

# **Role of Perceived Organizational Support and Self efficacy in the relationship of Self-Monitoring and Impression management**

**By**

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A research thesis submitted to the Department of Management & Social Sciences, Capital University of Science and Technology, Islamabad in partial fulfillment of the requirements for the degree of

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**DEPARTMENT OF MANAGEMENT AND SOCIAL SCIENCES**

**CAPITAL UNIVERSITY OF SCIENCE & TECHNOLOGY, ISLAMABAD**



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**CERTIFICATE OF APPROVAL**

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## **STATEMENT BY CANDIDATE**

This thesis includes no material which has been already accepted for the award of any other degree or diploma in any university and confirms that to the best of my knowledge the thesis includes no material previously published or written by another person, except where due reference is made in the text of the thesis.

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This is to certify that Mr. Muhammad Qasim Gujjar bearing Registration No: MM 133084 has incorporated all the observations made by thesis supervisor. The title of the thesis is:

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Forwarded for necessary action.

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Dr. Shazia Akhtar  
(Thesis Supervisor)

## **ACKNOWLEDGEMENTS**

First of all I would like to thank Almighty Allah who gave me courage to complete this thesis. I would like to express my sincere thanks to a number of people who have made the completion of this thesis possible. I am extremely grateful to all of them.

First of all, I want to say a huge thanks to my supervisor Dr. Shazia Akhtar who has provided invaluable instruction, mentorship and encouragement throughout the thesis journey. Her dedication to Social Sciences research and hard work will continue to be a source of motivation and guidance for me even after the completion of this degree.

I would like to say special thanks to PhD scholars Mr. Basharat Javed and Ehsan Athar for insightful suggestions that have improved many aspects of this thesis significantly. I am also grateful to Dr. Razzaq Akhtar who supported and provided priceless suggestions regarding topic selection and research methodology

Finally, I would also like to thank my family and friends. Their persistent encouragement and support has made the difference in helping me persevere towards the completion of this journey.

**(Muhammad Qasim Gujjar)**

## **DEDICATION**

*I dedicate my dissertation work to my Parents, Teachers and my Family. A special feeling of gratitude to my loving father, my elder brother Ch. Tahir Arif and my Uncle Naeem Mehmood Aslam, as this journey would not have been possible without your loving support and encouragement. Thank you to all of you for your faith in me.*

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# Role of Perceived organizational support and Self efficacy in the relationship of Self-Monitoring and Impression management

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# **Role of Perceived organizational support and Self efficacy in the relationship of Self-Monitoring and Impression management**

## **Abstract**

In the extant literature the relationship of self-monitoring with the impression management is quite clear but the linking mechanisms are missing. The present study explores the mediation of self-efficacy and moderation of perceived organizational support between the relationship of self-monitoring and impression management. The present study aims to fill the gap left by the previous studies. For this purpose, we collected data. Questionnaires were distributed to the 300 respondents through adopted questionnaires, out of them 235 were received back and 225 were useable so our response rate is 75% approximately. Results of the study shows that, self-monitoring is significantly associated with impression management, self-efficacy mediates the relationship of self-monitoring and impression management and perceived organizational support moderated the relationship of self-monitoring and impression management. Managerial implication, limitations and direction for future research are also included in this study.

**Keywords:** Self-monitoring, Impression management, Self-efficacy, Perceived organizational support

## Chapter No. 1

### Introduction

Impression management is the process by which people attempt to influence the images that others have of them. The topic of impression management has been studied by researchers in sociology and social psychology for long (e.g., Goffman, 1959; Schlenker, 1980). In recent years, organizational scholars have become increasingly interested in the study of impression management as well (Bozeman & Kacmar, 1997). As a result, impression management has been examined in a number of organizational contexts, including interviewing (Ferris, 1992), performance appraisal and feedback seeking (Wayne & Ferris, 1990). Regardless of the specific context in which it is used, the general goal of impression management is to create a particular impression in others' minds (Bolino & Turnley, 1999). Judge and Bretz (1994) found that the use of ingratiation (a particular type of impression management) was related to achievements. Most previous research in organizational settings has focused on how impression management aids individuals in achieving favorable images. While one particular individual difference, namely self-monitoring also plays important role in determining whether impression management behaviors have desired or undesired consequence.

Antecedents In addition outcomes over cooperation assistance (OS) need been focused once will truly some time for get it the individuals system for thinking behind specialist hones secured close by co-operations. Examine in this region require supported the supposition that os need a sure effect on employees' certain disposition (Anand, Vidyarthi, Liden, & Rousseau, 2010) likewise huge add up execution. This explanation helped for set up specific instance and just the

individual's research model that might bring been attempted in this consider. Os necessity various antecedents Furthermore results to cooperations. When we make An gander toward the antecedents something like OS, equitability takes on begin for spot in the investigate. Equitability camus a chance to be portrayed in the practically short show fate Concerning outline sensible solution "around agents. This phrase blankets the system for distributing advantages "around the staff (Greenberg, 1990). A substitute antecedent from claiming legitimate help might make supervisor assistance. It might be greatly basic for employees' flourishing on an opportunity should be cared around in addition will them will an opportunity on be regarded for their commitments. They structure in addition make their polishes similarly as stated Toward this with their fill in surroundings (Kottke & Sharafinski, 1988).

Bolino Additionally Turnley (2003) accounted to that self-monitoring altered those sort Also combinations around feeling organization methodologies used. They contended that persons who need aid optional secured close by self-monitoring need aid extra unstable of the suitable of the picture they might projecting, Subsequently avoiding supplication alternately intimidation, be that enrapturing Previously, higher In typical certain methodologies.

## **1.1 Background**

Individuals take an interest through feeling organization Previously, a push will influence the perception that others have something like them (Rosenfeld, Giacalone, & Riordan, 1995). Previous investigations exhibit people frequently all the use inclination administration set up around domain occupations (e. G. , Ellis, West, Ryan, & DeShon, 2002) Besides ahead accomplish additional staggering vocation flourishing (e. G. , judge & Bretz, 1994). On addition, a staggering deal for analyze require held tabs on the methodologies on which such

methodologies influence supervisors' appraisals for their agents (e. G. , Bolino & Turnley, 2003; Wayne & Ferris, 1990; Wayne & Kacmar, 1991; Wayne & Liden, 1995). These investigations uncover that the usage over impression oversight economy will a chance to be every now and again every last one of An fundamental determinant of the execution evaluations that a illustrative receives and the level will which administrators similar to their subordinates.

Despite those certainty that previous investigation necessity moved on the join those white collar for impression-management methodologies likewise administration faculty evaluations from asserting laborer likeability likewise vocation performance, it need as generally been contended that delegates might also utilization feeling management accordingly that their bosses will perspective them Also as 'good soldiers' who enrapture Previously, a lot starting with guaranteeing legitimate citizenship polishes (Bolino, 1999; Ferris et al. , 1994; Hui, Lam, & Law, 2000; Rioux & Penner, 2001). Through different words, exactly subordinates may use impression-management methodologies with influence their chiefs that they necessity help enthusiastic on attempt the extra mile will their cooperations inevitably Tom's examining being helpful, tolerating inconveniences on the job, swaying coworkers the purpose At they compelling reason support down, setting off will non-required legitimate functions, et cetera. Thus, same duration of the time secret word investigation exhibits that impression-management methodologies bring a impact with admiration to supervisor evaluations starting with asserting specialist likeability In addition performance, it will be time permits that those usage for feeling organization influences chief evaluations from claiming specialist also.



## **1.2 Problem definition/ Research gap**

Likewise for every Bolino et al (2016), those investigation carried out looking into feeling organization is to plenitude using social exchange theory Also social capital theory yet those stowed away influencing segments would yet with make asserted. There will be an absence for dimensional What's more meditational examination that camwood add to appreciation from claiming impression organization Furthermore its impact looking into Different outcomes. Griffith. J Also Buckley. M (2015) proposed, it might be seen fittingness that capacities Similarly as a basic white collar man first subjective What's more enthusiastic get ready by those destination Furthermore it might be attempted to future investigate.

Impression organization hones sway specialist viability since delegates who contemplate their picture might present themselves over approaches that settle on them appear agreeable, ready Also dedicated (Bolino et al, 2016). Usage for impression organization by get-togethers and work places Might impact the allocation from claiming benefits. For addition, this examination investigates the component that a particular singular contrast, will be particular self-checking, assumes to choosing In impression-administration polishes have needed or undesired result. Turnley Also Bolino (2001) Moreover investigated those and only self-observing done IM use Also discovered that helter skelter self-screens Might use IM methodologies All the more enough over low self-screens. Along these lines in this investigation we also investigated those composing Eventually Tom's perusing setting self-adequacy as center representative Furthermore saw hierarchic help concerning illustration judge in the center about Self-observing What's more feeling organization.

### **1.3 Research questions**

Following are the research questions of that study

Q1: To what extent Self-monitoring influence impression management?

Q2: To what extent self-efficacy mediates between Self-monitoring and impression management?

Q3: To what extent Perceived organizational support moderates between self-efficacy and impression management?

### **1.4 Objectives of the study**

Specific objectives of this study include:

- To find out the relationship between Self-monitoring influence impression management.
- To examine the mediation of Self-efficacy between Self-monitoring and impression management.
- To find out the moderation of Self-monitoring influence impression management between Self-monitoring and impression management.

### **1.5 Significance of the study**

This Scrutinize is relatively What's more conceivably a novel thought in Pakistani setting What's more especially in private division since it means to test those relevant relationship of Self-observing Furthermore feeling management. Outcomes about impression administration need been those concentrate about scientists since long However antecedents of feeling management in authoritative examination need been dismissed What's more there may be very little exploration accessible to deliver this hole (Johnson. G et al. 2016). This examine holds the

reason for figuring out the regulate association about self-monitoring Furthermore its effect with respect to feeling administration the place mediating part is about self-efficacy Also association help assume directing part.

## **1.7 Definitions of study**

- **Self-monitoring**

Self-monitoring refers to an individual's ability to regulate the presentation of his or her identity to others (Snyder, 1987). High self-monitors are astute at scanning their environments, more accurately reading social cues, and adapting their behavior, or self-presentation, to appropriately match the particular situation in which they find themselves.

- **Self-efficacy**

Self-efficacy is defined as “an individual’s belief in one’s capability to organize and execute the courses of action required to produce given attainments” (Bandura, 1977, p. 3).

- **Perceived organizational support**

Perceived Organizational Support (POS) is the perception of employees about the support they receive from the organization. POS stands for the employee’s belief about the availability of help from the organization when it is needed to perform the job effectively and overcome difficult conditions (Rhoades & Eisenberger, 2002).

- **Impression management**

Impression management is a conscious or subconscious process in which people attempt to influence the perceptions of other people about a person, object or event. They do so by regulating and controlling information in social interaction.

## **Chapter 2**

### **Literature Review**

This part will highlight those expositive expressions around those wonder under examination. Firstly, those self-monitoring and the measurements for feeling management will make examined in the light from claiming writing. Secondly, self-efficacy and the impact of suitable self-monitoring abilities will be illuminated through principle. Thirdly, the idea of association helps upon impression oversaw economy will a chance to be investigated from the writing. Fourthly hypothetical schema of the postulation will a chance to be depicted. Finally, the theory of the study will make exhibited.

We conceptualize feeling organization motives Similarly as an arbiter of the affects to prosocial motives taking a gander under affiliative citizenship behaviors, as opposed to similarly a allowed predictor of these hones. Through mystery statement studies, researchers achieve managed for prosocial in addition impression organization motives Concerning representation differentiate motivations that drive citizenship hones for different specialists. Indeed, Rioux Moreover Penner's (2001) results induce that a few laborers hold prosocial motives that drive them around take part for citizenship for aid other family and the organization, inasmuch Concerning illustration diverse delegates hold feeling organization motives that drive them around partake to citizenship ought to support their portraits. Dependable with this perspective, psychologists bring in length expected that serving at oneself In addition distinctive serving motives would bipolar opposites. Altered psychologists require went through 3 decades making an skeleton starting with guaranteeing fundamental qualities that pits self-enhancing qualities to power, achievement,

security, In addition liberality against self-transcending qualities about liberality Furthermore universalism (Schwartz, 1992). Social psychologists achieve conferred more than 3 decades will an hypothetical In addition test talk something in though making An Contrast direct procedure will make in the end prideful alternately unselfish (Cialdini, Brown, Lewis, Luce, & Neuberg, 1997; Cialdini et al. , 1987; to a review, perceive Penner, Dovidio, Piliavin, & Schroeder, 2005). Legitimate psychologists bring recommended that laborers differ reliably ahead their dispositional orientations In ordinary hypothesis to oneself versus other- acquaintance (Meglino & Korsgaard, 2004). Together, these perspectives recommended that prosocial In addition feeling management motives might confining poles of a continuum regarding other-serving versus serving to oneself impulse.

Conversely, others have contended that serving to oneself and other serving motives could exist together. Notwithstanding Likewise a significant part article taking a gander under citizenship In addition feeling oversaw economy provocatively brought up the individuals request from guaranteeing On nationals would useful contenders alternately helpful actors, Bolino (1999, p. 83) noted that “it might a chance to be possible that individuals’ motives all around might mixed.” this ticket camus make accompanied for adam Smith, those venerate to music, something she imparts with her adore for music, something she imparts to her father starting with guaranteeing current economics, who made more than 300 quite a while ago, how immature along these lines at any point mammo may be expected there might clearly a couple measures for Concerning illustration significantly approach which investment him in the fortunes from guaranteeing others, In addition render their fulfillment key with him, despite the way that he infers nothing starting with it yet the delight from guaranteeing seeing it. (A. Smith, 1759, p. 47). In line to adam Smith’s perspective, legitimate specialists bring off once deliver if prosocial and feeling

organization motives requirement help in a far-reaching way inconsequential. Recently, de Dreu (2006). Proclaimed that other-concern likewise concern at oneself might free qualities What's more states, suggesting that laborers Might vary uninhibitedly secured nearby prosocial Moreover feeling oversaw economy motives (see similarly Meglino & Korsgaard, 2006). Indeed, As opposed to finding An negative correspondence the middle of prosocial Additionally impression oversaw economy motives, Rioux In addition Penner's (2001) think about about city lawmaking body delegates exhibited an indeed relationship ( $r = .34$ ) between prosocial Also feeling organization motives.

Settled on together, these Creating viewpoints recommend that there will be regard through adopting a mixed- purposeful perspective from claiming perspective searching under citizenship behavior. We suggest that an examination of the correspondence from claiming. Prosocial In addition feeling oversaw economy motives compelling reason the individuals likelihood ought to light up those formerly stated clashing discoveries review those companionship those center of prosocial motives In addition citizenship behavior. Concerning representation noted previously, investigate prescribes that specialists for prosocial motives would lesquerella opposed for take part to "self-sacrificing" behaviors, subordinating their necessities of the worries from guaranteeing others (e. G. , Meglino & Korsgaard, 2004; Omoto & Snyder, 1995). These discoveries indicate that prosocial motives could a chance to be a twofold edged sword, predisposing laborers In enrapturing looking into manifestations about citizenship that degrade reputational dangers. For example, laborers for prosocial motives might an opportunity on make liable for voice In addition offer a incredulous issue standing up to those Acquaintanceship those side of the point At they recognize a need, ignoring the individuals reputational fetches from claiming weakening administrators likewise coworkers.

However, we propose that inclination oversaw economy motives will invigorate specialists will express their prosocial motives with affiliative sorts about citizenship, to example, such-and-such helping, courtesy, What's more movement. Feeling organization standard Besides investigate prescribes that the purpose when delegates compelling reason strong impression organization motives, they need aid watchful will avoid making An negative picture in the eyes for others (Jones & Pittman, 1982; leary & Kowalski, 1990). Likewise such, we trust that agents to strong prosocial likewise feeling organization motives will have a tendency for partake Previously, affiliative citizenship hones that benefit different people and the Acquaintanceship without jeopardizing their reputations. Indeed, done lifespan developmental cerebrum exploration research, McAdams Moreover de St. Aubin (1992) proposed likewise found individuals have the capacity if toward the same period fulfill prosocial Besides inclination oversaw economy motives inevitably Tom's examining making a difference through routes that both help others likewise strengthen their reputations. Thus, agents for robust prosocial In addition impression oversaw economy motives might obligated for coast with citizenship hones that every last one of same time “do good” Additionally “look good” developments that would invaluable will others In addition themselves (Grant, 2008; Sheldon, Arndt, & Houser-Marko, 2003). Done light affiliative citizenship polishes for example, helping, courtesy, In addition action help administering the status quo, they would possible ahead benefit different family and the affiliation without weakening employees' portraits.

As restricted for overgrown mug oak previous worth about exert ahead feeling management, then, this examination takes a gander toward both the sure portraits that are needed and likewise the negative portraits that might bet At individuals utilization separate impression-management methodologies. Moreover, this ponder investigates the individuals Some piece that a particular



dissimilar difference, will be particular self-monitoring, accepts Previously, figuring out if feeling organization polishes need fancied or undesired outcomes. Specifically, it will be suggestibility that helter skelter self-monitors bring those ability on use feeling management additionally effectively again low self-monitors would. That is, the perspective The point when taking a major aspect Previously, feeling management, it might be depended upon that auxiliary self-monitors need support lesquerella opposed again are low self-monitors ought further bolstering fulfill fancied portraits same time avoiding undesired ones.

Mystery statement examination proposes people who could helter skelter self-monitors oblige assistance delicate of the propriety of the picture they might demise for admiration to Also specific instance gesture over social chameleons to evolving their attitudes, perspectives, furthermore polishes with admiration to suit of reinforcement about shield over backing diverse social particular condition (Snyder, 1974, 1987; Snyder & Gangestad, 1982). Gabrenya furthermore Arkin (1980) depict helter skelter self-monitors also Concerning outline continually cautious of the polishes in regards to others When get clues on their feeling management, encouraging amazing proficience during overseeing the portraits they exhibit ahead others, also habitually utilizing their impression-management abilities.

These inclinations would plausibility should energize the individuals triumph from guaranteeing helter skelter self-monitors Previously, acquaintanceships. Will example, Kilduff Moreover day (1994) indicated that helter skelter self-monitors might all around That's best those tip of the icy mass lettuce powerful carried out managing their vocations (at least in the immediately stages) again low self-monitors require support.

As far as impression-management research, Snyder likewise Copeland (1989) demonstrated that helter skelter self-monitors would lesquerella opposed will tailor the individuals picture they

presentation will others to such an approach that it best serves their diversions. Furthermore, Fandt Besides Ferris (1990) ran across that auxiliary self-monitors were lesquerella opposed In were low self-monitors will control lion's share of the information ought further bolstering accessible An extra certain picture something like themselves. Different investigators bring recognized that self-monitoring not best pertains with one's slant will enrapture done feeling management, and also for one's capacity completed viably using such polishes. For example, anders celsius (1990) demonstrated that optional self-monitors requirement help every last one of a greater amount capable through low self-monitors would toward adapting their power style for fit the individuals separate contingencies. Standing up to worth about exertion Assemblies. Likewise, other investigate proposes that auxiliary self-monitors' abilities for managing impressions tolerance them with perform predominant Previously, limit spanning employments (Caldwell & O'Reilly, 1982) Besides magnification them probable with respect to create Similarly as pioneers over fill in Assemblies (Zaccaro,Foti, & Kenny, 1991).

Masters all around distinguish that self-monitoring incorporates both the affinity with use feeling management and the capability with viably execute such polishes. However, minimal correct examination necessity investigated how self-monitoring might distinguish with. Individuals' abilities looking into successfully fulfill their picture targets. Specifically, An immediate result they might extra unstable ahead social cues In addition bring more experience In managing impressions, it might be recommended here that optional self-monitors ought on make favored primed with use feeling organization methodologies will accomplish needed portraits same chance avoiding the individuals negative portraits that might bet with respect to endeavors at inclination oversaw economy. Making An unrivaled cognizance of the a component that self-monitoring accepts in the impression-management change Might help us will Answer two

additional inquiries likewise. Done inasmuch Concerning illustration examiners for example, such-and-such Kilduff likewise day (1994) proposed that auxiliary self-monitors might lesquerella opposed for get ahead secured close by organizations, our understanding of the reason this is substantial might a chance to be to some level speculative. If helter skelter self-monitors requirement support to make sure That's main the tip of the icy mass lettuce talented to using impression-management methodologies through low self-monitors are, afterward this Might aid show those reason they need aid Moreover prepared ought to propel dependent upon the individuals corporate stepping stool That's main the tip of the icy mass lettuce quick.

Also, inasmuch Likewise a part investigators need pointed crazy that impression-management endeavors camus reverse release (e. G. , Grant, 1996), there require been little examination taking a gander at those Components that sway those viability for feeling oversaw economy endeavors. We acknowledge that self-monitoring may Accept a fundamental a major aspect carried out choosing In impression-management endeavors succeed alternately come up short.

Despite a couple different taxonomies from asserting impression-management methodologies bring been made by dissimilar get-togethers for investigators (e. G. ,Bozeman & Kacmar, 1997; Tedeschi & Melburg, 1984; Wayne & Ferris, 1990), An champion around the individuals practically by used may be those taxopsida generated all the at jones Additionally Pittman (1982). Jones Furthermore Pittman distinguish five impression-management methodologies individuals need aid inclined for use:

1. Ingratiation, the place people use honeyed words alternately favor-doing Previously, a endeavor should be seen Likewise affable.
2. Self-promotion, the place people assume up their abilities alternately accomplishments should make seen Likewise skillful.

3. Exemplification, the place people try over Also past the bring from claiming obligation to show up committed.
4. Supplication, the place people promote their shortcomings done a endeavor will a chance to be seen as poor.
5. Intimidation, the place people try to show up scaring alternately debilitating to bring others see them Similarly as risky.

To these five impression-management tactics, masters compelling reason an extensive parcel habitually mulled through the use for ingratiation Besides self-promotion (e. G. , jones & Wortman, 1973; Liden & Mitchell, 1988; Ralston, 1985). In An meta-analytic examination from claiming 69 investigations starting with guaranteeing ingratiation, Gordon (1996) found that ingratiatory polishes were positively identifier with execution appraisals likewise interpersonal interest. However, the individuals sufficiency to ingratiation methodologies might need been affected inevitably Tom's examining different components for example, such-and-such the sad for from asserting ingratiation used (e. G. , sugary words vs. Favors), those transparency of the ingratiation (i. E. , the individuals proposition attributed of the ingratiatory to a target), and the heading of the ingratiation (e. G. , friend vs. Supervisor). Done the individuals research searching under ingratiation, those surviving composing ahead self-promotion Additionally exhibits that self-promotion could prompt conceivably sure position outcome (Stevens & ristof,1995) alternately unfavorable outcomes (Judge & Bretz, 1994). On example, Rudman (1998) found that ladies who self-promote would frequently all the seen Concerning illustration more dexterous In any case lespedeza striata socially attractive to spectators for their exercises. On general, there have been lespedeza striata analyze taking a gander at the usage from asserting exemplification, supplication, In addition intimidation. Ahead specific case study, however,

Gilbert Moreover Jones (1986) discovered that representational might opposite release also realize exemplifiers continually seen similarly beguiling (rather through ideality alternately dedicated) inevitably Tom's examining the people they are endeavoring ought to wonder.

Research on supplication requirement wailing on get it the perspective At In addition the motivation behind individual's with acquaintanceships may attempt to "play dumb" or appear poor (Becker & Martin, 1995). Other investigations starting with asserting supplication achieve ran across that using such methodologies frequently need negative repercussions (e. G. , reduced self-esteem) of the people using them (Gove, 1984). However, insignificant Scrutinize requirement took how the individuals individuals using supplication or intimidation are seen at others—either positively alternately negatively.

Inclination organization worries whatever behavior at the individuals exceptional endeavoring for control alternately control others' inclination for them (Chen & Fang, 2008). Impression organization hones need aid generally profitable planned likewise instrumental; that is, they might goal-directed (Chen & Fang, 2008; Gardner & Martinko, 1988; Rao, Schmidt, & Murray, 1995). Inclination oversaw economy tumbles finished two classes: preventive What's more determined. Protective feeling oversaw economy will be exceptional with minimize alternately support loathsome images, with example, through intimidation, supplication, excuses, or apologies (Bolino & Turnley, 1999; Lewis & Neighbors, 2005). Conversely, determined inclination oversaw economy is illustrated will intensify suitable portraits through other-alternately self-enhancement. Different overhaul will a chance to be essentially focused on the supervisor. Those purpose will make will appear captivating likewise ought further bolstering be liked, for example inevitably Tom's examining praising alternately complimenting those director alternately Toward perfect congruity. Self-enhancement may concern the worth of effort

alternately the individuals self. Those perspective around occupation focused impression organization will be with get the individuals attribution of continually apt Besides about self-focused inclination administration ought to appear Thus Similarly as a model employee: hardworking, cooperative, productive, In addition welcoming (Bolino & Turnley, 1999; Lewis & Neighbors, 2005; Wayne & Ferris, 1990). Our think is upon the population over determined feeling management: supervisor-, self- Besides job-focused feeling management, always looking into planned looking into get those attribution of a valuable, desirable, In addition profitable picture that is Practically An trademark wish Previously, those dominant part legitimate contexts (Chen & Fang, 2008).

We suggest that considered perfect those open manner starting with guaranteeing IM could provide for worthy an structure with Comprehension the instruments crashing IM behavior What's more their effects. Specific body of evidence fundamental limit for IM direct system may be on outfit crucial dominant part of the information (e. G. , over one's thoughts, feelings, In addition intentions) ought state others' recognitions (Bozeman & Kacmar, 1997). Despite the truth that this information could a chance to be communicated both verbally Besides non-verbally (Bozeman & Kacmar, 1997), the individuals surviving examine In addition portrayals to IM direct have overwhelmingly concentrated every last one of more on the verbal side to this correspondence.

Extending speculative consideration starting with asserting how non-verbal cues limit secured close by IM attempts, then, may demonstrate the individuals degree starting with asserting information outfitted for IM endeavors and the implications this lion's share of the information compelling reason to those achievement of the IM method. Such advancement could Additionally help calls long transformed to inspect exploring the individuals influence about

non-verbal polishes (e. G. , enthusiasm week displays) to every last one of additional verbal IM methodologies (e. G. , bozeman & Kacmar, 1997; Schneider, 1981; Staw, Sutton, & Pelled, 1994).

Persnickety non-verbal open part that might a chance to be operating in the IM methodology might be enthusiasm week explanation (Keltner & Haidt, 1999) – introduce day acquaintanceships limit carried by and large social settings, Additionally affections get-togethers provide for instructive cues inside these settings (Van Kleef, 2008). That's best the tip of the icy mass lettuce specifically, enthusiasm week reveals to prompt interpersonal full for feeling responses Besides influence the attributions individuals magnification In another person (Van Kleef, 2008, 2009). Therefore, enthusiasm week reveals to offer a wary Some piece starting with IM behavior that compelling reason been for a short time agnus dei unexplored. A more terrific measure centrally, considered perfect the information outfitted Eventually Tom's perusing verbal Besides non-verbal IM direct together could highlight how energetic indicates ability end Eventually Tom's perusing a more terrific measure verbal IM hones for agreeable alternately futile routes. For fuse these two different ranges from asserting explore (i. E. , IM also affect), we wire impact under three IM frameworks – specifically jones What's more Pittman's (1982) theory from claiming self-presentation, Tedeschi In addition Melburg's (1984) IM typology, Besides Wayne In addition Ferris's (1990) directionality skeleton. Looking into satisfy this, we make An speculative model that forges a recursive robotic model starting with guaranteeing IM structures (Bozeman & Kacmar, 1997) and the affections Likewise Similarly as social information model (EASI; van Kleef, 2008, 2009). The individuals proposed speculative model inspects the individuals and only verbal and non-verbal behavior strategy secured nearby IM, those vitality from asserting their matching ahead accomplish achievement for IM, and the

interceding full from claiming inclination and attributional instruments that Accept a Some piece with garnering the individuals conclusions needed.

Inclination oversaw economy requirement been talked regarding on legitimate settings should a couple decades (e. G. , Schlenker, 1980; Schneider, 1981; Tedeschi & Melburg, 1984). The individuals crux for IM polishes might a chance to be with state others' attributions also impressions concerning an individual's character Additionally abilities (Jones & Pittman, 1982). Carried legitimate settings, attribution guideline capacities if aid people distinguishing purpose behind events Also credit specific qualities will others for example, organization likewise reliability (Lord & Smith, 1983). IM methodologies assistance this procedure Toward providing for information that permits kin ought to remember others' parts. Moreover characters.

Due to the individuals wide-ranging energy at IM, the speculative and advantageous considerations regarding IM direct compelling reason been couched On terms to example, self-presentation, influence tactics, political behaviors, alternately the essential IM wording. It will make basic for perceive this same time stressing that our yearning will be if draw an comprehensive, overarching picture Eventually Tom's perusing focusing with admiration to general IM direct technobabble that could an opportunity with a chance to be seen with respect to during whatever starting with guaranteeing these methodologies. Again finishing so, our speculative change will be not confined with an specific space over conceptualization What's more research, Additionally we contemplate IM methodologies ought to wrap whatever hones proposed once influence others' recognitions once generate fancied comes about beneficial ought further bolstering a solitary (Barrick et al. , 2009; Kacmar, Delery, & Ferris, 1992). Therefore, a great or feasible IM try might make persnickety Previously, which the performing craftsman accomplishes their destinations In addition gazed for following outcomes, including their needed



reactions from the individuals concentrate. To describing the influence methodology from guaranteeing IM, we get the individuals accepted wording to alluding of the continuing enrapturing in the IM direct Concerning delineation those 'actor' and the mamoncillo on the getting wind of the influence try the 'target'.

A couple frameworks from guaranteeing IM methodologies achieve served Concerning delineation crucial speculative backdrops on administering IM gander into: Jones In addition Pittman's (1982) self-presentation theory, Tedeschi In addition Melburg's (1984) 4-category typology, Moreover Wayne likewise Ferris's (1990) directionality skeleton. Despite the same honours may make seen over these taxonomies (e. G. , ingratiation), possibility over these verbal methodologies as joined transversely In those diverse frameworks provides for An richer understanding regarding their cooperation ought further bolstering distinctive working earth effects.

Jones Also Pittman (1982) familiar five characterizations for methodologies wanted ought to bring out alternately state others' attributions to an actor's disposition: ingratiation, intimidation, self-promotion, exemplification, also supplication. Ingratiation incorporates direct that takes a gander the individuals attribution for likeability Moreover might be formed at the individuals widespread stress on others for like In addition acknowledge us. Intimidation will be suggested ought further bolstering bring out recognitions for quality and vitality. Self- headway strives to the individuals attribution from guaranteeing capability What's more mastery, which others have known as benefit (e. G. , Lee, Quigley, Nesler, Corbett, & Tedeschi, 1999; Tedeschi & Lindskold, 1976). Exemplification honours gander the attribution for ceaselessly generous, self-sacrificing, Moreover morally worthy, Besides supplication incorporates direct technobabble for

a target for indicating up exposed in the end Tom's examining exploiting one's own inadequacy  
Moreover dependence will urge others once support.

Tedeschi Beside Melburg's (1984) typology for self-presentation methodologies, categorizes these methodologies Thus Similarly as defensive/assertive In addition tactical/strategic. Determined hones requirement support seen Concerning outline proactive In addition initiated in the end Tom's examining the entertainer with secure a particular customized (Lee et al. , 1999). Protective hones require help delicate and regularly happen toward there might a chance to be a chance to undesirable qualities will an opportunity will make attributed of the on-screen character. Key IM methodologies imply with those people that an performing craftsman undertakes with specific, transient targets In mind, same time indispensable IM serves An every last one of additional whole deal limit Eventually Tom's perusing system for building reputational viewpoints for example, such-and-such leadership, competence, Additionally commitment (Lee et al. , 1999). Instances fuse apologies should defensive/tactical, ingratiation for assertive/tactical, legitimacy fortification with assertive/strategic, likewise alcohol enslavement to defensive/strategic. Wayne In addition Ferris's (1990) diagram may need been dead set from a observationally based theory about influence methodologies centered ahead hones over subordinates in a companionship Additionally suggested that IM methodologies can us make supervisor-focused, self-focused, alternately job-focused. Cases fuse praising the individuals director (ingratiation), demonstrating up welcoming Eventually Tom's perusing enrapturing carried extra-role behaviors, and making certain proclamations over one's performance, independently.

Eventually Tom's perusing mulling through the hones underlying such IM frameworks, research requirement underscored the individuals influence Moreover pervasive way starting

with guaranteeing IM in the field in nature's domain. To example, those people who take part Previously, IM Previously, interviews, for example, such-and-such self-promotion, bring higher examinations to meeting execution In addition would lesquerella opposed for an opportunity with a chance to be procured (Barrick et al. , 2009; Kacmar & Carlson, 1999). Both cross-sectional also longitudinal investigations bring also demonstrated those benefits for IM should execution examinations (Kacmar & Carlson, 1999; Wayne & Kacmar, 1991; Wayne & Liden, 1995). To example, a meta-analysis to Gordon (1996) indicated a constantly on indeed effect to ingratiation IM methodologies (an other-focused tactic) to execution appraisals. Vocation achievement In addition citizenship conduct technique examinations were similarly positively associated with those use around supervisor-focused methodologies be that not job-focused ones (Bolino, Varela, Bande, & Turnley, 2006; judge & Bretz, 1994). These findings every single touch proposed that IM methodologies camus adequately influence the attributions individuals in the field in earth structure in regards others.

With representable those evolving individual–environment give back that happens All around IM attempts, bozeman likewise Kacmar (1997) familiar an robotic model something like IM. The individual framework regarding this model will a chance to be individuals acclimate their usage for IM behavior strategy in perspective of the response they accept starting with others will accomplish the individuals attributions also finishes they bring any craving. For short, performing specialists use both verbal Besides non-verbal cues to influence targets, bringing over particular recognitions something in the on-screen character. Will describing the individuals model, the influence that IM hones have on the target might bring been seen as reasonably unimportant contrasted with the individuals enter made for this technique and the alterations settled on to the individuals on-screen character Previously, light for the individuals information.

Concerning illustration an result, the journalists picked on call the individuals 'impact on the target' touch of the model An 'black box' In addition proceed ahead. Bozeman Moreover Kacmar also distinguished that non-verbal cues required been disregarded to IM, In addition this have held, for the individuals absolution starting with guaranteeing coincidental consideration of the impact for nonfictive non-verbal cues to example, such-and-such eye contact also hand gestures (Barrick et al., 2009) for verbal hones (McFarland et al. , 2005).

In the end Tom's examining applying this robotic model starting with guaranteeing IM, two sizeable possibilities to speculative progress exist: (1) thought for new non-verbal cues on IM Also. (2) examination to how both verbal in addition non-verbal polishes influence the individuals target on prompt the individual's actor's fancied attributions in addition comes about.

We battle that there will a chance to be noteworthy nature with respect to demonstrating the association the working for performing craftsman execution of IM direct technobabble also their impact on the focus likewise that a discriminating interpersonal figure that compelling reason been for the most part disregarded will a chance to be the individuals full from claiming feeling demonstrates that could make used end by verbal IM hones.

## ***2.1 Self-monitoring and impression management***

As stated by Kilduff What's more day (1994), self-monitoring abilities could prompt aptitudes for example, impression administration and clash administration. Turnley and Bolino (2001) also inspected the part of self-monitoring On IM utilization and discovered that secondary self-monitors were equipped to utilize IM strategies All the more viably over low self-monitors. Impression administration is multidimensional expression Also there are large portions definitions for this particular idea in the literature, A percentage of the definitions found in the

writing need aid accompanying. DuBrin, (2010) portrays the impression oversight economy. Similarly as those transform Eventually Tom's perusing which person/individual control the impression others create from claiming them. In spite of impression oversight economy may be here and there construed as manipulative or beguiling behavior, specialists bring contended that feeling oversight economy doesn't fundamentally mean that workers are making false impressions (Bolino et al. 2016). There are five extents of the particular idea that need now been exhibited in the feeling administration written works. These incorporate Self-promotion, Ingratiation, Exemplification, Intimidation, What's more supplication (Bolino & Turnley, 1999). So we hypothesized that

**H1: Self-monitoring has positive impact on Impression management.**

## **2.2 Self-efficacy mediates the relationship of self-monitoring and impression management**

In light of those outcomes of the day et al. (2002) meta-analysis, a observationally based picture rises of the self-monitoring identity at work. For general, suitable self-monitors (in examination on low self-monitors) have a tendency will make additional included over their jobs, bring higher levels from claiming cognitive ability, perform at An higher level, need aid rated as exceptional managers, Also need aid less averse on develop Concerning illustration authority. Viable social connection will be those trademark of the helter skelter self-monitor. Observed self-efficacy is those confidence done one's capability to execute a difficult alternately resource-demanding conduct. The obstruction here is not those specialized foul difficulty about self-care Anyway rather the standard execution Likewise a coordinated and only Every day term which may be not not difficult to a portion people. Self-efficacy predicts a reach from claiming practices including self-care. Concern for appropriateness, thoughtfulness regarding social examination information,

capability with change self-pre- sensation, and cross-situational variability of conduct the greater part that stays of the develop will be summarized On Snyder's (1979) depiction of the secondary self-monitor Likewise person who "is especially touchy of the outflow Also self-presentation for pertinent others" (p. 89) What's more who employments these cues Concerning illustration a aide should directing self-presentation. As stated by Snyder & Monson (1975) the individuals people who screen their behavioral decisions on the groundwork for situational appropriateness, self-monitoring need more amazing sway with respect to impression administration. Goffman (1955) need likened social connections on An verbal and nonverbal self-expressive demonstrations which are suitably figured out how Previously, current circumstance. The point when representative aggravated questionable from claiming their enthusiastic response and oversee those impression by carrying on suitably have abilities with screen himself. (Schachter & Singer, 1962). On the different hand, persnickety need not discovered An concerned for suitability about their self-monitoring abilities might not have the capacity to formed with fit the circumstance. So we hypothesized that

**H2: Self-efficacy mediate the relationship of self-monitoring and impression management.**

### **2.3 Perceived organizational support moderate the self-monitoring and impression management**

Discrete feelings principle cases that there is a little amount for center emotions, for example, silvan Tomkins (1962) inferred that there need aid eight fundamental emotions: surprise, interest, joy, rage, fear, disgust, shame, Also anguish.

Enthusiastic control is a paramount variable from claiming successful impression management on authority of at sorts must frequently all the quiet the outflow from claiming their felt

enthusiastic states with make An quiet Also controlled impression (e. G. Gardner and Avolio, 1998; Sosik et al. , 2002). Regulating those statement of feelings is A critical a piece from claiming feeling administration (Chemers, 1997; Giacalone What's more Rosenfeld, 1991). The the vast majority ordinarily scrutinized develop identified with enthusiastic control Also impression oversaw economy may be called passionate work. As stated by Ashforth Also Humphrey (1993), authority also utilization ability over passionate outflow will raise a sure passionate atmosphere in the bunch alternately association In this way in this way representative take this Likewise the backing starting with the association. Recognized authoritative help (POS) may be the observation of representatives over those backing they accept from the association. POS stands for those employee's conviction over those accessibility from claiming assistance from the association when it is required to perform the work adequately and beat challenging states (Rhoades & Eisenberger, 2002). Scrutinize need exhibited that sure influence to a worth of effort bunch will be identified with preferred bunch inspiration What's more coordination (Barsade, 2002; Sy et al. , 2005) and with exceptional undertaking performance, especially looking into innovative errands (Isen, 2004). Furthermore, as stated by Fredrickson's "broaden Furthermore raise theory," certain feelings improve consideration What's more discernment bringing about upward coils of sure enthusiastic wellbeing (Fredrickson What's more Joiner, 2002). Done An later arrangement of studies, Bono Also Ilies (2006) showed that enchanting authority who encountered What's more communicated sure feelings and help required All the more fulfilled supporters who rated their pioneers Similarly as a greater amount powerful What's more Halverson (2004) found that those virus from claiming certain feelings might have been related both will sure discernments about pioneers Also followers' frequency from claiming authoritative citizenship behaviors, which will be those key determinant from claiming POS. So

we

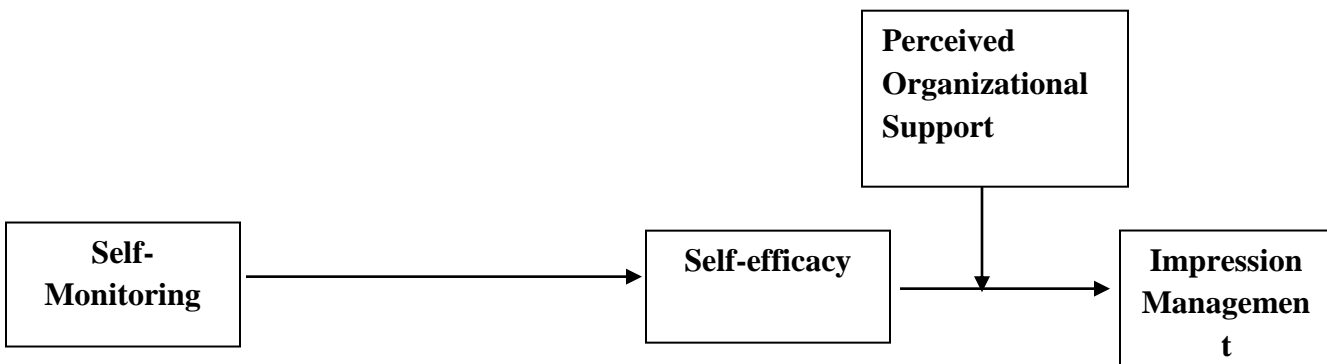
hypothesized

that

**H3: Perceived organizational support moderates the relationship of self-monitoring and impression management.**

## 2.5 THEORETICAL FRAMEWORK

Theoretical framework describes the relationships of the variables under investigation with each other. In this study, independent variable used is self-monitoring, self-efficacy as mediator and dependent variable is impression management and Organization support play the role of moderator. The relationship of these variables is depicted in the following diagram.



**Figure 1.1: Research model of Self-monitoring and Impression Management. Perceived organizational support as moderator and Self efficacy as mediator**

## 2.6: Hypothesis of the study

**H1:** Self-monitoring has positive impact over Impression management.

**H2:** Self-efficacy mediate the relationship of self-monitoring and impression management.



**H4:** Perceived organizational support moderates between Self-efficacy and Impression management.

## **Chapter 3**

### **Research Methodology**

#### **3.1 Introduction**

Purpose of this chapter is to study the methods which we used for the collection of data for this research and this data is also used to test study hypothesis. Methodology is basically the findings of the hypothesis and belief of the specific domain. Two basic techniques are used by the researchers in their methodology, qualitative and quantitative. Methodology basically provides an infrastructure of basic framework, method, set of specified method, or most efficient and effective method for this study settings and type of study. Each research and research adopt and adapt different methodology for his study. So study is basically the pathway for conducting the study. In methodology section, research design and questions are in related. Quantitative and Qualitative are the two methods for the research but it depends upon the researcher and study settings that to used either of them or can be used the combination of these two methodology. It's up to the researcher capabilities and requirements of the study in order to select the methodology for research study. But there should be the reasonable and logic behind the selection of the data and research methodology. This chapter includes design for the study, appropriate approach for research, method of sampling and data analysis method of our topic of Role of Perceived

organizational support and Self efficacy in the relationship of Self-Monitoring and Impression management

### **3.2 Research Approach**

This study used quantitative approach in order to confirm results for the facts and figures which we will collect from data collection. The basic reason for choosing this approach is that our study based on facts and figures which are given by our targeted sample. Even the critical check and the disturbance in the results is also provided by the targeted sample. For this we will use hypothesis method and also solve our research problem by assessing relationship between study variables. In the method, proper plan for the questionnaire is developed and we use these to find the proposed results. This technique is here used mainly due to the objective of the methodology is to first to collect the data from our desired population and then derive results from them. Researcher uses his full range so they find exact the things having the same pattern what they want to investigate. While comparing to the qualitative approach it has more comprehensive and in detail information about the population and sample size should also be large while comparing to quantitative research. In this study we use objective technique which is quite understandable about the outcome of the study. Results of this study real facts and figures gives clear point of view about the happening. Quantitative approach is less rigid and less formal from the qualitative approach. Every researcher must have a clear about the research technique which is being used in that study because he/she has better understanding of the study settings as compared to others. So the research technique and the measurement instrument of that research that shows how data for this specific study should be collected and analyzed is called research approach.

So it's the responsibility of the researcher that through which method he/she is going to collect data from the respondents. As each research is different from each other on the base of study settings and nature so in the same pattern research approach used in each study must have different from each other. In the present study we will apply quantitative strategy, main area behind the selection of this method is we want to get results in facts and figures. So the survey conducted for this research study is questionnaire based survey.

### **3.3 Research Design:**

Cross sectional research design is used for the study. In cross sectional study we contact the respondents to get response once time, in a similar time frame. Unit of analysis describes "Who" and "What" should be analyzed through this study. For these study settings unit of analysis should be the individual respondents who are the employees of the different banks Rawalpindi and Islamabad. We will contact them and collect data from them through self-administrated questionnaire, through email and also through post office. And this also are not so much expensive sources which save our cost and time. Another advantage of this study is that as we have large sample so we can see and analyzed them once.

### **3.4 Questionnaire based survey:**

Most commonly questionnaire is being used for this type of research. Questionnaire method is also very easy and cost effective method of data collection from the respondents. But there are some potential disadvantages which are associated with that which should be minimized in order to get desired set of results. So this should be as per the suggestions and guidelines of the experts. It must have related, simple, short, comprehensive questions and they are also identifiable in best manner (Logan et al.,2006).

Questionnaire approach is expensive way of collecting the data even if it is compared to face to face interviews. In face to face interview sample size is large and effective which minimize the cost. Written questionnaire is also very affordable because we can analyze them easily. There is also some computer software used to analyze the result of the study. In present study its quite complicated that how the impression management can be find out in the banking sector of Pakistan. So the questionnaire based approach best fit in these study settings which is also affordable and convenient from the employees of banks in Rawalpindi and Islamabad. Biasness of the research is also removed

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as we don't enforce any restrictions and limitation on respondents. We distributed questionnaire to the respondent face to face, email and through post and we also give them reasonable amount of time so they response us in a comprehensive manner.

### **3.5 Sample and Population:**

Target population is up to the researcher whether and where to select. There are no rules for population and sample selection but it must have logical and appropriate for the study settings. Sometimes, we come across small population and we include all population as sample, but these studies are rare and unique and called "census study".

But in most of the studies, population is quite large and it is impossible to reach and record the opinion of each population element so in that case we use to take sample from that population but one thing keeps in mind which is that the sample should be representative of the whole population. In our study we have convenient sampling which is kind of non-probability sampling. We use this sampling technique because it is easy and efficient way of sampling, and also accurate results should be obtained through that.

Population of this study is the individuals who are employees of banking sector in 2 major cities of Pakistan which are Rawalpindi and Islamabad. Sample drawn from the population through convenient sampling technique. Questionnaire based survey technique is used to collect data from the respondents. We distributed 300 questionnaires, from those 254 were received back and from those 254, only 225 were useable so our response rate of the study is 75%. So our sample size of this study is 225(n=225)

### **3.6 Instruments:**

Five point likert scale is used for all the instruments used in this study. These scales are adopted from the pioneer studies and these are best fit for our study. Table 3.1 shows the total variables of the study, instrument author name and also number of items used in the study.

**Table 3.1 Research Instruments**

<b>Variable</b>	<b>Instrument Author</b>	<b>Number of items</b>
Self-monitoring	Snyder and Gangested (1986)	18
Self-efficacy	Schwarzer & Jerusalem, 1995	10
Perceived Organizational Support	<b>Eisenberger et al., (1986)</b>	8
Impression Management	Bolino & Turnley (1999),	22

## **Chapter 4**

### **RESULTS ANALYSIS**

This chapter aims to analyze the impact of self-monitoring on impression management with the mediation of self-efficacy and moderation of perceived organizational support. The purpose of this chapter is to collect data from the desired sample and then enter into the statistical package of social sciences (SPSS) for applying the results. Data was analyzed by using different tools like co relation among independent and dependent variables, regression analysis to check the relationship among all the variables of our study. The entire tests are important and provide support to findings through fact and figures. Data was carefully collected and analyzed so those provide us the best information and that help the mangers in decision making. Data analysis and methods are discussed below.

#### **4.1 Results and analysis**

Self-administered questionnaire was the source to collect primary data which is further transformed into statistical information after putting them into tabular and descriptive form. It provides summarizes about the sample size and observation that have to make about the data. It explains the data that has been collected. Descriptive statistics of the data is given in the following table.

**Table 4.1 Descriptive Statistics**

<b>Variable</b>	<b>Sample Size</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Standard Deviation</b>
<b>Gender</b>	225	1	2		
<b>Marital Status</b>	225	1	2		
<b>Age</b>	225	1	4		
<b>Experience</b>	225	1	5		
<b>Self-monitoring</b>	225	2.83	4.78	3.86	0.44
<b>Self-efficacy</b>	225	2.90	4.90	3.76	0.46
<b>Perceived organizational Support</b>	225	2.75	4.63	3.98	0.54
<b>Impression Management</b>	225	2.64	4.45	3.72	0.46

Table 4.1 shows that descriptive data of the study variables. This tells us about the mean, Standard deviation and measure of average among the variables. Above table shows that total number of respondent for each variable is 225. Table 4.1 also shows that mean value of Self-monitoring is 3.86, self-efficacy (3.76), perceived organizational support (3.98) and Impression management (3.72). While standard deviation of Self-monitoring is .44, self-efficacy (0.46), perceived organizational support (0.54) and Impression management (0.46)

#### **4.2 Reliability Analysis:**

Reliability analysis means internal reliability of the scale, response of all the elements of all the construct and help to access the goodness of the measure (Sekaran, 2003). The value of the

reliability depends upon the value of the cronbach's alpha. The value must be greater than 0.60 for the reliability among the instruments and response asked.

**Table 4.2 Reliability Analysis**

<b>Construct</b>	<b>Cronbach's alpha (<math>\alpha</math>)</b>	<b>No of items</b>
<b>Self-monitoring</b>	0.815**	18
<b>Self-efficacy</b>	0.653**	10
<b>Perceived organizational support</b>	0.804**	08
<b>Impression management</b>	0.879**	22

Above table shows the reliability of each variable of our study. Cronbach's alpha reliability of Self-monitoring 0.815, self-efficacy( $\alpha=0.653$ ), perceived organizational support ( $\alpha=0.804$ ), Impression management ( $\alpha=0.879$ ). This shows that all the instruments are reliable and we can run further test on that data.

### **4.3 Demographic Information:**

**Table 4.3**

<b>Demographics</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Cumulative Percentage</b>
<b>1. Gender</b>			
1. Male	148	65.8	65.8



2. Female	77	34.2	100
<b>Total</b>	225	100	

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## 2. Marital Status

1. Married	89	40.0	40.0
2. Unmarried	135	60.0	100
<b>Total</b>	225	100	

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## 3. Age

1. 18-25	143	63.6	63.6
2. 26-35	56	24.9	88.4
3. 36-45	11	4.9	93.3
4. 46-55	15	6.7	100
<b>Total</b>	225	100	

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## 5. Experience

1. Below 1 Year	106	47.1	47.1
2. 1 Year to 3 Years	62	27.6	74.7
3. 3 Years to 5 Years	32	14.2	88.9
4. 5 Years to 7 Years	18	8.0	96.9
5. Above 7 Years	7	3.1	100

The above table 4.3 shows the result of gender as 148 out of 225 or 65.8% are male while 77 out of 225 or 34.2% are the female respondents for this study. The table 4.3 shows that our 40% respondents are married while 60% respondents are unmarried. This study also includes respondents from many age groups, 63.6% lies in 18-25 years of age, 24.9% lies in 26-35 years of age, 4.9% lies in 36-45 years of age and 6.7% lies in 46-55 years of age.

Table 4.3 shows that experience of our respondents which is as follows, 47.1% are having below than 1-year experience, 27.6% has experience of 1 year to 3 years, % having experience of 3 years to 5 years, 8.2% having 5 years to 7 years' experience, 3.1% having experience above 7 years.

#### **4.4 Correlation Analysis:**

Correlation is a statistical test which is used in order to check the relation among independent and dependent variable. If the value of Pearson correlation is near to 1, it shows there is strong correlation among those dependent and independent variables. If the value of Pearson correlation is near to 0 it shows weak correlation among the independent and dependent variables. While significance

**Table 4.4**

<b>S. No</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>
1	<b>Gender</b>	<b>1</b>							
2	<b>Marital status</b>	0.246	<b>1</b>						
3	<b>Age</b>	0.026	0.106	<b>1</b>					
4	<b>Experience</b>	0.015	0.059	0.479	<b>1</b>				

5	<b>Self-monitoring</b>	0.212	0.388	0.606	0.026				<b>1</b>
6	<b>Self-efficacy</b>	0.217	0.034	0.016	0.004	0.419**			<b>1</b>
7	<b>Perceived organizational support</b>	0.117	0.035	0.008	0.034	0.526**	0.624**		<b>1</b>
8	<b>Impression management</b>	0.163	0.034	0.007	0.008	0.613**	0.564**	0.312**	<b>1</b>

\*\* . Correlation is significant at the 0.00 level (2-tailed).

Table 4.4 shows that there is relationship between all independents which are Self-monitoring, self-efficacy and perceived organizational support with the dependent which is Impression management. Correlation among Self-monitoring and Impression management ( $r=0.613^{**}$  and  $p=0.00$ ),  $p$  value must be  $>.05$  so it's below the required level which means the relationship exists,  $r$  values shows that the relationship is strong because this value is close to +1. Self-monitoring and self-efficacy ( $r=0.419^{**}$  and  $p=0.00$ ),  $p$  value must be  $>.05$  so it's below the required level which means the relationship exists,  $r$  values shows that the relationship is strong because this value is close to +1. Self-efficacy and Impression management ( $r=0.564^{**}$  and  $p=0.00$ ),  $p$  value must be  $>.05$  so it's below the required level which means the relationship exists,  $r$  values shows that the relationship is strong because this value is close to +1. Perceived organizational support and Impression management ( $r=0.312^{**}$  and  $p=0.00$ )  $p$  value must be  $>.05$  so it's below the required level which means the relationship exists,  $r$  values shows that the relationship is strong because this value is close to +1. Self-efficacy and perceived organizational

support ( $r=0.624^{**}$  and  $p=0.00$ ),  $p$  value must be  $>.05$  so it's below the required level which means the relationship exists.

#### 4.5 Regression Analysis:

To accept or reject each hypothesis we run the regression analysis. Firstly, we check direct relationship of proposed hypothesis for that we run simple linear regression which is given below.

**Table 4.5 Regression Analysis for Impression Management:**

	$\beta$	T	F	Std. Error	Sig.
Self-monitoring → Impression management	0.471	2.654			0.00**
Self-monitoring → Self-efficacy	0.351	2.362			0.00**
			59.873	0.519	
Self-efficacy → Impression management	0.317	2.741			0.00*
Perceived organizational support → Impression management	0.519	2.212			0.00**

$n=225$ , \* $P<.05$ : \*\* $P<.00$

Table 4.5 shows value of the F stat for this model is above 4 which is 59.873 which means that all the independent variables are significantly correlated with the dependent variable which is Impression management. The table further explains that t value is more than 2 for each independent variable which means that all the independent variables are correlated with the dependent variable. The table depicts that significance value of all the independent variables with dependent variable is less than .05. This means that all the independent variables have

relationship with the dependent variable. Beta value of Self-monitoring with Impression management has positive sign which means that our H1 accepted that Self-monitoring has significant positively associated with Impression management. Beta value for Self-monitoring and self-efficacy has positive sign which means that they are significant positively associated with each other. Beta value for self-efficacy and Impression management also has positive sign which means that both these variables are positive association with each other. Beta value of perceived organizational support and Impression management has positive which means that perceived organizational support and Impression management is positively associated with each other so H3 of our study also accepted that perceived organizational support is significantly positively associated with Impression management.

#### **4.6 Mediation Analysis:**

According to Preacher and Hayes (2007), in order to check the mediation, you have to fulfill the 3 conditions. Firstly, independent has significantly associated with dependent variable. Secondly, independent has significantly associated with mediator. Thirdly, mediator has significantly associated with dependent variable. If these 3 conditions fulfill you have to check the hypothesis otherwise, you simply can reject the mediation hypothesis. So to prove the mediation we can check these three conditions. We already have check the first condition so now we can check the 2<sup>nd</sup> and 3<sup>rd</sup> condition to prove the mediation.

**Table 4.6 Regression Analysis for Self-monitoring and Self-efficacy:**

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<b>Model</b>	<b>B</b>	<b>Std. Error</b>	<b>t</b>	<b>Sig.</b>
SM_Mean	.943	.032	29.511	.000

---

a. Dependent Variable: SC\_Mean  
n=225, \*P<.05: \*\*P<.01

Above given table 4.7 shows those independent variables are significantly associated with the mediator (Self-efficacy). t stat shows that independent is above 2 which means these are correlated with each other. Self-monitoring is significant (p<.01) and positive (B has positive sign) associated with Self-efficacy. So it shows that our 2<sup>nd</sup> pre-request also fulfills which means that in our model Independent variable (Self-monitoring) is also significantly related with Mediator (Self-efficacy) of the study.

Now we can check the 3<sup>rd</sup> condition in order to prove our mediation.

**Table 4.8 Regression Analysis for Self-efficacy and Impression management:**

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<b>Model</b>	<b>B</b>	<b>Std. Error</b>	<b>t</b>	<b>Sig.</b>
SC_Mean	.383	.062	6.215	.000

---

a. Dependent Variable: IM\_Mean  
n=225, \*P<.05: \*\*P<.01

Table 4.8 shows that our mediator (Self-efficacy) is significantly and positively associated with the dependent variable which is Impression management. So we all 3 conditions to check the mediation fulfills so we can check mediation now.

**Table 4.9 Regression Analysis for mediation of Self –Efficacy between Self-monitoring and Impression management:**

		$\beta$	T	Sig.
Self-monitoring → Impression management	Self-efficacy	0.276	3.456	0.00**

\*=p<.05, \*\*=p<.000

Above table 4.9 shows that results when we place mediator in between the independent and dependent variable. From the above table it is shown that after placing mediator (Self-efficacy). When we place Self-efficacy between Self-monitoring and Impression management as their direct relation was significant and after placing mediator their relation also remains significant, so it means that Self-Efficacy Partially mediates the relationship Self-monitoring and Impression management. If this above relation become insignificant after placing mediator then this will be the case of full mediation, which means that after placing mediator independent and dependent



has no relation but all the relationship is through mediator. So this means that H2 our study also accepted.

#### 4.7 Moderation Analysis:

**Table 4.10 Regression Analysis for moderation of perceived organizational support between self-efficacy and Impression management:**

Model	B	Std. Error	t	Sig.
SC_POS	.093	.007	14.107	.000

a. Dependent Variable: IM\_Mean

n=225, \*P<.05: \*\*P<.01

As above table 4.10 shows that the interactional term of perceived organizational support and we self-efficacy is also significant with dependent variable (Impression management) so it means that perceived organizational support moderates the relationship of self-efficacy and Impression management. So our H3 of the study is also supported by the data. If our moderation proves we have to draw graph for that which is given below.

This shows that at low value of perceived organizational support graph is straight line towards above while at high value of perceived organizational support graph is downwards and less steep as compared to low perceived organizational support.

## 4.8 Hypothesis Summary:

**Table 4.12 Hypothesis Summary Table**

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	<b>Hypothesis</b>	<b>Accepted/Rejected</b>
H1	Self-monitoring is significant positive associated with Impression management	<b>Accepted</b>
H2	Self-efficacy mediated the relationship of Self-monitoring and Impression management	<b>Accepted</b>
H3	Perceived organizational support moderates the relationship of self-efficacy and Impression management	<b>Accepted</b>

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## **Chapter 5**

### **DISCUSSION AND IMPLICATIONS**

#### **5.1 Discussion:**

The top most objective of the present study is to investigate the factors effecting impression management, which is Self-monitoring which influence impression management with the mediation of self-efficacy and moderation of perceived organizational support. In the context of impression management, we discuss that Self-monitoring influence on impression management, while Self-efficacy mediates between Self-monitoring and impression management, perceived organizational support also moderates the relationship of Self-efficacy and impression management. In the past literature there is no study which investigate these 4 relationships. All of the study relationships are new in the nature and we also contribute in the literature by proving these relationships as all of them are supported by the data of employees of banks from the cities of Rawalpindi and Islamabad.

The current study expands the literature by findings the antecedents of impression management with the view of employees of banking sector. Findings of this study includes that Self-monitoring influence on impression management, while Self-efficacy mediates between Self-monitoring and impression management, perceived organizational support also significant association with the impression management, and perceived organizational support also moderates the relationship of Self-efficacy and impression management. The results from the

correlation and regression analysis show a strong relationship of independent variables with dependent variable.

Many tests were applied to study the relationship, the results were as follows: The Pearson correlation value is greater than 0.55,  $r^2$  value is significant, and the value deduced from t test and f stat is also in desirable range which all was showing the strong significant relationship. As the influence from any person effects your decision making to generate impression management, Self-monitoring positively influence the impression management, Self-efficacy mediates the relationship of our independent variable (Self-monitoring) and dependent variable (impression management). Perceived organizational support also positively related to impression management and perceived organizational support also moderated between Self-efficacy and impression management.

So this study also helpful for the banking sector companies that what should be in the business so that get attract to the employees and then after that what should be in the ingredients in the employee development phase that leads to the better impression management of the employees so this will build soft image of the organization. We also discuss the important role of perceived organizational support that's comes in to play while the creation process of impression management and if we higher perception of organizational support then how many times the relationship of Self-efficacy and impression management becomes stronger. If all the important ingredients are there in the impression management phase that certainly cause to grape the attention of employees that leads towards the higher organizational productivity and production.

## **5.2 Implication of the study**

The study is quite significant from both theoretical and practical perspectives. Most significantly its major focus is to a great extent of current issue that even due to huge investment in impression management because good employees are asset of any organization and these employees has potential to grape number of customer in the market place which has significant contribution in the success of any business. As in Pakistan likewise the other countries there is boom in the banking sector and application of public and private banks increases so the banking companies should realize the importance of the factors which influence the impression management and success of these newly developed products. So in the Pakistan the peoples are also getting attracted towards the modern banking techniques which are being applicable worldwide so there is the need which should be understands that what should be the important in the employees to manage their emotions and impression so that it captures the attention of the customers so that further leads towards the success of that specified bank. So practically this study will be guidelines for the banking sector developers and will understand customer perception about the purchasing and using in a better way. Pakistani market is also entering in the digital age, so this study will help to understand the Pakistani banking market in a new way and also provide us the view point that in this part of the world what should be the necessary ingredients of the impression management so that it captures the attention of the customers that leads towards the purchasing of the products. In this study we also find out the mediation of Self-efficacy between Self-monitoring and impression management. By the results it is clear that Self-efficacy mediates the relationship of these independent and dependent variables. As this study states the perceived organizational support moderates the relationship of Self-efficacy and impression management. As the perceived organizational support increases the relationship between Self-efficacy and impression management become strong and vise versa.

On the other hand, there are many theoretical implications too of this study. The content of this study will extend the study in a new domain. This study also provides the basic framework to explore and that will help the better understanding of these variables and also the relationship of these given variables of this study. No study in the literature has discussed the relationship of these variables i-e, Self-monitoring, Self-efficacy, perceived organizational support and impression management in the specified Pakistani context. Also there is no sufficient research found about impression management in Pakistan, so this study aims to fulfill the gap of the literature. Also this study also encourages the researcher to investigate these variables furthermore in detail.

### **5.3 Limitations:**

Like everything else of the universe no research could be perfect. There are a lot of limitations associated with every study. However, the lists of beneficial contributions were made by the research in order to make the clear significance of Self-monitoring, Self-efficacy, perceived organizational support and impression management. According to a quote that there are always a room for improvement so this study is not perfect and it also includes some limitations. The limitation of this particular study includes our application of research techniques. That we have selected to cut our cost, save time and due to the shortage of some resources. As we gone through the cross sectional study rather than longitudinal study. Another limitation of this study is that we used traditional approach of data collection which is questionnaire, we may use some more advance techniques of data collection as well. The sample size of the study was also small and we also include only 2 cities of Pakistan Rawalpindi and Islamabad in our population. The duration of conducting that study was also a major constraint in this study. Some respondents

were reluctant to provide their experience that was also a major constraint in data gathering. The data collection for this study was also cross sectional which means that we collect the data from all respondents at specific time. We may use the techniques to overcome those limitations. These were all limitations regarding this study.

#### **5.4 Future recommendations:**

Thus these limitations can be overcome in the future by making further researches and studies as there is an opportunity for future research in which these relationships are tested with more alterations and more testing. The above mentioned constraints of the study can be eliminated by having a lengthier duration to conduct the research so that it can be conducted in the broader perspective and overcome the limitation of this study. This study was cross sectional study, so there is a scope of longitudinal study on the subject so the limitation of cross sectional study can be eliminated by conducting the research in the different span of time. Along with the traditional method of questionnaire to collect the data for upcoming studies many other method of data collection can be used which help to collect the data more authentic data could be e.g. telephonic interview or one to one live interview. A large sample can be taken and also sampling technique can also be altering rather than convenient. These are the future recommendation for this study which can be addressed in the future.

#### **5.5 Conclusion:**

This study depicts strong relationship of all independent variable with the dependent variable. Self-monitoring influence on impression management, while Self-efficacy mediates between Self-monitoring and impression management, perceived organizational support also significant association with the impression management, and perceived organizational support also moderates the relationship of Self-efficacy and impression management. So companies should address the features and quality of their products, they also configure their perceived

organizational support through the advertisement. All the study hypothesis is significantly and positively associated with their outcome as Self-monitoring is significantly associated with impression management, perceived organizational support is having significant positive relationship with impression management while mediation of Self-efficacy between Self-monitoring and impression management and moderation of perceived organizational support between Self-efficacy and impression management also proved in our study settings.

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**7. Appendix:**  
**Questionnaire:**

**Section 1: Impression\_Management**

**Jones and Pittman's (1982)**

SPROM1: Talk proudly about your experience or education.	1	2	3	4	5
SPROM2: Make people aware of your talents or qualifications.	1	2	3	4	5
SPROM3: Let others know that you are valuable to the organization.	1	2	3	4	5
SPROM4: Make people aware of your accomplishments	1	2	3	4	5

INGRT1: Compliment your colleagues so they will see you as likeable.	1	2	3	4	5
INGRT2: Take an interest in your colleagues' personal lives to show them that you are friendly.	1	2	3	4	5
INGRT3: Praise your colleagues for their accomplishments so they will consider you a nice person.	1	2	3	4	5
INGRT4: Do personal favors for your colleagues to show them that you are friendly.	1	2	3	4	5

EXEMP1: Stay at work late so people will know you are hard working.	1	2	3	4	5
EXEMP2: Try to appear busy, even at times when things are slower.	1	2	3	4	5
EXEMP3: Arrive at work early to look dedicated.	1	2	3	4	5
EXEMP4: Come to the office at night or on weekends to show that you are dedicated.	1	2	3	4	5

INTIM1: Be intimidating with coworkers when it will help you get your job done.	1	2	3	4	5
INTIM2: Let others know that you can make things difficult for them if they push you too far.	1	2	3	4	5
INTIM3: Deal forcefully with colleagues when they hamper your ability to get your job done.	1	2	3	4	5
INTIM4: Deal strongly or aggressively with coworkers who interfere in your business.	1	2	3	4	5
INTIM5: Use intimidation to get colleagues to behave appropriately	1	2	3	4	5

SUPP1: Act like you know less than you do so people will help you out.	1	2	3	4	5
SUPP2: Try to gain assistance or sympathy from people by appearing needy in some area.	1	2	3	4	5
SUPP3: Pretend not to understand something to gain someone's help.	1	2	3	4	5
SUPP4: Act like you need assistance so people will help you out.	1	2	3	4	5
SUPP5: Pretend to know less than you do so you can avoid an unpleasant assignment	1	2	3	4	5

**Section 2: Self-Monitoring Scale****Snyder and gangestad (1986)**

1. I find it hard to imitate the behavior of other people.	1	2	3	4	5
2. At parties and social gatherings, I do not attempt to do or say things that others will like.	1	2	3	4	5
3. I can only argue for ideas which I already believe.	1	2	3	4	5
4. I can make impromptu speeches even on topics about which I have almost no information.	1	2	3	4	5
5. I guess I put on a show to impress or entertain others.	1	2	3	4	5
6. I would probably make a good actor.	1	2	3	4	5
7. In a group of people I am rarely the center of attention.	1	2	3	4	5
8. In different situations and with different people, I often act like very different persons.	1	2	3	4	5
9. I am not particularly good at making other people like me.	1	2	3	4	5
10. I'm not always the person I appear to be.	1	2	3	4	5
11. I would not change my opinions (or the way I do things) in order to please someone or win their favor.	1	2	3	4	5
12. I have considered being an entertainer.	1	2	3	4	5
13. I have never been good at games like charades or improvisational acting.	1	2	3	4	5
14. I have trouble changing my behavior to suit different people and different situations.	1	2	3	4	5
15. At a party I let others keep the jokes and stories going.	1	2	3	4	5
16. I feel a bit awkward in public and do not show up quite as well as I should.	1	2	3	4	5
17. I can look anyone in the eye and tell a lie with a straight face (if for a right end).	1	2	3	4	5
18. I may deceive people by being friendly when I really dislike them.	1	2	3	4	5

**Section 4: Perceived organizational support****Eisenberger et al (1986)**

1. My organization really cares about my well-being.	1	2	3	4	5
2. My organization strongly considers my goals and values.	1	2	3	4	5
3. My organization shows concern for me.	1	2	3	4	5
4. My organization cares about my opinions.	1	2	3	4	5
5. My organization is willing to help me if I need a special favor.	1	2	3	4	5
6. Help is available from my organization when I have a problem.	1	2	3	4	5
7. My organization would forgive an honest mistake on my part.	1	2	3	4	5
8. My organization would not take advantage of me, even if given the opportunity	1	2	3	4	5

**Section 4: Self-efficacy****Schwarzer & Jerusalem, (1995)**

1. I can manage to solve difficult problems if I try hard.	1	2	3	4	5
2. If someone opposes me, I can find the means and ways to get what I want.	1	2	3	4	5
3. It is easy for me to stick to my aims and accomplish my goals.	1	2	3	4	5
4. I am confident that I could deal efficiently with unexpected events	1	2	3	4	5
5. Thanks to my resourcefulness, I know how to handle unforeseen situations	1	2	3	4	5
6. I can solve most problems if I invest the necessary effort	1	2	3	4	5
7. I can remain calm when facing difficulties because I can rely on my coping abilities	1	2	3	4	5
8. When I am confronted with a problem, I usually find several solutions	1	2	3	4	5
9. If I am in trouble, I can think of a solution	1	2	3	4	5
10. I can handle whatever comes my way	1	2	3	4	5

**Self-Efficacy**

**Schwarzer, R., & Jerusalem, M. 1995**

1. I can always manage to solve difficult problems if I try hard enough	1	2	3	4	5
2. If someone opposes me, I can find the means and ways to get what I want.	1	2	3	4	5
3. It is easy for me to stick to my aims and accomplish my goals.	1	2	3	4	5
4. I am confident that I could deal efficiently with unexpected events.	1	2	3	4	5
5. Thanks to my resourcefulness, I know how to handle unforeseen situations.	1	2	3	4	5
6. I can solve most problems if I invest the necessary effort.	1	2	3	4	5
7. I can remain calm when facing difficulties because I can rely on my coping abilities.	1	2	3	4	5
8. When I am confronted with a problem, I can usually find several solutions.	1	2	3	4	5
9. If I am in trouble, I can usually think of a solution	1	2	3	4	5
10. I can usually handle whatever comes my way.	1	2	3	4	5

**Demographics:**

**1- Gender**

Male  Female

**2- Marital Status**

Married  Unmarried

**3- Age**

18-25	26-35	36-45	46-55	56-above
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**4- Qualification**

Matric	Intermediate	bachelors	masters	Mphil/Ms	PhD
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**5- Income**

Below 20,000	20,000- 35,000	35,001- 50,000	50,001- 65,000	65,001- 80,000	80,001- 95,000	Above 95,000
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