

Empirical Research on the Relationship Between Employees' Political Skill and Impression Management

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Abstract

The purpose of this study was to assess the dimensionality of political skills in terms of the management of perceptions. Information as well as bootstrapping strategies were evaluated to account for the modest sample size ($n = 250$) using a qualitative method to account for any leader level impacts. Ability of the network, evident honesty and behavioral impact are the best expected positive impression management (IM). In order to predict higher ratings, evident honesty interacted with optimistic perception management techniques, while social astuteness did not help coercion and supplication. The results endorse the use of more positive influence strategies in the workplace by socially cunning individuals. This may have an impact on the wider workplace climate, making it more fun than one of people using strategies of negative control. Therefore, it may be in the interest of organizations to train people to develop their social astuteness. However, performance evaluations carried out by managers that affirm previous findings are affected by more than objective performance (e.g., political skill). In order to remove these kinds of biases, companies must also ensure the correct training of workers. This research empirically validates elements of the model of the theoretical political capability (Ferris et al. *Journal of Management* 33:290-320, 2007) by analyzing the effects of political ability dimensions on interpersonal processes and success in the workplace.

Keywords: Political skills, impression Management, Performance

DOI: 10.7176/EJBM/13-4-07

Publication date: February 28th 2021

1. Introduction

Politics is definitely a natural human instinct, and because it can be elicited in people under classical psychology, you could call it "Homo-policy" or "Politker" (384-322). As a person with this tendency, they have the tendency to manipulate others in the society or organization, and they are referred to as a political animal. As a historical note, politics was described by Aristotle as an art that allows us to manage and govern a fair and well-run society. Call it a social phenomenon because it is embedded in human beings' social existence, yet it can only be acceptable to the degree of tolerance. The relationships, which are called political relationships, lead to many forms of interaction with several individuals (Omisore, Nweke, 2014). One single-minded seeks out relationships with other people to dominate them and to gain power, and the only reason why anyone would seek out politics is to fulfil one's power-hungry desires. This means that the companies themselves are not inherently apolitical (Brouer, et al., 2006). In 'book,' Aristotle said that politics arises from a divergent interest and is constructive only if it is tolerable, and so the competing interests must be worked out somehow (Vigoda-Gadot & Drory, 2006). People in our society, whether they're governmental or community, consider politics to be a means available for seeking their own interests at the expense of others considered to be undeserving. A lot of people vote for political apathy because there is no reason to participate in political action (Cited by Vigoda-Gadot & Drory, 2006, in Meriac & Villanova).

Those in these types of networks tend to have the tools that they see as valuable for their level of skills. As a result, our super connected individuals generated and used lots of opportunities. Well-intentioned neutral individuals seemed to have all the qualities such that they were both intelligent and real. Such individuals were also sincere and genuine.

People in positions of high trust and confidence inspire deeper trust and confidence, which means that their actions are not interpreted as threatening or intimidating. Most research has been done either with the goal of finding out whether political expertise directly impacts on job performance or whether political ability moderates the impact of relationships in a political setting on influence outcomes (Harris et al., 2007; Treadway et al., 2007; Meurs et al., 2010). The goal of this paper is to investigate how a participant's experience using and/or expertise in positive impression management strategies affects their usefulness in obtaining and maintaining a positive self-image when asking others for help (social astuteness, networking ability, interpersonal influence and apparent sincerity). Because of Ferris et al., (2007)'s work, we are attempting to build a system on top of that.

The aim of this research is to propose a conception of political skills in organizations that takes into account the impact on impression management. Political skill is characterized as an integrated pattern of cognitive, affective, and behavioral social skills that affect impression management strategies (supplication, intimidation, ingratiation, self-promotion, and exemplification). The aim of this study is to find out if there is a connection between employee political capacity and impression management.

More precisely, this research has three goals:

- (a) To investigate how political skills influences the control of employees' experiences.
- (b) To investigate the political skills impact process on impression management and to explore the possible explanation why workers are interested in impression management
- (c) To examine the various levels of political skills and techniques of impression management

2. Political skill

Over the past decade, political competence has reached the big screen, becoming a hot subject among scholars. Political intelligence is defined as the ability to clearly understand the functional details of circumstances and the ability to use that information to influence others to behave effectively in ways that improve their personal and organizational interests (Ferris et al., 2007).

Ferris, et al. (2012, p. 127) described political skill as: "The ability to understand others at work effectively and to use such knowledge to influence others to act in ways that improve one's personal and/or organizational goals." Ferris et al. (2007) later described political skill as "a comprehensive pattern of social skills, with cognitive, affective, and behavioral skills" (Ferris, Treadway et al., 2005; Ferris et al., 2007). First, I will define the four dimensions separately, then I will dissect each one of them and give a connection with one another toward the political skill.

2.1 Network ability

A network capability is described as an informational and control asset that stems from access to information infrastructures (Burt, 1997). Politically proficient people understand the importance of networking and are good at use networking sites such as Facebook and LinkedIn. Politically skilled individuals are often viewed as deft strategists and the middlemen of bargains. Politics helps to build and practice the networking skills. As a result, these individuals will be able to build a powerful network of contacts, understand the power structures of organizations, and know how to manage the political behaviors within such social networks. The social network perspective suggests that societies are defined by the association of individuals who are constantly interacting with one another (e.g., Brass, 1995). These constructs are very similar to the politics understanding construct observed in this research.

2.2 Interpersonal influence

The social effect of interpersonal influence is significant because interpersonal influence is the driving force behind the dissemination of innovations. Early adopters are critical because they are able to introduce and spread news to other people about the new concept. Their strength comes from their reliability and their success in society. Reliability derives from information and knowledge, and social approval derives from the visibility of the product used (Clark & Goldsmith, 2006). In today's world, consumers are more important in such competitive environment by using social networking websites like Facebook and Twitter. Interpersonal influence is imperative for an effective information search process (Scaraboto et al., 2012).

2.3 Social astuteness

Social astuteness is the ability to recognize how you are conducting your emotions or actions in a social situation such as in the workplace and to grasp how others may be experiencing the same or different settings as well as the dynamics of the relationship. The word "astuteness" is defined differently by different people, but could the dictionary be a good starting point? Webster's dictionary defines astute as "given to or characterized by a keen insight; shrewd, perceptive, clever, or wise." The Webster's online dictionary (2005) describes astute as "Analytically very smart, shrewd, and discerning". Being astute means being that will be able to find something to find an advantage or something to your advantage, and cleverness or knowing that is to you advantage.

2.4 Apparent sincerity

The user seems authentic because of the genuine experience that the social environment has had with the user. For people in a relationship, trust and reliance are created because one's actions are not assumed to be manipulative or coercive.

To be successful in this skill, one must be aware of their appearance and actions among other people. Though emotional reactions are not processed explicitly, they nonetheless can be recognized without being part of the individual's conscious thoughts and can help to reveal latent abilities. Regarding the distribution of off-shift work hours, this is a sensible issue within a surgical service or department. Seeing as how I am the person to go to when it comes to the allocation of this resource, and seeing as how I am incredibly vigilant, it is my belief that I could acquire this resource with relative ease on my own (Wihler, et al., 2018).

3. Impression management

The approaches to Impression Management ("IM") contain techniques or methods used to exercise social influence

and can therefore be considered a subset of tactics of influence. In other words, reasons for coping include the effort to manage one's reputation and the projection to others of a desired identity (Bozeman, 1997; Kacmar et al., 2007; Turnley and Bolino 2001), both in the hope that enhancing one's impression would eventually result in desired results. IM is an objective that can be used strategically over a period of time to obtain better performance scores, enhanced rewards and promotions (Wayne and Liden 1995). The assessment of Bolino and Turner (1999) is based on the research of Jones and Pittman (1982). For the following cases, the characteristics of this measure of special interest are how naturally it can be used: ingratiation, exemplification, self-promotion, coercion, and availability.

3.1 Self promotion

Actors also act in a self-promoting way to make one believe that they are capable (Jones, 1990; Turnley & Bolino, 2001). Characters use self-promotion to make it clear, according to the "Impression Management Model" put forward by Jones and Pittman (1982), that they are professional, not looking to draw attention to their academic or creative accomplishments, but because they want viewers to see them as competent. Connolly-Ahern and Broadway (2007) found that the sites stressed the competencies of the company disproportionately again and again, to the point that the researchers divided the sites into two categories: those that demonstrate competence as a primary objective and those that do not (p. 345). Nevertheless, Jones (1990) warns that the public may become less respected by actors who make a public self-promotion, thereby affecting their ability to be effective (p. 186). Actors who use the strength of their affections to give an appearance that they fear being seen as confident or arrogant or intimidating (Gardner & Cleavenger, 1998; Jones & Pittman, 1982; Rosenfeld et al., 1995; Sosik & Jung, 2003).

3.2 Exemplification

Exemplification, in which an actor tries to portray moral importance through an imitation of goodness, is one of three power-oriented communication strategies thought to be used by Jones (1990) (p. 1994). In actuality, a social actor will strive to create a bona fide existence through symbolization techniques, which include embodiment, reductionism, and/or explanation. People who exemplify the use of this impression management strategy try to make it appear like they are willing to suffer for a cause. The experiment of Rosenfeld et al. 1995 (Rosenfeld et al. 1995) suggests that exemplifiers want to influence and control their target through the use of guilt or the attribution of virtue (p. 54). Many actors who perform as enduring characters will also become perceived as "Sanctimonious, and Hypocritical" by those who view the characters (Jones, 1990, p. 195).

3.3 Intimidation

Are you being intimidated by these attacks? Intimidation essentially is an IM technique in which individuals make an idea that if they are attempted to be forced too far, they will make it difficult for them. They can be very stringent on individuals who mess with their problems, and they can also use forceful actions to push colleagues to act appropriately in confidence (Jones, 1990; Jones & Pittman, 1982). Jones (1990) found out that intimidation abilities could be used by the person to appear defiant and obstinate. There is a chance that ease would make people think poorly about the operation. Those involved in the intimidation are likely to be characterized as tenacious and forceful individuals. They are vulnerable to the possibility that their difficult actions will have a kind of repercussion. It is more likely that women who use their intimidation will encounter this kind of response. Employees using intimidation tactics may earn higher performance ratings; these employees may also have less favorable attitudes towards the use of these strategies (Allen & Rush, 1998; Wayne & Ferris, 1990).

3.4 Ingratiation

By trying to adopt behavior and traits that are liked by the rater, the rater, the actor tries to foster positive feelings among the judges. The simple goal of Ingratiation is to please the user. This strategy aims to cover all types of flattery statements or compliments to other people or the involvement of flattery with the credibility and honesty. We are also agreeing to another person's view of issue, not our own. One of the main aspects of ingratiation is that by alerting the other (the "target" individual) to the possibility of tactical actions, the same situational factors increase the desire of the target person to be considered attractive by another. The dependent individual would therefore be highly motivated to be ingratiating, but the fact that his dependency is known stands in the way of how successful his openings will be, no matter how hard he tries (Fandt, & Ferris, 1985).

3.5 Supplication

Supplication is an incredibly strong activity. In cases where supplication is involved, as a law or rule of thumb, the person supplicated has more authority than the person who conducts the supplication. Supplication is the most negative approach to perception management that can be found at work (Bolino & Turnley, 1999). Another is that workers often try to act in a way that reassures them and increases their performance ranking. A third solution is

to mask their actions from their boss (Becker & Martin, 1995). In contrast to coping strategies, the supplication strategies are related to the management characteristics (Chidambaram et al., 2008).

4. Political skill and Impression management

A significant number of experiments have been carried out with respect to the management of human impressions. The strategy of loyalty/ingratiation, for example, is one of the most studied kinds of control strategies in the field of social influence (Ferris et al., 2002). While most job outcomes resulting from ingratiation was generally positive (e.g. success, participation, and group solidarity), a literature review found that there was also a similar proportion of non-significant outcomes (Ferris et al., 2002), demonstrating the need for ingratiation variables to be moderated, as well as other more challenging strategies such as coercion. In order to use strategies against an individual effectively, you need to be able to take the personality of the person as well as different situations into account (Ferris et al., 2002; Higgins et al., 2003).

The primary reason why impression management is important is because the importance of behavioral versatility in the use of impressions is highlighted. Bikson, Lian, Hahn, Stacey, Sciortino, Durand, (2001) looked at different types of leadership and found that school principals' leadership traits differed based on whether they were with a high or low status audience and whether the characters were internal or external or not. Employees are working with a movable objective in most cases, so performers in their bag of tricks should be armed with a range of impression management techniques. It may be dangerous to use a hammer in so many cases. In any case, a person will not always use the same technique, different actors will be used at different times using different techniques for a similar situation (Higgins et al., 2003). Yukl and his colleagues have conducted numerous studies on influence techniques [including force, influence source, and influencer qualities], focusing primarily on the role of power or strength [and whether that transmits strength], the permanence of the relationship [or vice versa] and the presence of mutual knowledge [or whether that inhibits influence] and whether the relationship [or vice versa] is permanent (Falbe & Yukl, 1992; Yukl, 1998; Yukl & Falbe, 1990, 1991; Yukl, Kim, & Falbe, 1996; Yukl & Tracey, 1992).

Therefore, in the real world, political skills might be able to provide better outcomes, but the way in which politically skilled people engage in their setting has not been thoroughly examined. Analytical individuals want to participate in political conduct because they have the power and will to do so (Treadway et al., 2005). But despite these favorable odds, we must not forget the question, 'What impression-management strategies will be preferred by those who are more experienced in politics.' On the basis of the political skills construct (Ferris et al., 2005), but not assertiveness, the skills such as persuasion, coalition building, and inspired engagement were linked to softer tactics (e.g., upward appeals, coalitions). While the efficacy of such impression management behaviors has been demonstrated by existing studies, little is understood about why and how these techniques operate. The theory of conservation of resources and the theory of social power indicate that the influencer's individual characteristics may have a substantial impact on the effectiveness of impression management strategies. Their analysis offers an exemplary starting point for understanding the influence of political skills on the effects of impression management. Because of this reasoning, following hypothesis are formulated:

- H1:** Social astuteness has a significant positive relationship with self-promotion.
- H2:** Interpersonal influence has a significant positive relationship with self-promotion
- H3:** Networking ability has a significant positive relationship with self-promotion,
- H4:** Apparent sincerity has a significant positive relationship with self-promotion
- H5:** Social astuteness has a significant positive relationship with ingratiation.
- H6:** Interpersonal influence has a significant positive relationship with ingratiation
- H7:** Networking ability has a significant positive relationship with ingratiation
- H8:** Apparent sincerity has a significant positive relationship with ingratiation
- H9:** Social astuteness has a significant positive relationship with intimidation.
- H10:** Interpersonal influence has a significant positive relationship with intimidation
- H11:** Networking ability has a significant positive relationship with intimidation
- H12:** Apparent sincerity has a significant positive relationship with intimidation
- H13:** Social astuteness has a significant positive relationship with supplication
- H14:** Interpersonal influence has a significant positive relationship with supplication
- H15:** Networking ability has a significant positive relationship with supplication
- H16:** Apparent sincerity has a significant positive relationship with supplication
- H17:** Social astuteness has a significant positive relationship with exemplification
- H18:** Interpersonal influence has a significant positive relationship with exemplification
- H19:** Networking ability has a significant positive relationship with exemplification
- H20:** Apparent sincerity has a significant positive relationship with exemplification

According to above hypothesis, research model is presented in Figure 1.

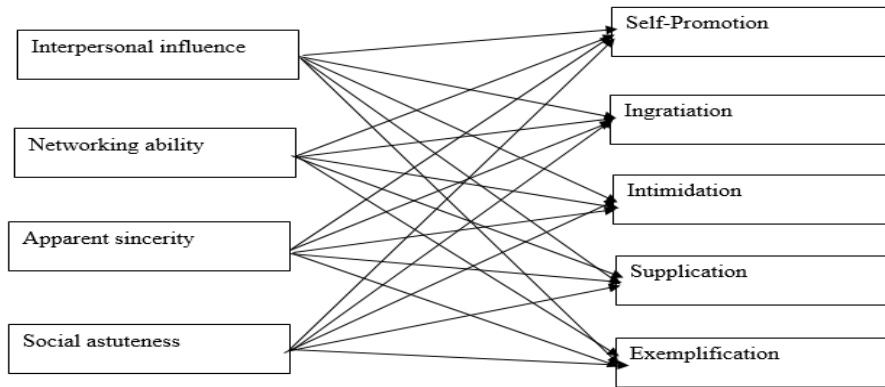


Figure 1: Conceptual Model

5. Methodology and Data collection instruments

The universe of this research comprises employees who work at 10 branches of a national public bank operating in Istanbul. The universe comprises 700 employees who work at those branches. In this research a convenience sampling technique is used. The sample comprises 250 employees. This study contacted with the 10 branch managers of the bank through zoom between November 10 and November 20 and took necessary permissions from the managers to conduct this survey. The sample represents the universe at the 95% confidence level and ± 5 confidence interval. Of participants, 103 (41.2%) are female, 147 (58.8%) are male, 54 (21.6%) have high school degree, 81 (32.4%) have Bachelor’s degree, 52 (20.8%) have Master’s degree, 63 (25.2%) have a Doctoral degree. For the analysis of the data this study used SPSS version 23.

In this research, the data are collected through questionnaire technique. In the questionnaire form, there are four sections. In the first section, instructions regarding how to fill the questionnaire are given, in the second section, items of the political skill scale are listed, in the third section, items of the impression management scale are listed and in the fourth section, questions regarding demographics are listed. To assess participant’s impression management techniques, a scale developed by Bolino & Turnley (1999) is used. A scale developed by Ferris et al. (2005) is used to measure the participants for political skills. The Cronbach Alpha coefficient is determined for each dimension of the scale and for the entire scale, in order to test the reliability of the scale.

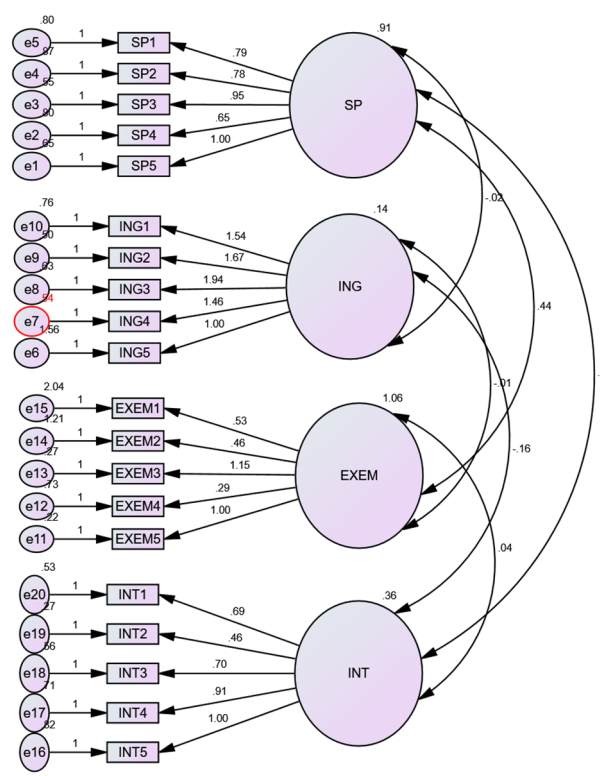


Figure 2: Confirmatory Factor Analysis of Impression Management Scale

The Alpha coefficient for the dimension of self-promotion is 0.91. The Alpha coefficient for the dimension of ingratiation is 0.14. The coefficient of Alpha is 1.06 for the ingratiation factor. The Alpha coefficient for the dimension of intimidation is 0.30. The Alpha coefficient of the entire scale is 0.87. They suggested that there was an acceptable degree of reliability for the scale. A confirmatory factor analysis is conducted to assess the validity of the scale. The findings ($\chi^2=134.51$, d.f. = 245, $\chi^2/d.f. = 1.432$, GFI= 0.96, CFI= 0.86, RMSEA= 0.04, RMR = 0.0.2) suggested that the validity level of the scale is appropriate. In Figure 2, the confirmatory factor analysis is presented.

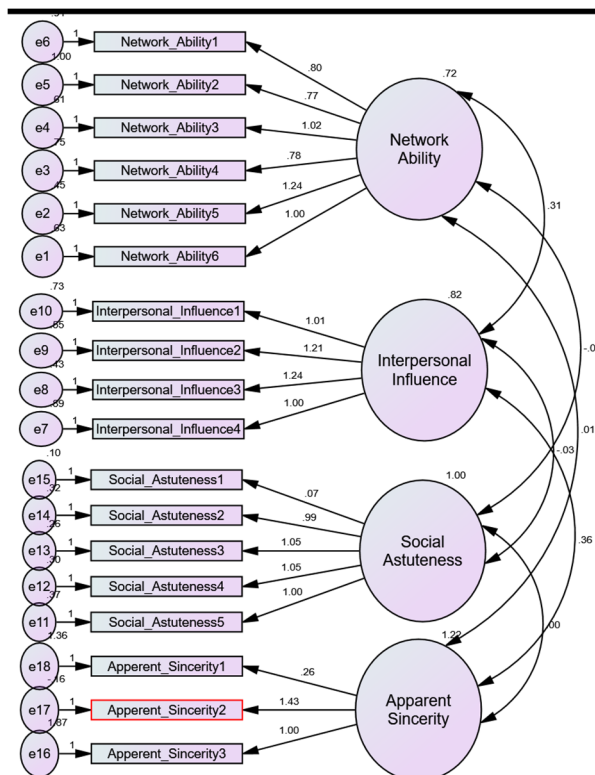


Figure 3: Confirmatory Factor Analysis of Political Skill Scale

The Cronbach Alpha coefficient is determined for each dimension of the scale and for the entire scale, in order to test the reliability of the scale. The alpha coefficient for **networking ability** dimension is 0.72. The Alpha coefficient for the dimension of **interpersonal influence** is 1.00. For the **social astuteness** dimension, the Alpha coefficient is 1.22. The Alpha coefficient of the entire scale is 0.78. They suggested that there was an acceptable degree of reliability for the scale. A confirmatory factor analysis is conducted to assess the validity of the scale. The results ($\chi^2=156.34$, d.f. = 156, $\chi^2/d.f. = 2.581$, GFI= 0.83, CFI= 0.87, RMSEA= 0.04, RMR= 0.03) indicated that the validity level of the scale was acceptable. In Figure 3, the confirmatory factor analysis is presented.

6. Findings

For each dimension, the mean and the standard deviation have been determined and the results are shown in Table 2. The noteworthy finding is the mean score of all dimensions (between Max= 2.86 and Min= 2.45). Similarly, the maximum and minimum scores would be 0.86 with a standard deviation.

Table 1: Means and standard deviations of each dimension

| Dimension | <i>M</i> | <i>SD</i> |
|-------------------------|----------|-----------|
| Networking Ability | 2.55 | .72 |
| Interpersonal Influence | 2.45 | .79 |
| Social Astuteness | 2.86 | .86 |
| Apparent Sincerity | 2.67 | .76 |
| Self-promotion | 2.56 | .65 |
| Ingratiation | 2.56 | .63 |
| Exemplification | 2.76 | .82 |
| Intimidation | 2.55 | .67 |
| Supplication | 2.58 | .77 |

Correlation coefficients

In Table 3, the correlation coefficients of all dimensions are presented. As a productive approach, correlation analysis is used to test the relationship between the two variables, whether it is solid or weak.

Table 2: The correlation coefficients between each dimension

| | | <i>M</i> | <i>SD</i> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---|-------------------------|----------|-----------|-------|-------|-------|-------|-------|-------|-------|-------|---|
| 1 | Network Ability | 2.55 | .72 | 1 | | | | | | | | |
| 2 | Interpersonal Influence | 2.45 | .79 | .60** | 1 | | | | | | | |
| 3 | Social Astuteness | 2.86 | .86 | .70** | .39** | 1 | | | | | | |
| 4 | Apparent Sincerity | 2.67 | .76 | .76** | .46** | .77** | 1 | | | | | |
| 5 | Self-promotion | 2.56 | .65 | .64** | .72** | .63** | .75** | 1 | | | | |
| 6 | Ingratiation | 2.56 | .63 | .70** | .55** | .37** | .45** | .46** | 1 | | | |
| 7 | Exemplification | 2.76 | .82 | .81** | .51** | .85** | .86** | .70** | .50** | 1 | | |
| 8 | Intimidation | 2.55 | .67 | .84** | .64** | .69** | .74** | .71** | .70** | .80** | 1 | |
| 9 | Supplication | 2.58 | .77 | .73** | .51** | .81** | .73** | .80** | .49** | .84** | .81** | 1 |

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

Regression Analysis

For the present study, to test the main hypotheses, multiple linear regression was used. For the analysis, this study has used mean values of the variables. The results of Table 4 illustrate the impact that dimensions of political abilities have on dimensions of impression management.

Table 3: The results of regression analyses

| | Model 1 | Model2 | Model3 | Model 4 | Model5 |
|-------------------------|---|--|---|---|--|
| | Self-promotion R ² = 0.762 F= 196.134* | Ingratiation R ² = 0.549 F= 74.620* | Exemplification R ² = 0.865 F= 393.811** | Intimidation R ² = 0.772 F= 207.049* | Supplication R ² = 0.735 F= 169.953** |
| Network Ability | $\beta = -0.19***$ | $\beta = 0.79***$ | $\beta = 0.23***$ | $\beta = 0.48***$ | $\beta = 0.18***$ |
| Interpersonal Influence | $\beta = 0.52***$ | $\beta = 0.18***$ | $\beta = 0.04$ | $\beta = 0.22***$ | $\beta = 0.14***$ |
| Social Astuteness | $\beta = 0.12**$ | $\beta = -0.17**$ | $\beta = 0.39***$ | $\beta = 0.15***$ | $\beta = 0.55***$ |
| Apparent Sincerity | $\beta = 0.56***$ | $\beta = -0.11$ | $\beta = 0.36***$ | $\beta = 0.15***$ | $\beta = 0.10*$ |

* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

The key findings of the regression analysis in Table 4 show the relationship between the demission of political skills, including network ability, interpersonal influence, social astuteness and apparent sincerity, and dimensions of impression management such as self-promotion, integration, exemplification, Intimidation and supplication.

According to the findings, there was a positive and significant relationship between social astuteness and self-promotion ($\beta = 0.12$, $p < 0.01$). Therefore hypothesis 1 is supported. There was positive and significant relationship between interpersonal influence and self-promotion ($\beta = 0.52$, $p < 0.001$). Therefore, hypothesis 2 is supported. There was a negative and significant relationship between networking ability and self-promotion ($\beta = -0.19$, $p < 0.001$). Therefore hypothesis 3 is rejected. There was a positive and significant relationship between apparent sincerity and self-promotion ($\beta = 0.56$, $p < 0.001$). Therefore hypothesis 4 is supported.

Similarly in model 2, there was a positive and significant relationship between networking ability and ingratiation ($\beta = 0.79$, $p < 0.00$). Therefore hypothesis 5 is supported. There was positive and significant relationship between interpersonal influence and ingratiation ($\beta = 0.18$, $p < 0.001$). Therefore, hypothesis 6 is supported. There was a negative and significant relationship between social astuteness and ingratiation ($\beta = -0.17$, $p < 0.001$). Therefore hypothesis 7 is rejected. There was a negative and insignificant relationship between apparent sincerity and ingratiation ($\beta = -0.11$, $p < 0.15$). Therefore hypothesis 8 is rejected. In model 3, there was a positive and significant relationship between networking ability and exemplification ($\beta = 0.23$, $p < 0.00$). Therefore hypothesis 9 is supported. There was positive and insignificant relationship between interpersonal influence and exemplification ($\beta = 0.04$, $p < 0.12$). Therefore, hypothesis 10 is rejected. There was a positive and significant relationship between social astuteness and exemplification ($\beta = 0.39$, $p < 0.001$). Therefore hypothesis 11 is supported. There was a positive and significant relationship between apparent sincerity and exemplification ($\beta = 0.36$, $p < 0.15$). Therefore hypothesis 12 is supported.

From the findings, we also conclude that there was a positive and significant relationship between networking ability and Intimidation ($\beta = 0.48$, $p < 0.00$). Therefore hypothesis 13 is supported. There was positive and significant relationship between interpersonal influence and Intimidation ($\beta = 0.22$, $p < 0.001$). Therefore, hypothesis 14 is supported. There was a positive and significant relationship between social astuteness and Intimidation ($\beta = 0.15$,

$p < 0.001$). Therefore hypothesis 15 is supported. There was a positive and significant relationship between apparent sincerity and Intimidation ($\beta = 0.15, p < 0.00$). Therefore hypothesis 16 is supported. Additionally, the findings of model 5, there was a positive and significant relationship between networking ability and supplication ($\beta = 0.18, p < 0.00$). Therefore hypothesis 17 is supported. There was positive and significant relationship between interpersonal influence and supplication ($\beta = 0.14, p < 0.001$). Therefore, hypothesis 18 is supported. There was a positive and significant relationship between social astuteness and supplication ($\beta = 0.55, p < 0.001$). Therefore hypothesis 19 is supported. There was a positive and significant relationship between apparent sincerity and supplication ($\beta = 0.10, p < 0.00$). Therefore hypothesis 20 is also supported.

7. Discussion and Conclusion

The current study aimed to investigate how the relationships between the five distinct impression management behaviors of banking employees have been influenced by political skills. Overall, the results of this study reinforced the belief that when individuals engaging in higher levels of impression management were high in political skills, they were more likely to be perceived as better performers. In contrast, people with low political abilities who were more frequently interested in the management of impressions were less favorably seen.

Returning to the theory of social influence (Levy et al., 1998), the possible explanation for these findings is that those who are politically skilled are able to use these techniques effectively, given the particular dynamics of their relationships with the goal (s). In conjunction with unique behaviors of impression management, the politically trained appear able to grasp the purposes of their behaviors and use the awareness to manipulate them. Consequently, as hypothesized, impression management action alone is not sufficient; for impression management to be effective, it must be balanced with a high degree of political skill.

Furthermore, the results of this study are consistent with the previous research efforts of Turnley and Bolino (2001). Turnley and Bolino found in their research that an individual's degree of self-monitoring influenced the relationships between impression management strategies and outcome variables. However, their study concerned undergraduate student participants in semester work groups, while this study studied individuals who work in a corporate setting in continuing (permanent) relationships. The clear findings between this study and Turnley and Bolino's (2001) therefore support the generalizability of the significance of measuring the ability of the influencer to assess whether and why impression management behaviors lead to desirable or unwanted results. Our results demonstrate several practical consequences. People who want to create a favorable image in the eyes of their supervisors will benefit from knowing how best to accomplish this goal from the perspective of employees. We suggest to these individuals that it can lead to either positive or negative impressions using any of the five impression management strategies, depending on an individual's political ability.

Individuals with a high level of political ability, when they frequently use these strategies, have the capacity to create better impressions of supervisors. On the flip side, individuals who engage in high levels of impression management are likely to be seen less favorably when they are low in political capacity and should avoid using impression management strategies (Crant, 1996). Therefore, employees can benefit from political skills training (Ferris, Davidson, & Perrewe, 2005) or similar exercises to increase these skills.

Decision-makers should be cautious in how individuals are evaluated from the organizational point of view, as the accuracy of the assessment can be affected by an individual's ability to manage impressions. More specifically, if supervisor evaluations are used as the basis for key organizational decisions (i.e., pay, promotions, training, more visible roles), there is the potential for individuals to receive desired results because of their use of impression management behaviors in combination with high levels of political skills rather than more job-related criteria. Administrators must therefore be vigilant and assess the degree to which their recruitment, recruitment, and compensation activities reward the management of impression over skills of greater significance.

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