Impression Management Tactics in Cultural Context: A Scale Development Study

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Abstract

One of the widely used scales adapted to many languages is the Impression Management Scale of Bolino and Turnley (1999), used for assessing impression management strategies of employees. However, it is considered that the validity of this scale developed in the West, for which tactics created with the use of American participants, resulting in the emergence of these tactics, are peculiar to the Western society, is limited in countries with different cultural features. For this reason, taking an inductive approach, we examined the emerging behaviors of Impression Management in Turkey. From a diverse sample of 60 employees and managers from various cities in Turkey, we collected 129 IM incidents or items that were commonly observed in the workplace. We then subjected these data to content analysis to identify major forms of IM, and the results of our analysis revealed 4 dimensions of IM. Results suggested that working environment of IM in Turkey differs from that in the West, and it is embedded in its unique social and cultural context.

Keywords: Impression management, Social culture, Scale development.

Özet

Çalışanların izlenim yönetimi taktiklerini değerlendirmek için yaygın bir şekilde kullanılan ve birçok dilde uyarlanan ölçeklerden biri Bolino ve Turnley'in (1999) İY ölçeğidir. Ancak Batı'da geliştirilen, ABD katılımcıları ile gerçekleştirilen ve nihayetinde ortaya çıkan bu taktiklerin Batı toplumuna özgü olduğu ve ölçeğin farklı kültürel özelliklere sahip ülkelerde geçerliliğinin kısıtlı olduğu düşünülmektedir. Bu nedenle, bu çalışmada Türk çalışma ortamına özgü izlenim yönetimi taktiklerini keşfetmek, bunun yanında Türk kültürüne uygun, geçerli ve güvenilir bir izlenim yönetimi ölçeği geliştirmek amaçlanmıştır. Bu kapsamda madde havuzunun oluşturulması, ölçeğin yapılandırılması ve ölçeğin değerlendirilmesinden oluşan üç aşamalı bir yöntem kullanılmış ve 60 katılımcı ile yarı yapılandırılmış mülakat yapılmıştır. Görüşmelerin analizi ile elde edilen kod ve temalara dayanarak madde havuzu oluşturulmuş ve uzman değerlendirmeleri aracılığıyla ölçeğin içerik geçerliliği test edilmiştir. Yapılan analizler sonucunda 4 boyuttan ve 16 maddeden oluşan İzlenim Yönetimi Ölçeği geliştirilmiştir.

Anahtar Kelimeler: İzlenim yönetimi, Sosyal kültür, Ölçek geliştirme.

1. Introduction

Many studies show that impression management tactics, which are very popular in the field of Organizational Behavior, are widely used in organizations and affect employee behavior significantly (Bromley, 1993; Rosenfeld et al., 2002; Bolino and Turnley, 2003; Bolino et al., 2008; Carlson et al., 2011). Considering that impression management affects critical activities such as recruitment decisions, performance evaluation, and remuneration (Ferris et al., 1999; Steven and Kristof, 1995; Bolino et al., 2008), it is understood to be a concept worth exploring.

Impression management is defined as all the efforts of an actor to create images on target audiences, to preserve or strengthen their current image. (Bozeman and Kacmar, 1997: 9). This process, in which individuals try to influence others with some behaviors or tactics they have set to leave the impressions they desire on others, is the process of managing impressions. (Bozeman and Kacmar, 1997; Bolino and Turnley, 1999; Bolino et al., 2008; Leary and Kowalski, 1990). Erving Goffman (1959: 11), which forms the basis of impression management studies with his work "The Presentation of Self Everyday Life", defined this concept as the behaviors that the individual

displayed in order to influence the perceptions about themselves. On the other hand, it is said that impression management is a process that is both dynamic and interactive (Yildirim, 2021: 225). Within the scope of impression management tactics, Jones and Pittman's (1982: 231-261) classification consists of five categories as the behaviors of ingratiation, exemplification, self-promotion, supplication, and intimidation.

Although most individuals manage their impressions, the impression management tactics used according to the culture of the society they live in differ from each other (Rosenfeld et al., 2002). The importance of culture in organizational behavior research was firstly revealed by Hofstede and then by Globe (Hofstede, 1980; House et al., 2004). It is considered that cultural characteristics should not be ignored in the research of impression management tactics. In particular, Schwartz's (1992) theory of value and Hofstede's (2001) theory of cultural dimensions have been applied to predict how impression management will be used and valid in different cultural contexts (eg, Manzur and Jogaratnam 2006, Sandal et al., 2014). As a result of the studies, it has been revealed that cultural values generally play an important role in determining the tendency and effectiveness of displaying impression management. Nevertheless, a suitable instrument for measuring impression management tactics in employees in Turkish society has been lacking. This study aimed to construct a cultural scale for measuring impression management tactics in the context of Turkey.

This article presents extensively development and validity research for impression management measures. In this context, which is benefiting from the main sources of scale development and the scale development studies in the literature, a three-stage method consisting of constructing the item pool, constructing the scale, and evaluating the scale was used. In study 1, a semi-structured interview was conducted with 60 participants. It was created an item pool based on the code and themes that were obtained by the expert assessments and tested the content validity of the scale. At the end of the substance elimination, it was completed with 16 items as the last version of the scale. In study 2 (n=490), it was performed exploratory factor analysis (n = 490), and it revealed a 4-dimensional structure that explained 69.2% of the total variance. The reliability coefficient of the scale is 0.88. As a result, confirmatory factor analysis revealed that the first-order model, which was recommended for impression management, had the best goodness of fit. In study 3 (n=490), which was carried out within the frame of construct validity, it was seen that the scale provided divergent validity with Organizational Citizenship Behavior (OCB) scale. The results showed that the developed impression management scale was a reliable and valid scale.

2. The Rationale for Scale Development

It is seen that the vast majority of the studies on impression management tactics are conducted in the West, and these studies are based on theories and assumptions that show how impression management will work towards Western cultures (Sandal et al., 2014). However, according to Bolino (2016), how impression management tactics are measured, and how they should be measured is an important problem. Therefore, doubts arise about how valid and feasible these measurement tools are in other cultures. Therefore, it is considered that using scales that are developed in different cultures leaves doubt on the validity of researches while measuring impression management tactics in Turkey, in which a culture extremely distinct from the Western countries dominates.

However, studies on impression management show that the cultural context is only thought occasionally and is often assumed to be used in the same way across cultures (Bolino et al., 2016). However, there are also some studies stating that impression management tactics of employees differ according to cultural values and these tactics vary according to the level of collectivism/individualism or power distance of cultures (eg. Bye et al., 2011; Merkin, 2012). Implementing impression management tactics in the context of Turkey is expected to be useful for developing a scale that is suitable for determining the appropriate organizational attitudes and behaviors that may be associated with impression management tactics. Furthermore, since whether

impression management tactics completely represent those exhibited in Turkey are not known, developing and classifying factors such as the form of questions is considered to contribute a better understanding of behaviors in employee-employer relations. Current problems reveal the need to develop a scale pool of independent statements in impression management research at the national level. Therefore, it is considered that developing a scale suitable for cultural characteristics is important for obtaining more effective and accurate results.

3. Steps of Scale Development and Validation

All stages for the development of the Impression Management Scale will be presented in this topic and will be delivered in three separate studies, namely the creation of the item pool, the structuring of the scale, and the evaluation of the scale.

3.1. Method

A sample of 60 participants working in 16 different sectors and different business lines (in order to ensure maximum diversity) was determined in the first phase of the application, which was proposed by Schwab (1980) and Hinkin (1995), based on the scale development process that consists of creating a pool of items, structuring the scale and evaluating the scale. The data collected by the semi-structured interview technique were analyzed by the content analysis method (Krippendorf, 1980) and the items of the impression management scale were determined. Then, the validity and reliability analyses and factor analyses were carried out on the data collected via survey technique consisting of the questions of the developed scale using SPSS 25 and AMOS 21 software packages in order to determine the factor structure of the impression management scale in different samples selected from the public and private sectors. Then, convergent and divergent validities of the scale were evaluated using variables obtained from the literature.

3.2. Study 1: Identification of Items Pool

In Study 1, information about the data collected, the operations made and the findings obtained will be emphasized.

3.2.1. Sample and Data Collection Tools

The sample consisted of 60 Turkish participants with various job functions from 17 enterprises, ranging across diverse industries and technologies. Among them, 55% were male, 45% were female in managers, %82 were married, and 47% had at least an undergraduate education. The average work experience was found to be 14.41. This sample consists primarily of managers from various industries and organizations with which IM has consulted.

The data were collected over 6 months through the interview, which is thought to be more advantageous than other data collection tools, as it allows for one-to-one interaction with the participants (Patton, 2014). Content analysis of the data was carried out using descriptive analysis method, the findings obtained were converted into statements by using the literature review, and a pool of 129 statements was created.

3.2.2. Procedure and Findings

129 statements generated from the data collected from 60 people participating in the interview were evaluated by 2 academicians and 1 Ph.D. student studying in the field of organizational behavior according to the criteria of whether their meaning is clear and understandable, and whether they cover employee behavior. 65 items were considered "nonusable" and were discarded, resulting in 64 usable items. Then, 64 items were divided into categories (themes) according to the content similarity, and these items were studied; after several repetitions, 6 categories were agreed upon. To test the reliability of our designated categories, we recruited 8 Turkish Ph.D. students to serve as test judges. Firstly, the judges were informed about the topic in detail. They worked as two groups

independently to classify the assigned items into the 6 categories. Regarding the categorization of the items, acceptance or rejection was decided according to the 50% criterion. A total of 10 items have been removed and 6 categories/themes (masking, self-praise, Adulation, image protection, window dressing, and intimidation.) and 54 sub-themes have been determined.

At the stage of creating an item pool, attention was given to include items that are considered to have the best measurement power to measure impression management tactics. As a result, 54 behaviors were transformed into a questionnaire and an item pool in Table 1 was created for expert evaluation and pilot study:

Table 1: First Item Pool

Impression Management Behavior	Items
Masking	1. I try not to show my true thoughts and feelings about people and events to be loved in the workplace.
	2. I do my best not to reveal my shortcomings.
	3. I am successful at concealing my defections.
	4. When my achievements are praised and appreciated, I demonstrate that I am modest, acting as if I am humble.
	5. When I am stressed, I try to manage it so as not to reflect it on the other party.
	6. I try to prevent my personal details (marital status, hometown) that I conceal from being revealed.
	7. I constantly control my emotions and avoid overreacting.
	8. When I encounter something I don't know, I can pretend as if I knew it, considering that I will learn it anyway.
	9. I prefer to conceal some of my habits (such as smoking) so as not to be ashamed of people.
Self-praise	10. I praise my profession by announcing that my job is important.
	11. I try to let everyone know what I am capable of doing to make people aware of my achievements and skills.
	12. I always show myself as important by talking about how close I am to the important people I know.
	13. I do not hesitate to reveal the shortcomings of others to glorify myself.
	14. I emphasize that I am a critical and indispensable employee by exaggerating the importance of my profession/role.
	17. Even if it's a simple job, I often try to exaggerate what I do.
	18. I definitely tell about my past successes and resources when it is possible.
Adulation and Fake Devotion	19. I can seem to agree with my colleagues to gain their trust.
	20. I often praise my colleagues' achievements so that they think I'm a good person.
	21. To make people love myself, I show affection in the workplace and compliment other persons, and take care to remember their special days.
	22. I do my best to keep a low-profile by appearing to be satisfied with everything.
	23. I show an interest in my colleagues' private lives to show that I am friendly.
	24. I can make special contributions to my colleagues (such as favoritism, nepotism, protection, and lending) to show that I am their friend.
	25. Even if I have a negative opinion about the decisions taken in the workplace, I would refrain from saying
	26. I treat my colleagues with obedience and respect for appreciation.
	27. I show that I embrace the business by being willing and eager to improve myself.
	28. I pay more attention to my appearance at work than usual.
	29. When I encounter a job I cannot do, I try to impress people by promising that I will succeed without revealing it.
	30. I try to come to work before anyone else and leave after anyone else to show that I am committed to my job.

	31. In order to show that I am hardworking, I show assertive behavior in jobs that are not my responsibility, and I can also do things that are not included in my job description.
Image Protection and Playing the Victim	32. When I encounter a negative situation, I can deny the truth to protect my current image and not to unsettle the good thoughts of people about me.
	33. I can put the blame on someone else so that my own reputation in the workplace is not damaged.
	34. I try to leave a positive image in my workplace by making up for my imperfect behavior and apologizing when necessary.
	35. I always say that I have a share in successful jobs and I always try to stand out.
	36. If any job has been unsuccessful, I try to protect my reputation by stating that others have contributed to this situation as well.
	37. If I have any mistakes, I have several excuses that I can present as a reason.
	38. I can pretend I don't know to avoid a task or responsibility that I don't like.
	39. In some places, I try to make people feel mercy on me by expressing my helplessness.
	40. I can pretend I need help to help others finish my job.
Window Dressing/ Impressing	41. I can give incomplete and misleading information about myself/competencies to be hired (such as giving incorrect answers for details such as computer knowledge or foreign language level).
	42. I show in the workplace that I keep up with intellectual issues such as fashion-art and culture.
	43. I think it is necessary to adapt to any environment (act like a chameleon) in the workplace.
	44. I try to show off when I have confidential and important information.
	45. Instead of doing simple jobs, I prefer to get high-profile jobs.
	46. When there is a negative situation, I change the subject to distract.
	47. I try to help people feel grateful to me by helping them.
	48. I try to look as if I were busy even if I were not busy.
	49. I strive to prove that I can handle hard work.
Intimidation	50. By emphasizing (using) my authority, reputation, and power in the workplace, I ensure that my colleagues are afraid of me.
	51. I use a big office, glamorous office materials, and furniture as much as I can to make people think I'm an important person.
	52. By expressing my closeness to the boss or important figures, I can make people do my job-related requests.
	53. I intimidate people in the workplace by acting more serious and tough than usual.
	54. If necessary, I can humiliate others and give orders to get things done.
	55. I can act menacingly by emphasizing that I am an important person for my workplace.
	56. I occasionally scare my colleagues, either explicitly or implicitly, to make them act as I desire.

The item pool, which was created as shown in Table 1, was prepared to be presented to the expert opinion, and the stage of structuring the scale was initiated.

3.3. Study 2: Structuring the Scale

At this stage, which is the next step after creating the item pool and turning the questions into a viable questionnaire form, the scale was subjected to expert evaluation, both in terms of content/scope validity and to identify statements that are not well explained or controversial. In order to ensure the content validity of the scale in the question pool, the statements were evaluated by a group of 5 academicians from 4 different universities, 4 of them studying in the field of organizational behavior and 1 in sociology. In this way, a questionnaire was created by clarifying the number of questions and whether the questions that will form the scale are suitable for a certain conceptual or factorial structure.

As for the evaluation of expert opinions, the mean scores that the experts gave to the compatibility of the items were regarded as a basis. Accordingly, it was decided that the items with the mean between 4 and 5 should remain in the scale and that it was appropriate to exclude items with a mean

between 1 and 3 from the scale, and it was also decided to exclude 5 items with the values less than 0.99 according to the Lawshe content validity method. Also, 3 items thought to evoke close statements were combined with other similar items (items 5, 20, and 31). After taking the opinions of the experts, a total of 8 items were removed, and the scale was prepared with 46 items for pilot application. In addition, demographic questions such as gender, age, education level, marital status, work experience, industry, and rank were added to the questionnaire. In the measurement of attitudes towards expressions, the 5-point Likert scale was used as "I strongly agree", "I agree", "I am neutral", "I disagree", and "I strongly disagree".

3.3.1. Sampling and Data Collection Tools for Pilot Study

To measure the construct validity of the scale, survey questions were directed to a sample group of 160 people, and the data were collected in a short time. The sample size is suitable for the pilot study (Hair et al., 2010; Guadagnoli and Velicer, 1988). Of the surveys collected, 14 questionnaires with extreme values that affect the data analysis were excluded from the evaluation. Evaluating the data in terms of demographic variables, the distribution of the research participants are as follows: 35.6% are female and 64.4% are male; 8.2% are high school graduates, 10.3% have an associate degree, 54.8% have bachelor's degree, 17.1% have master's degree, and 9.6% have Ph.D. degree. On the other hand, 58.9% of the participants are married, 41.1% are single, and 24.7% work in the public sector, and 75.3% are employed in private sector, and 5.5% are line managers, 21.2% are mid-level managers, 12.3% are senior managers, 61% are non-managing personnel, and the mean age is 32.51.

3.3.2. Procedure and Findings

With the pilot study, it is decided which items in the scale have statistical functionality by examining the relationship of each item with the total scale items (internal consistency analysis), unsuitable questions are removed, ensuring the reliability of the draft scale. The purpose of internal consistency reliability is to determine whether scale items consistently measure a certain conceptual structure. (Clark and Watson, 1995). Therefore, item-total correlation analysis, that is, the correlation analysis between the total score of the scale and the scores of each item, is performed. In addition, determining the clarity of the scale items and omitting items before the main study are also carried out at this stage.

Independent samples t-test and item-total correlation analysis showing the power of distinctiveness of the items in the scale were performed. The minimum value of the item-total test correlation required to be sufficient is specified as 0.30 (Kline, 2005: 135-144). In the item-total correlation analysis, there was no item below 0.30 in the scale. To determine the distinctiveness of the items in the scale, the raw scores obtained from the scale were sorted in descending order, and the mean scores of the groups in the lower 27% and the upper 27% were compared using independent samples t-test. According to the results of the comparison, it was found that there was a significant difference at the level of $p < 0.05$ between all the mean scores of the lower and upper groups. So, it can be said that the scale is distinctive in terms of measuring the desired quality. Also according to DeVellis (2003) and Hinkin (1995), if the total Cronbach's Alpha value of all scale items is between 0.60 and 0.69 in the pilot study, it is unacceptable, if it is between 0.70 and 0.79, it is acceptable, and if it is between 0.80 and 0.89, it is very good, and if it is higher than 0.89, then items need to be reduced.

At this stage for the structuring of the scale, the pilot application was carried out using 46 items remaining as a result of expert evaluation. As a result of the analysis, the total Cronbach's Alpha coefficient was calculated as 0.87. This value indicates that the draft scale has a very good internal consistency reliability. As a result, at this stage, the procedures for structuring the scale were completed, and the scale was finalized for the final study.

3.4. Study 3: Evaluation of the Scale

In the evaluation phase of the scale, internal consistency analysis, item analysis, measurement of reliability, and elimination of unsuitable items were performed, respectively. Then, exploratory factor analysis, confirmatory factor analysis, and convergent and divergent validities of the scale were performed to determine the factor structure.

3.4.1. Details of the Sample and Data Collection Tools

The data were collected distributing the questionnaire form used in the Impression Management Scale with 46 questions obtained in the previous stage to 490 participants who were employed in Turkey. All scales were designed as 5-point Likert Scale (1 = "Strongly disagree", 5 ="Strongly agree"). Of the answers given to the questions in the questionnaire form, 9 questionnaires with extreme values were excluded from the evaluation, and analyses were made using 481 of them. 70.5% of the participants are male, 29.5% are female, and the average age is 36.1. Also, 63.4% are married, 36.6% are single, and their average work experience is 9.76 years.

This section of the study consists of two parts. The first section includes the IM Scale with 46 questions, the 6-question Orgnization Citizenship Behavior Scale (Sahin & Gurbuz, 2012), and the 7-question Careerism Scale (Yildiz, 2015), which are used to test the convergent and divergent validities of the IM Scale. In the second part, data were collected distributing questionnaire forms including demographic questions such as age, gender, and work experience to 490 participants selected among employees in Turkey.

3.4.2. Procedure and Findings

Data obtained from 490 participants were analyzed using IBM SPSS 25.0 and AMOS 21 software packages. The single factor model was tested using CFA to validate the structure of the OCB scale. The results are shown in Table 2.

Table 2: The Results of DFA of OCB Scale

Model	χ^2/sd	RMSEA	CFI	GFI
Single Factor	5.352	.115	.945	.945

It was determined that the Structural Equation Modeling Results were significant with a level of P=0.000, and 6 items that constituted the scale were associated with the scale structure. The model was revised and improved. Variables that reduce the fit were determined while making improvements and new covariances were created for those with higher covariance among the residuals (e2-e3; e5-e6). The following table (Table 3) shows that the values accepted for the fit indices are provided in the fit index calculations that are revised later:

Table 3: The Results of CFA of OCB Scale After Modification

Model	χ^2/sd	RMSEA	CFI	GFI
Single Factor	2.855	0.075	.982	.979

RMSEA= Root Mean Square Error of Approximation; CFI= Comparative Fit Index; GFI= Goodness of Fit Index; df= Degree of Freedom; *p>.000

According to the results, it was determined that the single-factor model showed excellent goodness of fit and was reliable (Cronbach's Alpha= 0.84). According to the values of RMSEA=.075, GFI=.979, AGFI=0.937, CFI=.982, and χ^2=2.855 (p =.000), it can be said that the compatibility of the model with

the data is at a good level, and the data obtained from the research match the predicted theoretical structure of the OCB scale.

The factor structures obtained as a result of the analysis have been established using the path diagram, and the measurement model is presented in Figure 1:
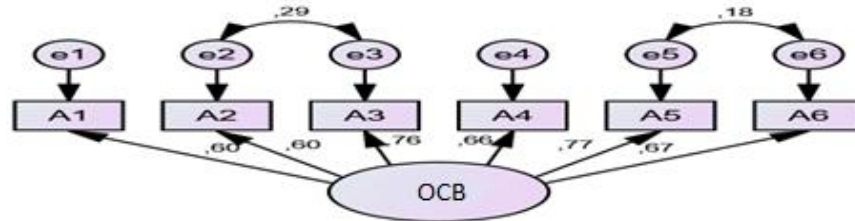

Figure 1: The Model of First-Order Single-Factor Confirmatory Factor Analysis of Organizational Citizenship Behavior Scale

Within the scope of testing the measurement model, it was investigated to what extent the model fit according to the goodness of fit indices. The criteria for the goodness of fit values most commonly used in scale development during the review are presented in Table 4:

Table 4: The Criteria of Fit Indices in the Structural Equation Model and Cut-off Points for Acceptance*

Index Name	Threshold Value	
	Good Fit	Acceptable
χ^2/sd	<3	3<(/df)5
RMSEA	<0.05	<0.08
CFI	>0.95	>0.90
GFI	>0.95	>0.90

*(Gurbuz and Sahin, 2014).

The measurement tool that aims to measure the careerism levels of the participants consists of 7 items. The single-factor model was tested using confirmatory factor analysis (CFA) in order to verify the structure of the careerism scale. The results of the CFA analysis using the Maximum Likelihood technique are shown in Table 5:

Table 5: The Results of the CFA of Careerism Scale

Model	χ^2/sd	RMSEA	CFI	GFI
Single Factor	4.235	.099	.835	.932

It was determined that the Structural Equation Modeling Results was significant at the level of P = 0.000, and 7 items constituting the scale were associated with the scale structure. The model is revised and improved. Variables that reduce the fit were determined while making improvements and new covariances were created for those with higher covariance among the residuals (e1-e4; e1-e7; e5-e6). From the results, it was determined that the single-factor model showed excellent goodness of fit. In this study, the Cronbach's Alpha value of the scale was found to be 0.73. The values for CFA after revision are shown in Table 6 below:

Table 6: Results of CFA of the Careerism Scale After Modification

Model	χ2/sd	RMSEA	CFI	GFI
Single Factor	1.558	0.041	.976	.976

RMSEA= Root Mean Square Error of Approximation; CFI= Comparative Fit Index; GFI= Goodness of Fit Index; df= Degree of Freedom; *p>.000

In the revised fit index calculations, it was observed that the values accepted for the fit indices were provided. With the values of RMSEA=.041, GFI=.976, AGFI=.961, CFI= .976, and χ2=1.558 (p =.000), it can be said that the proposed single-factor model has a good fit with the data. The model for the first-order single-factor CFA of the careerism scale is shown in Figure 2:
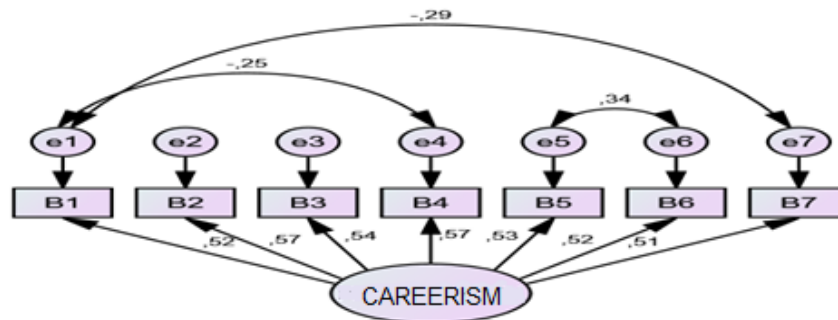

Figure 2: The Model for the Confirmatory Factor Analysis of the Careerism Scale.

Within the scope of testing the measurement model, the extent to which the model fits according to the model goodness of fit indices was examined using the goodness of fit values, and the values that best fit according to the first-order single-factor analysis results were achieved.

3.5. Construction of the Impression Management Scale

Following the application of the impression management scale consisting of 46 items to a sample of 490 participants, exploratory and confirmatory factor analyses were applied to test the construct validity of the scale. The principal component analysis was used to determine the primary dimensions of the concept measured under the AFA and under which dimensions the measurement items would be collected. Varimax vertical rotation method, which maximizes the variance explained in the principal component analysis, was preferred. Findings regarding the factor structure of the scale are shown in Table 7:

Table 7: Findings of the Exploratory Factor Analysis of the Impression Management Scale

	Factors and Items		
Item No.	**First Factor: Intimidation (α=0.87)**	**Variance Explained**	**Factor Loads**
42	By emphasizing (using) my authority, reputation, and power in the workplace, I ensure that my colleagues are afraid of me.		0.767
43	I use a big office, glamorous office materials, and furniture as much as I can to make people think I'm an important person.		0.689
44	By expressing my closeness to the boss or important figures, I can make people do my job-related requests.	**20.8%**	0.681
45	I intimidate people in the workplace by acting more serious and tough than usual.		0.748
46	I occasionally scare my colleagues, either explicitly or implicitly, to make them act as I desire.		0.779

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Item No.	Second Factor: Adulation (α=0.79)	Variance Explained	Factor Loads
17	I often praise my colleagues' achievements so that they think I'm a good person.*		0.674
18	To make people love myself, I show affection in the workplace and compliment other persons, and take care to remember their special days.		0.618
20	I can make special contributions to my colleagues (such as favoritism, nepotism, protection, and lending) to show that I am their friend.*	18.1%	0.680
21	I treat my colleagues and superiors with obedience and respect for appreciation.		0.815
25	I try to come to work before anyone else and leave after anyone else to show that I am committed to my job.		0.631
Item No.	Third Factor: Protecting One's Reputation/Maintaining Image (α=0.76)	Variance Explained	Factor Loads
31	If any job has been unsuccessful, I try to protect my reputation by stating that others have contributed to this situation as well.		0.678
32	If I have any mistakes, I have several excuses that I can present as a reason.	15.8%	0.737
33	I can pretend I don't know to avoid a task or responsibility that I don't like.		0.761
Item No.	Fourth Factor: Masking (α=0.60)	Variance Explained	Factor Loads
2	I do my best not to reveal my shortcomings.		0.790
7	When I encounter something I don't know, I can pretend as if I knew it, considering that I will learn it anyway.		0.637
8	I prefer to conceal some of my habits (such as smoking) so as not to be ashamed of people.	13.5%	0.698
Total Variance Explained		**69.2%**	

KMO = 0.879; χ2(120) =1989.004; Bartlett's Test of Sphericity (p) = 0.000; **α=0.88**

*Received from the questions 12 and 17 in the Impression Management Scale, which was developed by Bolino and Turnley (1999) and adapted to Turkish by Basim et al. (2006).

Acceptance level was specified as 0.50 for factor load values (Comrey and Lee, 1992; reported by Tabachnick and Fidell, 2012: 654). The factor loads between 0.618 and 0.815 in the above table can be considered good (between 0.50-0.60), and excellent (0.70 and above) (Gurbuz and Sahin, 2014). The items are sorted under a total of 4 factors in the results of Varimax rotation. The contribution of these factors, which explain 69.2% of the total variance, to the total variance is considered to be good enough.

As can be seen in Table 7, the first factor explains 13.5% of the total variance, the second factor explains 18.1%, the third factor explains 15.8%, and the fourth factor explains 20.8% of the total variance. When the reliabilities of the answers given by the participants in the questionnaire are evaluated separately in terms of the total scale and sub-dimensions, the reliability coefficients were found to be 0.60 for the first dimension, 0.79 for the second dimension, 0.76 for the third dimension, 0.87 for the fourth dimension, and the overall scale was found to have high reliability (0.88).

The instrument, which aims to measure the impression management behaviors of the participants, has been developed based on six theoretical dimensions. In terms of dimensions, items with low factor loads in general, and the ones that create overlap were excluded from the analysis. The 16 items included in the analysis are included in 4 theoretical dimensions: "intimidation, adulation, protecting one's reputation, and masking". According to the results of the analysis made after omitting items, it was observed that the Kaiser-Meyer-Olkin value expressing the condition of being

sufficient for factor analysis of the data structure obtained from the sample in the final form of the scale was .89, and the value of the test of sphericity, which indicated that the data collected could yield significant results, was 1989.000 (p<.004). The developed scale generated a four-factor structure.

In line with the above explanations and statements in the table, it is seen that among the items gathered in the first factor, there are statements intended to leave the impression of someone, who should intimidate the others, ensuring that their requests are fulfilled through intimidating or threatening behavior. This factor, consisting of five items, was evaluated to be related to the "threatening/intimidating" tactic existing in the impression management literature, and this dimension was named as "intimidation". Looking at the second factor, it is seen that this factor consists of statements that reflect the behaviors exhibited in order to look nice and try to ingratiate. This dimension with a total of five items is called the "adulation" tactic. In the third factor, which consists of three items, it was evaluated that it would be appropriate to call this dimension "maintaining public image" since statements containing reputation protection tendency were observed by presenting excuses or avoiding responsibility. Finally, this dimension was called "masking", since the fourth factor included statements of tactics aimed at hiding one's weak points and shortcomings. The masking dimension consists of three items.

After finding factor structures obtained at the end of the exploratory factor analysis, the measurement model was established by using the path diagram, and this model is presented in Figure 3. In the model, the four factors named as intimidation (GV), adulation (YC), Maintaining Public Image (IK), and masking (KE) refer to independent and hidden variables, and those expressed as e1, e2,…, e16 represent the dependent and observed variables of each independent variable. It is accepted that the variables observed in the exploratory factor analysis fully explain the factor to which they belong.
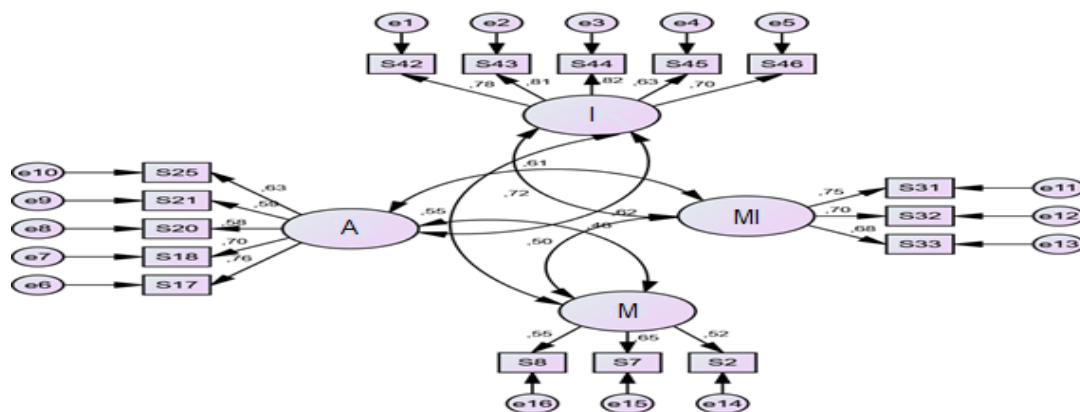
I: Intimidation **A:** Adulation M**I:** Maintaining Image **M:** Masking

Figure 3: The Model of First-Order Multifactor Confirmatory Factor Analysis of Impression Management Scale

In order to verify the structure of the scale, the first-tier multi-factor related model was tested with the confirmatory factor analysis (CFA). The results of the CFA of using the Maximum Likelihood technique are shown in Table 8:

Table 8: The Results of the First-Order CFA of the Impression Management Scale

Model	χ2/sd	RMSEA	CFI	GFI
First-Oder Multi-Factor	2.894	.077	.903	0.895

It was determined that the Structural Equation Modeling Results was significant at the level of P=0.000, and 16 items and 4 sub-dimensions constituting the scale were associated with the scale structure. Analyzing the goodness of fit indices of the impression management scale according to the first-order multi-factor analysis results, with the values of RMSEA=.077, GFI=.895; AGFI=.855, CFI=.903, and χ2=2.894 (p =. 000), it is possible to say that the proposed four-factor model is compatible and acceptable with the data (Table 8). In other words, it is seen that the impression management scale of the data obtained matches the predicted four-factor model.

3.5.1. Findings and Result

After the item elimination process at this stage where the Impression Management Scale was created, 30 items were eliminated, and the remaining 16 items were seen to form a four-dimensional structure.

"Intimidation" is the attempt to gain social power by being perceived as harsh, evil, frightening, dangerous, or threatening to others to ensure that others act in the desired way. (Rosenfeld et al., 1995; Leary, 1996). This tactic appears to be similar to the threat/intimidation tactic in the classification of Jones and Pittman (1982), so it is considered to be compatible with the impression management literature. At this point, it can be said that, in the working environment in Turkey, as in the West, a number of tactics can be exhibited to intimidate/threaten to influence the other person. However, it should not be overlooked that the questions measuring this tactic differ from the scale items developed in the West, so the questions measuring the same tactic are different from each other.

The *"adulation"* tactic is defined as the behavior of the employees to look adorable to their managers and to gain their appreciation, to behave as if they are constantly praising them or sharing the same ideas with them (Drory and Zaidman, 2007). Regarding the adulation tactic, which can be defined as a tactic to be used for impressing the target (Jaja, 2003) in the form of gaining recognition, and making the others love oneself, with the individual trying to treat the target well, which resembles the flattery/adulation tactic in the classification of Jones and Pittman (1982), it is about the individual's affecting others with kind behaviors beyond the social norms and courtesy rules accepted by society (Gardner and Martinko, 1988), trying to make others feel valued by praising them, making others love themselves and thus improving the relations positively. However, in this study, it was deemed appropriate to name this tactic as "adulation/making up to" in terms of its items and as a result of the decisions of expert researchers, and it was suggested that it should be evaluated as a tactic specific to the Turkish culture in terms of the impression management literature.

Another impression management dimension which is observed to be unique to Turkish culture and emerged in the study is named *"maintaining image"*, and it is considered to reveal that impression management behavior is reflected in organizations differently according to culture. On the other hand, some studies on influencing tactics discuss that individuals, who are certainly involved in dealing with the difficult and undesirable situation, make excuses to protect or repair their current reputation (Crane and Crane, 2002). With this behavior, the individual accepts her/his involvement in a difficult situation but tries to explain that the event is not what it seems. More often than not, he/she attributes this issue to external causes. Accepting the situation and attributing the outcome to a different cause or person, are the tactics exhibited to protect or improve the reputation (Crane and Crane, 2002). In the classification of identity-oriented impression management tactics by Bozeman and Kacmar (1997), it is emphasized that individuals exhibit the behavior of repairing mistakes to protect their identity. On the other hand, it is mentioned in studies in which deceptive behaviors in recruitment are examined that the candidates use defensive tactics to protect their reputation (Levashina & Campion, 2007). It is seen that they try to protect their reputation by hiding

or eliminating negative work experiences and events from the interviewer and this tactic is considered to be similar to the deceptive behaviors encountered in the literature.

Another dimension called "masking" is a tactic that is interpreted as an impression management behavior unique to Turkish culture and emerged in the interviews with people employed in Turkey. With this tactic, individuals show behaviors to prevent the emergence of their actual situation, opinions and thoughts by presenting a different image (the image they desire), not informing a phenomenon, concealing, or presenting it as they wish. According to Goffman (1959), individuals might have an impression mask on to cover their negative aspects. In the literature review, it is seen that this tactic coincides with the mask at the workplace, which is a tactic put forward by Vickers (2017), and it is suggested that further research should be done. In the aforementioned study conducted in Australia, it was discovered that the participants tried to conceal their real appearance with expressions such as "I am good" and "I am happy". Therefore, it is worth noting that this tactic, which is considered to be unique in the cultural context, is a tactic used in the Turkish working environment in order to conceal the negative/undesired appearance.

3.6. Structural Validity of the Impression Management Scale

Within the scope of testing the construct validity, the convergent and divergent validities of the impression management scale were examined and the findings obtained are given below.

3.6.1. The Results of Convergent Validity of the Impression Management Scale

To test the convergent validity of the developed scale, only one of several methods developed in the literature was used (Kline, 2005: 140). Accordingly, it is stated that convergent validity will be accepted if the items assumed to measure the same structure are at least moderately correlated with each other and the careerism scale, which is supposed to measure the same conceptual structure.   The correlation values between careerism and IM are presented in Table 9:

Table 9: Inter-Factor Correlation Values

Factors	Intimidation	Adulation	Maintaining Public Image	Masking	Careerism
Intimidation	-				0.379
Adulation	0.501	-			0.388
Maintaining Image	0.570	0.456	-		0.400
Masking	0.377	0.313	0.328	-	0.390
Impression Management	0.842	0.799	0.742	0.610	0.443

p<0.01

Looking at the correlation values between items to ensure convergent validity (Table 9), the minimum correlation value was r = 0.31, and the maximum value was found to be r = 0.57. In this case, it is understood that the convergent validity of the scale is provided at a moderate level. It is also seen that there is a significant and positive correlation between impression management and careerism

3.6.2. The Results of Divergent Validity of the Impression Management Scale

In order to test the divergent validity according to the perspective of Kline (2005), the organizational citizenship behavior scale was applied, which was thought to be related to impression management

but defined a different concept. The results of the correlation analysis of the two items of the scale are shown in Table 10:

Table 10: Correlation Between IM Scale and OCB Scale

Variables	Organizational Citizenship Behavior
Impression Management	-0.026
p<0.01	

Considering the correlation coefficients between the two variables in the table, it can be assumed that the divergent validity of the scale was achieved since there was no correlation between organizational citizenship behavior and impression management (r = -0.026).

4. Result and Discussion

As a result of the analyses, it was decided to exclude 30 items from the scope of the scale and it was observed that the AFA and IM scale had a four-dimensional structure. The dimensions of the scale consisting of 4 dimensions and 16 items explained 69.2% of the total variance, including 20.8%, 18.1%, 15.8%, and 13.5% of the variance, respectively. The Cronbach's Alpha reliability coefficient of the scale is 0.88.

It was determined that the first-order multi-factor model has more suitable goodness of fit values compared to other models in the scope of testing the measurement model of CFA applied to create and test the model of the developed scale.

Then, within the scope of examining the construct validity of the impression management scale, convergent and divergent validities were discussed, and it was determined that both validities were achieved. As a result, the impression management scale, which was concluded to be valid and reliable, was developed (APPENDIX-1). It is considered that this scale would be a particularly effective measurement tool for impression management studies to be carried out in the context of Turkey.

Concerns about the cultural applicability of the "Impression Management Scale" used in the Impression Management research and developed in the west and the lack of a scale that can measure the impression management tactics in the local literature constitute the research question of this study. The main purpose of the research is to discover the impression management tactics exhibited in the working environment in Turkey and to develop a valid, reliable, and original "impression management" scale that can measure these behaviors of the employees and which is suitable for the Turkish culture. This study is considered to be complementary to the studies on the issue that the cultural context has an impact on different behaviors exhibited in the organizations.

As a result of this study, besides the intimidation tactic, which is also seen in the current impression management literature, the dimensions of adulation, masking, and maintaining public image were discovered in this research, which are thought to be specific to the Turkish culture. However, although the intimidation dimension existing in the current literature was found in the work environment in Turkey, the questions about this dimension differed from the questions in the impression management scale, and the questions measuring the impression management tactics consisted of behaviors specific to Turkish culture.

4.1. Impression Management Dimensions

As a result of the qualitative and quantitative analysis conducted in the study, four impression management dimensions, namely Intimidation, Adulation, Maintaining Public Image, and Masking, were discovered. By discussing these dimensions below, similar and different aspects of current impression management dimensions will be discussed.

4.1.1. Intimidation

Generally, the intimidation tactic used by the party holding the power (Crane and Crane, 2002) is used to increase power or make requests. Looking at the research of Trompenaars and Turner (1998) in a cultural context, strict hierarchical structure and the tendency of Turkish employees to give importance to being obedient to their superiors outweigh in organizations in Turkey, which facilitates the formation of the emergence of this tactic in the Turkish culture. Power is collected in the hands of specific people or groups in Turkey, and employees are dependent to a large extent to their supervisors. In addition, employees expect what they have to do to be told by their superiors and indirectly establish communication with their supervisors through official channels. This situation increases the possibility of displaying the intimidation tactic in societies like Turkish society where the strict, rule-based approach is dominant. In high-context cultures like the one in Turkey (Hall, 1976), it is known that individuals have a tendency to imply or use implicit, indirect ideas when communication. Therefore, in societies where both the high power distance and the autocratic management style are dominant, it is thought that those at the top level can make their wishes by using this tactic.

4.1.2. Adulation

Adulation is defined as a tactic, which resembles the flattery tactic in the classification of Jones and Pittman (1982), that is used to influence the target person, aiming to attract appreciation and self-love by keeping the target person flattered (Jaja, 2003). In order to increase interpersonal enjoyment and interaction (Ellis et al., 2002), this tactic, which is displayed with behaviors such as saying what the other person wants to hear, praising them, and strengthening the relationship positively, is used to influence the perceptions about the individual. Since Turkish society is a society where individualist tendency is weak and the "us" culture is dominant, the individuals in such collectivist societies are motivated by factors such as intra-group memberships rather than individual needs such as self-realization or self-esteem. From this point of view, it is considered that it is important for employees to comply with the norms of the group they are in and make themselves accepted by the group, and in this context, they try to gain value in the eyes of the group members by praising others, remembering special days, being respectful, and even favoring them.

4.1.3. Maintaining Image/Protecting One's Reputation

According to Bozeman and Kacmar (1997), individuals can manage their impressions by displaying the behavior of repairing their mistakes in order to protect their identity. In this study, it was observed that the employees tried to preserve their existing images by presenting some excuses in the face of mistakes and avoiding the tasks they thought would result in failure. It is understandable that in Turkish society, where the authorities and titles are important, individuals resort to this tactic in order to protect their position and the value that the other side attributes to it. On the other hand, in some studies, it is mentioned that the candidates applied defensive tactics to maintain their public images and reputation (Levashina & Campion, 2007). It is seen that individuals try to protect their reputation by hiding or eliminating negative work experiences and some events, and this tactic is thought to be similar to the deceptive behaviors encountered in the literature.

4.1.4. Masking

When three questions that are thought to express this concept in the pool of items created are examined, individuals try to mask their current appearance by hiding some flawed aspects, habits, and behaviors in order to make the impression they want to leave, in other words, they wear a social mask. In Turkish society, where group tendency prevails more than individuality, it is deemed natural that this tactic, which is likely to be applied by individuals within the group for reasons such as acceptance and exclusion, can arise in societies where it is important and motivating to connect with each other. In order to adapt to the environment, in which they are present, to prevent possible

exclusion, individuals can try to create an impression they think is suitable for the environment by hiding their negative sides that do not comply with the group norms. This reminds Schwart's study (1994) that emphasized the result that Turkey has a culture with a high compliance tendency, and it is observed that employees try to fit others.

This study suggests that the dimensions of "self-promotion", "self-pity/supplication" and "exemplification", which are among the current impression management tactics in the current literature, are relatively low in the Turkish work environment. In this context, it is possible to say that behaviors such as trying to win over the hearts of other people by praising them, and showing love-respect rather than constant self-praise and self-promotion, and trying to cover up one's shortcomings rather than seeming in need of help are common among the employee behaviors specific to the Turkish culture.

As can be understood from all these explanations, it is seen that the way individuals manage their impressions may differ according to the cultural environment they belong to (Rosenfeld, 2002). Therefore, impression management tactics exhibited in the working environment in Turkey also reflect the cultural trends of Turkish society. This study shows that impression management tactics can vary significantly across cultural boundaries, thus culture significantly affects individuals' attitudes and behaviors. (Adler, 1983; Hofstede, 2001; Schwartz, 1994). Therefore, it is clear that the scale developed is an original measurement tool that reflects the Turkish culture and that each dimension is typical. Therefore, it is thought that the study will go beyond developing a scale to measure impression management and will contribute to intercultural research on this subject. Besides, of course, it should not be overlooked that the results of the research need to be confirmed on different samples. Therefore, it is no doubt that for future researches, impression management with data from different samples and researches with different variables will contribute to the literature. In addition, besides the effect of social culture, studies investigating how personality structure can affect impression management tactics will be possible to examine the emerging dimensions in more depth. In addition, it is thought that the studies that will be carried out to examine the differences that may arise in terms of form and intensity in different organizational fields can contribute to the literature, which shows that the management of impressions varies not only within the national borders but also among the types of organizations in society. As a matter of fact, House et al. (2004) argue that differences in organizational culture may increase or decrease the effects of national culture. Therefore, obtaining different results from the studies reflecting the effects of social culture will provide a different perspective for the literature. Moreover, it is considered that long-term studies to discover universally acceptable tactics seen in all cultures, for example, by conducting extensive research across cultures, can be quite satisfactory in terms of the impression management literature.

Conclusion

Four impression management dimensions have been detected by following a three-stage scale development process with a deductive approach for discovering impression management behaviors in Turkey, hence the Impression Management Scale with 16 items was developed. The reliability coefficient of the scale was determined as 0.88, and 69.2% of the total variance was explained. According to the results of the CFA, it has been observed that the first-order model proposed for impression management has the best fit values, and the convergent and divergent validities of the scale have been achieved to a great extent.

As a result, the impression management behaviors/dimensions, which are considered to be effective in the working environment in Turkey, were determined in this study in the context of Turkey, and the impression management scale was developed. This scale, which is determined to be a valid and

reliable measurement tool in measuring impression management tactics exhibited in organizations, should be used in researches related to impression management.

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APPENDIX-1

IMPRESSION MANAGEMENT SCALE

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

	1	2	3	4	5
1. By emphasizing (using) my authority, reputation, and power in the workplace, I ensure that my colleagues are afraid of me.	1	2	3	4	5
2. I use a big office, glamorous office materials, and furniture as much as I can to make people think I'm an important person.	1	2	3	4	5
3. By expressing my closeness to the boss or important figures, I can make people do my job-related requests.	1	2	3	4	5
4. I intimidate people in the workplace by acting more serious and tough than usual.	1	2	3	4	5
5. I occasionally scare my colleagues, either explicitly or implicitly, to make them act as I desire.	1	2	3	4	5
6. I often praise my colleagues' achievements so that they think I'm a good person.*	1	2	3	4	5
7. To make people love myself, I show affection in the workplace and compliment other persons and take care to remember their special days.	1	2	3	4	5
8. I can make special contributions to my colleagues (such as favoritism, nepotism, protection, and lending) to show that I am their friend.*	1	2	3	4	5
9. I treat my colleagues and superiors with obedience and respect for appreciation.	1	2	3	4	5
10. I try to come to work before anyone else and leave after anyone else to show that I am committed to my job.	1	2	3	4	5
11. If any job has been unsuccessful, I try to protect my reputation by stating that others have contributed to this situation as well.	1	2	3	4	5
12. If I have any mistakes, I have several excuses that I can present as a reason.	1	2	3	4	5
13. I can pretend I don't know to avoid a task or responsibility that I don't like.	1	2	3	4	5
14. I do my best not to reveal my shortcomings.	1	2	3	4	5
15. When I encounter something I don't know, I can pretend as if I knew it, considering that I will learn it anyway.	1	2	3	4	5
16. I prefer to conceal some of my habits (such as smoking) so as not to be ashamed of people.	1	2	3	4	5

*Received from the questions 12 and 17 in the Impression Management Scale, which was developed by Bolino and Turnley (1999) and adapted to Turkish by Basim et al. (2006).