

The Impact of Impression Management Tactics on Faculty Job Performance (A Study of Private Sector Universities of Peshawar)

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Abstract

The primary objective of this study was to investigate the impact of impression management tactics—specifically ingratiation, intimidation, self-promotion, and exemplification—on faculty job performance within the context of a private university. The cybernetic theory, Social Role theory and Social Influence theory served as the theoretical underpinning for the study. The study employed purposive-cum-snowball sampling techniques to gather primary data from 120 faculty members of 2 private sector universities i.e., Sarhad University of Science and IT and Iqra National University, Peshawar, using an adaptive questionnaire. Regression analysis was then conducted to examine the hypothesized relationships between impression management tactics and job performance. The findings revealed significant effects of ingratiation, self-promotion, and exemplification on faculty job performance. However, contrary to expectations, exemplification exhibited a negative impact, while intimidation tactics were found to detrimentally affect employee job performance. Supplication tactics were excluded due to their multifaceted nature. The study's findings have significant implications for both organizational practice and scholarly research. Understanding the differential impacts of impression management tactics can inform organizational strategies aimed at enhancing faculty performance and fostering a supportive work environment. Moreover, the study highlights the need for further research to explore the underlying mechanisms and boundary conditions of impression management tactics in academic settings.

Keywords: Impression management, ingratiation, exemplification, self-promotion, intimidation, supplication, job performance, private universities, Pakistan.

Introduction

Human nature is highly adaptable and versatile, and individuals strive to create and maintain various impressions during their daily social interactions. Goffman (1959) defines impression management as the art of managing one's impressions in a manner that is deemed satisfactory, considering that they are linked to how others evaluate them and the many interpersonal behaviors that are influenced by others' perceptions. (Sun et al., 2021).

The impression management concept evolved from the theories of self-presentation in the mid-twentieth century. The impression management theories are interdisciplinary, and the researchers demonstrate their applicability in communication, psychology, sociology, and management, among other fields (Harlow, 2018).

The concept of impression management encompasses both organizational and individual dimensions, each serving distinct purposes within and outside organizational boundaries. Organizational Impression Management pertains to strategic efforts by businesses to shape perceptions of their products and services among shareholders and stakeholders, aiming for favorable perceptions and outcomes. On the other hand, Individual Impression Management involves the deliberate actions individuals take to craft their image within peer groups, aiming to present a favorable impression to specific audiences, such as supervisors and coworkers. Within individual impression management, employees employ various tactics, including intimidation, exemplification, ingratiation, supplication, and self-promotion, to navigate interactions with external stakeholders. These tactics serve as taxonomies through which individuals strategically engage with others, aiming to influence perceptions and outcomes in their favor. By understanding and leveraging these tactics effectively, individuals can enhance their interpersonal relationships, navigate organizational dynamics, and ultimately advance their professional objectives within and beyond organizational boundaries (Henderson, 2017).

Individual communication approaches serve as channels through which individuals can refine and adapt their impression management strategies to maintain authenticity and prevent misinterpretation in various social contexts. Benoit (1997) elucidated this concept through the development of image restoration theory, which outlines strategies that businesses employ to safeguard their corporate image amidst crises. Similarly, individuals utilize communication tactics to restore and protect their personal image in situations such as performances, interviews, or public appearances (Harlow, 2018). Furthermore, individuals engage in impression management to seek recognition and praise for their efforts, leveraging strategic behaviors to cultivate favorable perceptions. This extends beyond professional settings to interpersonal interactions within the organization, client interactions, and even familial relationships. In each scenario, individuals deploy a unique repertoire of behaviors aimed at fostering positive impressions and maintaining harmonious relationships (Harlow, 2018).

Jones and Pittman (1982) identified five popular strategies for individuals to be perceived positively. These strategies include self-promotion, which involves boasting about one's skills and achievements to appear competent; exemplification, which involves going above and beyond to demonstrate dedication; supplication, which involves presenting oneself as weak to receive help; intimidation, which involves using threats to appear strong or dangerous; and ingratiation, which involves behaving in a way that makes oneself more likable to others (Chawla et al., 2021).

According to the study by (Krieg et al., 2018), successful impression management is linked to better employment prospects, high performance, and a positive organizational citizenship behavior rating. According to researchers, people tend to engage in impression management to appear competent and improve their job performance.

Those who feel inadequate in their work may use impression management tactics more frequently to compensate for their perceived lack of competence. Past studies suggest that using such tactics can positively affect job performance (Abbas et al., 2019).

Employees also impose their interests and preferences to influence organizational decisions that are not in their best interests. The organization also influences employee actions and decisions. Employees in an organizational setting participate in upward impression management to influence their colleagues in acquiring popularity. Employees in the organization utilize impression management, particularly upward impression management, to serve personal interests and obtain favor, which directly impacts their citizenship behavior, supervisor rating, and job performance (De Clercq et al., 2021).

Impression management theories serve as foundational frameworks that offer insights into the underlying principles, motivations, and mechanisms driving human behavior in social interactions. These theories elucidate the psychological processes involved in impression formation, maintenance, and manipulation. They provide academics with a comprehensive understanding of the cognitive, emotional, and behavioral factors that influence how individuals manage their impressions in various contexts i-e., symbolic interactionism theory posits that individuals derive meaning from social interactions and actively construct and maintain their self-concepts through these interactions. In the context of impression management, this theory highlights the role of symbols, gestures, and verbal cues in shaping impressions and identity. Social identity theory, on the other hand, emphasizes the importance of group membership and social categorization in influencing how individuals present themselves to others. It elucidates how individuals strategically align their behavior with group norms and expectations to enhance social identity and acceptance, the impression management theories provide the theoretical foundation and explanatory power for understanding human behavior in social contexts, while models offer researchers practical frameworks for organizing and studying the intricacies of impression management (Bolino et al., 2016). The linkage between impression management, organizational features like flexibility, innovativeness, adaptation, and a continuous focus on advancement, and job performance can be significant due to the unique socio-cultural dynamics of the country. In Pakistan, there's often a hierarchical structure within organizations where respect for authority is highly valued. This can impact how impression management is perceived and practiced, employees may engage in impression management techniques such as ingratiation or self-promotion to gain favor with senior management or to navigate the hierarchical structure effectively. Impression management tactics, when used strategically, can positively influence job performance by enhancing interpersonal relationships, facilitating cooperation, and increasing opportunities for career advancement. However, there's a fine line between authentic self-expression and manipulative behavior, the senior management in Pakistan should encourage a culture of transparency and authenticity while still recognizing the value of impression management in building professional relationships and achieving organizational goals (Khan & Yusoff, 2016)

In this study, the researchers have adopted a value-based approach, using Hofstede's cultural dimensions to understand the role of impression management on performance (Alipour, 2019). In the context of Pakistan, the link between impression management, organizational features, and job performance underscores the importance of understanding cultural nuances, fostering a supportive work environment, and promoting ethical practices that contribute to individual and organizational success. In Pakistan, the studies were conducted on impact of impression management on job performance is greater in the corporate than the educational sector specifically HEI's. In this technological advancement, the HEI's are getting more competitive each day, the HEI's staff must be flexible and understand the importance of impression management tactics during job performance. Research highlights the need to investigate the impact of these tactics on academic staff job performance in higher education institutions.

Objectives of the Study

The study objectives of this research endeavor are as under;

1. To explore the impact of ingratiation on faculty job performance
2. To explore the impact of self-promotion on faculty job performance
3. To explore the impact of exemplification on faculty job performance
4. To explore the impact of supplication on faculty job performance
5. To explore the impact of intimidation on faculty job performance

Literature Review

Humans interact with their environment and use impression management tactics to create positive impressions. It is crucial to monitor and manage these impressions, particularly in organizational contexts, as it can impact one's ability to influence colleagues towards their goals. Being mindful of how you present yourself can help you achieve success in both your personal and professional life (Bozbayindir, 2020).

Impression Management (IM) tactics are a set of deliberate behaviors and strategies that individuals use to influence how others perceive them. These tactics may involve ingratiating oneself to others by flattering them or expressing gratitude, self-promotion by highlighting one's accomplishments, exemplification by demonstrating high moral standards, supplication by seeking help or support, and intimidation by using power or threats. These tactics are not only used in high-stakes scenarios such as job interviews or negotiations but also in everyday interactions, such as social gatherings or meetings. Overall, IM tactics are a way to shape and manage one's image and reputation in the eyes of others (Chawla et al., 2021).

The concept of impression management is multifaceted, as individuals practice impression management both within and outside of organizations while it also operates at the organizational level (Henderson, 2017).

Employees in organizations use impression management tactics, specifically ingratiation, to obtain personal benefits which directly affects their job performance, citizenship behavior, and supervisor rating (De Clercq et al., 2021).

Having good impression management and supervisor-subordinate skills can positively impact job performance. Impression management is one of many social skills that individuals can use to showcase their strengths (Cheng et al., 2013).

Impression management theories and models provide academics with a framework for developing and maintaining a positive impression. Theories describe the background and working regions, while models provide researchers with a conceptual framework that helps them focus on the variables (Bolino et al., 2016).

The Cybernetic Model of Impression Management is a way of understanding how people create and maintain impressions. It focuses on the difference between what someone intends to convey and how their audience responds. This model uses feedback from others to identify discrepancies, and people who are good at self-monitoring can adjust their behavior to create the desired impression. This is especially important in job performance. The **cybernetic theory** refers to the process of information, communication, and control. In other words, it is a self-regulating system that includes both behaviors and functions. The primary components of cybernetic theory are reference standards or goals, feedback, a comparator, and effectors (Bozeman & Kacmar, 1997; DuBrin, 2010).

When interacting in a workplace, it's important to consider social role theory and social influence theory for impression management. These theories suggest that people perform tasks based on their physical, biological, ecological and social identities, regardless of their gender. In simpler terms, these theories help us understand how people act and behave in their roles at work (Eagly & Wood, 2016; Harris et al., 2007).

Employee performance refers to an employee's ability to meet job-related objectives and expectations while adhering to established work standards. Performance can be divided into two categories: task performance and contextual performance. Task performance is related to a formal incentive structure and describes an individual's contribution to the overall success of the organization's technical core. Contextual performance, on the other hand, is a voluntary extra-role action that is not typically recognized by a formal reward system since it is not enforceable (Sonnentag et al., 2008; Yusoff et al., 2013).

(Gwal, 2015) Despite the fact that there has been some discussion on how impression management tactics can influence job performance in HEIs, research on the impact of these tactics on teachers' job performance has been limited. It's important to note that teachers' impression management tactics can be grouped as follows: self-promotion, ingratiation, exemplification, intimidation, and supplication. Work performance is the ability of employees to achieve their job goals and for teachers, it's the ability to adapt their behavior to changing work environments and complete assigned tasks successfully. Researchers focus on two types of faculty-oriented performance parameters: task performance and contextual performance. Task performance involves studying academic and organizational abilities and characteristics while contextual performance includes contributing to the social and psychological context to achieve organizational goals, such as ethics, commitment, support, and cooperation among instructors, as well as teacher-student contact, teaching values, and efficacy. It's clear that impression management tactics play a significant role in teachers' job performance. (Clarke et al., 2022) discussed that using ingratiation as an effective upward influence tactic, subordinates and colleagues can predict high job performance that has a positive impact.

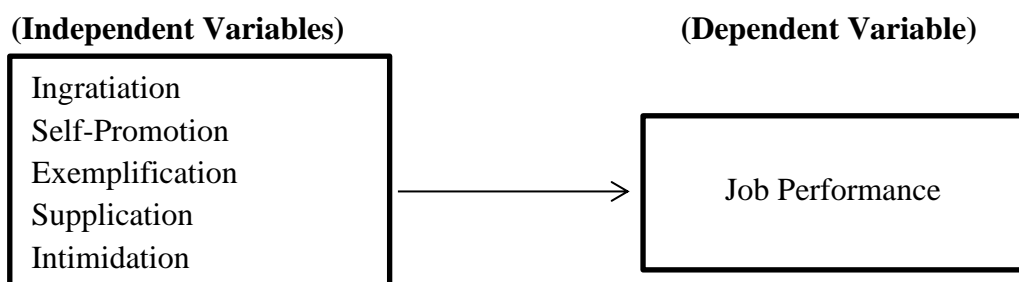
Research has shown that employees who have good social skills and promote their own abilities tend to receive better performance evaluations. This is especially true for new employees who often use self-promotion to demonstrate their good performance. There is a positive relationship between self-promotion and job performance. Additionally, female employees are more likely than male employees to use self-promotion to improve their job performance (Bolino et al., 2016).

Individuals who utilize the exemplification strategy aspire to influence others by projecting themselves as role models due to their commitment to ethical principles, such as honesty and loyalty. Moreover, such individuals exhibit keenness towards undertaking challenging responsibilities and exhibit a readiness to assist their peers in the workplace. The practice of exemplification impression management tactics leads to a significant enhancement of individual performance (Bozbayindir, 2020).

(Lai et al., 2010) shared that according to recent research, supplication negatively affects job performance, which confirms earlier findings. However, female and low-tenured employees were able to supplicate without receiving too negative job performance ratings, thanks to cultural values that prioritize social harmony and hierarchy. This aligns with previous studies that indicate certain supplication strategies may be acceptable, and the influence of gender and employment tenure on these strategies remains consistent with existing literature.

(Arif et al., 2011) discussed that, Intimidation tactics can lead to higher performance ratings, but may also cause negative responses from subordinates. While it can aid an employee's personal goals, it can also harm team dynamics and create resentment. It is essential to consider the overall impact on the team and workplace culture.

Through the review of literature and previous studies, it is evident that impression management tactics have a multidimensional nature, and their impact on job performance cannot be overlooked. To gain a better understanding of the relationship between these tactics and job performance in Higher Educational Institutions (HEIs), it is predicted that each tactic, including ingratiation, self-promotion, exemplification, and intimidation, will have a significant positive impact on job performance. While the impact of supplication tactics is expected to be significant, it may not be as straightforward due to its multifaceted nature. Based on the literature review, the following hypotheses have been developed, which will help uncover the relationship between impression management tactics and job performance in HEIs.



Hypotheses

H1-Global: Impression Management tactics have significant impact on Job Performance

H_{1a}: H1a: Ingratiation has a significant positive impact on Job Performance

H_{1b}: Self Promotion has a significant positive impact on Job Performance

H_{1c}: Exemplification has a significant positive impact on Job Performance

H_{1d}: Supplication has significant impact on Job Performance

H_{1e}: Intimidation has a significant positive impact on Job Performance

Research Methodology

This study employs a predominantly quantitative approach. Questionnaires were used to gather data in a cross-sectional research design. The study population was the faculty of private universities in Peshawar. There are ten private sector universities in Peshawar, in ten universities, purposive-cum-snowball sampling was used to collect data from the regular faculty members from selected 2 private sector universities i-e., Sarhad University of Science and IT and Iqra National Univerist located in Peshawar. Purposive sampling technique was used for selecting individuals based on specific criteria, to ensure that the selected respondents would serve the intended purpose of the study. Snowball technique was used to collect data not only from the most relevant respondents, but who may also refer the researcher to other faculty in their professional network to collect the data. The data was gathered from 120 respondent's i-e. faculty members of the selected private sector university.

To collect the data, previously tested (reliable and valid) instruments were used which was based on a five-point Likert scale. A simplified version of the 41 items impression management tactics scale i-e, **Ingratiation**; You praise people for their accomplishments (2) You take an interest in a coworker's or supervisors personal life, **Self-promotion**; You make people aware of your accomplishments, (2) You display your diplomas and/or awards that you have received, **Exemplification**; You try to act like a model employee (2) You arrange things on your desk so that it looks like work is being done, **Intimidation**; You have "showdowns" with coworkers or supervisors.(2) You try to appear unapproachable or distant, **Supplication**; You intentionally do poorer qualities work than you are capable of. (2) You downplay your accomplishments, developed by Jones & Pittman (1980) & used by many researchers based on the instrument validity and reliability (Bolino & Turnley, 1999). The faculty job performance was assessed using nine items scale i-e; (1) you achieve the objectives of your job. (2) You perform well in the overall job by carrying out tasks as expected (3) How many research papers you have published as a first author during last 24 months (in HEC approved Journals) developed & used by many researchers (Goodman & Svyantek, 1999).

Total 150 questionnaire were distributed among the sample, total 120 questionnaires were received and filled corrected, while in the remaining 30 questionnaires, 15 respondents didn't filled it correctly and 15 were not received in time.

Preliminary Data Analysis (Quantitative)

Data coding and preliminary analysis were conducted in SPSS to clean and assess descriptive statistics, psychometric properties, missing values, outliers, normality, homoscedasticity, and multicollinearity. No issues with multicollinearity were found as the VIF values were less than 4.

Factor Analysis

The initial factor analysis generated a five-factor solution, but some items had multiple factor loadings. Supplication was removed, and the remaining four variables (ingratiating, self-promotion, exemplification, and intimidation) showed clear loadings. All variables had high Cronbach alpha values (>0.70).

Correlation Analysis

The correlation table shows that there is no problem of multi-collinearity. Performance has the highest significant positive correlation with ingratiating (0.410) and the highest significant negative correlation with exemplification (-0.289). The following table shows the correlation results

Variables	Ingratiation	Self-promotion	Exemplification	Intimidation	Performance
	1	.126	-.138	-.010	.410**
Ingratiation		.166	.129	.917	.000
Self-promotion		1	.118	.273**	.209*
Exemplification			1	.002	.021
Intimidation				1	-.289**
Performance					1

Performance

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

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

Regression Analysis

To test the hypothesis, we conducted a regression analysis using different variables. Before that, we checked for normality, homoscedasticity, and multicollinearity (VIF) issues. 'Supplication' was the only variable that wasn't normal and was hence removed from the analysis. The results are in the table.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.522a	.272	.247	.74858

a. Predictors: (Constant), INTIMIDATION, INGRATIATION, EXEMPLIFICATION, SELF-PROMOTION

b. Dependent Variable: PERFORMANCE_3

The R-value of 0.522 (52%) between independent impression management tactics and dependent variable job performance suggests a moderately positive correlation between these two variables in the context being studied. The R Square results reveal that impression management tactics significantly affect job performance, accounting for 27.2% of the differences observed. However, they do not explain all the variation. Other factors like abilities, motivation, work environment, and external factors also play a role. To maximize job performance, consider a range of factors and implement strategies that address each one. As far as the adjusted R-Square is concerned, it can be seen that the differences in impression management tactics explain approximately 25% of the variability in job performance. This highlights the importance of utilizing effective impression management techniques to maximize performance in the workplace.

Model	Standardized Coefficients			Collinearity Statistics	
	Beta	t	Sig.	Tolerance	VIF
1 (Constant)		7.563	.000		
Ingratiation	.346	4.299	.000	.960	1.042
Self-promotion	.226	2.714	.008	.900	1.112
Exemplification	-.251	-3.106	.002	.950	1.052
Intimidation	-.114	-1.386	.168	.912	1.096

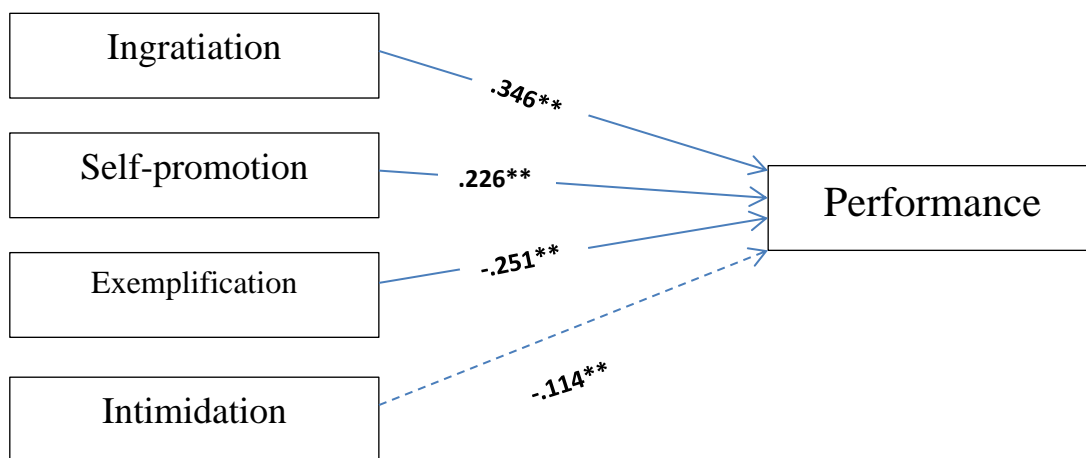
Dependent variable: Performance (Significance level < 0.05)

The Beta values in the regression table represent the relationship between predictor variables and the outcome variable. A positive Beta suggests a positive relationship while a negative Beta suggests a negative relationship. The Beta values for the four predictor variables are as

follows: 0.34, 0.226, -0.251, and -0.114. T-values were computed for five predictor variables to assess their impact on the outcome variable. The first predictor variable has a highly significant impact, with a T-value of 7.563. The second and third predictor variables also have a significant impact, with T-values of 4.299 and 2.714, respectively. The fourth predictor variable has a statistically significant negative impact, while the fifth predictor variable has a statistically significant negative impact to a lesser extent than the fourth.

Results revealed that the 1st, 2nd and 3rd predictor variables have significant impact on performance, as indicated by their low significance values of .000, .008 and .002, respectively. However, the 4th predictor variable has a large significance value of .168, indicating that it may not have a significant effect on the outcome variable.

Schematic presentation of the findings



Key Results Summary

Based on the quantitative analysis on proposed hypotheses, the summary of the results are as below;

Impression Management Tactics → Job Performance	Remarks
<i>H1a: Ingratiation has a significant positive impact on Job Performance</i>	H1a- Supported
<i>H1b: Self Promotion has a significant positive impact on Job Performance</i>	H1b-Supported
<i>H1c: Exemplification has a significant positive impact on Job Performance</i>	H1c- Reverse
<i>H1d: Supplication has significant impact on Job Performance</i>	H1d-Not Tested
<i>H1e: Intimidation has a significant positive impact on Job Performance</i>	H13- Not Supported

Study Findings and Discussion:

As discussed earlier, the focus of this research was to investigate the impact of impression management tactics on academic staff job performance, using a sample of faculty members from Pakistan's higher education sector, which has undergone significant change during the last two decades. Based on previous studies, this humble endeavor was made to add to the existing knowledge and theory about impression management tactics (Abbas et al., 2019; Arif et al., 2011). According to research conducted during the last couple of years, impression management tactics have either a positive, negative, or neutral impact on job performance among university teachers, thus resulting in high or low task performance (Maher et al., 2018). On the basis of the literature review, it was hypothesized that impression management tactics have a significant impact on job performance some of the results confirmed our hypotheses, while others either partially supported or rejected the hypotheses.

Results revealed that two impression management tactics, namely ingratiation and self-promotion, have a significantly positive impact on faculty performance. While ingratiation is an effective tactic to enhance one's attractiveness in the eyes of others, it should be used moderately. Overuse of ingratiation can be perceived as flattery or buttering up, leading to negative consequences in the long run. Contrary to the hypothesis H1 (c), exemplification revealed to have a significant positive impact on job performance and intimidation's impact was not significant. Although the results have not always been consistent, there is evidence that cultural values play a significant role in the effectiveness of impression control efforts.

Comparing the application of impression management tactics across countries is a rare occurrence that has taken place in a disjointed and fragmented manner. While discovering differences in the usage of impression management across countries is fascinating, just recognizing that such differences exist does not explain why they exist or why they are significant. Individual characteristics, cultural values, the level of prosperity in a given nation, varying norms regarding the social desirability of responses, and a variety of other factors may all play a role in disparities in usage. Furthermore, these criteria may aid in determining the efficacy of impression control efforts. The Cross-Cultural Impression Management concept proposes that the cultural origins of both actors and targets influence whether an individual is regarded positively by others, and that disparities between expected and real behaviors may reinforce unfavorable attitudes and stereotypes. Finally, some studies have highlighted the importance of values in determining the scope and efficacy of impression management in cross-cultural settings. In particular, (Hofstede, 1984) cultural dimensions theory and Schwartz's (1992) value theory have been utilized to forecast how impression management will be used and perceived in various cultural contexts.

Initially it was also hypothesized that supplication has a positive impact on job performance, however during the factor analysis, most of the items of supplication overlapped with intimidation and a few other items of the supplication were not clearly loaded. This led us to the conclusion that one may also argue that intimidation and supplication are multi-faceted and complicated phenomena that cannot be fully captured by simple research methodologies (such as the questionnaire used in this study). To get a better understanding of the many manifestations of intimidation or supplication, we need to use a combination of qualitative and quantitative research approaches (Arif et al., 2011; Bolino et al., 2016).

Supplication if viewed from a generic cultural perspective (of Pakistan), where people are generally sympathetic and tend to help others and extend support, the supplication strategy may receive positive feedback from the supervisor as well as peers.

Study Significance

The study significance can be discussed in terms of theoretical / scholarly as well as managerial contribution.

Theoretical/Scholarly Contribution:

The impact of impression management tactics on employee job performance is a topic of great interest in the context of KP, and this research aims to contribute to the existing knowledge in this area. While a few studies have been conducted on this subject in higher education institutes, this study aims to offer a new approach to the subject matter. By hypothesizing that job performance is a dependent variable and impression management tactics are an independent variable, this study seeks to analyze employee performance in relation to job-related IM tactics. In this regard, the study hypothesizes that ingratiation, intimidation; supplication, exemplification, and self-promotion have a significant impact on faculty performance. Additionally, the study offers a new perspective on studying IM tactics in the context of higher education by focusing on ingratiation, intimidation, exemplification, and self-promotion. Therefore, this research contributes to the body of knowledge on impression management tactics and job performance, and offers practical implications for the academic sector.

Managerial Contribution:

This section highlights the critical importance of our research from a managerial perspective and its potential impact. As a practitioner, it is clear that both positive and negative consequences arise from the use of impression management (IM) tactics, which have been discussed previously. This study's significance is particularly crucial for faculty performance and the overall performance of universities. In Higher Education Institutes, faculty members are the country's "intellectual capital," playing a dual role of generating knowledge (through research) and transmitting knowledge (through teaching). However, negative consequences resulting from teachers' use of impression management practices can lead to poor work performance, ultimately affecting society as a whole, particularly the students who are the primary beneficiaries of their services. It is therefore imperative to conduct research on faculty's impression management techniques to enhance academic productivity, student learning, and nation-building. Our research aims to do just that, by shedding light on the importance of effective impression management techniques for both faculty and university success.

Conclusion and Recommendations

Summing up, it is concluded that ingratiation should be used with caution, striking a balance between building relationships and maintaining professionalism. Moreover, self-promotion is a powerful tool that can help faculty members build their reputation and showcase their skills, experience, and intellect. The effectiveness of self-promotion has been confirmed by research, and thus it is highly recommend that faculty members should focus on promoting themselves in a positive light. However, it's crucial to remember that self-promotion should not be confused with self-praise. Instead, faculty members should emphasize their general aptitude and specific skills to demonstrate their competence. It's important to avoid self-praise, as it can negatively impact one's image. Therefore, it's essential for faculty members to be mindful of this and to focus on promoting themselves in a way that highlights their strengths and abilities. By doing so, they can increase their chances of success and recognition in their field. It's important to note that asking for help can sometimes have unintended adverse effects on your reputation and performance outcomes. In particular, our colleagues may view you as weak or unproductive if you're seen as someone who frequently asks for help. Furthermore, they may not feel a sense of responsibility to assist you or provide you with resources. As such, it is

recommended that one should avoid asking for help as much as possible to avoid these potential negative consequences.

Limitations and Recommendations for future Research

Despite our best efforts, this study has uncovered several areas of concern that require further attention. Our experience with this study, combined with previous research in the field of impression management, has led us to identify the following limitations and recommendations for future research. While we acknowledge these limitations, we are confident that they can be addressed with the right resources and approach. Together, we can build upon our findings and expand our understanding of impression management to drive meaningful progress and change:

1. It is important to acknowledge that the study was conducted at a single point in time, which is a limitation of this research as it does not consider changes over time. In order to gain a more comprehensive understanding of the association between IM tactics and job performance, future researchers are advised to employ a longitudinal research design and experimental designs.
2. The study used self-reported research tools and quantitative techniques, which have been criticized for subjective judgment and cross-cultural differences. To address these issues, researchers recommend a mixed method approach that combines quantitative methods with in-depth interviews.
3. This study selected five Identity Management (IM) approaches based on preliminary research, personal observations, and survey interviews. However, demographic variables and personality dimensions were not used as control variables, which is a limitation that needs to be, addressed in future research. Future studies should consider exploring different aspects of IM using additional variables.
4. As the sample used in this study was non-probability, the generalizability of the findings is limited. Future researchers should use probability sampling, including both private and public sector universities, to obtain a representative sample of the population of higher education institutes in Pakistan.

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