Leader Ingratiatory Impression Management and Subordinate Job Involvement in Nigeria

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Abstract

This paper examined the relationship between leader ingratiatory impression management and subordinate job involvement in the telecommunication industry in Nigeria. Using questionnaire as the main research instrument, data were collected from a sample of 306 employees of 6 telecommunication firms that are operational. A total of 279 copies of the questionnaire were retrieved representing 91% response rate. Demographic characteristics of respondents are presented in form of distribution with emphasis on gender, academic qualification, status and tenure, while Spearman Rank Correlation Coefficient was utilized to test the hypothesized statements using the SPSS software version 21. The results revealed that: (1) leader other-enhancement ingratiatory strategy significantly associated with job involvement; (2) leader opinion conformity ingratiatory strategy is significantly associated with subordinate job involvement; (3) leader self-presentation ingratiatory strategy is significantly associated with subordinate job involvement; and (4) leader favour-doing ingratiatory strategy is significantly associated with subordinate job involvement. The study concluded that leaders who effectively ingratiate their subordinates prompt them to be job involved for maximal performance. The study recommended that: (a) Managers in the Nigerian telecommunication industry should effectively ingratiate their subordinates to enhance their expanse of likeability and attractiveness to them. This will vitalise good quality exchanges, and result in subordinate attitudinal and behavioural compliance. (b) Managers in the focal industry should effectively ingratiate their constituents based on goal-relevance and value-orientedness to harness social influence and power. (c) Managers in the Nigerian telecommunication industry should effectively ingratiate their subordinates to elicit their pristine emotions that can interface with rational analysis. (d) Managers, in the firms investigated, should effectively ingratiate their constituents to earn positive evaluation and admiration earn social influence and power.

Keywords: leader ingratiatory impression management, leader other-enhancement, leader opinion-conformity, leader favour-doing, leader self-presentation, subordinate job involvement

1. Introduction

A medley of scholarly choruses resonate the fact that the attitudes employees show at work are integral to corporate culture and significant correlates of organizational outcomes. Invariably, this prompts the effective management of the behavioural dispositions of employees at work, as a critical theme for consideration in most organizational behavior discourses. Although, much less investigated than other work attitudes like organizational commitment and job satisfaction (Rabinowitz & Hall, 1977), job involvement pertains to the degree to which employees identify psychologically with their jobs and appraise perceived performance levels important to their self-worth (Robbins & Judge, 2007). People get involved in their jobs, when they are immersed in the job tasks (Kreitner & Kinicki, 2004).

Since the job involvement construct came into existence through Lodahl & Kejner (1965),a plethora of empirical studies associating it with personal and situational characteristics, have been conducted in diverse settings. From an organizational perspective, job involvement has been identified as a triggering premise for harnessing competitive advantage within business circles (Lawler, 1992; Pfeffer, 1994). Brown (1996) argued that job involvement can ventilate organizational effectiveness and productivity by engaging employees completely and making work more meaningful to them. Job involvement is associated with aligning variables such as commitment (McElroy *et al*., 1995, Mathieu & Zajac, 1995), motivation (Bashaw & Grant, 1994; McElroy *et al.,* 1995), job performance (Mathieu & Zajac, 1996, Brayfield & Crockett, 1995; Frank & David, 2003). Other correlates at the micro-level are personal growth, satisfaction, and goal-oriented behaviours (Mathieu & Farr, 1991; Hacket *et al*., 2001).

Leadership as an interactional influence process, has been identified as a crucial contextual factor that determines employee performance; that is inextricably hinged on attitudinal and behavioural compliance; job involvement inclusive. Regretably, studies associating the job involvement construct with interpersonal relationships appear scantly profiled, moreso with respect to attempts made to manage impressions with a view to attaining job involvement. Consequently, we propose that managing impressions at work would lead to desired work attitudes and a vent for comprehending and interpreting the psychology of individuals and teams (Rosenfeld *et al.,* 1995). In social arenas, individuals are mostly inclined to control the impressions others have of them (Leary & Kowalski, 1995), or conscious of the self-images they convey to others (Dubrin, 2011) and irrespective of the pervasive and prevalent nature of impression management behaviours in work environments, one sphere that suffers neglect in extant literature is how leaders manage the impressions their subordinates have of them (Schrieshelm & Hinkin, 1990; Kacmar *et al*., 1994). Observably, what has dominated the IM discourse, is how subordinates manage the impressions their leaders have of them; christened upward influence tactics (Wayne & Ferris, 1995; Wayne & Kacmar; 1991). This gap the study addresses. Consequently, this study examines the relationship between leader ingratiation IM strategy and subordinate job involvement in the Nigerian telecommunication industry. Following from the above, the main purpose of this study is to examine the relationship between leader Ingratiation Impression Management Strategy and Subordinate Job Involvement in the Nigerian Telecommunication Industry. The specific objectives are:

a.   To examine the relationship between Leader Other-Enhancement (Complimentary Other-Enhancement) and Subordinate Job Involvement.

b.   To examine the relationship between Leader Opinion Conformity and Subordinate Job Involvement.

c.   To examine the relationship between Leader Self-Presentation and Subordinate Job Involvement.

d.   To examine the relationship between Leader Favour-Doing and Subordinate Job Involvement.

2. Theoretical Framework

2.1 Social Exchange Theory

This study draws insight from the theoretical thrust of the social exchange theory. Explanations concerning this cooperative internal strategy, are mostly based on the quality of Leader-Member-Exchanges (LMX) and the "norm of reciprocity" tenable among organizational members. According to the theory, interpersonal behavior and social interaction depends on the mutual exchange of tangible and intangible resources between interactants. The social exchange theory relays how individuals develop relationships based on maximizing their profits or rewards and minimizing attendant costs (Thibaut & Kelly, 1959; Blau, 1986; Stafford, 2008). What underpins this theory, is the economic model of Profit = Reward – Costs (Devito, 2009).

According to Cropanzano & Mitchell (2005), social exchange involves a trend of interdependence in interactions generating obligations that hinge on the actions of the parties concerned; either between organisational members or between management and employees. Exchange transactions in leader-member-exchange may be of high or low quality. High quality exchanges involve mutual trust, support, approval, work contributions, professional respect, and affection (Graen & Uhl-Bien, 1995). Attendantly, followers may maximize enormous benefits such as affection, communication, leader accessibility and support, trust, approval, consideration, autonomy, and favourable job assignments (Graen & Uhl-Bien, 1995). In line with the tenets of the norm of reciprocity (Gouldner, 1960), employees who receive fair treatments through exchange transactions with the superiors, will reciprocate similar gestures through positive attitudinal and behavioural compliance (George, 2015). Therefore, the relevance of the social exchange theory to this study cannot be over-stressed.

2.2   Ingratiation Impression Management

When people interact in social domains, they are desirous to make positive projections of their images to others. Interpersonal communications are mediums through which people relay their self-images to manage the impressions others have of them (McMinn, 2007). Since the impression management construct came to bear through the pioneering works of sociologist Erving Goffman (1959) in his book, "The Presentation of Self in Everyday Life"; in which he employed the dramaturgical metaphor in describing its prominence in social facilitation, it has never lacked scholarly definitions. Leary & Kowalski (1995) and Roenfeld *et al* (1995) defined impression management as the process by which people attempt to sway the impressions others have of them. In a more encapsulating and incisive definitional framework, Rosenfeld *et al.* (1995) thus argued "we

impression manage in different ways, what we do, how we do it, what we say, how we say it, the furnishing and arrangements of our offices, and physical appearance from the cloths and make ups we wear to non-verbal behaviours such as facial expressions or postures" (p.4). Impression management is procedural in nature, and also perceptually and interactively based (Frink, 2000), with a wide expanse of behaviours.

Ingratiation is one of the multi-forms of IM tactics individuals use to regulate the self-information they convey to audiences in the process of interactions. In line with Jones & Pitman's (1982) taxonomy of IM tactics, ingratiation has the ultimate aim of the ingratiator being likeable; self-promotion which has the purpose of the self-promoter being seen as competent; exemplification which has the aim of the exemplifier perceived as morally worthy and dedicated; intimidation which renders the actor fearful and dangerous, and supplication that renders the actor pitiable. People are usually curious in making positive projections of self in the realm of interpersonal communication. Like its parent construct, the concept of ingratiation has been variously defined. Jones (1990) defined ingratiation as a set of relative acquisitive tactics that in sum portrays the essence of making the person likeable and attractive to others. Dubrin (2011) conceived ingratiation as an act of getting the other person to like you. Proactively, Tedeschi & Melburg (1984), as cited in Appelbaum & Hughes (1998) defined ingratiation as "a set of assertive tactics which have the purpose of gaining approbation from audience that control significant rewards for the actor (p. 157).

Certain elements appear salient in the foregoing definitions. Foremost, there is the existence of oneness of views on the central theme of ingratiation as enhancing the horizon of the ingratiator's likeability and attractiveness to his or her target audiences. Second, ingratiation as an IM ploy is either assertive or acquisitive on the part of the ingratiator. Third, the use of ingratiation as an impression management ploy parades certain rewards that benefit the ingratiator ultimately. As our working definition, we define ingratiation as a set of goal-directed acquisitive tactics that ultimately renders the ingratiator likeable and attractive to his or her target audiences for approval and rewards. The essence of this definition coheres with why Pandy & Singh (1987) christened the concept as "attraction management". The ingratiator society desires to be accepted (Cole *et al*. 2011).

Jones (1982) identified for ingratiation tactics namely: (i) Other-enhancement or complimentary other-enhancement, (ii) Conformity or opinion conformity, (iii) Self-presentation and (iv) Favour-doing. We examine these set of ingratiatory tactics below:

Other-enhancement or Complimentary Other-enhancement: This ingratiatory tactic is co-terminous with the everyday the term of "flattery" or "apple polishing" or more still "kissing the boot". With this tactic, the ingratiator indicates to the target that the ingratiatee is positively perceived with compliments relating the strength or achievements of the person. The outcome of a study in evidence by Vonk (2002), reported the effectiveness of the tactic at work.

Conformity or Opinion-Conformity: The second ingratiation behavior identified by Jones (1982) is conformity or opinion conformity, in which individuals show likeness to those that show their target audiences similar gestures. The ingratiatory does or says things that will conform with the opinion of the target audiences. Odom's (1995) study supported the efficacy of the use of the ploy in organizations.

Self-Presentation: The third ingratiatory tactic is self-presentation. This involves doing things that will attract the attention of the target audience by celebrating oneself. In this circumstance, the ingratiator is the focus of the exploits of this tactic.

Favour-Doing: The fourth ingratiation behavior is favour doing. The rationale for this tactic is hinged on the norm of reciprocity espoused by Gouldner (1960), which holds that we should repay others, if they have done favours to us in some way. According to Cialdini (2013), favours that are unsolicited enhance liking on the part of the receiver to reciprocate. In the main, the varieties of ingratiatory behaviours appraised, enhance the likeability and attractiveness of the ingratiator as a medium of harnessing social influence and power.

In this study, we replicated these indicators as dimensions of the predictor variable. A review of the criterion variable follows in the ensuing segment.

2.3   Subordinate Job Involvement

The antecedents and consequences of work attitude, especially job satisfaction, organizational commitment and job involvement have copiously attracted the interests of behavioural scholars for decades (Dibpoye *et al.,* 1995). Although far less explored within the scholarship of organizational behavior, job involvement is an important attitudinal disposition of employees at work. Since Lodahl & Kejner (1965) originated the job involvement construct in their work, it has been associated with various personal and situational factors. Kanungo (1982a,

1982b) defined job involvement as an individual's psychological identification or commitment to his or her job. Pierce *et al.* (2002) similarly defined the construct as an employee's psychological association with the job. Invariably, job involvement signifies the love an employee expresses for his or her job (Pollock, 1997). Put differently, job involvement relates the value an employee has for his or her work in terms of self-worth.

Job involvement has been associated with an array of individual and organizational level outcomes. Organizational or macro level examples are: significant association between job involvement and employee commitment (Mathieu & Zajac, 1995), with absenteeism and turnover (Dienfendorff, 2002), significant association with job performance (Mathieu & Zajac, 1995; Frank & David, 2003). Examples at the individual or micro level are: positive association between job involvement and employee job satisfaction, personal growth, motivation and goal-directed deportments (Hackett *et al.,* 2001). Furthermore, job involvement is positively associated with job satisfaction, organizational commitment, intrinsic motivation and negative association with intention to quit (Kreitner & Kinicki, 2004). Brown (1990) further acknowledged that job involvement can enhance organizational effectiveness and productivity by completely getting workers immersed and making the work more meaningful to them. Employees that are job-involved regard their organizations highly in terms of loyalty, identification and organizationally involved (Robbins, 2001; Wentland, 2009). In the aggregate, job involvement as a crucial attitudinal index, parades positive outcomes at all levels. However, our prime interest in this study is its nexus with ingratiatory impression management demeanors under leadership auspices. This, the next segment of this paper explores.

2.4   *Leader Ingratiation Impression Management and Subordinate Job Involvement*

Organisations are social entities in which people interact and work collectively to pursue personal and organizational goals. In such horizontal or vertical linkages, interactants, perceive one another and form impressions within perceived reality. Yukl (2002) posited that leadership is a process of social interaction in which leaders attempt to influence the work behaviours of followers. Attendantly, followers in such relationships make observations about leader behaviour as integral to leader-member-exchange (Gestner & Day, 1997; Howell & Hall-Merenda, 1999). Driven in this plane of reasoning, it appears logical to articulate, that the maintenance of relevance leader image before subordinates, is a significant receipe for prompting positive evaluation as a premise for wielding social influence.

According to Jones & Pitman (1982), leaders engage in the tactic of ingratiation tailored to enhance their attractions to subordinates. Pandy (1986) further held that, though ingratiation is mostly utilized by persons in lower positions for gains, leaders may aid and increase their "referent power" (French & Raven, 1959) by becoming friendly, warm and accepting. When followers exhibit likeness to their leaders, it neutralizes what Thibaut & Kelly (1959) refer to as "counter power" which followers wield, and regulates their intention to engage in withdrawal/behaviours or sabotaging the organization. The social exchange theory (Cropanzano & Mitchell, 2005) and the norm of reciprocity (Gouldner, 1960) offer explanations for this form of mutuality. When employees are treated fairly by their supervisors through rewards, kindness or commitment, they reciprocate in some way through exchanges (Netemeyer *et al.,* 1997; Brown & Leigh, 1996; Umback, 2007).

Previous studies have found positive relationship between ingratiation and supervisor's liking and subordinate similarity (Wayne & Liden, 1995), positive association between supervisor – focused ingratiation and likeness for subordinates enhanced performance appraisal, and exchange quality (Wayne & Ferris, 1990), positive association between ingratiation, impression management and extrinsic success (Higgins *et al.* 2003), and positive association between ingratiation and downward organizational influence success (Rozell & Gunderson, 2003). In sum, the foregoing shades of empirical investigations underscore the fact that ingratiation as an IM set of tactics deploy positive attitudinal and behavioural outcomes. In the light of the above and the literature examined, we hypothesize as follows:

HA$_1$ There is significant relationship between Leader Other-Enhancement and Subordinate Job Involvement.

HA$_2$ There is significant relationship between Leader Opinion-Conformity and Subordinate Job Involvement.

HA$_3$ There is significant relationship between Leader Self-Presentation and Subordinate Job Involvement.

HA$_4$ There is significant relationship between Leader Favour-Doing and Subordinate Job Involvement.
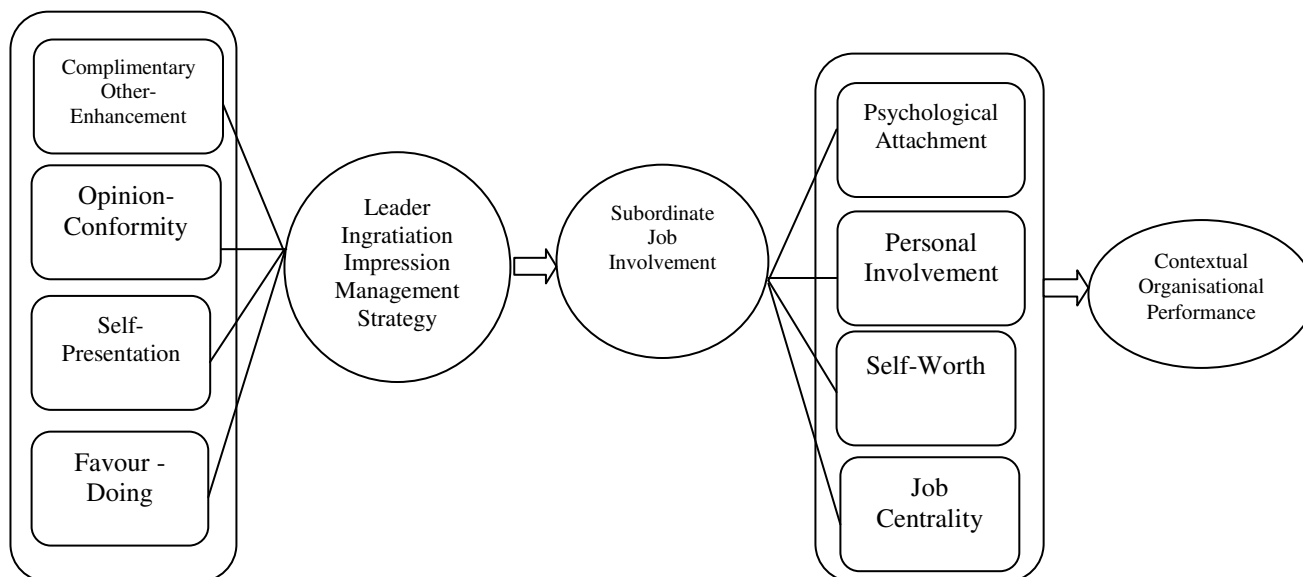
Fig: 1: A research model showing the relationship between leader ingratiation impression management and subordinate job involvement.

3. Research Methods

3.1 Data Collection and Presentation

This correlational study utilized the survey research design in collecting data, to anchor the relationship between leader ingratiation impression management strategy and subordinate job involvement as an attitudinal behaviour. A total of 1500 (One thousand five hundred) employees from 6 telecommunication firms (MTN, Airtel, Etisalat, Globacom, Visafone and Starcom) constituted the population, based on operational grounds. The Krecjie & Morgan's (1970) table was used to derive a sample size of 306 (three hundred and six) as respondents. A stratified sampling technique was adopted to differentiate managers from their subordinates. Two hundred and seventy nine (279) set of questionnaire were retrieved and found good for analysis, recording a goodness fit of 91%.

3.2 Measurement of Instrument

A modified questionnaire was used for data collection on the variables investigated; Leader Ingratiation Impression Management Strategy (predictor variable) and Subordinate Job Involvement (criterion variable). The first part collected data on the demographics of respondents. The second, contained the operationalised items according to key variables. Leader Ingratiation Impression Management Strategy was measured on a Likert-Scale of 5-strongly agree to I – strongly disagree. Items were adapted from the IM scale of Borlino & Turnley (2003) originally adapted from Jones & Pitman's (1982) IM taxonomy. Job involvement was measured on a Likert scale of 5-strongly agree to 1 – strongly disagree, with manifest items adapted from the Job Involvement Questionnaire (JIQ) of Kanungo (1982a, 1982b). The modified scales yielded reliability ratio of 0.904 for leader other enhancement, 0.885 for leader opinion conformity 0.915 for leader self-presentation, 0.892 for leader favour-doing, and 0.774 for subordinate job involvement. The Cronbach alpha estimates surpassed the benchmark of 0.70 (Nunally, 1978; Hair *et al*; 2010). The test statistics used for the analysis was aided by SPSS version 21.

4. Data Analysis

4.1 Sample Description and Distribution

Table 4.1 Sample Description and Distribution

Description	Gender		Qualification			Status			Tenure		
Respondents	Freq	%	Respondents	Freq	%	Respondents	Freq	%	Respondents	Freq	%
Male	171	61	HND/B.Sc/ B.Ed/B.Tech	190	68	Subordinates	122	44	1-4yrs	5	5
Female	108	39	M.Sc/MBA/ M.Ed/M.Tech	72	25.8	Supervisors	94	34	5-8yrs	155	56
			PhD	5	1.8	HODs	51	18	9-12yrs	109	39
			Others	12	4.3	Managers	12	4			
Total	279	100	Total	279	100	Total	279	100	Total	279	100

Source: Research Data, 2015

Table 4.1 above presents demographic data on the respondent in this study. Four demographic characteristics were presented namely; gender, academic qualifications, status and tenure. The data indicates a predominance of male to female respondents (61 – 39%), with many of them with HND/BSc/B.Ed/B.Tech qualifications (44%), and many having spent between 5-8years in their organizations.

4.2 Univariate Analysis

Table 4.2: The study variables

	Mean (x)	Std. Deviation (SD)
Leader Other-Enhancement	4.1247	.79761
Leader Opinion Conformity	4.1147	.76847
Leader Self-Presentation	4.1792	.68257
Leader Favour-Doing	4.0731	.74358
Subordinate Job Involvement	4.1513	.80693

Source: Research Data, 2015

The results of the univariate analyses on the study variables encompassing: Leader Ingratiation Impression Management (predictor variable) with the dimensions namely: Leader Other-Enhancement, Leader Opinion Conformity, Leader Self-Presentation and Leader Favour Doing and Subordinate Job Involvement (criterion variable) shown high level of mean scores in table 4.2, (where X > 2.50). Invariably, this affirms an agreement amongst the respondents that leaders ingratiate their subordinates through the afore-mentioned indicators. Also, respondents attest that subordinates experience being job involved in their organizations. Further, each of the variables indicated low level of dispersion in line with the standard deviation values (where Sd < 2.00). The count chart illustrated in Figure 2 in the appendix, shows that all the indicators of the predictor variable had high mean scores above 4.0 (where X > 2.50). The count chart illustrated in Figure 3 in the appendix shows that job involvement (criterion variable) had high mean score above 4.0 (where x > 2.50).

4.3 Bivariate Analysis

In this segment, all four tentative hypothetical statements of significant associations are tested using the Spearman's Rank Order Correlation Coefficient set at 95% confidence interval.

Table 4.3 Tests of Hypotheses

			JOB	LOE	LOC	LSP	LFD
Spearman's rho	JOB	Correlation Coefficient	1.000	.764[**]	.779[**]	.811[**]	.619[**]
		Sig. (1-tailed)	3 .	.000	.000	.000	.000
		N	279	279	279	279	279

Source: Research Data, 2015

Where JOB = Subordinate Job Involvement; LOE = Leader Other – Enhancement; LOC = Leader Opinion Conformity; LSP = Leader Self-Presentation; and LFD Leader Favour – Doing.

HA₁: Association between Leader Other-Enhancement and Subordinate Job Involvement

The result indicates that there is a significant association between leader other-enhancement and subordinate job involvement with rho = 0.764 where p < 0.05 (two tailed), hence the alternate hypothesis is accepted.

HA₂: Association between Leader Opinion-Conformity and Subordinate Job Involvement

The result indicates that there is a significant association between leader opinion conformity and subordinate job involvement with rho = 0.779, where p < 0.05 (two tailed), hence the alternate hypotheses is accepted.

HA₃: Association between Leader Self-Presentation and Subordinate Job Involvement

The result indicates that there is a significant association between leader self-presentation and subordinate job involvement with rho = 0.811, where p < 0.05 (two tailed), hence the alternate hypotheses is accepted.

HA₄: Association between Leader Favour-Doing and Subordinate Job Involvement

The result further indicates that there is a significant association between Leader Favour-Doing and subordinate job involvement with rho = 0.619, where p < 0.05 (two tailed) hence the alternate hypothesis is accepted.

5. Discussion of Findings

The findings of this study evidence the fact that leader ingratiation impression management tactics is significantly associated with subordinate job involvement. Jones (1990) and Tedeschi & Melburg (1984) had held that ingratiation relates a set of acquisitive or assertive IM tactics that collectively portray the premises of making the ingratiatory likeable and attractive to target audiences with the efficacy of controlling significant rewards. In essence, the use of ingratiatory impression management tactics in work settings attracts positive outcomes.

The association that exists in this study, between the predictor and criterion variables, is supported by an array of studies.   Kipnis & Vandervear (1971)in their classic work found that other-enhancement influenced the performance evaluation of subordinate by the boss-respondents. The ingratiatory workers received enhanced performance evaluation than the non-ingratiatory workers. Pandey & Kakker (1987) also found significant association between other-enhancement and supervisors' attractiveness, positive evaluation and likeability. Furthermore, Gordon (1990) identified positive relationship between ingratiation and performance evaluation in a meta-analytical study and a stronger correlation between ingratiation and liking. Similarly, Higgins *et al.* (2003) in another meta-analytical study, identified positive association between ingratiation tactics, impression management and work-related outcomes such as salaries, promotion and performance evaluation. Rozell & Gunderson (2003) further found association between ingratiation and downward organizational influence success. Nguyen *et al.* (2008) also reported in evidence, a positive relationship between ingratiation and citizenship behaviours of altruism and conscientiousness that are related to team satisfaction. A significant

association between ingratiation IM strategy and employee positive affectivity was also reported by Ghara *et al.,* (2013).

Certain theoretical underpinnings offer explanations for the outcomes of the foregoing studies cited in evidence, and the significant association between leader ingratiation IM strategy and subordinate job involvement in the Nigerian telecommunication industry found in this study. According to Cialdini (2013), individuals in social interaction, like those who like them, praise them and give them positive evaluation. The ingratiator exploits this powerful norm to enhance the expanse of the targets liking of him or her (Rosenfeld *et al.,* 1995). On the same plane of reasoning, the theme of the "balance theory" also underscores the outcome of this study. The theory advocates balance of sentiments (or feelings) as the implicit goal of social interaction. If one exhibits a positive attitude towards another individual, the same will be reciprocated in exchange. Indeed, two things that are similar also attract themselves (Bryne, 1971). In mass, the significant association that we found between leader ingratiation IM strategy and subordinate work attitude validates previous empirically –proven outcomes regarding the efficacy of the use of ingratiatory tactics in work settings.

6. Conclusion

This study found leader ingratiation IM tactics to be significantly associated with subordinate job involvement. The outcome portends that when leaders ingratiate their subordinates effectively, it enhances their latitude of likeability and attractiveness to them. In this guise, a good quality leader-member-exchange that could be a potential source of social influence is enhanced. When subordinates are well treated by their supervisors through praises, rewards, kindness and expression of commitment, they also reciprocate similar gestures by psychologically getting attached to the values of their jobs, get affectively committed and job satisfied. Employees who exhibit these functional attitudes at work perform creditably (George, 2015; Somani & Krishnan, 2004; Deldra *et al*., 2004; Riketta, 2003). Conclusively, leader ingratiation impression management leads to subordinate job involvement.

7. Recommendations

Relying on the outcomes of this study, we proffer the following recommendations:

a.   Managers in the Nigerian telecommunication industry should effectively ingratiate their subordinates to enhance their expanse of likeability and attractiveness to them. This will vitalise good quality exchanges, and result subordinate attitudinal and behavioural compliance.

b.   Managers in the focal industry, should effectively ingratiate their constituents based on the relevance and value of the tactic to harness social influence and power.

c.   Managers in the Nigerian telecommunication industry should effectively ingratiate their subordinates to elicit their pristine emotions that can interface with rational analysis.

d.   Managers in the focal industrial investigated, should effectively ingratiate their constituents to earn positive evaluation and admiration in earning social influence and power.

8. Implications

The outcomes of this study inform both theoretical and practical implications. Foremost, this study has empirically proven that a significant association exist between leader ingratiation IM tactics and subordinate job involvement. The study has also filled existing gap in literature, as a dearth of studies associating leader impression management or downward impression management exist (Hinkin & Schrieshlm, 1990; Kipnis *et al.*, 1980). As Dubrin (2011) noted, impression management is co-terminus with every milieu and integral to the functioning and successes of individuals and organizations.

Furthermore, the outcomes of the study signify some implications for practice. It is imperative and instructive for managers and chieftains of organizations, consultants and academics inclusive, to reckon with the realities and dynamics of the ingratiation set of IM behaviours, and how relevant they are to the functioning and successes of individuals and organizations. Consequently, managers in the Nigerian telecommunication industry need to skillfully navigate through the complexities of interpersonal relationships between them and their constituents, using ingratiation as an assertive set of IM tactics. As we have earlier noted, this will earn them the dual benefits

of likeability and attractiveness for good quality leader-member-exchanges. As persuasively noted by Kouzes & Posner (1995), "Leadership is an art…a performing art… and the instrument is the self" (p.336). Impliedly, therefore, leadership success is no longer an exclusive domain of the leader or a monological interactional process (Kuper, 2007), rather it pivots on the maintenance and sustenance of effective interpersonal relationships resulting in reciprocation and collaboration (Nguyen *et al.*, 2008).

9. Limitations and Future Research

The present study is encased by some limitations that provide basis of future empirical investigations. Foremost, the sample size used for this study is not large enough and also domiciled in the Nigerian telecommunication. Future research strides could replicate this study, using a larger number of respondents in another section of the economy for further generalization. The second limiting factor is that the results and conclusion that emerged from this investigation only relate to the realities of the Nigerian employees and context; and it may be instructive to examine occurrences of other climes concerning the constructs investigated. Consequently, this study could also be prosecuted in other cultural climes for further validation. Again, the independent variable used in this study is one of the other impression management tactics of Jones & Pitman's (1982) impression management taxonomy. Other empirical researches could associate either of the other IM tactics with job involvement using the leadership aegis.

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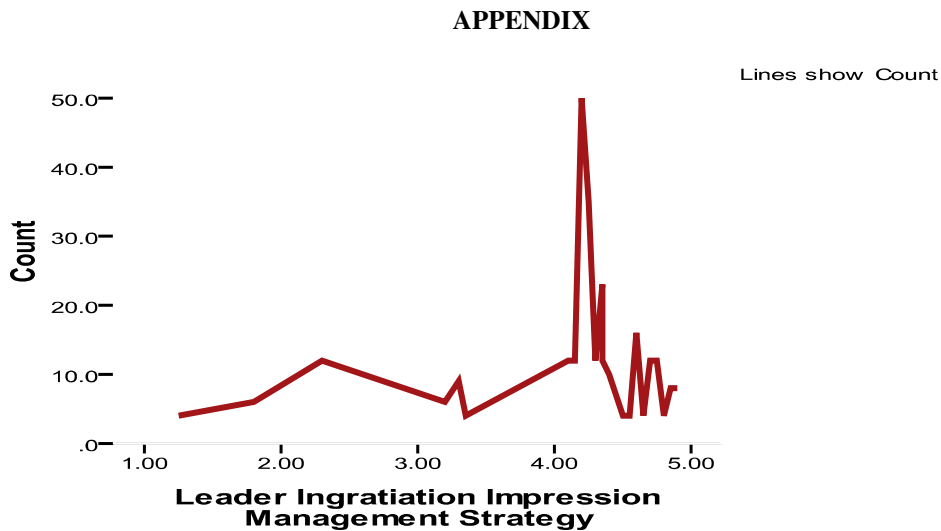
APPENDIX

Fig 2. Chart presenting the summary of central tendency on leader ingratiation impression management strategy (predictor variable)

Fig. 3. Chart presenting the summary of central tendency on subordinate Job Involvement (criterion variable).