Impression Management Strategies and Organizational Culture of Manufacturing Companies in Anambra State, Nigeria

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 ABSRACT: *Organizations are faced with the problem of how employees promote themselves in order to give the organization a good identity that will build the image the organization intends to get. The broad objective of the study is to determine the type of relationship that exists between impression management strategies and organizational culture of manufacturing companies in Anambra State. Finding the relationship between self- promotion and organizational identity of manufacturing companies in Anambra State is the specific objective of study. The work was anchored on Social Identity Theory by Tijen. The population of the study is 183 workers and Pearson Moment Correlation Co-efficient was used to analyze the data. The finding showed that there is a significant relationship between self- promotion and organizational identity of manufacturing companies in Anambra state (Cal.r947 >Crit.r. 195). The study recommends that the focused manufacturing companies should adopt good strategies, incentives, and good ethical training should be introduced to encourage employees deliver positive organizational values to the public.*

KEYWORDS: impression management strategies, organizational culture, manufacturing companies.

INTRODUCTION

In this age of unending competition, organizations are constantly on the lookout for opportunities to improve their activities and outperform rivals. Organization requires employees with impression management skills to attract and retain customers, who determine the existence and extinction of every business globally. Impression management was coined by Ervin Goffman in 1959. Sociologists and theorists have been adding insight and importance to the concept since then. According to Newman (2009), impression management is an act of presenting a favorable public image of oneself, so that others will form positive judgment. Organizational culture consists of the knowledge, philosophy, morals, languages, motivation, attitudes, values, and norms shared and transmitted in a society. Culture is the social glue that keeps organizations integrated and controlled through informal, nonstructural means, shared values, beliefs, understandings and norms. Culture in this sense contributes to the avoidance of fragmentation, conflict and tension (Akpa,Asikhia&Nneji, 2021)

Manufacturing companies are faced with the problem of recruiting competent people or persons that will help achieve the stipulated goal set for themselves and to project a good identity about the organization. A company employs sales representative to attend to client, walk tour of the environment, show rooms and sample of items on display just to put up a good impression about the company. Mihaela (2019) opine that most companies tend to present their performance in an overly positive way, resorting to various impression management strategies, especially pertaining to negative aspects. Such strategies are expected to be even more prevalent in companies faced with serious crisis events that can significantly tarnish their reputation. DR Mayer, Horizon chemicals, Golden Hose Chemicals are some of the manufacturing companies in Anambra State which majors in chemical production, they compete with each other and put up different impression strategies such as good self-presentation, self-reputation, ingratiation, self-esteem which have seemingly not worked favorably to their expectation. These strategies seem not to drive the companies to breakeven point leading to poor performance, low sales turn over, decomposed product and waste due to poor customer relationship as observed by the researchers. When defective products are returned, manner of approach exhibited by the sales representative goes a long way in giving the organization a good reputation, if handled properly the image of the company is protected. The manner the sales representative presents his or her self says a lot about the organization because the organization is not the only dealers in that particular products. Therefore, the desire to achieve the set objective of these companies to break even, reduce cost, foster wastage, avoiding a chemical from expiring before it sold would hamper the business and damage the company image. The broad objective of the study is to determine the type of relationship that exists between impression management strategies and organizational culture of manufacturing companies in Anambra State. More specifically, the study seeks to ascertain the relationship between self-promotion and organizational identity of manufacturing companies in Anambra State

Research Question
1.1To what extent does Self-Promotion relates to Organizational Identity of Manufacturing Companies in Anambra State?

1.2 Hypothesis
H_0: There is no significant relationship between Self-promotion and Organizational Identity of Manufacturing Companies in Anambra State.

REVIEW OF RELATED LITERATURE

Impression Management
Many writers and philosophers have observed that people engage in strategic behaviors to control the impressions that their audiences form. Goffman (1959), opines that ordinary people in everyday life work to convey desired impressions to others around them, just as actors on a stage work to present their characters to audience, given that actors are pretending to be people they are not, this metaphor implies that impression management is intentional and duplicitous. Rosenfeld, Giacalone, and Riordan (2002) define impression management as a

fundamental process where people strategically undertake certain communication activities in order to influence the way other people perceive them and create a certain impression that will help them achieve a specific goal. Similarly, impression management is designated as regulating individual behaviors and controlling others' thoughts about the individual consciously or unconsciously as gaining power socially **(**Riemer & Shavitt, 2011**).**Ward and Ravlin (2017), state that impression strategies are ways to change people's perceptions of them and construct appropriate behavior for a particular situation. Organizations positively form public perception of who they are, what services they provide, how well they provide them with the overarching goal to shape and communicate a positive identity and preclude a negative one.

Self- Promotion
Self-promotion is most often used when the chance of their claims is being challenged or discreditably low, self-promoter wants to be seen as competent. This can either be on general ability dimensions, intelligence, or on specific skills, like playing the piano (Rosenfeld 1995). Self-promoters on the other hand, cannot afford to be too reactive because they must make claims about their own organisation competence in carrying out a specific task or find ways or somehow exhibit their competence to the target. The most forthright way of creating an image of competence is by a demonstration of this competence.

Self-promotion is a useful tool in both the workplace and everyday social interactions. It allows individuals to directly signal their "good" qualities and actions to others, which may contribute to acquiring a higher social image. Self-promotion can also help one achieve professional recognition and business progression (Mancuso, Neelim & Vecci, 2017). Jones and Pitman (2014) affirm that self-promoters sometimes face the so called self-promoter's paradox. Where people who are really good at something, often do not need to explicitly present themselves as competent. Therefore, the audience could reason that people who engage in self-promotion may actually be competent for the purpose of promoting the identity of that organization, otherwise they would not have to promote themselves. Self-promotion is a state where leaders show up their capacity as being competent. Self promotion has to do with highlighting one's best qualities, down playing one is deficit and calling attention one's to one's achievement. Organization may succeed in some situations, because the occurrence of self-promotion increases performance. (Victor and Ejo-Orusa, 2020). Self-promotion may, therefore, ironically seen as covering a lack of competence instead of an evidence for competence which in some way help the organization in a particular area and build a visibility that leads to advancement.

Organizational Culture
Culture is a universal phenomenon as there is no society in history without a culture.
Joseph and Kibera(2019) define organizational culture as the complex web of basic assumptions, values, and artifacts that describe the identity of an organization, these values and beliefs determine structures and systems that are created within an organization and how people behave towards each other. Organizational culture is the collection of values, expectations, and practices that guide and inform the actions of all team members. It is a collection of traits that make the company what it is. A great culture exemplifies positive traits that lead to improved

performance, while a dysfunctional company culture brings out qualities that can hinder even the most successful organizations(Wong, 2020).Organizational culture is the basic pattern of shared assumptions, values and beliefs considered to be the correct way of thinking about and acting on problems and opportunities facing the organization. Organizational culture adapts overtime to cope with the dynamic changes and meet the varying demands of the organization in its quest for gaining competitive advantage in all its activities(Osibanjo, Adewale, and Adenike2013).Culture tends to influence employee behaviors which in turn affects performance positively or negatively and it reflects on organization's expectations and philosophy to achieve excellent performance.

Organizational Identity
Whetten (2006), first presented the construct of organizational identity in 1985, defining it as those features that are "central, enduring, and distinctive" to the organization. Organizational identity is that feature which makes it unique among other organizations precisely because of its central and enduring features. Scott and Lane, (2000) opine that organizational identity is an iterative process arrived at through give and take negotiations among its members and publics. (Sillince, 2006) affirms that organizational identity is a fluid and transient process. Attempts to answer questions such as, "What are we?" or "Who am I?" are necessary for organizations to exist and interrelate with individuals and other organizations (Albert, Ashforth& Dutton, 2000). Carefully managed organization identity would ensure a positive attribute that can ultimately strengthen stakeholder relations and ties to the company (Sha, 2009). Ran and Duimering (2007) assert that identity is constantly subject to change and thus it's in the best interest of the organization to manage impressions in order to positively affect the way audiences perceive it. Organizational identification is basically the individual's internalization of organizational characteristics, the results of which may include enhanced commitment, heightened levels of individual, group and firm-level performance. An Organization that wants to grow and perform optimally must project a good identity.

Theoretical Framework
This research was anchored on Social Identity Theory (SIT) by Tajfel and Turner (1979). The theory posits on the premise that individuals define their own identities with regards to social groups they belong to, and that such identifications work to protect and booster self-identity. The creation of group identities involves both the categorization of one's "in-group" with regard to an "out-group". The Social Identity Theory asserts that a person has not one, "personal self", but rather several selves that correspond to widening circles of group membership. Different social contexts may trigger an individual to think, feel and act on basis of his personal, family or national "level of self" (Turner, 1987). Apart from the "level of self", an individual has multiple social identities. Social identity is the individual's self-concept derived from perceived membership of social groups (Hogg & Vaughan, 2002). Individual-based perception of what defines the "us" is associated with any internalized group membership. This can be distinguished from the notion of personal identity which refers to self-knowledge that derives from the individual's unique attributes. Social Identity Theory asserts that group membership creates in group self-categorization and enhancement in ways that favor the in-group at the expense of the out-group. This theory is suitable for the work

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because   social interaction usually takes place among the employees as they perform their tasks. An employee is identified by the group or the organization he or she belongs to and the organization tends to shape their behavior to suit the culture that is being practiced in that organization. Employee are employed and trained to promote, represent, behave in a manner that they will project a good identity about the organization anywhere they find themselves. They also build the skills, knowledge and competencies which would help to promote the organizational identity of the company.

Empirical Review

Omoankhanlen and Issa (2021)   examined the nexus amongst impression management (IM) and organizational citizenship behavior (OCB) of hotels in Rivers state, Nigeria. A cross-sectional survey was conducted, covering a population of 341 workers, (341) from twenty hotels. The study drew a sample size of 181 workers. The study employed a basic random sampling method. Copies of the questionnaire were distributed for data collection. The Spearman Rank Order Correlation coefficient was used to analyze the hypotheses. According to the studies, self-promotion and exemplification have a strong correlation with indicators of corporate citizenship behavior. The study concluded that a well-executed impression management approach in the form of self-promotion and exemplification in hotels would aid in the enhancement of an employee's altruistic and attentive conduct. The study suggested, among others, that hotel workers employ a diplomatic self-promotion technique of impression management in order to increase the organization's altruistic behavior.

Fapohunda (2018), examined Organization Culture and Impression Management Behaviours in the Workplace. Objective of the study was to investigate the influence of Organizational Culture on worker's behaviour in organizational situations. While Impression Management comprises measures like self-presentation, self-monitoring, ingratiation and desirable responding, the elements of organizational culture involve openness, confrontation, trust, authenticity, pro-action, autonomy, collaboration and experimentation. Data were collected from 255 respondents in Lagos. Data were analyzed using descriptive analyses, confirmatory factor analysis, correlation analysis and regression analysis. The findings showed that organizational culture constitutes an irrefutably imperative drive of impression management behaviours of employees, though not all forms of impression management are similarly connected to organizational culture. Study concluded that persons who undertook supervisor-centered tactics of impression management were more affected by organizational culture than those who undertook job-centered tactics.

Ginah and Akpotu(2016) conducted a study on Impression Management and Organizational Performance in the Fast Food and Restaurant Sector in Nigeria. Impression management construct was examined with its adapted dimensions and it was also the case with organizational performance. Structured survey instrument was used to generate data from the sampled managers. The analysis of data showed a positive but moderate link between impression management and performance of firms measured by market size and profitability. It was also found that up to 34.5% of variability in performance was predicted by impression management practices. Information balancing and imaging are two components of impression

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management with highest weights =0.442 and=0.318 respectively on the performance of firms in the sector. It was concluded that impression management practices are considered strategic actions that influence performance of organization in terms of market share and profitability. Therefore, it was recommended that operators in the sector should ensure information balancing and positioning as a means of ensuring continued customer patronage through impression created.

Ekpenyong and Ebimobowei (2015), carried out a study on impression management and identity manipulation on Social network sites which are popular online venue for interaction and expression. This study was designed to identify the ways in which University Students in Nigeria, using Niger Delta as a case study present themselves online in the social network environment. The population of study was 750 students. The sample size was 125, descriptive research design was adopted. The findings indicated that the phenomena of impression management and identity manipulation are highly prevalent among university students. It was also discovered that the use of social media has an implication for improved social relationship among university students.

Mclane (2012) examined impression management strategies and organizational identity in a high-ranking organizational executives employ to create an identity for themselves and their companies via executive authored Weblogs (blogs). The objective was to identify specific patterns of impression management strategies through a deductive content analysis applying Jones' (1990) taxonomy of self-presentation strategies to this particular type of computer mediated communication. Sampling for this study (n=227) was limited to blogs solely and regularly authored by the highest-ranking leaders of Fortune 500 companies. The study revealed that executive bloggers frequently employed impression management strategies aimed at currying competency attributes (self-promotion), likeability (ingratiation), and moral worthiness (exemplification) to construct and shape a positive identify for themselves and their organization for their publics. Supplication strategies were used less frequently, while intimidation strategies were rarely used.

METHODOLOGY

Research Design
Correlation research design was adopted for this study because the purpose of the study is to examine the type of relationship between the variables and correlation research design best suits the purpose.

Population of the Study. The study was narrowed down to chemical manufacturing companies in Anambra State which are predominantly found in Onitsha, Nnewi and Awka. The total population of the selected employees in manufacturing companies in afore mentioned was 183. Complete enumeration was used for the study due to the manageable size and to have a complete view of the entire population.

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Description of Data Collection Instrument
Questionnaire was designed on a 5-point Likert scale, Strongly Agree (5), Agree (4), Disagree (3) and Strongly Disagree (2) Undecided (1), so as to elicit relevant information from the respondents, consisting of independent and dependent variables, get a quantifiable and empirical result.

Questionnaire Allocation and Retrieval InstrumentTable

Company	Population	N0. distributed	No. retrieved
DN Meyer	25	25	19
Emejuclux Chemicals	20	20	15
Zoxjammy Chemicals	20	20	15
Uru Industries	25	25	18
Mokau Group chemicals	20	20	15
Auxano chemicals	20	20	16
Golden horse chemicals	20	20	15
Horizon Paints	15	15	14
Emmaco Agro	18	18	13
Total	**183**	**183**	**140**

Source field suvey 2023

The Table shows the allocation and retrieval of questionnaire from the respondents using Bowley's proportional population allocation formula (1926), which was adopted to distribute numbers of instrument based on the populations

Method of Data Analysis
Pearson's Product Moment Correlation Coefficient was used in analyzing the data which was to explore the extent to which self-promotion relates with organizational identity of manufacturing companies in Anambra State. The level of significance adopted for the study was 5 percent.

Reliability of the Instrument
The result obtained after testing the reliability of the instrument using Crombach Alpha was 0.973. A reliability coefficient that is above 0.7 is regarded as a reliable instrument that is capable of eliciting consistent result and as such this instrument was certified reliable. The result obtained is shown below:

Test of Reliability

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.946	.973	2

Source: Field Survey, 2023. Computation: SPSS, Ver 23

Decision Rule:
The study adopted the 5% level of significance. If the probability value (p-value) is less than the level of significance (0.05), the research hypothesis is adopted and if otherwise (p-value> 0.05), the research hypothesis is rejected

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Descriptive statistics of question items on self- promotion and organizational identity of manufacturing companies in Anambra State

S/N	SELF-PROMOTION	Mean	Std. Deviation	DECISION
1.	I always promote the company's image.	4.0733	.85213	ACCEPT
2.	I show how committed my company to its clients	3.8467	1.16859	ACCEPT
3.	I talk about our competences and reputation	3.1533	1.58744	ACCEPT
4.	I am organized and polite when performing my duties	3.3933	1.42789	ACCEPT
5.	I put up a good attitude while on the job.	3.1400	1.33125	ACCEPT
	ORGANISATIONAL IDENTITY			
1.	Clients attest to our quality of products	4.2133	1.10269	ACCEPT
2.	I solve difficult problems for my customers	3.7267	1.12266	ACCEPT
3.	I make sure that my customers' needs are met	4.7333	.57541	ACCEPT
4.	I always tell customers about our accomplishments	4.1867	.71781	ACCEPT
5.	I talk about my company's expertise.	2.7467	1.29110	ACCEPT

Source: Field Survey, 2023. Compotation of SPSS Ver .23
The table above shows the descriptive statistics for the research question: The mean value that was used for analyzing the acceptance region is 3 and above while for the rejection region was below 3, therefore the descriptive statistic is acceptable.

Hypothesis Testing
Table 4.2.1: Correlation Output
Correlations

		self-promotion	Organizational identity
self-promotion	Pearson Correlation	1	.947**
	Sig. (2-tailed)		.000
	N	150	150
Organizationalidentity	Pearson Correlation	.947**	1
	Sig. (2-tailed)	.000	
	N	150	150

. Correlation is significant at the 0.05 level (2-tailed). **Source : field survey, 2023
The table above shows that self-promotion and organizational identity have positive relationship between the variables with correlation of .947

Significance Test for the Hypothesis.

N	Cal.rDf		Crit. R.	Remark
150	.947	148	0.195	Significant

Source: Field Survey (2023)

The table shows that test of significance for the hypothesis, shows the critical r at .05 level of significance and at 148 degrees of freedom is 0.195 and the calculated r is .947.the calculated r.947 is greater than the critical r 0.195 (Cal.r…947>Crit.r. 195).

DISCUSSION OF FINDING

From the test of the formulated hypothesis carried out through Pearson's Product Moment Correlation, it was revealed that that there is a positive relationship between self-promotion and organizational identity. That is, the more employees engage in the promotion of the organization through various means in the firm, the more the employee/ company will have a positive image of the organizations culture and will thereby embed same in the minds of the customers. This would improve patronage of the firms. This finding aligns with the findings of Mclane (2012) who examined impression management strategies and organizational identity in high-ranking organizational executives employed to create an identity for themselves and their companies via executive authored Weblogs (blogs) and found out that executive bloggers frequently employed impression management strategies aimed at currying competency attributes (self-promotion), likeability (ingratiation), and moral worthiness (exemplification) to construct and shape a positive identity for themselves and their organization for the publics.

SUMMARY OF FINDING, CONCLUSION AND RECOMMENDATION

Summary of Finding
From the Correlation analysis carried out as shown in Table 4.2.1, the correlation coefficient obtained was .947 signifying that there was a positive relationship between the variables and it is significant because the p-value is less than 0.05 significant level at two-tailed test.

CONCLUSION

Based on the findings, Impression management has a high positive relationship with organizational culture, if this is properly implemented/ managed the company would be ahead of their fellow competitors in the same line of business and also know that rendering good services to its customers would boost productivity and good image for the company.

Recommendation
The focused manufacturing companies should make available good strategies, incentives, and good ethical training should be introduced to encourage employees deliver positive organizational values to the public.

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