

Table Of Content

Journal Cover 2

Author[s] Statement 3

Editorial Team 4

Article information 5

 Check this article update (crossmark) 5

 Check this article impact 5

 Cite this article 5

Title page 6

 Article Title 6

 Author information 6

 Abstract 6

Article content 7

ISSN (ONLINE) 2598 9928



INDONESIAN JOURNAL OF LAW AND ECONOMIC

**PUBLISHED BY
UNIVERSITAS MUHAMMADIYAH SIDOARJO**

Originality Statement

The author[s] declare that this article is their own work and to the best of their knowledge it contains no materials previously published or written by another person, or substantial proportions of material which have been accepted for the published of any other published materials, except where due acknowledgement is made in the article. Any contribution made to the research by others, with whom author[s] have work, is explicitly acknowledged in the article.

Conflict of Interest Statement

The author[s] declare that this article was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

Copyright Statement

Copyright © Author(s). This article is published under the Creative Commons Attribution (CC BY 4.0) licence. Anyone may reproduce, distribute, translate and create derivative works of this article (for both commercial and non-commercial purposes), subject to full attribution to the original publication and authors. The full terms of this licence may be seen at <http://creativecommons.org/licenses/by/4.0/legalcode>

Indonesian Journal of Law and Economics Review

Vol 19 No 4 (2024): November

DOI: <https://doi.org/10.21070/ijler.v19i4.1194>

Article type: (Human Resource Management)

EDITORIAL TEAM

Editor in Chief

Dr. Wisnu Panggah Setiyono, Universitas Muhammadiyah Sidoarjo, Indonesia ([Scopus](#)) ([Sinta](#))

Managing Editor

Rifqi Ridlo Phahlevy, Universitas Muhammadiyah Sidoarjo, Indonesia ([Scopus](#)) ([ORCID](#))

Editors

Noor Fatimah Mediawati, Universitas Muhammadiyah Sidoarjo, Indonesia ([Sinta](#))

Faizal Kurniawan, Universitas Airlangga, Indonesia ([Scopus](#))

M. Zulfa Aulia, Universitas Jambi, Indonesia ([Sinta](#))

Sri Budi Purwaningsih, Universitas Muhammadiyah Sidoarjo, Indonesia ([Sinta](#))

Emy Rosnawati, Universitas Muhammadiyah Sidoarjo, Indonesia ([Sinta](#))

Totok Wahyu Abadi, Universitas Muhammadiyah Sidoarjo, Indonesia ([Scopus](#))

Complete list of editorial team ([link](#))

Complete list of indexing services for this journal ([link](#))

How to submit to this journal ([link](#))

Article information

Check this article update (crossmark)



Check this article impact (*)



Save this article to Mendeley



(*) Time for indexing process is various, depends on indexing database platform

Impression Management and Employee Commitment in Akwa-Ibom Tertiary Institutions

Manajemen Kesan dan Komitmen Karyawan di Institusi Tersier Akwa-Ibom

Omorogieva Anthony Agbonmwanre, anthonyomorogieva@gmail.com, (1)

*Department of Business Administration and Management, School of Management Studies,
Federal Polytechnic Ukana, Ikot Ekpene Akwa Ibom State, Nigeria*

⁽¹⁾ Corresponding author

Abstract

General background: Employee commitment is crucial for organizational success, and impression management techniques may significantly influence this commitment. **Specific background:** Previous studies have examined the effects of impression management in organizational contexts, yet the specific dynamics in Nigerian tertiary institutions remain underexplored. **Knowledge gap:** The influence of exemplification, ingratiation, and self-promotion on different dimensions of employee commitment (affective, continuance, and normative) in Nigerian institutions has not been fully examined. **Aims:** This study aims to determine how these dimensions of impression management influence employee commitment and the moderating role of organizational culture. **Results:** Findings reveal a positive and significant relationship between impression management and employee commitment. Specifically, exemplification enhances affective commitment, ingratiation promotes continuance commitment, and self-promotion influences normative commitment. Organizational culture was found to strongly moderate these relationships. **Novelty:** This study provides new insights into the contextual effects of impression management on employee commitment in Nigerian tertiary institutions. **Implications:** The findings suggest that management should employ strategic impression management techniques to enhance employee commitment, fostering improved organizational performance and reduced turnover.

Highlights:

- Impression management positively influences employee commitment in tertiary institutions.
- Exemplification enhances affective commitment, ingratiation promotes continuance commitment.
- Organizational culture strongly moderates the relationship between impression management and employee commitment.

Keywords: Impression Management, Employment Commitment, Exemplification, Ingratiation, Self-Promotion

Published date: 2024-10-22 00:00:00

Introduction

Globally, organizations comprised of both the public and private sectors are established to attain a predetermined set of objectives and goals. The role of employees as the human factor in accomplishing these objectives and goals cannot be overstated [1]. Human resources galvanize all other resources [2]. Without human resources, organizations cannot attain their objectives and goals. Organizations that value employee commitment will reduce withdrawal behaviors such as absenteeism, tardiness, and attrition. There is no ambiguity; these values appear to have significant implications for the organization's overall performance. Employee commitment is crucial because it helps to increase organizational productivity.

According to Samatvam, highly committed employees have the potential to substantially increase productivity, retention, innovation, and customer satisfaction in the organization of human development [3]. Committed employees consciously, diligently, provide value, promote organizational product and services, and seek continuous improvement; which capture the significance of the organization's substance and success was linked to the wholehearted commitment of the employee towards productivity that helps to increase economic growth and standard of living [4]. When organizational objectives are integrated with employee goals, the framework of commitment is captured [5], it is a psychological condition that defines the relationship between an employee and his organization. Any organization's success or failure is contingent on the level of employee dedication. Without the dedication of the personnel, there would be no progress in any area of organization activity. Materials and technology cannot function independently; human capital is required for an organization to operate efficiently and effectively. Given these premises, employee dedication is crucial to the failure or success of any organization.

The impression employees have of their organization will determine their level of dedication. Self-presentation or impression management is a method by which individuals attempt to control their first impression. Through evaluations, emotions, and thoughts about others, impressions are given preference or importance [6]. Individuals are delighted to display their attractiveness so that others will have a favorable impression of them [7]. Presently, individuals frequently use self-presentation techniques to gain long-term benefits [8]. The staff uses self-presentation techniques to influence the employer's attitudes, behavior, and beliefs [9].

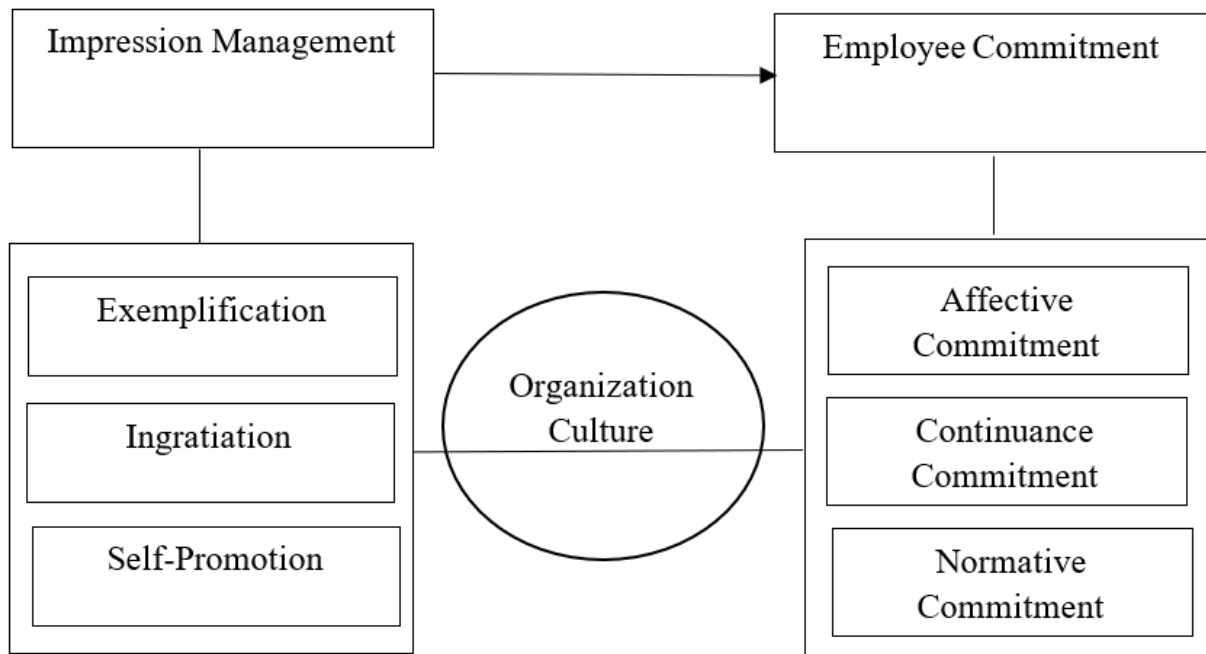


Figure 1. Operational framework for relationship between impression management and employee commitment. Given organizational culture of tertiary institutions in Akwa-Ibom, State

This study aimed to:

- i. Ascertain the relationship between impression management and employee commitment in tertiary institutions in Akwa-Ibom State.
- ii. Investigate the relationship between exemplification and affective commitment in tertiary institutions in Akwa-Ibom State.

- iii. Ascertain the relationship between ingratiation and continuance commitment in tertiary institutions in Akwa-Ibom State.
- iv. Determine the relationship between self-promotion and normative commitment in tertiary institutions in Akwa-Ibom State.
- v. Examine the relationship between organizational culture and employee commitment.

To effectively address these objectives, the study outlines the following research questions:

- a) What is the relationship between impression management and employee commitment in tertiary institutions in Akwa-Ibom State?
- b) What is the relationship between exemplification and affective commitment in tertiary institutions in Akwa-Ibom State?
- c) What is the relationship between ingratiation and continuance commitment in tertiary institutions in Akwa-Ibom State?
- d) What is the relationship between self-promotion and normative commitment in tertiary institutions in Akwa-Ibom State?
- e) How does organizational culture moderate the relationship between impression management and employee commitment in tertiary institutions in Akwa-Ibom State?

Literature Review

In this chapter, we present the theoretical framework that examines the predictor and criterion variables. The study explores the association between impression management and employee commitment based on established theories in the field. The theoretical foundation is derived from Impression Motivation and Impression Construction Theory [12].

Impression motivation refers to the internal and external factors that cause individuals to engage in certain behaviors to satisfy their desires or achieve specific goals. Motivation is crucial for initiating the process of impression management. According to Leary, the motivation behind impression management is often to enhance interpersonal interactions and build personal identity, which helps maintain self-esteem. Research in social psychology has consistently found that self-esteem plays a significant role in impression management behaviors [13].

1. Impression Motivation Theory

Motivation for Impression Management in Social Networks In 1990, American psychology professors Leary and Kowalski put forward Two-Component Mode of impression management. They pointed out that the behavior of impression management should be divided into two parts: Impression motivation and Impression construction [14]. There are reasons for people's behaviors, which can cause people to engage in certain activities and produce certain behaviors to satisfy people's wishes or thoughts. This is called motivation. Motivation is produced by the joint action of internal needs and external environmental factors. Impression motivation refers to the degree of personal will to control or influence the impression of oneself in others' hearts. Before we want to create a good impression in others' minds, we must have the motivation to start this behavior process [15].

2. Social Construction Theory

The Constructivist Theory, proposed by Jerome Bruner and expanded by Olorode & Jimoh, suggests that people construct their understanding of the world through experiences and reflection. This theory, often referred to as Cognitive Constructivism, is based on the idea that learning is an active process, where individuals create knowledge through interaction with their environment [16].

In the classroom, the constructivist approach encourages students to engage in practical learning, reflecting on their activities and developing their understanding. Rather than memorizing pre-defined concepts, learners create their definitions and meanings through discovery and collaboration with peers. This approach emphasizes active knowledge creation and deemphasizes rote memorization.

3. Conceptual Review

a. Impression Management and Employee Commitment

Impression management can be used for either self-serving or altruistic purposes and is an essential part of everyday social life [17]. It is generally described as a person's attempt to influence or control how others perceive

and behave toward them [18]. Leary and Kowalski stated that impression management (IM) is a mechanism through which individuals manage how they are seen by others. Another perspective defines it as "the deliberate or unintentional effort to dominate an expected appearance in a real or imagined social encounter" [19].

Employee commitment is one of the fundamental factors determining the success of organizations. Metts and Grohskopf offered a concise explanation of impression management and self-presentation by stating, "Self-presentation refers to the process by which individuals, intentionally or unintentionally, construct a public persona that is likely to elicit certain types of attributions from others. These attributions facilitate the achievement of specific goals, typically to gain social rewards or avoid the loss of self-esteem, especially when failure seems likely."

Chenjing explained that the term "impression management" is often used interchangeably with "self-presentation." Self-presentation, as conceptualized here, builds on Goffman's theories of identity and social performance. Goffman's thesis posits that self-presentation involves the intentional and tangible components of identity. Social actors engage in complex self-negotiation to project a desired image, and this impression is maintained by consistently performing coherent and complementary behaviors. Chenjing refers to this process as impression management, which is the act of influencing the impression others form of oneself. Other people's perceptions significantly affect our relationships and shape the rewards we receive. People often think about how others view them, and for some, this concern is considerable. Our daily behaviors are often deeply influenced by impression management.

Impression management is a goal-driven, conscious or unconscious process in which individuals attempt to influence how others perceive them, an object, or an event. This is achieved by controlling and regulating information in social interactions [20].

b. Employee Commitment

Employee commitment refers to the emotional bond an employee forms with the organization they work for, and the extent to which they align themselves with the organization's values [21]. High employee commitment often results in rewards, such as increased authority and responsibility, due to the employee's loyalty to the organization. On the other hand, low employee commitment can lead to rumors, dissatisfaction, and complaints, which may harm the organization's reputation, erode customer trust, and result in financial losses [22].

Northcraft, as cited in Tella et al. , described commitment as an attitude that reflects an employee's loyalty to the organization. It is an ongoing process through which members of an organization demonstrate their concern for the organization's success and overall well-being. Employee commitment is influenced by various factors, including personal characteristics such as age, tenure in the organization, personality traits, and the individual's perception of internal or external control.

c. Impression Management

Each year, billions of people invest in items such as jewelry, cosmetics, and clothing with the intention of enhancing their physical appearance and making a positive impression on others. It is not uncommon for employees to be concerned about how their employers perceive them [23]. Even after securing employment, individuals continue to be mindful of how they are viewed by coworkers, subordinates, and superiors because first impressions carry significant weight. How others perceive them can greatly influence their popularity, the respect they receive from superiors, the opportunities afforded to them, and their career advancement within the organization.

Since the 1980s, scholars in the field of impression management have continued to focus on this issue, despite the fact that the first empirical and theoretical work was conducted by social psychologists and sociologists. Over the past thirty years, research has deepened our understanding of impression management within organizational contexts. The management of one's image, or self-presentation, is a critical element in the professional world, with significant implications for both organizations and their employees. Employees' self-presentation behaviors not only influence how their performance and actions are evaluated by others in the organization, but can also negatively impact their ability to speak up, seek information and feedback, and engage in other proactive behaviors. Self-presentation plays a crucial role in shaping the development and nature of human resources within organizations, which may, in turn, affect the organization's capacity to thrive and succeed.

d. Ingratiation

Ingratiation refers to the deliberate use of flattery, enhancing others, or engaging in opinion conformity, where an individual aligns with the opinions held or expressed by another person to build or strengthen a relationship with that person. Employees display ingratiation in several ways: through opinion conformity, where their opinions mirror those of their target audience ; favor-doing, where employees perform kind acts for the target; and self-enhancement, which involves praising and flattering the target in a manner they find appealing.

Additional behaviors, such as using humor, seeking feedback, making peer connections, smiling, and displaying nonverbal cues, have also been identified as effective ingratiation strategies for self-presentation. Research suggests that ingratiation from leaders is more effective when it appears genuine, particularly when leaders create

a sense of shared objectives with others. Leaders who engage in either overt or covert ingratiation can influence other leaders more effectively. In job interviews, ingratiation is most successful when paired with another tactic. Individuals driven by the desire to be liked often use ingratiation as part of their behavior. Among the strategies identified by Jones and Pittman, ingratiation is the most theoretically developed. The use of ingratiation strategies is influenced by various goals and motivations, and its success largely depends on the timing, setting, and nature of the relationship. For instance, when the self-presenter holds a higher status than the target, flattery may be used as an ingratiation strategy. Ingratiation is one of the most commonly employed influence tactics, but it may deplete self-control resources, as successful ingratiation requires the display of sincerity.

e. Self-Promotion

Jones and Pittman define self-presentation as "an actor's shaping of his or her responses to create in specific others an impression that is, for one reason or another, desired by the actor." Self-promoters tend to exaggerate the importance of positive outcomes and downplay the impact of negative ones. Self-promoters often highlight the key aspects of their work to draw attention to themselves. However, workers who engage in self-promotion or ingratiation to enhance their reputation face a steep challenge. When individuals overemphasize their achievements, they may come across as self-important and less intelligent, a phenomenon referred to as the self-advertiser paradox.

According to Gardner and Avolio, self-promoters can mitigate this paradox by subtly asserting their image to gain trust. Interviewers expect that qualified candidates will highlight relevant skills and experiences during interviews as evidence of their qualifications. Research shows that self-promotion is more effective than flattery in interviews, especially in formal and structured interview settings. The self-advertiser paradox is likely to become more of an issue when assessing correlations between self-promotion and employees' work performance evaluations. In contrast, individuals with higher levels of social competence are more successful in self-promotion. Self-promotion stems from the desire to be seen as competent. Originally, self-promotion was grouped with ingratiation, but upon further consideration, Jones and Pittman recognized that self-promotion deserved its own classification. Self-promotion can blend elements of both ingratiation and intimidation. The self-promoter wants to be perceived as competent, either in general abilities, such as intelligence, or in specific skills, like playing the piano. Godfrey et al. found that self-promotion is a more proactive process than ingratiation, which is more responsive to the target's reactions, often involving behaviors such as nodding, smiling, and agreeing.

In contrast, self-promoters cannot afford to be overly reactive because they must make explicit claims about their competence or display it in some way to the target. While self-promotion may initially appear to be another form of ingratiation, the key difference lies in the self-promoter's goal: they aim to communicate their competence rather than simply being likeable. Successful self-promotion can, however, evoke jealousy from others. Godfrey et al. argue that ingratiation is more of a reactive process, where individuals respond to the target by engaging in positive nonverbal behaviors like smiling or nodding. Self-promoters, on the other hand, must actively verbalize their competence or undertake actions that display their abilities to the target. The frequency of self-promotion increases when individuals have the opportunity to impress someone of higher status with their competence.

f. Exemplification

Exemplification is a strategy that reflects an employee's appearance of sacrifice, honesty, and moral value. Employees who consistently arrive early to work or take tasks home often give the impression that they are highly dedicated to their job. This behavior can be perceived by other employees as a form of posturing, as if the individual is doing so to gain favor from superiors. Employees who engage in such behaviors—working beyond office hours, calling their boss late at night to inform them about work progress—create an impression of exceptional commitment.

Exemplification is defined as the process whereby employees perform their job beyond the organization's required expectations. Contract employees, for example, may use ingratiation as a tactic to demonstrate their value, often resulting in a favorable impression from their superiors, which could lead to recommendations for permanent employment. Similarly, contract employees aspiring to secure permanent positions often use impression management techniques, such as exemplification, to achieve their objectives. Exemplification is one of three power-oriented persuasion strategies that Jones classifies as an actor's effort to project an image of moral worthiness. Individuals may make self-sacrifices or go above and beyond the call of duty to earn the admiration of others. Through exemplification strategies, an actor attempts to portray themselves as devoted, generous, and morally upright. Exemplifiers often use this strategy to create the impression that they are willing to sacrifice for a greater cause. Rosenfeld et al. demonstrated that exemplifiers aim to "influence and regulate" by inducing feelings of guilt or by evoking attributions of virtue.

However, individuals who engage in exemplification regularly risk being seen by others as sanctimonious or hypocritical. Jones argues that "truly noble citizens should not assert their virtue; those of high moral status are presumably recognized for their selfless deeds." He advises that actors seeking to effectively use exemplification must identify the appropriate circumstances in which to display admirable conduct. The key to successfully employing this interpersonal communication strategy is consistency—actors should strive to remain authentically truthful and morally deserving, regardless of the situation or context

g. Employee Commitment

Organizations recognize the importance of employee commitment and its role in motivating employees. This recognition highlights the impact of employee commitment on sustained productivity, particularly in academic institutions such as universities in Kurdistan. Employee commitment refers to the psychological attachment and loyalty that an employee develops toward their organization. In today's competitive environment, organizations face new challenges in maintaining productivity and building a committed workforce. No organization can perform at optimal levels unless every employee is aligned with and focused on the organization's goals. Therefore, understanding the concept of commitment and its practical implications is crucial.

Extensive research has been conducted to explore employee commitment (OC), yet it remains a complex and widely researched topic in the fields of management and organizational behavior. There are various definitions and measures of employee commitment, but it is generally categorized into three types: normative, affective, and continuance commitment. Each type reflects a different level of an employee's loyalty to the organization and plays a role in determining the extent of their commitment. Some employees are committed to their jobs because they love what they do, or because their personal goals align with the company's objectives. Others may stay with their organization out of fear of losing the benefits associated with their current position. In some cases, employees may feel obligated to remain with the company or their manager due to a sense of duty or loyalty. While some forms of commitment can foster a positive relationship with the organization, others may have a detrimental impact on an individual's well-being, self-respect, and job satisfaction.

To foster positive commitment while avoiding the negative effects, managers need to understand and address the various factors influencing employee commitment. According to Hameed and Anwar, strategies can be implemented to improve team member engagement and loyalty in a constructive and effective manner. Employee commitment can be described as an employee's emotional connection, identification with, and involvement in the organization. It is often reflected in the employee's willingness to contribute to the organization's objectives. When employees feel confident that they can grow and learn with their current employer, their commitment to the organization increases. Anwar and Climis describe commitment as when an individual, by making personal investments or side bets, aligns their interests with a consistent course of action. Additionally, commitment is closely linked to the quality of the relationship between the employee and the organizational system. Prabhu et al. define commitment as the willingness of individuals to devote their energy and loyalty to a social system, while Ali emphasizes the connection between personal identity and social relations. This connection is seen as self-expressive and is critical in understanding the dynamics of employee commitment.

h. Affective Commitment

Affective commitment refers to an employee's emotional attachment to their organization, which drives their desire to remain with the company. Employees with strong affective commitment identify with the organization's goals, feel a sense of belonging, and find fulfillment in their work. These employees feel valued, often act as ambassadors for their organization, and become valuable assets. A high level of affective commitment implies that employees enjoy their relationship with the organization and are likely to remain loyal.

i. Continuance Commitment

Continuance commitment is based on an employee's recognition of the costs associated with leaving the organization, whether financial or social. In this case, the emotional aspect is less significant, and the decision to stay is driven by the perceived losses they would face if they left the organization. These may include financial benefits, job security, or the social reputation tied to their role. Continuance commitment reflects an individual's awareness of the personal cost of leaving the company. Employees with this type of commitment remain because they fear losing benefits, taking pay cuts, or being unable to find a similar job (Anwar & Shukur, 2015). This type of commitment is often built over time through the relationship between the employee and the organization.

j. Normative Commitment

Normative commitment refers to an employee's sense of obligation to stay with their organization due to social or moral pressures. According to Anwar & Ghafour, this type of commitment develops through early socialization, whether from family, cultural expectations, or organizational influences when the employee first joins the company. Normative commitment may also arise from the "psychological contract" between the employee and the organization, where the employee feels obligated to stay due to the investment the company has made in their development, such as training or career advancement opportunities. This commitment reflects an employee's feelings of duty or responsibility to remain employed with the organization.

4. The Role of Organizational Culture as a Moderating Variable in the Relationship between Impression Management and Employee Commitment

Impression management, particularly exemplification, refers to employees' efforts to present themselves as dedicated, hardworking, and morally upright individuals. This behavior can influence different aspects of employee commitment, such as affective, continuance, and normative commitment. However, the extent of this influence is

often moderated by the organization's broader culture the shared values, beliefs, and norms that shape employees' thoughts, feelings, and behaviors in the workplace.

Organizational culture serves four key functions: it gives members a sense of identity, enhances their commitment, reinforces organizational values, and acts as a control mechanism to shape behavior. Organizational culture helps members find acceptable solutions to problems, shaping the principles, expectations, behaviors, and norms that promote high levels of achievement. A strong organizational culture can enhance performance, increase employee job satisfaction, and provide a sense of certainty in problem-solving. However, if the organizational culture becomes misaligned with the changing expectations of internal and/or external stakeholders, the organization's effectiveness may decline, as has been observed in some cases. Culture is often referred to as "the way of life for an entire society." It can be defined as a pattern of shared basic assumptions that a group learns while solving problems related to external adaptation and internal integration. When these solutions prove successful, they are considered valid and are passed on to new members as the correct way to perceive, think, and feel about these problems. As organizations evolve, they face two major challenges: integrating individuals into a cohesive whole and adapting to the external environment to ensure survival. Through this collective learning process, shared assumptions and beliefs what we call "culture" are developed. Organizational culture has often been blamed for organizational failures and, conversely, credited for fostering positive attributes.

Based on this context, the study hypothesizes the following:

H₀₁: There is no significant relationship between exemplification and affective commitment in tertiary institutions in Akwa Ibom State.

H₀₂: There is no significant relationship between exemplification and continuance commitment in tertiary institutions in Akwa Ibom State.

H₀₃: There is a significant relationship between exemplification and normative commitment in tertiary institutions in Akwa Ibom State.

Method

A. Population Size

The target population for this study includes all staff members in the tertiary institutions located in Akwa Ibom State. The accessible population specifically refers to the employees of three institutions: Akwa Ibom State College of Science and Technology, the University of Uyo, and Federal Polytechnic, Ukana. Consequently, the population will comprise a total of three thousand one hundred and thirty-three (3,133) senior and junior staff members.

S/N	Tertiary Institutions	Senior Staff	Junior Staff	Total
1	University of Uyo	511	1692	2203
2	Federal Polytechnic, Ukana	73	76	149
3	Akwa Ibom State College of Science and Technology	209	572	781
Total		793	2340	3133

Table 1. Distribution of Population Table of the Study

B. Sample and Sampling Technique

The researcher employed a stratified random sampling technique to determine the sample size from the population. Stratified random sampling involves dividing the population into smaller subgroups known as strata. For this study, the faculty of management science was selected as the sample. A total of one hundred and eighty-eight (188) senior and junior staff members will be sampled from the faculty of management science.

S/N	Tertiary Institutions	Senior Staff	Junior Staff	Total
1	University of Uyo	59	61	120
2	Federal Polytechnic, Ukana	8	4	12
3	Akwa Ibom State College of Science and Technology	25	31	56

Total	92	96	188
-------	----	----	-----

Table 2. Sample Distribution

Result and Discussion

A. Result

Data collection is the process of gathering essential information for the study. The study will collect data from two different sources: primary and secondary. The primary data will be generated through the use of questionnaires and interviews. The questionnaire is structured into two parts: Part A and Part B. Part A consists of demographic data of the respondents, comprising seven questions, while Part B focuses on the variables of the study, which include predictors and criterion variables. Additionally, the researcher will utilize data obtained from online publications, journals, and textbooks. A quantitative data approach will be adopted for data collection.

1. Univariate Analysis

Univariate analysis refers to the examination of a single variable. It involves a detailed mathematical study or examination of the data generated from individual variables used in the study. This approach analyzes data derived from responses to items that comprise individual research questions. Southern noted that univariate statistics are used to explain the distribution of a single variable through simple frequency tables, percentages, and distributions.

2. Independent Variable - Impression Management

To gather data on the operationalized variables, the study employed a 5-point Likert scale instrument. In interpreting the mean values, the study relies on Asawo's categorization of responses with mean (\bar{x}) defined as follows: categorization of responses with mean (\bar{x}) thus $1 < \bar{x} \leq 2.5 =$ low; $2.5 < \bar{x} \leq 3.5 =$ moderate; $3.5 < \bar{x} \leq 4.5$ high and $4.5 < \bar{x} \leq 5 =$ very high. To assess the responses on impression management, the dimensions of exemplification, ingratiation, and self-promotion are measured using a set of multi-item instruments, all scaled on a five-point Likert scale. The results are presented in the following tables below:

Statement	N	Minimum	Maximum	Mean	Std. Deviation
Stay at work late so people will know you are hard-working.	184	1.00	5.00	4.3587	0.86941
Come to the office at night or on weekends to show that you are dedicated.	184	1.00	5.00	4.4239	0.86503
Try to appear busy, even at times when things are slower.	184	2.00	5.00	4.5489	0.74496
Arrive at work early to look dedicated.	184	1.00	5.00	4.5489	0.66759
Valid N (listwise)	184				

Table 3. Descriptive Statistics for Exemplification

The data in Table 4.8 shows a high level of agreement (where $\bar{x} > 2.50$) regarding the indicators of exemplification, which is a dimension of impression management. This construct examines the context and manifestations of exemplification within the target institutions, with indicators aimed at assessing respondents' perceptions of the observed phenomena in their institutions. As such, the results largely fall within the agreement range of the scale

Statement	N	Minimum	Maximum	Mean	Std. Deviation
Praise your colleagues for their accomplishments so they will consider you a	184	1.00	5.00	4.4620	0.80209

nice person.					
Take an interest in your colleagues' personal lives to show them that you are friendly.	184	2.00	5.00	4.4511	0.71502
Compliment your colleagues so they will see you as likable.	184	1.00	5.00	4.4402	0.98442
Do personal favors for your colleagues to show them that you are friendly.	184	1.00	5.00	4.3859	0.90416
Valid N (listwise)	184				

Table 4. Descriptive Statistics for Ingratiation

The data in Table 4.9 show a high level of agreement (where $x > 2.50$) for the indicators of ingratiation, a dimension of impression management. The construct examined how respondents perceive ingratiation within their institutions, revealing that respondents generally affirm the presence of ingratiation behaviors within tertiary institutions in Akwa-Ibom State.

Statement	N	Minimum	Maximum	Mean	Std. Deviation
Talk proudly about your experience or education.	184	1.00	5.00	4.4402	0.98442
Make people aware of your talents or qualifications.	184	1.00	5.00	4.3859	0.90416
Let others know that you are valuable to the organization.	184	1.00	5.00	4.4783	0.76076
Make people aware of your accomplishments.	184	1.00	5.00	4.3587	0.86941
Valid N (listwise)	184				

Table 5. Descriptive Statistics for Self-Promotion

The data in Table 4.10 indicate a high level of agreement (where $x > 2.50$) for the indicators of self-promotion, another dimension of impression management. The construct examined respondents' perceptions of self-promotion within their institutions, showing that this behavior is highly recognized in tertiary institutions in Akwa-Ibom State.

Dimension	N	Minimum	Maximum	Mean	Std. Deviation
Exemplification	184	1.00	5.00	4.3587	0.86941
Ingratiation	184	1.00	5.00	4.4239	0.86503
Self-Promotion	184	2.00	5.00	4.5489	0.74496
Valid N (listwise)	184				

Table 6. Descriptive Statistics for Impression Management

Table 4.11 summarizes the descriptive statistics for the three dimensions of impression management: exemplification, ingratiation, and self-promotion. The mean scores of 4.36, 4.42, and 4.55 respectively show that impression management is highly perceived as an observable phenomenon in tertiary institutions in Akwa-Ibom State.

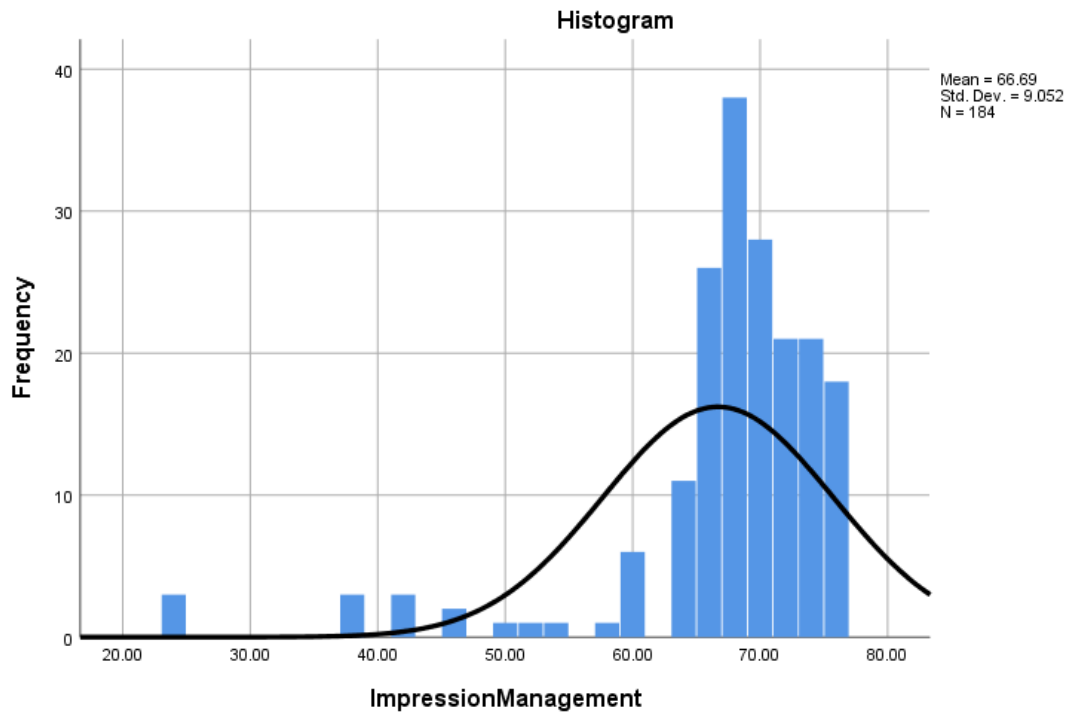


Figure 2. Histogram showing descriptive statistics for Impression Management

Figure 4.7 summarizes the distribution of the predictor variable impression management. The mean distribution for the variable is (where $x = 66.6$) indicating a high level of manifestation of impression management within tertiary institutions in Akwa-Ibom State. This value falls within the criterion of $3.5 < x < \geq 4.5$ indicating a high manifestation according to Asawo’s classification. The result implies that impression management is a widely observed phenomenon among tertiary workers in Akwa-Ibom State.

3. Dependent Variable - Organizational Performance

In this study, a 5-point Likert scale was employed to generate data on operationalized variables categorization of responses with mean (\bar{x}) thus $1 < \bar{x} \leq 2.5 =$ low; $2.5 < \bar{x} \leq 3.5 =$ moderate; $3.5 < \bar{x} \leq 4.5 =$ high and $4.5 < \bar{x} \leq 5 =$ very high. The interpretation of mean values is based on Asawo’s categorization, where: To assess organizational performance, the dimensions of affective commitment, continuance commitment, and normative commitment are measured using multi-item instruments, all scaled on a 5-point Likert scale. The following tables present the descriptive statistics:

Statement	N	Minimum	Maximum	Mean	Std. Deviation
I would be happy to spend the rest of my career with this organization.	184	2.00	5.00	4.5489	0.74496
I enjoy discussing my organization with people outside it.	184	1.00	5.00	4.3967	0.83646
I really feel as if this organization's problems are my own.	184	1.00	5.00	4.4239	0.87132
I do feel like 'part of the family' of this organization.	184	2.00	5.00	4.5489	0.74496
Valid N (listwise)	184				

Table 7. Descriptive Statistics for Affective Commitment

The data in Table 4.12 illustrate a high level of agreement (where $\bar{x} > 2.50$) regarding the indicators of affective commitment, which measures the emotional attachment and involvement of employees with their organization. The results show that respondents strongly identify with their organizations, demonstrating high levels of affective commitment within tertiary institutions in Akwa-Ibom State.

Statement	N	Minimum	Maximum	Mean	Std. Deviation
I think people these days move from company to company too often.	184	1.00	5.00	4.4239	0.85869
I do believe that a person must always be loyal to his/her organization.	184	2.00	5.00	4.5707	0.71319
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice, and another organization may not match the overall benefits I have here.	184	1.00	5.00	4.3696	0.83263
Most people in this organization are satisfied with the job that they do now.	184	1.00	5.00	4.4511	0.82170
Valid N (listwise)	184				

Table 8. Descriptive Statistics for Continuance Commitment

The data in Table 4.13 show a high level of agreement (where $\bar{x} > 2.50$) regarding the indicators of continuance commitment, which measures the perceived costs associated with leaving the organization. The results suggest that respondents are inclined to remain with their organizations, demonstrating high levels of continuance commitment in tertiary institutions in Akwa-Ibom State.

Overall, the results from Tables 4.12 and 4.13 show that affective and continuance commitment are highly observed phenomena within tertiary institutions in Akwa-Ibom State, indicating a strong sense of loyalty and attachment among employees

Statement	N	Minimum	Maximum	Mean	Std. Deviation
I am afraid of what might happen if I quit my job without having another one lined up.	184	1.00	5.00	4.3587	0.86941
It would be very hard for me to leave this organization right now, even if I wanted to.	184	1.00	5.00	4.4239	0.86503
My life would be disrupted if I decided I wanted to leave this organization now.	184	2.00	5.00	4.5489	0.74496

Right now, staying with this organization is a matter of necessity as much as desire.	184	2.00	5.00	4.5109	0.73914
Valid N (listwise)	184				

Table 9. Descriptive Statistics for Normative Commitment

The data in Table 4.14 demonstrate a high level of agreement (where $x > 2.50$) regarding the indicators of normative commitment, which assesses an employee’s sense of obligation to remain with their organization. These results indicate that employees in tertiary institutions in Akwa-Ibom State experience a high degree of normative commitment, reflected in their perceived necessity to remain with their current organization.

Measure	N	Minimum	Maximum	Mean	Std. Deviation
Affective Commitment	184	2.00	5.00	4.5489	0.74496
Continuance Commitment	184	1.00	5.00	4.3967	0.83646
Normative Commitment	184	1.00	5.00	4.4239	0.87132
Valid N (listwise)	184				

Table 10. Descriptive Statistics for Employee Commitment

Table 4.15 illustrates the descriptive statistics for the three dimensions of employee commitment: affective commitment, continuance commitment, and normative commitment. The mean scores of 4.54, 4.40, and 4.42 respectively suggest that most respondents were in the agreement range, indicating that employee commitment is highly observed within tertiary institutions in Akwa-Ibom State.

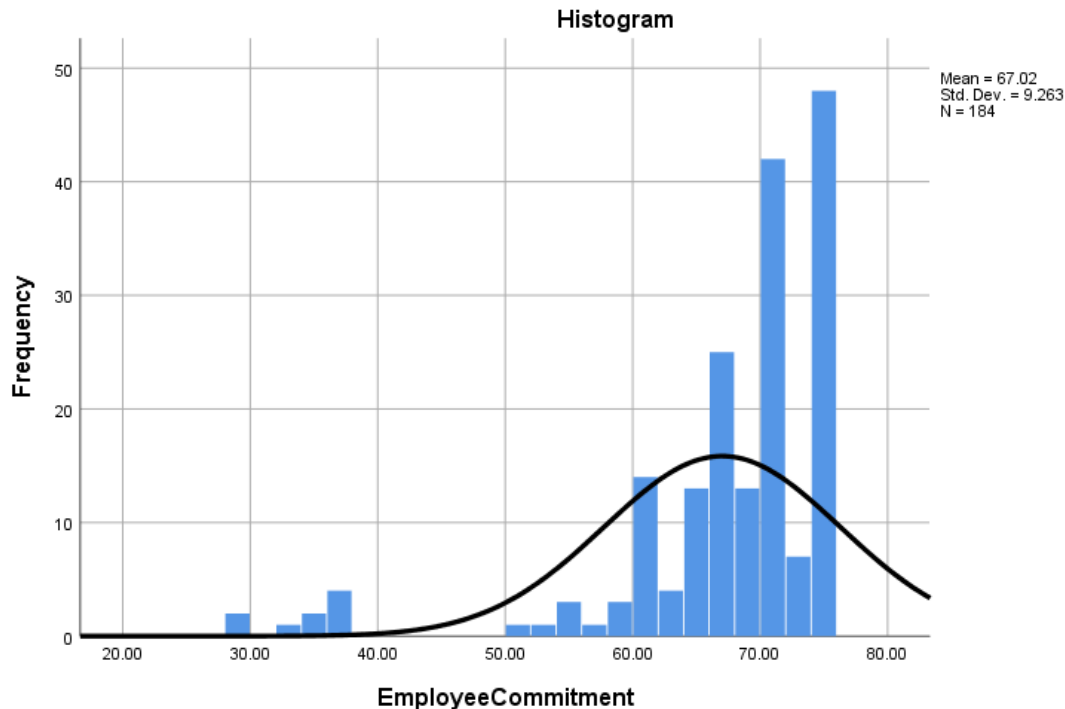


Figure 3. Histogram showing descriptive statistics for Employee Commitment

Figure 4.8 provides a visual summary of the distribution of employee commitment among tertiary institution workers in Akwa Ibom State. The mean distribution, with a score of (where $x = 67.0$) indicates a high manifestation of employee commitment. This mean value falls within the criterion range of $3.5 < x <= 4.5$ which reflects a high level of employee commitment. This high manifestation suggests that employee commitment is indeed an observed

and prominent phenomenon within the tertiary institutions of Akwa Ibom State.

4. Moderating Variable - Organizational Culture

In analyzing organizational culture as a moderating variable between impression management and employee occupational stress, the study used a 5-point Likert scale. The categorization of responses is based on Asawo's (2016) interpretation, with the following ranges: categorization of responses with mean (\bar{x}) thus $1 < \bar{x} \leq 2.5$ = low; $2.5 < \bar{x} \leq 3.5$ = moderate; $3.5 < \bar{x} \leq 4.5$ high and $4.5 < \bar{x} \leq 5$ = very high. The descriptive statistics for organizational culture are summarized in the following tables.

Statement	N	Minimum	Maximum	Mean	Std. Deviation
Individuals and teams have clearly defined goals that relate to the goals and mission of the business.	184	2.00	5.00	4.4674	0.69268
We give the highest priority and support to meeting the needs of clients and customers and to solving their problems.	184	2.00	5.00	4.4946	0.73920
Teams often lack the authority needed to get the job done effectively.	184	1.00	5.00	4.4728	0.78184
People feel that most change is the result of pressures imposed from the higher up in the organization.	184	2.00	5.00	4.4674	0.69268
Valid N (listwise)	184				

Table 11. Descriptive Statistics for Organizational Culture

The data from Table 4.16 show a high level of affirmation (with all mean values above 3.5) regarding the indicators of organizational culture, which serves as a moderating variable between impression management and employee commitment. The statistics indicate that respondents perceive organizational culture as a significant factor influencing both impression management and occupational stress within tertiary institutions in Akwa Ibom State.

Measure	N	Minimum	Maximum	Mean	Std. Deviation
Organizational Culture	184	2.00	5.00	4.4674	0.69268
Valid N (listwise)	184				

Table 12. Descriptive Statistics for Organizational Culture

Table 4.17 summarizes the overall descriptive statistics for organizational culture, with a mean score of 4.46, indicating a high level of manifestation. This suggests that the majority of respondents in tertiary institutions in Akwa Ibom State agree that organizational culture is a prominent and influential phenomenon in their institutions.

The analysis highlights that organizational culture is perceived as a key moderating variable influencing the dynamics between impression management and employee occupational stress. The high mean scores in Tables 4.16 and 4.17 reflect a strong affirmation that organizational culture is an observed and critical aspect in shaping employee behaviors and attitudes within tertiary institutions in Akwa Ibom State.

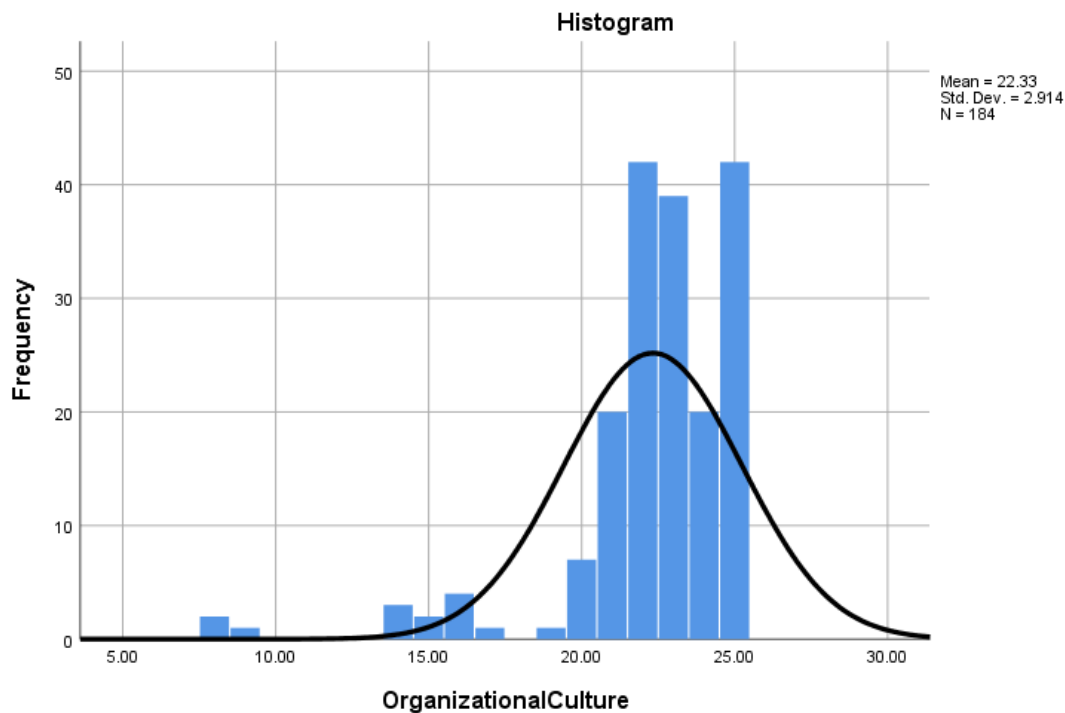


Figure 4. Column showing descriptive statistics for organizational culture

Figure 4.6 summarizes the distribution of the moderating variable - organizational culture. The mean distribution for the variable reveals the extent of the manifestations of organizational culture to be high (where $x = 4.45$) which is within the criterion of $3.5 < x < \geq 4.5$ for high manifestations. This goes to show that organizational culture, is an observed phenomenon among staff in tertiary institutions in Akwa-Ibom, State.

B. Discussion

1. Impression Management and Employee Commitment in Tertiary Institutions in Akwa-Ibom, State.

The analysis was carried out. Based on the results, the findings showed that there is positive and significant relationship between impression management and employee commitment in tertiary institutions in Akwa-Ibom, State. The findings corroborate the earlier results conducted by Kacmar Bachrach, Harri, Shaw, and Noble, who explored the link between corporate citizenship behavior and voluntary attrition and the moderating impact of amazing management. They discovered that impression management mediated the interaction between organizational citizenship behavior (OCB) and voluntary attrition in a negative manner. Also, the findings of this study, relates with Jain (2012), examined the relationship between emotional intelligence and OCB in terms of how impression management acts as a moderator.

The study discovered that impression management had a major negative effect on the link between emotional intelligence and corporate citizenship behavior. Similarly, Chelagat and Korir investigated the impact of employee political abilities, organizational culture, and affective commitment on employee retention in Kenyan public universities. The thesis was driven by social control theory. The thesis employed an explanatory and informative sample design and surveyed 8904 academic and nonacademic workers at four public universities in Kenya. A sample size of 351 respondents was chosen using a combination of stratified and random sampling techniques. This research collected data related to the study through questionnaires. Cronbach's alpha was used to determine durability, factor analysis was used to determine construct validity, and multiple regressions and Hierarchical Multiple Regression were used to evaluate theories. The findings indicate that a proactive disposition and networking capacity significantly influence affective engagement. Furthermore, the findings of this study are in agreement with Damit *et. al.*, who posit that, employee commitment alludes to the employee's passionate connection to, recognizable proof with, and contribution in the association, as per [25]. Employee commitment construct includes elements of desires, needs, and obligations are represented in the three components of employee commitment. More so, Mathew and Shepherd posits that effective commitment is the desire for employee to maintain organizational membership to achieve the goal, ability to focus effort on assisting the organization achieve its goals and acceptance and be left off the organizational values and goals. This assertion, is in corroboration with the result of the findings which concluded that there is a very high employee commitment as a result of the management ability and effort to impression manage its workers appropriately.

Conclusions

The study concludes that impression management plays a critical role in enhancing employee commitment within tertiary institutions in Akwa-Ibom State. Specifically, the findings demonstrate that exemplification, ingratiation, and self-promotion significantly influence employees' levels of commitment when effectively applied. Organizational culture was also identified as a key moderating factor that strengthens the relationship between impression management and employee commitment, ultimately contributing to improved job performance, satisfaction, and reduced turnover rates. These results imply that institutions should strategically adopt impression management techniques, coupled with a supportive organizational culture, to foster a more committed workforce. The study contributes to the existing body of knowledge by highlighting the relevance of impression management in the unique context of tertiary institutions in Akwa-Ibom State. Future research should explore additional moderating variables, such as leadership styles and employee demographic factors, and examine their effects on employee commitment to provide a more comprehensive understanding of the dynamics involved.

References

1. N. N. Abdullah and G. Anwar, "An Empirical Analysis of Natural Gas as an Alternative Fuel for Internal Transportation," *International Journal of English Literature and Social Sciences*, vol. 6, no. 1, pp. 342-360, 2021.
2. N. N. Abdullah and M. B. Othman, "Effects of Intellectual Capital on the Performance of Malaysian Food and Beverage Small and Medium-Sized Enterprises," *International Journal of Civil Engineering and Technology (IJCIET)*, vol. 10, no. 2, pp. 135-143, 2019.
3. N. N. Abdullah, "Probing the Level of Satisfaction Towards the Motivation Factors of Tourism in Kurdistan Region," *Scholars Journal of Economics, Business and Management*, vol. 5, no. 6, pp. 439-443, 2019.
4. H. Bakari, A. I. Hunjra, S. Jaros, and I. Khoso, "Moderating Role of Cynicism About Organizational Change Between Authentic Leadership and Commitment to Change in Pakistani Public Sector Hospitals," *Leadership in Health Services*, vol. 31, no. 2, 2018.
5. M. R. Barrick, J. A. Shaffer, and S. W. DeGrassi, "What You See May Not Be What You Get: Relationships Among Self-Presentation Tactics and Ratings of Interview and Job Performance," *Journal of Applied Psychology*, vol. 94, pp. 1394-1411, 2009.
6. P. A. Balthazard and R. A. Cooke, "Organization Culture and Knowledge Management Success: Assessing the Behavior Performance Continuum," in *Proceedings of the 37th Hawaii International Conference on System Sciences*, IEEE, pp. 445-523, 2004.
7. J. B. Barney, "Organizational Culture: Can It Be a Source of Sustained Competitive Advantage," *The Academy of Management Review*, vol. 11, no. 3, pp. 656-665, 1986.
8. R. E. Baumeister, "A Self-Presentational View of Social Phenomena," *Psychological Bulletin*, vol. 91, no. 1, pp. 3-39, 1982.
9. R. F. Baumeister and J. Tierney, *Willpower: Rediscovering the Greatest Human Strength*, New York, NY, USA: The Penguin Press, 2011.
10. B. Becker and G. Gerhard, "The Import on Organizational Performance: Progress and Prospects," *Academic Management Journal*, vol. 5, no. 3, pp. 24-86, 1996.
11. H. S. Becker, "Notes on the Concept of Commitment," *American Journal of Sociology*, vol. 6, no. 5, pp. 289-296, 1960.
12. J. Berman, E. Levine, A. Barasch, and D. A. Small, "The Braggart's Dilemma: On the Social Rewards and Penalties of Advertising Mo-Social Behavior," *Journal of Marketing Research*, vol. 52, no. 1, pp. 90-104, 2014.
13. S. M. Bergman, M. E. Fearrington, S. W. Davenport, and J. Z. Bergman, "Millennials, Narcissism, and Social Networking: What Narcissists Do on Social Networking Sites and Why," *Personality and Individual Differences*, vol. 50, pp. 706-711, 2011.
14. P. Berger and T. Luckmann, *The Social Construction of Reality*, London, UK: Penguin Books, 1991.
15. J. D. Brown, R. L. Collins, and G. W. Schmidt, "Self-Esteem and Direct Versus Indirect Forms of Self-Enhancement," *Journal of Personality and Social Psychology*, vol. 55, pp. 445-453, 1988.
16. K. Burningham and G. Cooper, "Being Constructive: Social Constructionism and the Environment," *Sociology*, vol. 33, no. 2, pp. 297-316, 1999.
17. V. Burr, *Social Constructionism (2nd ed.)*, London, UK: Routledge, 2003.
18. M. Bolino, D. Long, and W. Turnley, "Impression Management in Organizations: Critical Questions, Answers and Areas for Future Research," *Annual Review of Organizational Psychology and Organizational Behavior*, vol. 3, no. 2, pp. 377-406, 2016.
19. M. C. Bolino, K. M. Kacmar, W. H. Turnley, and J. B. Gilstrap, "A Multilevel Review of Impression Management Motives and Behaviors," *Journal of Management*, vol. 34, no. 6, pp. 1080-1109, 2008.
20. R. B. Cialdini, "Indirect Tactics of Image Management: Beyond Basking," in *Impression Management in the Organization*, R. A. Giacalone and P. Rosenfeld, Eds. Hillsdale, NJ, USA: Erlbaum, 1989, pp. 45-56.
21. R. B. Cialdini and M. E. de Nicholas, "Self-Presentation by Association," *Journal of Personality and Social Psychology*, vol. 57, pp. 626-631, 1989.
22. Carmeli, "Perceived External Prestige, Affective Commitment and Citizenship Behaviors," *Organizational*

Indonesian Journal of Law and Economics Review

Vol 19 No 4 (2024): November

DOI: <https://doi.org/10.21070/ijler.v19i4.1194>

Article type: (Human Resource Management)

- Studies, vol. 26, no. 3, pp. 443-464, 2005.
23. L. Carver and L. Lara, "Attaining Organizational Commitment Across Different Generations of Nurses," *Journal of Nursing Management*, vol. 2, no. 4, pp. 127-205, 2008.
 24. Cinite and L. E. Duxbury, "Measuring the Behavioral Properties of Commitment and Resistance to Organizational Change," *The Journal of Applied Behavioral Science*, vol. 54, no. 2, pp. 113-139, 2018.
 25. S. Chang and M. Lee, "The Effects of Organization Culture and Knowledge Management Mechanisms on Organizational Innovation: An Empirical Study in Taiwan," *The Business Review, Cambridge*, vol. 7, no. 1, pp. 295-301, 2007.