==

IMPRESSION MANAGEMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR: AN INVESTIGATION OF BOTTLE WATER COMPANIES IN RIVERS STATE, NIGERIA

Maxwell Nwinye and Chimze Otto
Department on Management, Faculty of Management Sciences
University of Port Harcourt

Abstract:	Keywords:
This study examined impression management and organizational citizenship behaviour in bottle water companies in Rivers State, Nigeria. Two measures of impression management like self-promotion and ingratiation were utilized to determine their relationship with the proxies of organizational citizenship behaviour such as altruism and civic virtue. A total number of 303 employees were carefully chosen from eight reachable bottle water companies involving skilled and unskilled workers. Cross-sectional survey and random sampling technique were used for the study. Taro Yamane's formula was employed to discover the sample size of 172 for this study. A structured questionnaire was useful in collection of data. The researcher adopted Spearman rank correlation coefficient to test the hypotheses. The validity of the research instrument was successful through contributions from management intellectuals and professionals. The reliability instrument was illustrated through Cronbach's alpha test. The findings showed that self-promotion has positive significant relationship with altruism including impression management may also influence organizational citizenship behaviour. The researcher concluded, that ingratiation has positive significant connection with civic virtue. Recommendation for this study includes employees in the bottle water companies, should tactfully apply self- promotion strategy of impression management in order to enhance the altruistic behaviour in the organization.	Impression management, self-promotion, organizational citizenship behaviour

Introduction

Organizations are social entities that search for goal-oriented methods to improve their operations and beat rivals in competitive environment. Organizations relied on the employees who are the brain box to operate on daily basis to ensure efficiency and effectiveness. Workers with positive behaviour could facilitates company's fortunes. The behaviour of employees in organizations is very vital as its characteristics attract progress to the firm irrespective of

==

==

various limitations. Organ (1997) noted that one of the behaviours needed by firms to certify efficiency and high performance is citizenship behaviour of the employees. Organizational citizenship behaviour symbolizes employee's discretionary actions that are not within their formal job description in the organisation (Pickford & Joy, 2016). Similarly, Organ (1988) declared that organizational citizenship behaviour (OCB) is employee's behaviour which is optional and does not need reward from the company but enhances the effective functioning of the firm. Organizational citizenship behaviour refers to the willingness of the employees to perform actions that are not within the scope of job description but the behaviour benefits the co-workers and business. Organizational citizenship is exhibited largely by several employees in the workplace and contributes to the improvement of social and psychological environment in the organization. Employees who display the organizational citizenship behaviour are perceived to be valuable in the organization. Barsulai et al. (2020) highlighted that organizational citizenship behaviour (OCB) improves extra role behaviour, increases effectiveness, facilitates problem solving, and overall wellbeing of employees and the firm.

Engaging in organizational citizenship behavior permits employees to have more control over the circumstances while also helping others. Organizational citizenship behaviour helps to eradicate various problems affecting the organization that could jeopardise or mitigate the success of the firm. Idrus et al. (2019) claimed that organizational citizenship behaviour (OCB) is beneficial to the employees and also lift the success and effectiveness of the company. Indeed, organizational citizenship behaviour instigate employees to think outside the box by reducing the level of supervision, improve work confidence, and enhancing workers ability to manage the extraordinary situations in the organization. When workers in manufacturing or bottle water company display positive behaviour, it helps to maintain a cordial work environment which leads to employee's career success and feels sense of meaningfulness at work (Tambe & Shanker, 2015). Correspondingly, organizational citizenship behaviour (OCB) is beneficial to the entire organizations as it promotes the firm's image, constructive ideas needed for the growth and development of the organization (Tabassum, 2016). Furthermore, Organ (1988) identified altruism, conscientiousness, civic virtue, courtesy and sportsmanship as the measures of OCB. It is important to know that most employees and employers are creative. The cleverness of man could inspire him to practice impression management to regulate or correct the observations other people have about him. Rosenfeld et al. (2002) conceived impression management as the process where by individuals attempt to control the image others have of them. Impression management signifies a system of improving image and controlling information in social interaction where employee presents himself in the manner other people may like him. Bolino et al. (2014) narrated that impression management requires deliberate displaying certain behaviour, either verbal or nonverbal, that makes others to see the person as a good person. This implies that impression management is demonstrated by employees with the intention of portraying positive behaviour in the organisation. Impression management is concerned with the ways in which the employee in ordinary work situations presents himself and his activity to others, the ways in which he guides and controls the impression people have about him, and the kind of things he may do or not do while sustaining

==

==

his performance before them. Bolino et al. (2016) contended that impression management is essential in protecting company image, which enables employee to collect information, feedback, and engaged in pro-social behaviour in the workplace to boost organizational performance. Several studies have acknowledged the significant relationship between impression management and organization citizenship behaviour. Bolino et al. (2006) found that supervisor focused IM strategies have considerable effect on perceptions of managers about their employees' OCBs in the point of good soldiers' indication. Nguyen et al. (2008) found significant relationships between some IM strategies and some OCBs. The findings indicated that ingratiation strategy correlated with conscientiousness and self-promotion strategy correlated with altruism. Jones and Pittman (1982) identified two main proxies of impression management as; self-promotion and ingratiation. This study tends to examine the relationship between impression management and organization citizenship behaviour in bottle water companies in Rivers State, Nigeria.

This study emphasized on two hypotheses using two measures of impression management such as self-promotion, ingratiation, and two proxies of organization citizenship behaviour namely altruism and civic virtue.

Research Hypotheses

Ho$_1$:   There is no significant relationship between self-promotion and altruism in bottle water companies in Rivers State, Nigeria.

Ho$_2$: There is no significant relationship between ingratiation and civic virtue in bottle water companies in Rivers State, Nigeria.

Literature Review

Impression Management (IM)

Schlenker and Pontari (2000) asserted that impression management is the activity of controlling information other people have about an individual. Employees who know how to manage information regarding the firms' shortcomings, products, have demonstrated impression management. Jain (2012) pronounced that impression management also known as self-presentation, refers to the ways people attempt to control how they are perceived by others. Impression management is the conscious or unconscious attempt to control an expected image in a real or imaginary social interaction (Schlenker, 1980). Ordinarily, impression management is the process by which a worker tries to control the information or feelings other persons form of him, by engaging in self-presentation strategies to send a particular image. Self-presentation relates to expressing oneself in a certain way to manage perceptions and achieve social goals. Impression management does not only influence how an individual is treated by other people but is an essential part of social interaction. When employee conveys good information regarding his firms' capabilities, visions, products, and other characteristics, people or customers may respond to the organization in positive patronage. Goffman (2002) insisted that impression management (IM) is not risk-free, especially becoming excessively concerned over others' opinions could create anxiety, thereby increasing health problems. Impression management occurs when people commonly describe their friends in a positive manner so that

==

===

others may help to support their friends' desired images. Moreover, impression management could be undertaken in the service of self-serving or more other-oriented goals which epitomises a central component of everyday social life (Schlenker & Pontari, 2000). There is a need to maintain an image that is approved by people who have pivotal roles in the organization and their subjects (Ginzel *et al.*, 1991). Impression management is also illustrated during a job interview, while the employer tries to gather information about the applicant, the applicant attempts to present herself as the best person for the vacant position (Kacmar *et al.*, 1992). Consequently, Kristof-Brown et al. (2002) stated that applicants may use impression management tactics to influence the employers' decisions.

Self-Promotion

Self-promotion is a system whereby an individual makes an effort to present himself to others as competent, skilful, experienced, talented, clever, and trained person (Jones & Pittman, 1982). Self-promotion is a natural tendency where a person presents himself to other people as an intelligent person, having brilliant qualities, and educated. Self-promotion takes the form of public speeches, face-to-face conversation, self praises on social media, pictures, pattern of dressing, speech, and gestures. Individuals who demonstrate self-promotion assume that other persons may think good of them and respond to their self-promotion in a favorable manner. Apparently, the boaster uses self-promotion to make people have good impression about him regarding his competency, successful behaviour, truthfulness, and smartness (Jones & Pittman, 1982). However, in an attempt for the boaster to praise himself or protect the image of his firm, he may create disorder or annoys other people. Particularly, when they know that he is deceiving himself by telling lies or transferring misleading information. Moreover, self-promotion happens in many areas of formal and informal social relationships, it is common among people who are higher in status, self-promotion is also exhibited during job interviews, and business chain of command where the manager disclosed to the new employee his position in the firm through his speech (Jones & Pittrnan, 1982).

In the university, lecturers and directors display self-promotion or self-praise when they have conversations with the students, parents, and business owners to protect the integrity of the university. Leary (1995) claimed that self-presentation could affect the emotional experience. For example, people may become socially anxious when they are motivated to make a desired impression on others but doubt that they could do so successfully. Individuals are not immediately concerned about others' evaluative responses in a social setting, where they are attempting to create a particular impression and believe that they may be successful in doing so. Schlenker and Leary (1982) found that over 50% of the applicants who applied as nurse's aide inflated their salaries and length of service prior to the job interview. Similarly, Martey and Consalvo (2011) insisted that college students over rated their course before students from another faculties. Goffman (2002) asserted that many cases of deliberate misrepresentation on personnel records could be seen as attempts at self-promotion within an organization. Martey and Consalvo (2011) stated that high school students often take a personality test either as part

===

==

of a job application, or for a guidance class. It was found that the students score higher on several personality scopes when the test was for important job opportunity.

Ingratiation

Ingratiation refers to an approach adopted by employees which gives the organization good image by helping other workers (Jones, 1964). Ingratiation entails a process where the behaviours of managers, supervisors, are favourable to their co-workers which make the organization to be useful and attractive to members of the society. The methods used in ingratiation involve respecting the workforce, giving praises to employees for their performance, protecting their interests, sending good messages about the organization, and providing supports to employees (Baron & Kreps, 1999). Ordinarily, employees could apply this tactic when the organization is supportive and caring for the workers. An angry employee who is dissatisfied with the working conditions and behaviour of the workers may destabilize the firm by passing negative information. Ingratiation is also regarded as social reciprocity which is a feeling of a social obligation to repay the positive actions of others with similar actions. For instance, if an employee favours you, it is expected that the beneficiary should respond with a pay back reward. Where the recipient fails to respond with positive behaviour, such person may be perceived to be insolent or ingrate. Varma et al. (2006) emphasized that ingratiation encompasses giving positive actions to a person with expectation that he may be indebted or thankful to return with positive loyalty or reward.

Ingratiation is actually an attempt by employees to increase their attractiveness in the eyes of others. The rate of ingratiation behaviour is higher among the upper levels of management (Baron & Kreps, 1999). Most workers like superiors that appreciate their committed efforts in enhancing productivity. Ingratiation is an informal technique which recognises impression management, sweet talk, creation of good will, and interpersonal attraction (Eastman, 1994). Subordinates accepted this method with the intention of creating a favourable impression. If workers in the bottle water company invoke ingratiation strategy, they are capable of being adored by the manager. The ingratiatory subordinate may embellish and increase the positive side of a manager who has demonstrated caring and support to workers so that people may like him. Furthermore, ingratiation comprises of several strategies explicitly self enhancement, toeing the line of superior, and rendering special treatment to people (Varma et al., 2006). Self enhancement signifies behaviour which an employee showcase to attract his superior. The idea is to create a relationship with the superior so that he may perceive the subordinate as a good employee.

Organizational Citizenship Behaviour (OCB)

Organ (1988) described organizational citizenship behaviour (OCB) as individual behaviour that is optional, not directly or clearly recognized by the formal reward system, and promotes the effective functioning of the organization. Kwantes et al. (2008) narrated that organizational citizenship behaviour is the behaviours that employees voluntarily exhibit to promote the effectiveness of the organization but are not explicitly rewarded by the organization.

==

==

Correspondingly, organizational citizenship behaviour symbolizes the willingness of employees to go above and beyond what is expected of them in the workplace. This behaviour benefits the co-workers and the business but not included in the basic job description. Indeed, when employees work in a company, they know that certain behaviours are expected of them. Practically, all employees are obliged to perform the duties assigned to them in a way that is acceptable to management and beneficial to the organization. Organizational citizenship behaviour is a personal choice that the omission does not require punishment. It is isolated from task performance since organizational citizenship behaviour is not essential to the task at hand. Individuals engage in this behaviour to help their work environment operates effectively. Employees engage in citizenship behaviour only because they want to, it is not a question of obligation (Polat, 2009). Employers are always looking for employees who display organizational citizenship behaviour to join their business operations. It is for the benefit of the organization for managers to encourage their employees to implement the characteristics of organizational citizenship behaviour. Company leaders could show employees the type of behaviours that are positive and fruitful. Cheering teamwork may as well have a positive effect on collaboration and help achieve stated goals. Organ (1988) listed two components of organizational citizenship behaviour as altruism and civic virtue. Similarly, Organ et al. (2006) maintained that organizational citizenship behaviour enhances productivity and helps co-workers to meet work target. It also attracts and retains good employees through creating sense of belonging, maintaining a friendly, and supportive working environment. However, Tanaka (2013) disclosed the consequences of organizational citizenship behaviour to include turnover intentions, absenteeism, work–family conflicts, stress, and work overload.

Altruism

Altruism is individual helping behaviour directed to other persons (Organ, 1997). Altruism refers to voluntary behaviours where an employee provides support to an individual with a particular problem to complete his task within certain circumstances (Organ, 1988). Altruism is the willingness of an employee to help another without expecting anything in return. Altruism also means helping other employees of the organization in their tasks. An example of altruism could be when an employee pays the school fees of his colleague's son without expecting any sort of compensation. Altruism is an important factor of organizational citizenship. It is the characteristic of employee's ability and willingness to help others out of his own generosity. Altruism may be exhibited in many ways through showing appreciation for coworkers in the workplace, helping coworkers with their responsibilities, assisting workers who were absent, and agreeing to complete additional helpful tasks in the office. Workers who demonstrate altruism have influence on their coworkers and employer. Apparently, their actions increase productivity and even boost the morale of the organization. Employees are satisfied when they provide assistance and display kindness to their fellow workers. Podsakoff et al. (2000) declared that altruism was significantly related to performance evaluations and compatibly having positive effect on the organization.

==

===

Civic Virtue

Civic virtue denotes the behaviour of the employees to participate actively in the progress of the firm and become worried about the life of the company (Podsakoff et al., 1990). Civic virtue is conceived as subordinate participation in organization political life and supporting the administrative function of the organization (Deluga, 1998). Civic virtue relates to when employees represent their company in a good way, exercise commitment, and protects company needs. Civic virtue signifies the willingness to participate actively in organization's proceedings, to work out the best alternative for the organization, monitor organization's environment for threats and opportunities. These behaviours emanate when employees have sense of belonging, happy, and consider themselves to be part of the organization. Civic virtue entails the constructive involvement in the political process of the organization, expressing opinions in meetings, discussion with colleagues the issues concerning the organization, and consistent reading of mails for the success of the organization. Dash and Pradhan (2014) noted that civic virtue comprises the display of good conduct, volunteer participation, educating illiterates, and the responsibility of the employee to be a good citizen of the organization. Walz and Niehoff (1996) affirmed that civic virtue enhances the quantity of performance and helps to reduce customer complaints.

Empirical Review

Dash and Pradhan (2014) examined the relevance of organizational citizenship behaviour (OCB) in Indian organizations and proposed a new theoretical framework for future research with its practical implications. The paper provides a comprehensive conceptual model of OCB for Indian organizations. It employed survey design to critically examine the literature and rationalizes the determinants and consequences of OCB in Indian context. It The model includes human resource practices, employee engagement, and job embeddedness as determinants of OCB. High employee retention, job satisfaction and low absenteeism have been conceptualized as positive consequences and work-family conflict and role overload as negative consequences. The finding revealed that impression management contributes towards the broader understanding of the new facets of the determinants and consequences of OCB. It recommended that OCB may help researchers and management expert to understand the role of OCB in producing better results for business organizations. The previous study is similar to the current study in research design and statistical instrument.

Jehad et al. (2011) measured the two dimensions of organisational citizenship behaviour (i.e., OCBI and OCBO) and to examine how these organisational citizenship behaviours are related to the two facets of job satisfaction (intrinsic and extrinsic). To achieve the research objectives, the survey method is employed. Findings of this study reveal that both extrinsic and intrinsic job satisfaction are very important in predicting citizenship behaviour. The previous study is in accordance with the researcher's study in the number of measures of organizational citizenship behaviour and research design.

Nguyen et al. (2008) found significant relationships between some IM strategies and some OCBs. Results of their empirical study showed that ingratiation strategy correlated with

===

===

conscientiousness, in addition self-promotion strategy correlated with altruism, which base the supposition that employees may engage in OCBs in order to impress their managers intentionally. The previous study is connected to the current study in independent and dependent variables particularly on impression management and organizational citizenship behaviour.

Methodology

The researcher espoused a cross-sectional survey necessary to enhance business decision. The population of bottle water companies used in the study consists of 120 as registered in Rivers State ministry of commerce and industry. A reachable number of eight bottle water companies comprising 303 selected employees which involves skilled workers and unskilled workers were useful in this study. Random sampling technique was adopted which gave each member of the population an equal opportunity of being selected. To determine the sample size, the researcher employed Taro Yamane's formula which the population size of 303 gave a total sample size of 172. Questionnaire was used as a primary source for collection of data. Information received from Rivers State ministry of commerce and industry also aided this study. The questionnaire was developed on the basis of impression management and organizational citizenship behaviour (Mugenda & Mugends, 2003). A structured questionnaire was divided into three segments such as section A, B, and C. The section A, was for demographic's representation of the respondents (gender, age, marital status, educational qualifications and tenure in the organisation). Section B represents the independent variable known as impression management while section C, consists of organizational citizenship behaviour or dependent variable. The researcher applied Spearman rank correlation coefficient to test the hypotheses. The measures of impression management were self-promotion and ingratiation whereas the predictors of organizational citizenship behaviour were altruism and civic virtue. Five items were used in measuring the variables with ordinal scale and 5-point Likert's scale ranging from 1-5. Where 1 = strongly disagree, 2 = disagree 3 = neutral 4 = agree and 5 = strongly agree. The validity of the research instrument was successful through contributions from management intellectuals and professionals. The reliability instrument was illustrated through Cronbach's alpha test.

Table 1 *Population Distribution*

	Bottle Water Companies	Skilled workers	Unskilled workers	Number of Employees
1	Ragolis waters limited	14	31	45
2	Czysty table water	22	25	47
3	Ausgia table water	13	20	33
4	Binomark Nigeria limited	17	24	41
5	Elix dew water factory	12	18	30
6	La Sien bottling company limited	12	23	35
7	CWAY Nigeria drinking water science & technology company limited	15	25	40
8	Bgour limited	9	23	32
	TOTAL	**114**	**189**	**303**

Source: Rivers State ministry of commerce and industry bulletin, 2023.

===

==

Table 2 *Cronbach Alpha Test*

Variable		Reliability	Number of Items
Impression management	Self-Promotion	0.852	5
	Ingratiation	0.781	5
	Altruism	0.793	5
Organizational citizenship behaviour	Civic Virtue	0.913	5

Results and Discussion

Test of Hypothesis One

Ho₁: There is no significant relationship between self-promotion and altruism in bottle water companies in Rivers State, Nigeria.

HA₁: There is significant relationship between self-promotion and altruism in bottle water companies in Rivers State, Nigeria.

Table 3 *Spearman's Rank Correlation Coefficient between Self-Promotion and Altruism*

Correlations

			Self-promotion	Altruism
`Spearman's rho	Self-promotion	Correlation Coefficient	1.000	.996**
		Sig. (2-tailed)	.	.000
		N	172	172
	Altruism	Correlation Coefficient	.996**	1.000
		Sig. (2-tailed)	.000	.
		N	172	172

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

The results of Table 3 proved that the relationship between self-promotion and altruism in bottle water companies in Rivers State, Nigeria was statistically significant. The r- value was 0.996 and p – value 0.000 which indicated that self-promotion relates meaningfully with altruism. Where $p – value = 0.000 < 0.005$, the null hypothesis was rejected while alternative hypothesis was accepted. The positive significance r- value of 0.996 showed that 99.6% change in altruism came from an increase in self-promotion of employees.

Test of Hypothesis Two

H₀₂: There is no significant relationship between ingratiation and civic virtue in bottle water companies in Rivers State, Nigeria.

HA₂: There is a significant relationship between ingratiation and civic virtue in bottle water companies in Rivers State, Nigeria.

==

==

Table 4 *Spearman's Rank Correlation Coefficient between Ingratiation and Civic Virtue*

Correlations

			Ingratiation	Civic virtue
Spearman's rho	Ingratiation	Correlation Coefficient	1.000	.997**
		Sig. (2-tailed)	.	.000
		N	172	172
	Civic virtue	Correlation Coefficient	.997**	1.000
		Sig. (2-tailed)	.000	.
		N	172	172

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

This result unveiled that there is a significant relationship between ingratiation and civic virtue in bottle water companies in Rivers State, Nigeria. This specified that r- value was 0.997 and p – value 0.000 which advocates that ingratiation has a positive significant relationship with civic virtue. Where $p – value = 0.000 < 0.005$, the null hypothesis was rejected while alternative hypothesis was also accepted. Consequently, 99.7% of employees agreed that a change in ingratiation among employees may lead to more civic virtues.

Discussion of Findings

The findings in hypothesis one shows that there is a significant relationship between self-promotion and altruism in bottle water companies in Rivers State, Nigeria. This result reveals that when an employee creates the awareness that he is intelligent, competent, and doing well in his duties members of the get convinced to do business with the organization. The finding is in line with Jones and Pittman (1982) who states that manager uses self-promotion to make people have good impression about him regarding his competency, successful behaviour, truthfulness, and smartness to promote business. The second hypothesis displays that there is positive significant relationship between between ingratiation and civic virtue in bottle water companies in Rivers State, Nigeria. The findings specify that when employees praise co-workers for their accomplishment and give personal support, they express satisfaction and participate actively in the progress of the firm. This result is in agreement with Baron and Kreps (1999) who advocates that ingratiation involves respecting the workforce, giving praises to employees for their performance, protecting their interests, sending good messages about the organization, and providing supports to employees.

Conclusion

Organizational citizenship behaviour is endless but extremely valuable in a workplace. Employees who exhibit this behaviour are able to go above and beyond their job description to make the organization achieve high performance. The work environment plays a significant role in fostering the behaviour of workers. Hiring and developing employees who demonstrate impression management, self-promotion, and ingratiation may have invaluable impact on altruism and civic virtue behaviour of the employees. The findings indicated that impression management has positive significant relationship with organizational citizenship behaviour in

==

==

bottle water companies in Rivers State, Nigeria. Furthermore, the researcher concluded that self-promotion predicts altruism and ingratiation also influences civic virtue in the organization.

The recommendations:

i. The employees in the bottle water companies should tactfully apply self- promotion strategy of impression management in order to enhance the altruistic behaviour in the organization.

ii. Managers should adopt ingratiation method by disclosing their job accomplishment, competency to co-workers or stakeholders for the purpose of improving the civic virtue in the organization.

iii. Employees in the bottle water companies should deploy impression management by making positive statements about the company to enhance the organizational citizenship behaviour of employees.

iv. The management of bottle water companies should provide a better working conditions for employees to develop a good impression about the company and to promote organizational goals as well as citizenship behaviour.

References

1. Baron, J. N., & Kreps, E. D. (1999). *Strategic human resources*. John Wiley and Sons

2. Barsulai, S. C., Fwaya, E. V. O., & Makopondo, R. O. B. (2020). The relationship between work-family conflict and organizational citizenship behaviour in star-rated hotels in Nairobi-Kenya. *African Journal of Hospitality, Tourism and Leisure,* 9(1), 1 – 17.

3. Bolino, M.C., Klotz, A.C., & Daniels, D. (2014). The impact of impression Management overtime. *Journal of Management Psychology, 29*(3), 266-284.

4. Bolino, M., Long, D., & Turnley, W. (2016). Impression management in organizations. Critical questions answers and areas for future research..*Annual Review of Organizational Psychology and Organizational Behaviour, 3*, 377-406.

5. Bolino, M. C., & Turnley, W. H. (2005). The personal costs of citizenship behaviour: The relationship between individual initiative and role overload, job stress, and work-family conflict. *Journal of Applied Psychology, 90*(4), 740–748.

6. Dash. S. & Pradhan, R. K. (2014). Determinants and consequences of organizational citizenship behaviour: A theoretical framework for Indian manufacturing organisations. *International Journal of Business and Management Invention 3*(01), 17-27.

7. Eastman, K. K. (1994). In the eyes of the beholder: An attributional approach to ingratiation and organizational citizenship behavior. *Academy of Management Journal 37*(5), 1379-1391.

8. Gergen, K. J., & Taylor, M. G. (1969). Social expectancy and self-presentation in a status hierarchy. *Journal of Experimental Social Psychology, 5,* 79-92.

9. Ginzel, E. L., Kramer, M. R., Sutton, I. R., (1991), Organizational images as negotiated accounts: A dynamic conception of impression management. In L. L. Cummings, & B. M. Staw, (Eds.), *Research in Organizational Behavior*, (pp. 14), JAI Press.

==

==

10. Goffman, E. (2002). *The presentation of self in everyday life*. Garden City.

11. Idrus, R. M., Idris, K., Omar, Z., Anuar, M. A. M., & Ariffin, H. (2019). Organizational citizenship behaviour in Malaysian higher educational institutions. *International Journal of Academic Research in Business & Social Sciences,* 9(6), 462 – 477.

12. Jain, A. K. (2012). Moderating effect of impression management on the relationship of emotional intelligence and organizational citizenship behaviour. *Journal of Behaviour and Applied Management, 7*, 86-107.

13. Jehad, M., Farzana, Q. H., & Mohmad, A. A. (2011). Job satisfaction and organisational citizenship behaviour: An empirical study at higher learning institutions. *Asian Academy of Management Journal, 16*(2), 149–165.

14. Jones, E. E. (1964). *Ingratiation.* Appleton-century-crofts.

15. Jones, E. E., & Pittman, T. S. (1982). Toward a general theory of strategic self-presentation. In J. Suls, (Eds.), *Psychological perspectives on the self*: (pp. 231-263). Lawrence Erlbaum Associates.

16. Kacmar, K. M., Delery, J. E., & Ferris, G. R. (1992). Differential effectiveness of candidate IM tactics on employment interview decisions. *Journal of Applied Social Psychology, 22*, 1250–1272.

17. Kristof-Brown, A., Barrick, R. M., & Franke, M. (2002), Applicant impression management: dispositional influences and consequences for recruiter perceptions of fit and similarity. *Journal of Management, 28*(1), 27-46.

18. Kwantes, T. C., Karam, M. C., Kuo, C. H. B. & Towson, S. (2008). Culture`s influence on the perception of OCB as in role or extra-role. *International Journal of Intercultural Relations, 32*, 229-243.

19. Leary, M. R. (1995). Self-presentation: *Impression management and interpersonal behaviour.* Westview Press, Boulder, CO.

20. Martey, R. M., & Consalvo, M. (2011). Performing the looking-glass self: Avatar appearance and group identity in Second Life. *Popular Communication, 9* (3), 165-180.

21. Mugenda, O. M., & Mugends, A. G. (2003). *Research methods quantitative and qualitative approaches*. Acts Press.

22. Nguyen, T. N., Seers, A., & Hartma, N. S. (2008). Putting a good Face on impression management: team citizenship and team satisfaction. *Institute of Behavioral and Applied Management*, *7,* 148-168.

23. Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington.

24. Organ, D. W. (1997). Organizational citizenship behaviour: It's construct clean-up time. *Human Performance, 10*: 85–98.

25. Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2006). *Organizational citizenship behavior: Its nature, antecedents, and consequences.*Sage Publications, Inc.

26. Pickford, H. C., & Joy, G. (2016). Organizational citizenship behaviours: Definitions and dimensions. Oxford, said business school.

==

==

27. Podsakoff, M. F., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000), Organizational citizenship behaviours: A critical review of the theoretical and empirical literature and suggestions for future research, *Journal of Management*, *26*(3), 513-563.

28. Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, K. (1990). Transformational leader behaviours and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviours. *Leadership Quarterly, 1*, 107–142.

29. Polat, S. (2009). OCB display levels of the teachers at secondary schools according to the perceptions of the school administrators. *Procedia Social and Behavioral Science, 1*, 1591-1596.

30. Rosenfeld, P., Giancalone, R.A., & Riordan, C.A. (2002). *Impression management, building, and enhancing reputations at work*. Thousin Learning.

31. Schlenker, B. R. (1980), *Impression management: The self-concept, social identity, and interpersonal relations,* Brooks/Cole

32. Schlenker, B. R., & Pontari, B. A. (2000). The strategic control of information: Impression management and self-presentation in daily life. In A. Tesser, R. Felson, & J. Suls (Eds.), *Perspectives on self and identity* (pp. 199–232). American Psychological Association.

33. Schlenker, B. R., & Leary, M. R. (1982). Social anxiety and self-presentation: A conceptualization model. *Psychological Bulletin, 92*(3), 641.

34. Schlenker, B. R. (1985). Identity and self-identification. In B. R. Schlenker, (Eds.), *The self and social life* (pp. 65-99). McGraw-Hill.

35. Tambe, S., & Shanker, M. (2015). A study of organizational citizenship behaviour and job stress in a manufacturing company in Mumbai. *GE-International Journal of Management Research, 3*(4), 138-148.

36. Tanaka, K. (2013). Organizational citizenship behaviour in contemporary workplaces in Japan. *Japan Labour Review, 10*(3), 5 – 18.

37. Varma, A., Toh, S. M., & Pichler, S. (2006). Ingratiation in job applications: Impact on selection decisions. *Journal of Managerial Psychology*, *21*, 200–210.

38. Walz, S. M., Niehoff, B. P. (1996). Organizational citizenship behaviour and their effects on organizational effectiveness in limited menu restaurants. *Academy of Management Best Paper Proceedings,* 307-311.

==