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CHAPTER V

SUMMARY AND CONCLUSIONS

5.1 RESUME

Impression management or self-presentation is an integral part of social interactions. In essence, it consists in creating a desirable facade by individuals to elicit favourable response from others, employing various tactics and strategies. This subject has assumed a great deal of importance in the modern world of intensified commercial and professional activities calling for greater team work and harmony among workers. In such a scenario qualities such as sociability, cooperative spirit, flexibility and adaptability are at a premium (Baumeister, 1989). The device of impression management helps individuals to exhibit such highly rated attributes to advantage. "Self-presentation is an ineluctable fact of modern life in general and of organizational life in particular and often it may be an excellent way of people to achieve their goals" (Jones & Wortman, 1973).

Due to high relevance of this concept in practical life situations, a good deal of research on it has taken place, especially in the context of organizational environment. Kipnis and Vanderveer (1971), Jellison and Gentry (1978), Weary and Arkin, (1981), Gould and Penley (1984), Feldman (1984), Trice and Beyer (1984), Ralston (1985), Fandt and Ferris (1987), Fletcher (1989), Wayne and colleagues (1989) conducted extensive studies in the organizational set-up. Yet another stream of studies probed the personality dispositions as factors contributing variance in impression management behaviour. Certain aspects of individual differences, such as machiavellianism (Bernstein, 1976; Lefebvre, 1973; Littlepage & Pineault, 1985), need for approval (Schneider & Turkat, 1975; Millham & Kellog, 1980), social anxiety (Schlenker & Leary, 1982; Maddux & others, 1988), self-esteem (Baumeister & others, 1989; Baumgardner and others, 1989), locus of control (Jellison & Green, 1981; Witt, 1989) have been examined extensively by researchers. Manifestations of the phenomenon of impression management captivated interest of Indian investigators too. In Indian context, impression management behaviour has been studied by Pandey (1978, 1980), Bohra and Pandey (1984), Pandey and Rastogi

(1979), Kumar (1986), Ansari and Kapoor (1987), Singh (1988), Helode (1988), Jha and Helode (1988), to cite a few.

However, it is observed from the review of historical perspective (Chapter-I) that numerous studies in this field were carried out in simulated situations, which tended to assess tactical impression management. Investigations of strategic impression management in day-to-day working situations in general, and among working women in particular, are rather scanty. Therefore, in the present investigation, an attempt has been made to investigate the phenomenon of impression management as a function of two personality factors (extraversion and neuroticism), one cognitive factor (social intelligence) and one situational factor (job cadre) of the working women.

Three correlational (No.1 to 3), four differential (No.4 to 7), six two-factor interactional, four three-factor interactional and one four-factor interactional hypotheses were formulated and put to empirical verification.

To verify 18 hypotheses of this study, initially a sample of 400 female teachers (200 college assistant professors and 200 school lecturers) working in government institutions in the state of Madhya Pradesh, each headed by a female principal, was selected. For this purpose, an incidental-cum-random sampling method was applied. Next, for measuring social intelligence, a test constructed by Shahi (1979) was administered. For understanding the E and N levels of personality, as well as for tapping the lie score, Hindi adaptation of EPI (form A), prepared by Helode, Patil & Pande (1983) was used. Lastly, in order to gauge the impression management, global and tactic-wise, an instrument named Impression Management Inventory (IMI) constructed by Helode (1986) was administered.

Afterwards, the obtained scores of E, N, SI, IM global and the seven tactics were subjected to warranting of the normality of distribution. Since it is acknowledged by various psychologists that social desirability plays a crucial role and distorts the responses, it was decided to purge the sample of high-lie scorers. As the average lie score which was used as cutting point was 4, cases having L score above 4 were eliminated from the sample. This led to the identification of a sample of 279 filtered cases. After ascertaining the normality of the distribution of this sample of 279 cases, the scores of E, N, SI, IM & its seven tactics were further subjected to parametric statistical devices to verify the hypotheses.

To verify the first 3 correlational hypotheses, the impression management global and tactic-wise scores were correlated with the scores of extraversion, neuroticism and social intelligence, by applying Pearson's product moment correlation (r). To verify the four differential hypotheses (4 to 7), Q1 & Q3 points of the distribution of extraversion, neuroticism and social intelligence were used to form two extreme groups, namely extraverts vs. introverts, emotionally stable vs. emotionally unstable, high social intelligence vs. low social intelligence, respectively. Likewise, teachers in the colleges constituted the high job cadre group and school teachers formed the low job cadre group. Impression management global and tactic-wise scores of these extreme groups were subjected to the "t" test of significance as applied to two uncorrelated means. To identify the differential magnitudes of impression management tactics and their hierarchical pattern, one-way ANOVA and Newman-Keuls test were further applied to these extreme groups. For verification of two-factor, three-factor and four-factor hypotheses (No.8 to 18), a 2^4 factorial design was adopted, in which each independent variable was varied to two levels, viz. high and low. Further, 66.67 and 33.33 percentile scores were used as cutting points for the variables of extraversion, neuroticism, social intelligence, while job cadre was varied to college (high) and school (low) level. After picking out cases for the 16 cells pertaining to 2^4 factorial design, homogeneity of variance of the impression management scores was tested. Afterwards, the impression management global and tactic-wise scores were subjected to $2 \times 2 \times 2 \times 2$ analysis of variance as applied to unequal n . An interpretation of the obtained results is presented in Chapter IV under the heading Discussion:

5.2 CONCLUSIONS

The results of the statistical analysis of the data and their interpretations, are summarized as under in terms of certain conclusions.

Distribution - oriented

1. Impression management, its seven tactics (OE, SE, SD, CS, OC, ND & ID), extraversion, neuroticism, and social intelligence variables have been found to be, by and large, normally distributed for the original and filtered sample.

2. Elimination of high-lie-scorers from the original sample provided a better control over extraneous variable (social desirability) and therefore, the hypotheses of the present investigation could be tested for purer cases of the filtered sample.

Correlation - oriented

3. Hypothesis 1, which proposed that extraversion would show a positive relationship with the overall impression management and its seven tactics (viz. OE, SE, SD, ND, CS, OC and ID) in different magnitudes, did not receive empirical support in the present investigation. Obtained results rather showed a negative trend of correlation between extraversion and impression management and its tactics (except OC).

4. Hypothesis 2, which proposed that neuroticism would show a positive relationship with the global impression management and its seven tactics in differential magnitudes, received a strong empirical support at 0.01 level of significance, except in case of tactic OE.

5. Hypothesis 3, which proposed that social intelligence would show a positive relationship with the global impression management in general and with its seven tactics in particular in differential magnitudes, did not fully receive empirical confirmation. However, a positive relationship between OE tactic and social intelligence is exhibited, and turned out to be statistically significant at 0.05 level.

Difference - oriented

6. Hypothesis 4, which proposed that extravert employees would show greater magnitude of overall impression management with OE at the head of their hierarchical pattern of seven tactics than the introvert employees with OC at the head of their hierarchical pattern of seven tactics, did not receive empirical support in the present investigation. Nevertheless, it was observed that extraverts and introverts exhibited similar hierarchical pattern for seven tactics of IM, which emerged as SD > OE > OC > CS > SE > ND > ID.

7. Hypothesis 5, which proposed that employees having high emotional instability (high neuroticism) would show greater amount of global impression

management with SD at the head of their hierarchical pattern of seven tactics, than employees having high emotional stability with SE at the head of their hierarchical pattern of seven tactics, received confirmation (except in the case of OE tactic) in the present investigation. The confirmation was to the extent that the high emotionally instable employees showed greater amount of global and tactic-wise impression management, except OE tactic, than the emotionally stable employees and secondly, for high emotionally instable employees SD attained the top position in pattern of hierarchy that is $SD > OE > OC > CS > SE > ID = ND$; and, by and large, an identical hierarchical pattern of seven tactics emerged for emotionally stable employees as $SD > OE > OC > CS > SE > ND > ID$. Remaining components of the hypothesis, however, did not receive empirical support.

8. Hypothesis 6, which proposed that employees possessing high social intelligence would exhibit greater amount of overall impression management than employees having low social intelligence and the hierarchical pattern of seven tactics would be headed by OC in case of former, while it would be headed by ND in case of latter group, did not receive empirical support. However, the results of this investigation revealed the hierarchical pattern for low socially intelligent employees as $SD > OE > OC > CS > SE > ID = ND$, whereas for high socially intelligent employees the observed hierarchical pattern was $SD > OE > OC > CS > SE > ND > ID$.

9. Hypothesis 7, which proposed that employees in low job cadre would exhibit greater magnitude of impression management with ID at the top of their hierarchical pattern of seven tactics, than the employees in a high job cadre with ND at the top of seven tactics, did not receive empirical support. The observations in this investigation showed hierarchical pattern for the low job cadre group as $SD = OE > OC > CS = SE > ND > ID$, whereas for high job cadre group the observed pattern was $SD > OE > OC > CS > SE = ND > ID$.

Interaction - oriented

10. Hypothesis 8, which proposed that emotionally-instable-extravert employees may exhibit greater amount of impression management than emotionally-stable-introvert employees, did not receive empirical support in the present investigation. As for the tactics, significant interaction effect was observed

for OE tactic only, in that emotionally-instable-introvert employees used OE tactic more than emotionally-stable-extravert employees.

11. Hypothesis 9, which proposed that high socially intelligent - extravert employees may exhibit greater magnitude of global impression management and its tactics than low socially intelligent-introvert employees, was rejected in the present investigation.

12. Hypothesis 10, which proposed that extravert employees in low job cadre may tend to show greater amount of global impression management than introvert employees in high job cadre and such joint-action trends may be observed tactic-wise also, was rejected.

13. Hypothesis 11, which proposed that emotionally-instable employees possessing high social intelligence may tend to show greater impression management than emotionally-stable employees possessing low social intelligence, in general and tactic-wise in particular, was rejected.

14. Hypothesis 12, which proposed that emotionally-instable employees in low job cadre may show higher magnitude of overall impression management than emotionally-stable employees in high job cadre, and such joint-action trends may be noticed tactic-wise too, was rejected.

15. Hypothesis 13, which proposed that employees in low job cadre possessing high social intelligence may tend to show greater amount of overall impression management than employees in high job cadre possessing low social intelligence and such interactive trends may be prevailing tactic-wise too, received confirmation in somewhat contradictory direction for impression management global scores and tactics CS, OC & ID, in that, high socially intelligent employees in high job cadre (SI_H J_H) exhibited significantly greater scores in global as well as in CS, OC & ID tactics; than low socially intelligent employees in low job cadre (SI_L J_L). It was also noticed that in case of global IM, CS, OC & ID, the high social intelligence and high job cadre (SI_H J_H) composition yielded maximum score, whereas the minimum score was obtained by low socially intelligent and high job cadre employees (SI_L J_H) for global IM, CS & OC and by high socially intelligent in low job cadre employees (SI_H J_L) for ID. Additionally, in case of tactics SE & SD, though high socially intelligent employees in high job cadre (SI_H J_H) showed greater magnitude

than low socially intelligent employees in low job cadre (SI_L J_L), it fell short of the level of significance. Thus, its tenability cannot be ruled out.

16. Hypothesis 14, which proposed that emotionally-instable-extravert employees possessing high social intelligence may show greater amount of overall impression management than emotionally-stable-introvert employees possessing low social intelligence and such interactive trends may be observed in each of the seven tactics too, was rejected in this investigation.

17. Hypothesis 15, which proposed that emotionally-instable-extravert employees of low job cadre may exhibit greater magnitude of overall impression management than emotionally-stable-introvert employees of high job cadre, did not receive empirical support. However, out of the seven tactics the interaction effect attained the level of significance for tactics CS & OC alone, in that emotionally-instable-extravert employees in high job cadre (NH EH JH) exhibited greater scores (that happened to be the highest in 8 cells), than the emotionally-stable-introvert employees in low job cadre (NL EL JL); while for these tactics emotionally-stable-extravert group in high job cadre (EH NL JH) exhibited the lowest scores. Thus the latter part of the hypothesis 15 received partial confirmation.

18. Hypothesis 16, which proposed that extravert employees possessing high social intelligence in low job cadre may exhibit greater amount of global impression management than introvert employees possessing low social intelligence in high job cadre, did not receive empirical support. However, somewhat contrary (to the hypothesized) trend was noticed to the significant extent for tactic ID only, in that extravert employees of high social intelligence in high job cadre (EH SI_H JH) scored greater (which happened to be the greatest score than the introvert employees of low social intelligence in low job cadre (EL SI_L J_L) with introvert employees of high social intelligence in low job cadre (EL SI_H J_L) having the lowest score.

19. Hypothesis 17, which proposed that emotionally instable employees with high social intelligence in low job cadre may show greater amount of global impression management than emotionally stable employees with low social intelligence in high job cadre and such interactive trends may be noticed tactic-wise too, did not receive empirical confirmation.

20. Hypothesis 18, which proposed that emotionally instable extravert employees in low job cadre possessing high social intelligence may exhibit greater magnitude of overall impression management than emotionally stable introvert employees in high job cadre possessing low social intelligence, and such joint- action trends may be prevailing tactic-wise too, did not receive empirical evidence.

Theory - oriented

21. Lack of comprehensive theoretical model to understand, control and predict self-presenting or impression managing behaviour led to the proposed "contingency model" of impression management.

5.3 DELIMITATIONS AND LIMITATIONS

Delimitations

To avoid the pitfall of overgeneralization the delimitations of the investigation ought to be firmly kept in view. With regard to the population it is important to remember that the sample of the present investigation was drawn from the population of female assistant professors and lecturers employed in government girls colleges and government girls higher secondary schools respectively, in the state of Madhya Pradesh, which were headed by female principals. Therefore, the results can be generalized at the most to the female teaching staff of government educational institutions.

Limitations

The mode of assessment of personality variables, (E & N), cognitive factor (SI) and impression management behaviour was paper-pencil tests. While precautions were taken to encourage the Ss to reveal their "true" nature (see Chapter III, para 3.4), it is possible that, many of them might not have shown the degree of earnestness and candour expected of them. It is also important to realize that, what the questionnaires have tested are the perceptions of Ss of their own behaviour which could be somewhat at variance with the observations of an external observer. Secondly, the present investigation involved a large number of target persons, each having her unique personality dispositions, thereby differing from one another. Now impression management is not a static phenomenon but a dynamic, social

interaction process in which reciprocity plays a critical part. Therefore, the responses and reactions of target persons go a long way in shaping the IM behaviour of the ingratators. The variance in IM attributable to the target person constituted a serious limitation in the present investigation. Relaxation in the criteria upto P33.33 and P66.67 to get sufficient number of cases might also have affected the real contribution of independent variables in influencing dependent variable through interaction. Yet, there was no other way out.

5.4 SUGGESTIONS FOR FUTURE STUDIES

1. Impression management studies have focused mainly on the verbal aspect of the behaviour. Yet, the nonverbal behaviours and cues are of considerable importance. Therefore, future studies in the area of nonverbal and expressive behaviour can contribute to the proposed "contingency model" of impression management.

2. Mental illness and aberrant images are construed as role playing and should evoke interest in future researchers in the realm of IM.

3. Interested researchers may like to study impression management in the context of certain personality attributes like achievement motivation, frustration tolerance and anxiety.

4. Impression management behaviour is sensitive to cultural norms and a comparative inter-cultural study of impression management behaviour is likely to bring out normative variations in different cultures.

5. Theorists have drawn a distinction between the acquisitive and the protective style of impression management. A comparative study of male and female Ss can bring out interesting results with regard to the variance in impression management behaviour attributable to sex.

6. Indirect methods of impression management that are known to be quite obscure and oblique have evoked interest of researchers. Nevertheless, this area of impression management can further contribute to a great extent.

7. In working situations, impressions are managed at two fronts i.e. with colleagues and with boss. Are the images formed at one front parallel to or

contradictory to each other? Future researchers may contribute to this area by offering scientific answers to these questions.

8. Successful impression management involves formation of the desired image in the eyes of target person. Future investigators may take up the study of impression management from the angle of target person, which may help in knowing how far these endeavours are successful.

9. Investigations can also be carried out to observe the variance in the choice of hierarchical pattern of impression management tactics among male and female employees when the target person is of opposite sex.