000	.000
		N	180	180	180	180	180	180
	ALTR	Correlation Coefficient	.792**	1.000	.835**	.808**	.824**	.936**
		Sig. (2-tailed)	.000	.	.000	.000	.000	.000
		N	180	180	180	180	180	180
	CONS	Correlation Coefficient	.723**	.835**	1.000	.754**	.757**	.791**
		Sig. (2-tailed)	.000	.000	.	.000	.000	.000
		N	180	180	180	180	180	180
	CIVV	Correlation Coefficient	.560**	.808**	.754**	1.000	.586**	.769**
		Sig. (2-tailed)	.000	.000	.000	.	.000	.000
		N	180	180	180	180	180	180
	COUT	Correlation Coefficient	.981**	.824**	.757**	.586**	1.000	.786**
		Sig. (2-tailed)	.000	.000	.000	.000	.	.000
		N	180	180	180	180	180	180
	SPOR T	Correlation Coefficient	.797**	.936**	.791**	.769**	.786**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.
		N	180	180	180	180	180	180

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source: SPSS Output**

As illustrated in Table 3 above, the outcomes of this investigation unveiled a robust positive and statistically significant association between ingratiation and the measures of OCB. Precisely, the results indicate that ingratiation exhibits a robust positive and statistically significant relationships with all the measures of OCB: altruism ( $\rho=0.792$ ,  $p < 0.01$ ), conscientiousness ( $\rho=0.732$ ,  $p < 0.01$ ), civic virtue ( $\rho=0.560$ ,  $p < 0.01$ ), courtesy ( $\rho=0.981$ ,  $p < 0.01$ ), and sportsmanship ( $\rho=0.797$ ,  $p < 0.01$ ). Drawing from the aforementioned findings, the study concludes that ingratiation exerts a significant influence in enhancing such aiding behaviours (OCB) as altruism, conscientiousness, civic virtue, courtesy, and sportsmanship in the deposit money banks in Rivers State.

**Hypothesis Two:**

*H<sub>02</sub>: There is no significant correlation between Exemplification and the measures of OCB in the Deposit Money Banks in Nigeria.*

**Table 4: Correlation matrix between Exemplification and the measures of OCB**

			EXEMP	ALTR	CONS	CIVV	COUT	SPORT
Spearman's rho	EXEM	Correlation Coefficient	1.000	.775**	.721**	.984**	.551**	.732**
		Sig. (2-tailed)	.	.000	.000	.000	.000	.000
		N	180	180	180	180	180	180
	ALTR	Correlation Coefficient	.775**	1.000	.835**	.808**	.824**	.936**
		Sig. (2-tailed)	.000	.	.000	.000	.000	.000
		N	180	180	180	180	180	180
	CONS	Correlation Coefficient	.721**	.835**	1.000	.754**	.757**	.791**
		Sig. (2-tailed)	.000	.000	.	.000	.000	.000
		N	180	180	180	180	180	180
	CIVV	Correlation Coefficient	.984**	.808**	.754**	1.000	.586**	.769**
		Sig. (2-tailed)	.000	.000	.000	.	.000	.000
		N	180	180	180	180	180	180
	COUT	Correlation Coefficient	.551**	.824**	.757**	.586**	1.000	.786**
		Sig. (2-tailed)	.000	.000	.000	.000	.	.000
		N	180	180	180	180	180	180
	SPORT	Correlation Coefficient	.732**	.936**	.791**	.769**	.786**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.
		N	180	180	180	180	180	180

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source: SPSS Output**

As illustrated in Table 4 above, the outcomes of this investigation unveiled a robust positive and statistically significant association between exemplification and the measures of OCB. More precisely, the results indicate that exemplification exhibits a robust positive and statistically significant correlation with all the measures of OCB: altruism (rho=0.775, p < 0.01), conscientiousness (rho=0.721, p < 0.01), civic virtue (rho=0.984, p < 0.01), courtesy (rho=0.551, p < 0.01), and sportsmanship (rho=0.732, p < 0.01). Drawing from the aforementioned findings, the study concludes that exemplification exerts a significant influence in enhancing such aiding behaviours (OCB) as altruism, conscientiousness, civic virtue, courtesy, and sportsmanship in the deposit money banks in Rivers State.

**Hypothesis Three:**

*H<sub>03</sub>: There is no significant correlation between Self-promotion and the measure of OCB in the Deposit Money Banks in Nigeria.*

**Table 5: Correlation matrix between Self-Promotion and the measures of OCB**

			SELP	ALTR	CON S	CIV V	COU T	SPORT
Spearman 's rho	SELF P	Correlation Coefficient	1.000	.847**	.958**	.743*	.792*	.792**
		Sig. (2-tailed)	.	.000	.000	.000	.000	.000
		N	180	180	180	180	180	180
	ALTR	Correlation Coefficient	.847**	1.000	.835**	.808*	.824*	.936**
		Sig. (2-tailed)	.000	.	.000	.000	.000	.000
		N	180	180	180	180	180	180
	CON S	Correlation Coefficient	.958**	.835**	1.000	.754*	.757*	.791**
		Sig. (2-tailed)	.000	.000	.	.000	.000	.000
		N	180	180	180	180	180	180
	CIVV	Correlation Coefficient	.743**	.808**	.754**	1.00 0	.586*	.769**
		Sig. (2-tailed)	.000	.000	.000	.	.000	.000
		N	180	180	180	180	180	180
	COU T	Correlation Coefficient	.792**	.824**	.757**	.586*	1.00 0	.786**
		Sig. (2-tailed)	.000	.000	.000	.000	.	.000
		N	180	180	180	180	180	180
	SPOR T	Correlation Coefficient	.792**	.936**	.791**	.769*	.786*	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.
		N	180	180	180	180	180	180

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source: SPSS Output**

As illustrated in Table 5 above, the outcomes of this investigation unveiled a strong positive and statistically significant association between self-promotion and the measure of OCB. More precisely, the results indicate that self-promotion exhibits a robust affirmative and statistically significant correlation with all the measures of OCB: altruism (rho=0.847, p < 0.01), conscientiousness (rho=0.958, p < 0.01), civic virtue (rho=0.743, p < 0.01), courtesy (rho=0.792, p < 0.01), and sportsmanship (rho=0.792, p < 0.01). Drawing from the aforementioned findings, the study concludes that self-promotion exerts a significant influence in enhancing such aiding behaviors (OCB) as altruism, conscientiousness, civic virtue, courtesy, and sportsmanship in the deposit money banks in Rivers State.



**Hypothesis Four:**

*H<sub>04</sub>: There is no significant correlation between Supplication and the measures of OCB in the Deposit Money Banks in Nigeria.*

**Table 6: Correlation matrix between Supplication and the measures of OCB**

			Correlations					
			SUPP	ALTR	CONS	CIVV	COU T	SPOR T
Spearman's rho	SUP P	Correlation Coefficient	1.000	.404**	.345**	.399**	.273*	.446**
		Sig. (2-tailed)	.	.001	.007	.002	.035	.000
		N	180	180	180	180	180	180
	ALT R	Correlation Coefficient	.404**	1.000	.835**	.968**	.824**	.936**
		Sig. (2-tailed)	.001	.	.000	.000	.000	.000
		N	180	180	180	180	180	180
	CON S	Correlation Coefficient	.345**	.835**	1.000	.824**	.757**	.791**
		Sig. (2-tailed)	.007	.000	.	.000	.000	.000
		N	180	180	180	180	180	180
	CIV V	Correlation Coefficient	.399**	.968**	.824**	1.000	.813**	.904**
		Sig. (2-tailed)	.002	.000	.000	.	.000	.000
		N	180	180	180	180	180	180
	COU T	Correlation Coefficient	.273*	.824**	.757**	.813**	1.000	.786**
		Sig. (2-tailed)	.035	.000	.000	.000	.	.000
		N	180	180	180	180	180	180
	SPO RT	Correlation Coefficient	.446**	.936**	.791**	.904**	.786**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.
		N	180	180	180	180	180	180

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

As depicted in Table 6 above, the results of this investigation unveiled a positive but weak and statistically significant correlation between supplication and the measures of OCB. Specifically, the outcomes indicate that supplication demonstrates a positive but weak and statistically significant correlations with all the measures of OCB: altruism (rho=0.404, p < 0.01), conscientiousness (rho=0.345, p < 0.01), civic virtue (rho=0.399, p < 0.01), courtesy (rho=0.273, p < 0.01), and sportsmanship (rho=0.446, p < 0.01). Drawing from the aforementioned findings, the study concludes that supplication exerts a significant but weak role in enhancing such aiding behaviours (OCB) as altruism, conscientiousness, civic virtue, courtesy, and sportsmanship in the deposit money banks in Rivers State.

**Hypothesis Five:**

*H<sub>05</sub>: There is no significant correlation between intimidation and the measures of OCB in the Deposit Money Banks in Nigeria.*

**Table 7: Correlation matrix between Intimidation and the measures of OCB**

			INTIM	ALT R	CON S	CIV V	COU T	SPORT
Spearman 's rho	INTI M	Correlation Coefficient	1.000	- .626*	- .694**	- .566*	- .676*	-.624**
		Sig. (2-tailed)	.	.000	.000	.000	.000	.000
		N	180	180	180	180	180	180
	ALTR	Correlation Coefficient	-.626**	1.00 0	.835**	.808*	.824*	.936**
		Sig. (2-tailed)	.000	.	.000	.000	.000	.000
		N	180	180	180	180	180	180
	CON S	Correlation Coefficient	-.694**	.835*	1.000	.754*	.757*	.791**
		Sig. (2-tailed)	.000	.000	.	.000	.000	.000
		N	180	180	180	180	180	180
	CIVV	Correlation Coefficient	-.566**	.808*	.754**	1.00 0	.586*	.769**
		Sig. (2-tailed)	.000	.000	.000	.	.000	.000
		N	180	180	180	180	180	180
	COU T	Correlation Coefficient	-.676**	.824*	.757**	.586*	1.00 0	.786**
		Sig. (2-tailed)	.000	.000	.000	.000	.	.000
		N	180	180	180	180	180	180
	SPOR T	Correlation Coefficient	-.624**	.936*	.791**	.769*	.786*	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.
		N	180	180	180	180	180	180

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source: SPSS Output**

As illustrated in Table 7 above, the outcomes of this examination unveiled a negative or inverse yet statistically significant correlation between intimidation and the measures of OCB. More specifically, the outcomes demonstrate that intimidation exhibits a negative adverse or inverse yet statistically significant correlations with all the measures of OCB: altruism (rho= - 0.626, p < 0.01), conscientiousness (rho= - 0.694, p < 0.01), civic virtue (rho= - 0.566, p < 0.01), courtesy (rho= - 0.676, p < 0.01), and sportsmanship (rho= - 0.624, p < 0.01). Drawing from the aforementioned findings, the study concludes that intimidation plays a significant role in impeding such assisting behaviours (OCB) as altruism, conscientiousness, civic virtue, courtesy, and sportsmanship in the deposit money banks in Rivers State.

**Table 8: Summary of Results of Hypotheses Testing (H<sub>01</sub>-H<sub>06</sub>)**

Variables	Altruism	Conscientiousness	Civic Virtue	Courtesy	Sportsmanship
Ingratiation	.792** H <sub>01</sub> (Reject)	.723** H <sub>01</sub> (Reject)	.560** H <sub>01</sub> (Reject)	.981** H <sub>01</sub> (Reject)	.797** H <sub>01</sub> (Reject)
Exemplification	.775** H <sub>02</sub> (Reject)	.721 ** H <sub>02</sub> (Reject)	.984 ** H <sub>02</sub> (Reject)	.551 ** H <sub>02</sub> (Reject)	.732** H <sub>02</sub> (Reject)
Self-promotion	.847** H <sub>03</sub> (Reject)	.958** H <sub>03</sub> (Reject)	.743** H <sub>03</sub> (Reject)	0.792** H <sub>03</sub> (Reject)	.792** H <sub>03</sub> (Reject)
Supplication	.404** H <sub>04</sub> (Reject)	.345** H <sub>04</sub> (Reject)	.399** H <sub>04</sub> (Reject)	.273** H <sub>04</sub> (Reject)	.446** H <sub>04</sub> (Reject)
Intimidation	-.626** H <sub>05</sub> (Reject)	-.694** H <sub>05</sub> (Reject)	-.566** H <sub>05</sub> (Reject)	-.676** H <sub>05</sub> (Reject)	-.624** H <sub>05</sub> (Reject)

Source: SPSS Output,

N = 180

\*\*= Correlation significant at 0.01 level (2-tailed)

### 5.0 DISCUSSION OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

Effective impression management or self-presentation is not only considered a critical element in securing employment within an organization but also entails maintaining a favourable image consistently among colleagues, superiors, and subordinates during one's tenure within the organization. How individuals are perceived by others significantly influences their likability, perceived competence, rewards received, and career advancement within the organizational hierarchy (Bolino et al., 2008). Motivated by these considerations, this study aimed to investigate the relationship between impression management strategies (IMS) and organizational citizenship behaviours (OCB), focusing on whether impression management strategies could account for behaviours such as employees' willingness to go beyond their formal job duties to assist colleagues, take on additional tasks, or work extra hours.

The findings of this study unveiled a positive and significant correlation between impression management strategies and OCB. This outcome aligns with the impression management theory, which suggests that engaging in Organizational Citizenship Behavior (OCB) is not solely driven by pro-social motives. Rather, employees may exhibit OCB to cultivate a favourable perception of themselves among peers and supervisors in the workplace. It is widely acknowledged that individuals strive to project a positive image to their peers, both within and outside their professional spheres. Our perception of others significantly influences our evaluations of their character, which, in turn, yields various benefits within the organizational context. Therefore, individuals endeavour to receive positive evaluations, including from their employers, by engaging in behaviours such as OCB. OCB, characterized by discretionary actions not tied to performance evaluations, mirrors the gradual construction of a positive image through virtuous conduct. Consequently, employees seize opportunities to enhance their standing in the eyes of others, including their employers.

This study also examined the relationships between various dimensions of IMS and measures of OCB. The findings indicate a robust positive correlation between dimensions such as ingratiation, exemplification, and self-promotion and measures of OCB. These findings corroborate prior research by Bolingo et al. (2006) and suggest that employees may exhibit OCB as they endeavour to manage their impression at work through strategies like self-promotion, ingratiation, and exemplification. Such behaviours are likely to be discretionary, not explicitly recognized by the formal reward systems, and conducive to organizational effectiveness.

Furthermore, this study revealed a positive yet weak correlation between supplication and OCB. Supplication, characterized by advertising limitations or weaknesses, may not be directly associated with desired OCB. Similarly, intimidation exhibited a negative but statistically significant correlation with OCB, suggesting that individuals employing intimidating tactics may be perceived negatively by peers, hindering the display of OCB.

## LIMITATIONS, CONTRIBUTION TO KNOWLEDGE, AND SUGGESTIONS FOR FURTHER RESEARCH

Despite its contributions, this study has limitations. Firstly, most prior research on impression management focused on the individual level, neglecting the organizational perspective. Future studies should explore organizational-level impression management dynamics. Additionally, further research is needed to explain why individuals choose specific impression management strategies within the Nigerian work environment and the circumstances under which each strategy may be effective. Finally, investigating antecedents and organizational outcomes beyond OCB associated with IMS dimensions could enrich our understanding of impression management in the workplace.

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APPENDIX A

SAMPLE IMPRESSION MANAGEMENT STRATEGIES SCALE						
	Items	Strongly Disagree=1	Disagree =2	Neutral =3	Agree =4	Strongly Agree=5
<b>Self-promotion (11 items)</b>						
1	Make people aware of your accomplishments.*					
2	Try to make a positive event that you are responsible for appear better than it actually is.					
3	Try to take responsibility for positive events, even when you are not solely responsible.*					
4	Try to make a negative event that you are responsible for appear less severe than it actually is.					
5	Display your diplomas and/or awards that you have received.*					
6	Let others know that you have a reputation for being competent in a particular area.*					
7	Make public your talents or qualifications.*					
8	Declare that you have other opportunities outside your current job.					
9	Talk about important people that you know.*					
10	Talk proudly about your experience or education.					
11	Try to distance yourself from negative events that you were a part of.					
<b>Ingratiation (8 items)</b>						
1	Praise people for their accomplishments.*					
2	Do personal favours for people.*					



3	Offer to do something for someone that you are not required to do.					
4	Compliment people on their dress or appearance.*					
5	Agree with a person's major ideas or beliefs.					
6	Take an interest in a co-worker's or supervisors' personal life.*					
7	Imitate others' behaviour or manner.					
8	Spend time listening to people's personal problems even if you have little interest in them.*					
<b>Exemplification (8 items)</b>						
1	Arrive at work early in order to look dedicated.*					
2	Work late at the office so that others see you.*					
3	Try to act like a model employee.					
4	Volunteer to help whenever there is the opportunity.					
5	Pretend to be busy even if you might not be.*					
6	Make sure you are never seen "goofing off" or wasting time.					
7	Arrange things on your desk so that it looks like work is being done.*					
8	Let others know how much overtime you work.*					
<b>Intimidation (13 items)</b>						
1	Yell at people.*					
2	Have "showdowns" with co-workers or supervisors.*					
3	Threaten a co-worker.*					
4	Make people aware that you can control things that matter to them.					

5	Punish people when they do not behave as you would like.*					
6	Insult or put down your co-workers.*					
7	Try to embarrass people in front of their peers or supervisors.					
8	Try to appear unapproachable or distant.					
<b>Supplication (10 items)</b>						
1	Intentionally do poorer quality work than you are capable of.					
2	Advertise your incompetence in a particular area or about a particular issue.*					
3	Pretend to not understand something that you do understand.*					
4	Play "dumb."*					
5	Ask for help or assistance that you really do not need.*					
6	Try to appear helpless or needy.*					
7	Ask a lot of questions.					
8	Downplay your accomplishments.					
9	Let others win arguments.					
10	Try to agree with people even when you might disagree.					

<b>ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB) SCALE</b>						
S/N	Items	Strongly Disagree =1	Disagree =2	Neutral/ Not Sure =3	Agree =4	Strongly Agree=1
<b>Altruism:</b>						
1	Helps others who have been absent;					
2	Helps others who have heavy work loads					
3	Helps orient new people even though it is not required					

4	Attends functions that are not required, but help the company image					
5	Makes innovative suggestions to improve department					
6	Assist supervisor with his or her work					
7	Volunteers for things that are not required such as attending meetings that are not mandatory, but are considered important					
8	Is always ready to lend a helping hand to those around him/her					
9	Willingly helps others who have work related problems.					
<b>Conscientiousness:</b>						
1	Attendance at work is above the norm					
2	Does not take extra breaks					
3	Obeys company rules and regulations even when no one is watching					
4	Is one of my most conscientious employees					
	Believes in giving an honest day's work for an honest day's pay.					
<b>Sportsmanship:</b>						
1	Consumes a lot of time complaining about trivial matters (R)					
2	Always focuses on what's wrong, rather than the positive side (R);					
3	Tends to make "mountains out of molehills" (R);					
4	Always finds fault with what the organization is doing (R)					
5	Is the classic "squeaky wheel" that always needs greasing (R);					
<b>Civic Virtues:</b>						
1	Keeps abreast of changes in the organization					
2	Reads and keeps up with organization announcements, memos, and so on					
3	Takes steps to protect company properties from damage or theft					
4	Takes steps to acquire those skills that will enhance his/her job performance.					
<b>Courtesy or Interpersonal Harmony:</b>						
1	Takes steps to try to prevent problems with other workers					
2	Is mindful of how his/her behavior affects other people's jobs					
3	Does not abuse the rights of others					
4	Tries to avoid creating problems for co-workers					

5	Considers the impact of his/her actions on co-workers.					
<i>Please note that R denotes items that have been reverse coded.</i>						

**SAMPLE ORGANISATIONAL CITIZENSHIP BEHAVIOUR SCALES**

**Altruism:**

- i. Helps others who have been absent;
- ii. Helps others who have heavy workloads;
- iii. Helps orient new people even though it is not required;
- iv. Attends functions that are not required, but help the company image;
- v. Makes innovative suggestions to improve department;
- vi. Assist supervisor with his or her work;
- vii. Volunteers for things that are not required such as attending meetings that are not mandatory, but are considered important;
- viii. Is always ready to lend a helping hand to those around him/her; and
- ix. Willingly helps others who have work related problems.

**Conscientiousness:**

- i. Attendance at work is above the norm;
- ii. Does not take extra breaks;
- iii. Obeys company rules and regulations even when no one is watching;
- iv. Is one of my most conscientious employees; and
- v. Believes in giving an honest day’s work for an honest day’s pay.

**Sportsmanship:**

- i. Consumes a lot of time complaining about trivial matters (R);
- ii. Always focuses on what’s wrong, rather than the positive side (R);
- iii. Tends to make “mountains out of molehills” (R);
- iv. Always finds fault with what the organization is doing (R); and
- v. Is the classic “squeaky wheel” that always needs greasing (R).