Investigating the Role of Personality Dimensions on Impression Management Tactics

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Abstract: Most management researches are following the effective management of subordinates by supervisors. Contrarily, some authors believe that subordinates manage supervisors. Impression management as one of the most important political behaviors, is a tool that subordinates use to manage supervisors. Impression Management Tactics are effective tools that could be applied to influence and control others. The purpose of this paper is to study the effect of the big five model of personality factors on applying the Impression Management Tactics by employees in Sepah Bank. Impression Management Tactics which examined in this study are Ingratiation, intimidation and Supplication. Questionnaires were used for the purpose of data gathering and data was analyzed by using SPSS version 16. The results show a significant positive relationship between ingratiation tactic and Extraversion, Agreeableness and Openness factors and a significant negative relationship between Supplication tactic and Conscientiousness factor. a significant negative relationship between Intimidation Tactic and Extraversion and Agreeableness factors and a significant positive relationship between Intimidation tactic and Neuroticism factor were also found.

Introduction

It was believed that communications and interactions in an organization are managed and controlled by managers and supervisors. However, some researchers such as Drucker state that contrary to what is believed, supervisor is often managed by subordinates (Farhangi et al., 2010). According to this belief, subordinates' tools are political behaviors such as impression management tactics. When people gather in a group or organization, they render their own power and influence. When organizational personnel utilize their power and influence in practice, we say that they have entered into the political behavior. Those with good political skills can use their power origin effectively. Therefore, political behavior is unavoidable in groups and organizations in both legal and illegal manners. Political behaviors are defined as actions that are not among personal job requirements but they impact on the distribution of resources and awards in an organization (Robbins and Jage, 2009). Since people in organizations always face with resource and award distribution and/or sometimes they may lose particular resources, due to their respect to individual interests, they try to manage resource distribution or influence on it. Political behavior theory addresses initiatives which are used by employees to impact on resources and facilities. One of the most common

tools for meeting such aims is to use impression management tactics by which people try to show their positive or negative image in a way to acquire considered aims.

Political behavior plays a vital role in the success or failure of an organization. Affecting factors on political behavior are categorized into two groups. The first group of organizational factors includes low trust, ambiguity in task ambiguity, little opportunities for promotion and vague performance appraisal systems. The second group includes personal traits and needs which lead into a political behavior.

Personality is an important political behavior predictor. Researches show that personality traits can be good predictors for some political behaviors (Robbins and Jage, 2009). In this regard, by using Big Five model, present study addresses personality aspects traits as the predictors of impression management tactics such as ingratiation, supplication and intimidation. The main question of the research is that "what impression management tactics are used more by people with different personality aspects?

Big five model

There are various theories about personal and personality differences. Personality should be considered as a set of reactions and interactions with other people. Usually, personality is described based

on measurable characteristics (Robbins and Jage, 2009). When one discusses about personality, it is in fact referred to a relative fixed set of feelings and behaviors principally shaped by genetic and environmental factors (Khanifar et al., 2009). There are some differences between behavioral characteristics and personality traits. Habits, attitudes, skills, roles and relations are, inter alia, behavioral characteristics that help people to adapt their needs with environmental opportunities (Salder et al., 2010). An old discussion is that the role of which group in shaping the personality is more. Authors have found that 50% of personality differences and over 30% of job differences are genetic (Robbins and Jage, 2009). Obviously, personality is not shaped suddenly; rather, it is the outcome of inherited and environmental factors in long term. The aim of the preliminary studies in the field of personality was to identify and name those traits that describe individual's behavior. When someone reveals some traits in many situations, they are called personality traits (Robbins and Jage, 2009). In preliminary researches on personality, it was attempted to identify main traits that control human behavior. However, most researches led into long lists of traits that generalizing them seemed difficult. Of course, Big Five model was an exception. Over the past two decades, personality field was dominated by Mac Kerry and Costa's Big Five model (Khanifar et al., 2009). first, the model had only three aspects: "neuroticism", extraversion" and openness". Then, "agreeableness" and "consciousness" were added (Ahmadi et al., 2010).

Extraversion refers to individual's convenience in her relations. Extravert people are social, companionable and decisive while introvert people are self-contained, timid, non-talkative, ashamed and precautious.

Agreeableness refers to respect each other. Such people have cooperative morale and they are frank and trustable. Contrarily, disagreeable people are cold, competitive and aggressive.

Consciousness refers to the fact that people are trustable. Conscious people are accountable, sustainable, structured and trustable while no conscious people are unstructured, confused and nontrustable. People with secured emotional sustainability are self – esteemed, strong and calm. Emotional sustainability, nervousness and neuroticism are on the other end of the continuum. Such people are nervous, unsecured, unsafe, depressed and worried. Openness to experience shows people's interest and propensity to new phenomena and experiences. Such people are creative, curious and sensitive. People on the other end of the continuum are traditional and more

convenient in familiar conditions (Gholipour, 2007: 208 – 210).

Broad studies are conducted concerning Big Five model and many authors believe that it is a strong predictor and independent variable. The findings indicate that there is a relationship between personality aspects and job performance. Among these five traits, consciousness has the most relationship with job performance (Robbins and Jage, 2009). In other studies, it was proved that there is a significant relationship between introversion and technical and perceptual skills, between managers' extroversion and human skills, between neuroticism and agreeableness and job commitment, between consciousness, agreeableness and openness and citizenship behavior and between all these five aspects and trust among managers and staff (Khanifar et al., 2009). The ramifications of another study in the faculties of University of Tehran indicate indicated a relationship between personality aspects and job addiction. The findings of this research indicate that extroversion, openness and consciousness have a positive relationship with job addiction (Ahmadi et al., 2010).

Political behavior and impression management

When people gather in a group or organization, they render their own power and influence. People demand a distinguished aspect that by relying on which they can be influential, receive an award and progress in their career. When organizational personnel utilize their power and influence in practice, we say that they have entered into politics. Those with well political skills can use their power origin effectively (Robbins and Jage, 2009).

Politics is a reality of organizational life. Organizations consist of varied people and groups with different values, interests and targets. This promotes the possibility of conflict on political resources and behavior. Various definitions are provided about organizational politics. Politics is to use the power in practice. To acquire personal power and position, organizational members involve in organizational politics. Organizational politics is a kind of penetration process in which a person/group tries to achieve an advantage through informal tactics in addition to its competency (Zarei Matin, 2002). refraining to provide key information for decision makers, contributing in coalitions, revealing, rumors, sharing mutual benefits in the organization with other people and influencing on a special person are, employees' political behavior examples.

Political behavior can be divided into legitimate and illegitimate groups. Researches indicate that if organizational personnel consider political behavior as a threat, political behavior would lead into job satisfaction mitigation, stress and anxiety increase,

turnover increase and organizational performance mitigation. When people consider political behaviors as threat they adopt defensive behaviors (Robbins and Jage, 2009). Therefore, political behavior can play a vital role in organizational success or failure and the same point makes it more important to see how political behavior is generated. During their observations, Authors categorized affecting factors on political behavior into two groups. The first group includes organizational factors such as low trust, ambiguity in task ambiguity, little opportunities for promotion and vague performance appraisal systems. The second group includes other political behavior which is related to personal traits and needs.

One of the most common political behaviors is impression management. Impression management is a kind of political behavior applicants (Johnson et al., 2009). This idea was first introduced by Goffman (1956). He believed that people manage their impacts on other individuals and it may be knowingly or unknowingly. Goffman worked on social identity structure and through differences of roles showed that impressing behaviors and tactics is often a tool to control and manage other individuals (Singh and Vinnicombe, 2001). He says that this is an unavoidable reality that in our daily life, we always need to submit a good impression about ourselves (Salder et al., 2010). When people interact with other individuals who are more powerful and with higher status than them, they are more tended to use impression management maybe due to the fact that influencing individuals can bring outcomes and profits for them.

Various definitions are provided about impression management. Impression management refers to behaviors by which people control the image that people have about them (Rosenfeld et al.., 1995). Likewise, impression management is defined as a process by which people impact on others' perception from their own image (Singh and Vinnicombe, 2001). Some authors such as Zerbe and Paulhaus have introduced impression management as a knowingly false response or a deliberated effort to deviate from answering to a question and/or creating a desired image (Johnson et al., 2009). Noteworthy, it does not mean that feelings transferred by people are necessarily false. Impression management is used when someone wants to create a new situation or to keep his/her present status. Such aim is satisfied by both verbal and nonverbal communication (Provy and Zeedman, 2007). Naturally, people try to maximize their desired outcomes and to minimize the undesired ones. The results indicate that impression management is a dynamic process and is shaped continually in interpersonal relations. In their interactions, people are looking for signs that show

how other people conceive them and what are their perceptions (Provy and Zeedman, 2007).

Since impression management happen in interpersonal interactions, culture is an important determinant in using impression management tactics. For example, the results of a research indicate that Pakistani and Indian employees use impression management tactics more than western counterparts and the reason is high power distance in such countries (Khaliji et al.., 2010). Expectation theory can highly help to conceive fundamental motivations which lead into impression management usage (Singh and Vinnicombe, 2001). Applying impression management tactics are more in situations such as job seeking and employment, job interview, performance appraisal, feedback and job promotion (Provy and Zeedman, 2007). Overall, impression management is a contingency phenomenon which is used more in situations that people are assessed. In the case of a mental assessment, respondents tend more to provide deviating answers and to use impression management techniques while in explicit situations impression management is seen lower (Johnson et al.., 2009). If assessment indicators are not defined precisely and explicitly, people use impression management more. Therefore, the knowledge generated by research on impression management can help managers in their managerial activities such as improving their evaluation about job applicants and employees and also help different people to find a job or progress in job career (Provy and Zeedman, 2007). Overall, impression management is used to achieve three main aims: acquiring the maximum award (social and material outcomes), improving self-esteem and creating a desired social personality (Singh and Vinnicombe, 2001).

Impression management tactics

Researchers have provided different tactics and categories on impression management. In one of the most important categories, impression management is divided into two strategies: assertive and defensive strategies. Assertive strategies are mainly used to create and meet desired aims. Among the assertive strategy tactics, ingratiation is highly paid attention. In contrary, defensive strategy is used to justify or repair a situation (Provy and Zeedman, 2007). Assertive tactics are behaviors which play a vital role in creating or developing a special identity for its user while defensive tactics include behaviors which are used to restructure an undesired identity (Salder et al.., 2010). In another category, Khilji et al. (2010) introduced job-focused, relationship-focused and initiative-focused strategies. Job-focused strategy involves activities that individuals do to inform their supervisors about their job efforts. This strategy involves tasks such as serious attitude toward work,

spending excessive time for work, working with high speed, accepting tasks which need high speed, being expert in the job, professionalism, sending right reports, high quality performance, being trustable, showing job experience, pursuing precise manuals, etc. In relationship – focused strategy, the main emphasis is on interpersonal relations. This strategy involves such issues as job satisfaction, showing that the individual likes his/her job, smiling, stating sentences like "I enjoy working here"., Introducing new ideas, respecting new problems in job or project, volunteering to perform assignments more than tasks, being sociable, contributing in meetings, exposing innovation and creativity in varied opportunities, volunteer volunteering to do jobs out of job framework, and being interested in stating the creative ideas about job problems. Kipnis and Schmidt categorized impression management behaviors and tactics in five categories which include rationality, friendship, self-expression, bargaining and coalition. On this basis, prudent persons prefer to use their wisdom and rationality more while they also use other tactics. Ingratiated people prefer to show their friendship and seek their targets through impacting on managers (Singh and Vinnicombe, 2001). This category shows that personality traits are important determinants of impression management tactics.

In summary, by reviewing impression management literature one can summarized types of tactics as below (Robbins and Jage, 2009; Provy and Zeedman, 2007; Singh and Vinnicombe, 2001).

1. Conformity: to show that you agree with another person in order to attract his/her confirmation. Example: a manager tell his/her superior; "the plan which is provided by you to pass the crisis is completely right. I fully agree with you."

2. Ingratiation: appreciating others to acquire reputation and showing) that you are a judicious and wise person. Example: a new sale trainee tells his/her colleague: "you addressed the complaint which was raised by that client so courtesy that I will never be able to act as proper as you." Ingratiation is an effort is liked and it can include being flatterer and doing what is interested by the target person. The primary aim of ingratiation is to increase communication (Provy and Zeedman, 2007). Therefore, by this definition, conformity with the personality of the targeted person is also a subset of ingratiation. Ingratiated persons show their interest to the private life of their supervisors to prove their friendship. They help other people personally and voluntarily and appreciate them for their achievements in order to seem a good person and to be liked by other people. Among various impression management tactics, ingratiation is more addressed by authors. Some studies indicate that this tactic enjoys high efficiency. It is a vital tactic for minority groups and women especially when they are facing with higher power (Singh and Vinnicombe, 2001).

3. Favors: to do a good work for someone to achieve her confirmation. Example: seller tells a potential customer: "I have bought two theater tickets for tonight but I cannot go. Please accept them as an appreciation."

4. Excuse: to explain and to justify for mitigating the seriousness of undesired status quo. Example: sales manager tells to the boss: "we were not able to publish the advertisement in the newspaper on time albeit no one would answer them."

5. Apologize: accepting the responsibility of an undesired occurrence and demanding forgiveness. Example: an employee tells the boss: "I'm so afraid for the error in the report. Please forgive me!"

6. Self – promotion: highlighting the best personal traits, underestimating problems and pointing out personal successes. Example: interviewee tells interviewer: "I entered the university as the first rank and I was the best student." In present tactic, it is attempted to attract other people to personal advantages so that the person could be seen as a meritorious and competent individual (Provy and Zeedman, 2007). This tactic is efficient in job interviews.

7. Association: acquiring the support or confirmation for oneself or acting through simulating or relating oneself to a confirmed person. Example: a job applicant tells the interviewer: what a nice event! Your boss and I was roommate in the university dormitory.

8. Intimidation: doing rude treatment with colleagues if they butt in their job or saying that they should bother bad consequences if they annoy you or intimidating someone to help you in doing your job. Example: supervisor tells the subordinate: you know that I will prepare the report of this project and this project has a direct relationship to your appraisal." Such people treat rude in communicating others or they show others that they can make the situation harder in different ways or they can even use intimidation and threat to perform their job. They use intimidation and threat in order to be treated rightly by other people.

9. Supplication: showing reactive behaviors like pretending to need for help and empathy or

pretending to understand incorrectly to avoid undesired consequences. Example: an employee tells his colleague: "this software is more complicated than what I thought. Although I do my best, it doesn't respond. I wish someone tells me how it works." Such people show that they know less about a particular issue so that their supervisor expects them less. Or, by showing that they are needy, they attempt to attract the empathy and help by other people. Noteworthy, they are capable to perform the jobs but, in contrary, they pretend that they are not.

10. Exemplification: according to this tactic, the person likes to be appreciated due what she has performed. For instance, she may come sooner and leave later to show that she is a devoted employee (Provy and Zeedman, 2007). Or, she may try to be appreciated and respected by ethical honesty (Khiliji et al.., 2010). This concept may be equal with hypocrisy in Islamic culture.

The aspects of personality and impression management: hypotheses

Researches show that personal differences have a considerable effect on impression management. Therefore, we can analyze the relationship between impression management and personality traits. For this purpose the relationship between impression management tactics and Big Five Personality factors is being analyzed.

Extroversion and impression management

Extroversion involves characteristics such as being social, Reliable, decisive, ambitious, practical, having high energy, being enthusiastic and warm, tending to be positive and having positive feelings about events, individuals and phenomena. Therefore, a person with the high extroversion score is more likely to look for acquiring a critical role in the workplace (Judge and Ilies, 2002). Therefore, one we can say that people with high extroversion degree are more tended to use soft tactics including ingratiation and supplication in impression management. According to such details, the hypotheses 1 to 3 are:

H_1: extroversion has a positive and significant relationship with ingratiation.

H_2: extroversion has a positive and significant relationship with supplication.

H_3: extroversion has a negative and significant relationship with) intimidation.

Agreeableness and impression management

Agreeableness relates to characteristics like humility and moderation, acceptance, conformity, respect and consideration. In contrast, people with lower agreeableness score are incompatible, aggressive, competitive, interested in impression

management and selfish (Ahmadi et al.., 2010). Therefore, people with lower agreeableness score should be more involved in their job since they are competitive and looking for impression management and influencing over others (i.e. managers and colleagues). On the other hand, due to humility and charitable nature of people with higher agreeableness score, they pay more attention to interact with other people. Totally, we can say that it is expected that people with lower agreeableness score use hard tactics like intimidation and people with lower agreeableness score use soft tactics like ingratiation and supplication. So, the hypotheses 4 to 6 are:

H_4: agreeableness has a significant and positive relationship with ingratiation.

H_5: agreeableness has a significant and negative relationship with supplication.

H_6: agreeableness has a significant and negative relationship with intimidation.

Consciousness and impression management

Consciousness accompanies with determinants such as effort, persistence and accountability. Researches indicate that "consciousness" has a significant relationship with job performance (Barrick and Mount, 2991; Mount and Barrick, 1995; Salgado, 1997). A study by Brown (1996) showed that conscious people are more committed to job ethics. Therefore, we can expect that people with higher consciousness have lower propensity to ingratiation and supplication. As the first priority, doing the job and task is important for such people and even they may intimidate those ones who hinder them from performing their tasks. Therefore, we can expect that consciousness has a negative relationship with soft tactics and a positive relationship with hard tactics. Thus, hypotheses 7 to 9 are:

H_7: consciousness has a significant and negative relationship with ingratiation.

H_8: consciousness has a significant and negative relationship with supplication.

H_9: consciousness has a significant and positive relationship with intimidation.

Neuroticism and impression management

"Neuroticism" involves traits such as anxiety and extra worry, pessimism, low trust and confidence and propensity to negative feelings toward events, people and phenomena. Since such people tend to have negative and pessimistic interpretations toward phenomena and events, people with higher neuroticism score are more likely to have lower positive attitudes toward their job. Besides, due to the lack of trust and optimism, they are not so ambitious in their career toward goal setting and performance promotion. Empirical evidences indicate that "neuroticism" has a negative relationship being target oriented (Malouff et al.., 1990). We can expect that

people with higher neuroticism score do not devote themselves to their job. Empirical studies confirm that neuroticism has a negative relationship with job satisfaction, progress, job promotion, job motivation and job performance (Barrick and Ryan, 2003; Judge and Ilies, 2002). On the other hand, people with higher neuroticism score value health factors and maintaining factors like job security and job conditions rather than motivators like job nature and progress opportunities (Furnham, 1999). We can expect that people with higher score enjoy their job less and there is no motivation to encourage them to perform their jobs better. Although such people do not refer to ingratiation, they usually try to receive the helps by other individuals and assign the jobs to their colleagues. They also use intimidation due to their stress and negative feelings. Thus, hypotheses 10 to 12 are:

H_{10}: neuroticism has a significant and negative relationship with ingratiation.

H_{11}: neuroticism has a significant and positive relationship with supplication.

H_{12}: neuroticism has a significant and positive relationship with) intimidation.

Openness and impression management

Openness involves welcoming new ideas, flexible thinking, innovation and creativity orientation, propensity to set ideal targets and ideas. People with high openness to new experiences are seeking to satisfy their curiosity feeling, to find new ideas, and to use their creativity and talent in any job they perform. They need the cooperation and agreement of other people to turn their ideas into action. Thus, they try to achieve the acceptance of other people by using soft techniques. In addition, studies indicate that there is a positive relationship between openness and individual motivation (Judge and Ilies, 2002). Therefore, we can expect that people with higher openness score tend to use soft tactics in impression management more. Thus, hypotheses 13 t0 15 are:

H_{13}: openness has a significant and positive relationship with ingratiation.

H_{14}: openness has a significant and positive relationship with supplication.

H_{15}: openness has a significant and negative relationship with intimidation.

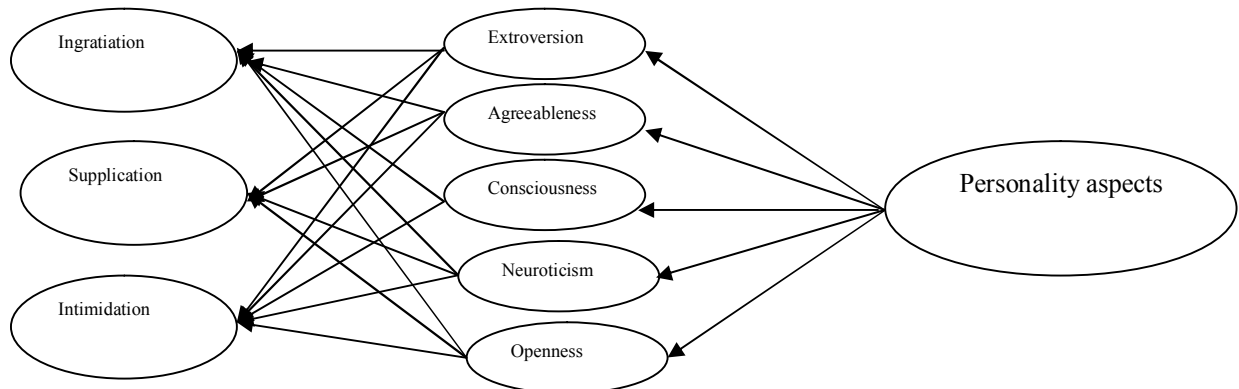Based on what was mentioned, research conceptual model can be drawn as follow:

Fig 1. Conceptual model of the research

Research Methodology

The Present study is an applied research in terms of research purpose and it is a descriptive (non-pilot) field study in terms of data collection method. In the present study, personality aspects are considered as independent variables and ingratiation, supplication and intimidation are considered as dependent variables. The main data collection tool is questionnaire. Maslash and Jackson scale (1981) is used to measure personality aspects and Bvlynu and Trnly questionnaire (1999) is applied to measure the impression management tactics. Cronbach α ratio is 90% for personality scales, 90% for neuroticism, 89% for extroversion, 85% for agreeableness, 70% for openness and 91% for consciousness. Likewise,

this ratio is 67.7% for impression management scale and for 94% supplication, 88% for intimidation and 90% for ingratiation. The validity of the impression management tactics questionnaire is measured by Farhangi et al. (2010) and personality questionnaires in different papers such as Ahmadi et al. (2010). Research statistical population consists of 400 Sepah Bank Headquarters' personnel. Sampling is conducted by the simple random technique. Sample volume is computed by the following formula:

$$n = \frac{NZ^2{}_{\alpha}/2 \times P(1-P)}{\varepsilon^2(N-1) + Z^2{}_{\alpha}/2 \times P(1-P)}$$

Where:

Z is the normal variable with 95% confidence

level ($z_{\alpha/2} = 1.96$); ε is the allowed error ($\varepsilon = 0.06$); N is (400) (the statistical population of the research); and the amount of P is 0.5 since in such (this) case, it will find (have) its possible maximum rate. This causes the sample to be large enough (Azar & Momeni, 2001: 72). Therefore, the sample consists of 161 subjects. To test the hypotheses, Spearman correlation test by SPSS Version 16 is used.

Analyzing the Findings

1% of respondents are female and 99% of them are men. Their average working experience is 6 years. 18.7% of respondents have high school diploma and under it, 40.2% have or bachelor degree, 40.2% have master degree or they are postgraduates and 1% of respondents have Ph.D. degree.

Table 1: Spearman's correlation coefficient results for research variables

	Supplication	Intimidation	Ingratiation	Extroversion	Agreeableness	Consciousness	Neuroticism	Openness
Supplication	1							
Intimidation	-0.98	1						
Ingratiation	-.028	-0.53	1					
Extroversion	-0.271**	-0.241**	0.835**	1				
Agreeableness	-0.270**	-0.301**	0.681**	0.782**	1			
Consciousness	-0.746**	0.128	0.124	0.344**	0.301**	1		
Neuroticism	-0.93	0.592**	0.361**	0.149	0.033	0.111	1	
Openness	-.0290**	0.300**	0.214*	0.324**	0.103	0.410**	0.473**	1

$P \leq .05$ $H_{89}.$ *　　　　$p \leq .01$ **

Table 2: The results of testing hypotheses

Result	hypothesis	Personality aspect
Supported	(H$_1$) Extroversion has a significant and positive relationship with ingratiation.	
Refused	(H$_2$) Extroversion has a significant and positive relationship with supplication.	(Extraversion)
Supported	(H$_3$) Extroversion has a significant and negative relationship with intimidation.	
Supported	(H$_4$) Agreeableness has a significant and positive relationship with ingratiation.	
Refused	(H$_5$) Agreeableness has a significant and negative relationship with supplication.	(Agreeableness)
Supported	(H$_6$) Agreeableness has a significant and negative relationship with intimidation.	
Refused	(H$_7$) Conscientiousness has a significant and negative relationship with ingratiation.	
Supported	(H$_8$) Conscientiousness has a significant and negative relationship with supplication.	(Conscientiousness)
Refused	(H$_9$) Conscientiousness has a significant and positive relationship with intimidation.	
Refused	(H$_{10}$) Neuroticism has a significant and negative relationship with) ingratiation.	
Refused	(H$_{11}$) Neuroticism has a significant and positive relationship with supplication.	(Neuroticism)
Supported	(H$_{12}$) Neuroticism has a significant and positive relationship with intimidation.	
Supported	(H$_{13}$) Openness has a significant and positive relationship with ingratiation.	
Refused	(H$_{14}$) Agreeableness has a significant and positive relationship with supplication.	(Openness)
Refused	(H$_{15}$) Agreeableness has a significant and negative relationship with intimidation.	

As seen in Table 2, the relationship between extroversion and ingratiation is positive and the relationship between extroversion and supplication is negative. As seen in Table 2, the relationship between extroversion and ingratiation is positive and the relationship between extroversion and Intimidation is negative. No positive relationship between extroversion and supplication is observed. Therefore H$_1$ and H$_3$ are supported and H$_2$ is refused.

Agreeableness has a positive and significant relationship with ingratiation and it has a negative relationship with intimidation. Similar to extroversion, no positive relationship between agreeableness and supplication is observed. Therefore, H$_4$ and H$_6$ are supported and H$_5$ is refused. A negative and significant relationship is observed between consciousness and supplication while no relationship is seen between consciousness and ingratiation and between consciousness and

intimidation. Therefore, H$_7$ and H$_9$ are refused and H$_8$ is supported.

No relationship is seen between neuroticism and supplication while it has a positive and significant relationship with intimidation. No negative relationship is seen between neuroticism and ingratiation. Therefore, H$_{10}$ and H$_{11}$ are refused and H$_{12}$ is supported.

Finally, a positive relationship is seen between openness and ingratiation while it has no negative relationship with intimidation and it has no positive with supplication. Therefore, H$_{13}$ is supported and H14 and H$_{15}$ are refused.

Conclusion and discussion

The Present study focuses on identifying impression management tactics which are called subordinates' tools for managing supervisors. Some researchers consider impression management as an instrument to control other people (Singh and

Vinnicombe, 2001) and they have a negative attitude toward it. Other connoisseurs believe that it is an unavoidable reality of working and personal life thus they say that we need a positive impression management in our daily life (Salder et al., 2010).

Present study investigates the role of personality factors in shaping and using impression management tactics include supplication, intimidation and ingratiation. Research findings show that there is a significant relationship between some aspects of Big Five personality factors and impression management tactics.

H_1, H_2 and H_3 stated that extroversion has a positive relationship with ingratiation and supplication and a negative relationship with intimidation. Findings of the research support the H_1 and H_3. The results are somehow compatible with the research by Hadavinejad et al. (2010). The research by Hadavinejad et al. indicate indicates that those people who use informal communication in the organization often try to satisfy all other people and use ingratiation to show that they do well. Those people with interacting morale, pay attention to social relations and the possibility of using ingratiation by them is higher than other people. Concerning the relationship between extroversion and supplication and intimidation, it should be said that since such persons enjoy a soft power, strong relations and interactions, it is less likely that they use hard tactics like intimidation.

The research by Hadvainejad et al. indicates that people who use impression management tactics have interact more with others, they know how to treat others and penetrate them. They are self-monitors and they can easily adapt with different conditions and situations. Thus, we can say that the findings of their research support the relationship between impression management tactics and agreeableness. The findings indicate a positive relationship between agreeableness and ingratiation. The research by Hadavinejad et al. indicates that people with political behaviors and impression management have a lot of Machiavellian personality traits namely high power demanding. Likewise, the results indicate that emotional intelligence, self – monitoring and internal locus of control can be effective in impression management. On this basis, the existence of conditions such as weak performance appraisal system (system), informal (destructive) relations, interpersonal political relations and violating the rules are effective in political behaviors particularly impression management. Therefore, we can say that conscious people are looking for discipline and performing the tasks well. They are performance oriented and they use impression management tactics less. The findings of a research

by Farhangi et al. (2010) indicate that extra role relates positively to intimidation. In other words, when employees face with conditions in which job demands and requirements are more than their capabilities, they look for using intimidation tactic since they face with anxiety, agitation and undisciplined conditions. Therefore, such findings are compatible with the findings of the present study. The present study findings support the hypothesis about the relationship between neuroticism and intimidation. People with neurotic behavior have low emotional sustainability. They are angry, unsecured, unsafe, depressed and anxious. Researches show that neuroticism has a negative relationship with being neutral. In other words, people who suffer from stress, anxiety and depression are incapable of goal setting (Ahmadi et al.). Therefore, due to their incapability, it is more likely that they use hard tactics like intimidation. In addition, the findings of the research by Farhangi et al. indicate that having extra role have no negative relationship with ingratiation. It means that anxious people may use ingratiation. Likewise, it has a positive relationship with supplication. When people face with extra pressure of role, they try to attract the opinions of other people to support them. Such findings are not compatible with the present research findings since there is no relationship between neuroticism and supplication.

The findings of the research by Farhangi et al. indicate that role ambiguity has a positive relationship with supplication and ingratiation. It means that when people do not know their demands of their organizational role, they try to remove such ambiguity through attracting the support from other people and/or ingratiation. We can say that people with high openness score, experience role ambiguity continuously. Thus, they will go toward supplication and ingratiation. The findings of the research by Farhangi indicate that role ambiguity has no negative relationship with intimidation. This result is compatible with the findings of the present study. A research by Abbapour et al. (2010) show that the "self – focus" impression management tactic has a casual and significant relationship with citizenship behavior. Conscious people often show high citizenship behavior. Therefore, the findings of this research are somehow compatible with the findings of the present study about the relationship between consciousness and supplication.

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