

## A DETAILED STUDY ON MANAGEMENT STRATEGIES AMONG SCHOOL TEACHERS IN UTTAR PRADESH CITY

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### **Abstract**

*The purpose of the study is to understand the impression management strategies adopted by school teachers. This article aims to understand on the adoption of Impression Management Strategies in the career development process of school teachers in Uttar Pradesh city. Motivation varies from person to person. The working conditions- both physical and interpersonal also influences motivation to work, all these factors paved the way for the context for the choice of Impression Management strategies used in the process of Career Development and this article proposes relevant framework that could contribute towards a better understanding of the same.*

**Keywords** Career Development, Impression Management, Motivation, Strategies.

### **Introduction**

‘Impression Management is a common phenomenon and a fundamental part of human interaction. That is, Impression Management describes the strategies that individuals use in an attempt to be seen in a certain way or to create a particular impression in others` minds. That includes self-presentation, influence tactics, organizational politics, and the orientation to work. Those who seek to influence others` impressions of them are actors and those whose impressions are being influenced are targets.’(1)(2)

‘A theory called Presentation of Self in everyday life, Erving Goffman says that the social interaction is a theatrical performance. Every person chooses a face as a background for social interaction.’(3)‘Another theory of self-presentation, called Symbolic Interactionism, the authors have stressed that participants in social interactions try to take the role of the other and see themselves as others see them.’ (4)

Impression management refers to the process by which individuals seek to manage or influence the reactions or ideas others hold about them (Schlenker, 1980; Tedeschi & Reiss, 1981; Leary & Kowalski, 1990). (5) Impression Management is defined as the attempts that an individual makes to determine the impressions others form of them regarding their behavior, motivation, morality and other characteristics such as their intelligence and future potential (Lopes & Fletcher, 2004. pp.747 – 748). (5) Researchers have recently begun to empirically examine impression management behaviors in a variety of organizational contexts, including feedback seeking (Ashford & Northcraft, 1992), (5) performance appraisals and career success (Bolino, Kacmar, Turnley & Gilstrap, 2008, Leary & Kowalski, 1990). (4)

### **Review of Literature**

**Jessica A. Peck and Julia Levashina (2014)**, (7) meta-analytically examined IM by self and other focused tactics to understand the impact of such tactics on job performance and interview ratings.

**Doula Zaharopoulos and Linchi Kwok (2012)**, (8) in a study examined IM strategies adopted by the US law firms. Such strategies were observed over a period of 5 years. While successful law firms are identified through their financial performance, this study examined the strategies on Twitter from a sample from the AmLaw 100 list. It is stated that the study can offer guidance to others in formulating organizational communication strategies.

**Joshua S. Bourdage, Jocelyn Wiltshire, and Kibeom Lee (2015)**, (8) in a study investigated the role of personality in understanding IM behaviors. Two types of samples were used in the study. The first sample consisted of 176 working graduate students from a Canadian University. The second sample consisted of 366 full-time employees. Both the type of samples completed online self-reports of personality and IM measure. It was found that the common aspect underlying 5 IM behaviors (Self-Promotion, Ingratiation, Exemplification, Intimidation, Supplication), possesses a strong negative relationship with the personality trait of Honesty-Humility ,

such that those individuals low in this trait were more likely to report using all of the IM behaviors.

**Christian Fleseler and Giulia Ranzini (2015)**,<sup>(6)</sup> aimed to explore on how the communications managers use social media to influence their professional impressions. A sample of 679

European communications professionals were analyzed to understand how these managers promote, involve using social media by adopting impression management tactics.

It was found that the patterns of impression management tactics, self-promotion, assistance seeking, peer support, and authority were used. It was also understood that different professional duties may require different approaches to impression management. To add up with, communications professionals use different impressions depending on their degree of confidence and strategic purpose for using social medias.

**Maria Sandberg and Maria Holmlund (2015)**,<sup>(6)</sup> in a study on IM tactics in sustainability reporting, identified eight organizational impression management tactics (Description, Praise, Admission Defense, Subjective, Positive, Vague Emotional Styles) used in sustainability reporting, four of which (Description, Praise, Admission and Defense) relate to how companies present their actions while the remaining four (Subjective, Positive, Vague Emotional Styles) are characteristic of the writing styles that companies use. This study identified the above four writing styles as Organizational Impression Management tactics.

**Mark C. Bolino and Anthony C. Klotz (2014)**,<sup>(6)</sup> in a study on the impact of impression management over time, investigated how the repeated use of IM tactics is related to supervisor perceptions in newly formed supervisor-subordinate dyads. It was found that the repeated use of ingratiation had an increasingly positive effect on performance ratings, whereas repeated apologies had an increasingly negative effect on evaluations of performance.

**Joanna and Magdalena (2013)**,<sup>(6)</sup> in an article with an aim to present a critical review on the concept of IM and describe the strategy of self-presentation in LinkedIn, concludes that people should be highly alert and active in impression management and be aware of

what are all the information that exists about them in the social media and if the information is protected by the appropriate levels of security and privacy.

### **OBJECTIVES OF THE STUDY**

To study the impression management strategies adopted by school teachers at Uttar Pradesh city.

To understand the relationship of the demographic profile and the opinions of the respondents about Impression Management Strategies

### **RESEARCH METHODOLOGY**

The study adopts both descriptive as well as analytical research design. Primary data was collected by administering a well-structured questionnaire to 100 respondents using random sampling. The data collected have been tabulated and analyzed using the statistical tools of Percentage, Reliability Analysis (CronbachAlpha), Descriptive Statistics, MANOVA, Correlation

#### **Hypothesis Setting**

H<sub>11</sub>: There is a significant difference between the respondents' socio-economic factors and their adoption of impression management strategies at their work place.

### **DATA ANALYSIS AND INTERPRETATION**

#### **a. Cronbach's Alpha Reliability Test**

**Table 1: Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.863	.862	30

[Source: Primary Data]

The value of 0.863 was obtained that indicates good reliability

#### **b. Frequencies and Percentages**

#### **Socio-Economic Characteristics of School teachers**

**Table: 2 Showing Demographic Profile of the respondents**

Socio-Economic Factors		No. of Respondents	Percentage
		(n:100)	
<b>Gender</b>	Male	20	20%
	Female	80	80%
<b>Age (In Years)</b>	22-27 years	24	24%
	28-33 years	30	30%
	34-39 years	18	18%
	40-45 years	26	26%
	46-51 years	2	2%
	52-58 years	-	-
<b>Marital Status</b>	Single	9	9%
	Married	91	91%
<b>Qualification</b>	PG with M.Ed	52	52%
	PG with B.Ed	10	10%
	UG with M.Ed	28	28%
	UG with B.Ed	10	10%
<b>Monthly Income (In Rupees)</b>	10000 – 20000	73	73%
	20001 – 30000	17	17%
	Above Rs.30000	10	10%
<b>Work Experience (In Years)</b>	Less than 5 years	43	43%
	5 – 10 years	41	41%
	11 – 15 years	9	9%
	16 – 20 years	5	5%
	More than 20 years	2	2%

[Source: Primary Data]

**Inference**

It is inferred from the above table that 80% of the respondents are female. It is also found that the majority of the respondents (30%) are in the age group of 28 and 33 years, 91% of the respondents are married. 52% of the respondents have their qualification as PG with M.Ed,

43% of the respondents have a work experience of less than 5 years. The monthly income of

73% of the respondents is between Rs.10,000 and Rs.20,000.

**c. Multivariate Analysis of Variance (MANOVA)**

In order to identify the significant difference between the respondents' socio-economic factors and their adoption of impression management strategies at their work place. MANOVA is applied.

H<sub>11</sub>: There is a significant difference between the respondents' socio-economic factors and their adoption of impression management strategies at their work place.

**Table :3 Socio-Economic Factors Showing Demographic Profile of the respondents**

Socio-Economic Factors	Variables	F	P value
Gender	Respondents' adoption of strategies to influence a particular other person concerning the attractiveness of one's personal	89.231	0.005**
	Respondents' adoption of strategies to be seen as competent	93.521	0.004**
Age (In Years)	Respondents' adoption of strategies to influence a particular other person concerning the attractiveness of one's personal	114.890	0.008*
	Respondents' adoption of strategies to be seen as competent	131.484	0.012*
Marital Status	Respondents' adoption of strategies to influence a particular other person concerning the attractiveness of one's personal	94.098	0.015*
	Respondents' adoption of strategies to be seen as competent	78.020	0.001*
Qualification	Respondents' adoption of strategies to influence a particular other person concerning the attractiveness of one's personal	76.201	0.015**
	Respondents' adoption of strategies to be seen as competent	99.871	0.041**
Monthly Income (In Rupees)	Respondents' adoption of strategies to influence a particular other person concerning the attractiveness of one's personal	123.651	0.011**
	Respondents' adoption of strategies to be seen as competent	166.412	0.003*

<b>Work Experience (In Years)</b>	Respondents' adoption of strategies to influence a particular other person concerning the attractiveness of one's personal	198.045	0.034*
	Respondents' adoption of strategies to be seen as competent	169.465	0.009*

[Source: Primary Data]

Note:

1. \*\* Denotes significant at 1% level.
2. \* Denotes significant at 5% level.

Since P value is less than 0.010 and 0.050, the alternate hypothesis is accepted at 1% and 5% level of significance. Hence, there is a significant difference among the respondents' socio- economic factors and their adoption of impression management strategies at their work place.

**d. Descriptive Statistics**

In order to measure the respondents' adoption of impression management strategies, descriptive statistics is applied. Table 4:

S.No.	Scale / Factors of Impression Management Strategies	Mean N=100	Std. Deviation
1.	Talk proud about experience and education	4.01	.893
2.	Create awareness of one's own talent to others	3.58	1.007
3.	Let others know the value of self to the organization	3.72	1.181
4.	Update accomplishments to superiors	3.87	1.195

Inference: It is inferred from the table that the mean value of respondents' when talking proud of their experience is 4.01. The mean value of updating the accomplishments to superiors is 3.87. The mean value of letting others know the value of the respondent to the organization is 3.72. The mean value of creating awareness of the respondents' talent to others is 3.58.

**FINDINGS**

The MANOVA test proves that there is a significant difference among the respondents' socio-economic factors and their adoption of impression management strategies at their work place. Based on the descriptive statistics, it is understood that the respondents talk

proud about their experience thus adopting impression strategies for their career development.

### **CONCLUSION:**

Thus it is concluded that predominantly self-promotion is adopted by majority of the respondents to exhibit impression management at work place rather than the assertive behaviors such as ingratiation, exemplification, intimidation and supplication.

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