A STUDY ON THE INFLUENCE OF IMPRESSION MANAGEMENT TACTICS ON EMPLOYEE APPRAISAL

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INTRODUCTION

Humans are the social animals. They need relationships, conversations, interaction, etc., in social for their daily life routine. It leads to the goal achievement also gives them a smooth life environment. It can be direct or indirect. (Schlenker, 1980) For the social activity it is necessary to create a public image about them. Impression Management is one of the best ways to fix a perfect image in the society (Taylor, 1997).

Impression management is a common phenomenon in the organizations. Also, the ideas, behaviours and activities of an individual help them to get attraction in the work environment. It is a very important part to make a proper interaction with the colleagues (Singh, Vinnicombe, & Johnson, 2001). Because, spending long time in a day with them. The way we spend with them will help to achieve the individual goal and satisfy the personal needs.

At the time of individual goals are achieved, it means that organizational goal has fulfilled. Also it is necessary to get good ratings on performance in the workplace. The image an individual creates at the time of interaction will be a greater part to achieve it. Through this a person can improve the higher level of his / her personal life (Leary & Kowalski, 1990).

Therefore, our research will examine whether impressionistic portrayal of a person affects the performance evaluation process and if so, I hope that organizations pay attention on this problem in hope that every type employee will be treated fairly in the future by means of receiving fair performance ratings that are, at least, not influenced by his/ her portrayal.

RESEARCH OBJECTIVES

➢ To study the demographic influence on Impression Management.
➢ To identify the influence of Impression Management on Employee Appraisal Process.

REVIEW OF LITERATURE

Jones Gergen & Jones (1963) and Schlenke (1980) shows that many researchers have studied Impression Management behavior and paid little attention to the impression management behavior and worked on their theoretical and empirical study but their study was limited to the field of social psychology and very few researchers have studied its effect in organizational perspective.

Sandy J Wayne and K .Michele Kacmar (1991) suggested the support for the positive influence of subordinate impression management on performance ratings. Results are discussed in terms of their implications for human resource management practice.

Jessica A. Peck and Julia Levashina (2017) suggested that Impression Management is used more frequently in the interview rather than job performance settings. Self-focused tactics are more effective in the interview rather than in job performance settings, and other-focused tactics are more effective in job performance settings rather than in the interview. Impression Management has somewhat stronger impact on interview ratings in lab settings than field settings. Labor market participants use Impression Management more frequently and more effectively than students in interview settings.

Belén, José, Pilar, M Luisa, (2007) indicated that supervisor focused impression management was positively related to the supervisor's liking of the salesperson. The positive influence of supervisor's affect towards salesperson on the supervisor's ratings of sales performance, both directly and indirectly, through the effect on salesperson's perceived interpersonal skills. A salesperson's physical attractiveness demonstrated significant positive effects on performance ratings, through the influence on supervisor's liking and salesperson's interpersonal skills.

Yei-Yi Chen and WenChang Fang (2008) revealed that the job-focused tactics exerted a significant moderating effect on the relationship between perceptions of organizational politics and performance ratings. When perceptions of organizational politics are low, employees who engage in high levels of job-focused impression management tactics are more likely to gain better ratings than those who employ low-level tactics.

RESEARCH METHODOLOGY

Random Sampling Technique was used to collect the questionnaire. 100 questionnaires were randomly distributed and collected from the skilled workers of Automobile manufacturers in Kanchipuram District.

The Questionnaire has two variables. The Dependent Variables were Employee Appraisal Process and Impression Management Tactics and the Independent variables are Demographic profile of the respondents. The questionnaire was prepared by using interval Scale.

The Questionnaire consists of three parts. First part has 8 questions that are demographic profile of the respondents such as age, qualification, gender, experience, etc. The second part contains 25 questions of dependent variables (Self-promotion, Ingratiation, Intimidation, Exemplification and Supplification). The third part contains 60 questions of dependent variables (Setting the performance Standards, Communicating the Performance Standard to Employees, Measuring the Actual Performance, Comparing the Actual with the Standard Performance, Providing Feedback to Employees on their Performance, Initiating Corrective Actions).

ANALYSIS AND FINDINGS

Based on the objective of the research, we did analysis of mean and standard deviation to find the demographic profile of the respondents and also to find the impression management tactics of the employee inside the organization. Correlation analysis we used to find the influence of impression management tactics on employee appraisal. The results are as follows:-

Table – 1

Statistics							
	Age	Gender	Professional	Nature of Job	Marital Status	Monthly Income	Year of Experience at Work
Mean	2.3600	1.4900	1.3900	1.1700	1.9200	5.6300	3.3400
Std. Deviation	.78522	.50242	.91998	.37753	.27266	.94980	.71379

From the above table, the analysis was done based on the demographic profile of the respondents. The following results were found:-

- **Age -** Maximum number of respondents (68%) were belongs to the age group of 31-40 and 14% of the respondents were above 50 years old and 13% of the respondents were at the age group of 41-50.
- **Gender -** Both the male and female respondents were equal (Male - 51% and Female - 49%).
- **Qualification -** Maximum respondents (79%) have professional UG degree and 12% of the respondents have |Professional PG Degree.
- **Nature of Job -** Maximum number of respondents (83%) were permanent staff and 17% of the respondents were temporary staff.
- **Marital Status -** Most of the respondents (92%) were married.
- **Monthly Income -** 82% of the respondents were getting more than Rs.50,000/- as monthly salary and remaining were getting below Rs.50,000.
- **Experience -** Maximum respondents (90%) were more than 6 year of experience in the present job. Some respondents were joined the present job recently.

Table – 2 Impression Management Tactics

Descriptive Statistics			
Variables	Mean	Std. Deviation	N
SELF PROMOTION	2.1100	.70918	100
INGRATIATION	2.3500	.97830	100
EXEMPLIFICATION	2.9800	1.15453	100
INTIMIDATION	2.8000	1.10096	100
SUPPLIFICATION	3.0500	1.29782	100

From the above table shows that most of the respondents were implementing four variables of Impression Management (i.e.:- Self-Promotion, Ingratiation, Exemplification and Intimidation) in the work place and very few respondents were only using supplification concept inside the organisation.

Table – 3 Influence of Impression Management on Employee Appraisal Process

VARIABLES	SETTING	COMMUNICATION	MEASURING	COMPARING	FEED BACK	ACTIONS
SELF PROMOTION	0.062	0.00	0.00	0.00	0.00	0.00
INGRATIATION	0.511	0.00	0.00	0.053	0.00	0.007
EXEMPLIFICATION	0.00	0.00	0.00	0.00	0.00	0.00
INTIMIDATION	0.001	0.001	0.00	0.001	0.003	0.00
SUPPLIFICATION	0.00	0.00	0.00	0.00	0.00	0.00

From the above correlation table shows that Self Promotion and Ingratiation were not influenced in setting the performance standards and also Ingratiation was not influenced in comparing the actual performance standards. All the other variables are very much influenced in the employee appraisal process.

Also the above table proved that even the employee were not implemented the supplification, it is very much influencing all the variables of performance appraisal process. So, if the employee will be using the supplification concept inside the organization he/she will be getting more result from their superior.

CONCLUSION

From the study we come to the conclusion that factors which are taken for study are different and independent in nature.   The Correlation shows that there are no relationship between the Impression management and Performance appraisal factors. This gives the validity of the study to go in deep to understand that the factors are affected by the impression management in an organisation. This gives a new dimension and light in this study.

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