

EXAMINATION OF THE IMPRESSION MANAGEMENT OF TRANSFORMATIONAL LEADERSHIP IN PUBLIC SECTOR AND GOVERNANCE

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Abstract

Impression management is the process of influencing perceptions by molding one's behavioral patterns in front of the target audience. The major postulate of the study was to determine impression management practices of transformational leaders and examine individual variances in the facets of both the variables. Data was collected from 183 participants working in education and corporate sectors. MLQ by Avolio, Bass and a 22-item instrument developed by Bolino and Turnley was used to measure transformational leadership and impression management. Correlations and simple linear regression were used to examine the relationships among the variables. The findings suggest that those who adopted the exemplification, ingratiation and supplication tactics, had high transformational leadership behavior. Conversely, leaders who employed self-promoting and intimidating impressions had low transformational leadership behavior. The study provides extensive literature review as well as future directions for further research.

Key Words: *Impression Management, Transformational Leadership, Self-Promotion, Ingratiation, Exemplification.*

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Introduction

For decades, researchers have been interested in social conduct of human beings. Whether personal, or organizational life, social behavior of individuals has a profound impact on major variables. This research also aims at studying one of the most interesting phenomenon of social interaction, i.e. impression management. The study would not only highlight its various dimensions but also examine its association with four facets of transformational leadership.

Human beings are always conscious of their social conduct and how they are perceived by others in society. This behavior is derived from the very basic instinct of self-acceptance as well as social acceptance (Tetlock & Manstead, 1985). Goffman (1959) defines impression management as the process where individuals try to present themselves in the most desirable fashion towards others. *“Impression management refers to the behavioral strategies that people use to create desired social images or identities.”* (Tetlock & Manstead, 1985 p.59). It has also been termed as a tool to control the reactions of others to one’s image or personality in society (Hall, 2009).

Also known as self-presentation, the process of impression management involves two steps, impression motivation and impression construction. The former is where an individual realises the discrepancies between his current and desired self-image. Impression motivation is not only a desire to control how others perceive one but also entails action taken on the part of the actor. Such action or thrust is triggered by private goals (high self-esteem

and self-respect) or public goals (recognition) a person seeks to attain through impressions (Leary & Kowalski, 1990). Although many antecedents of impression management have been defined, there is no way to determine any absolute behavior for a particular situation (Tetlock & Manstead, 1985).

The later stage is impression construction where the individual builds a desirable self-concept by embracing values which are possessed by those whose image matches the individual's desirable self-image. People are motivated to construct such impressions that are consistent with their desired image. Moreover, impressions are also determined by people's need to have consistency with their future self-image. A person who wants to attain a particular social image in future will project the impressions that are most consistent with his future self. (Jones & Jones, 1964; Leary & Kowalski, 1990; Mori et al, 1987). Impression construction process can sometimes be perceived as unnatural or fictitious since the impressions could be in conflict with one's actual personality (Buss & Briggs, 1984). Interestingly, individuals managing impressions can no longer be aware of such bias since they may believe what they project because of excessive use of the same impressions time and again (Jones & Pittman 1982, Schlenker 1980). However, research has shown that people form impressions keeping in mind their true self concept. Furthermore, image misrepresentation becomes improbable where a person knows that his personality is highly incompatible with the one he is projecting. (Leary & Kowalski, 1990; Jones and Pittman, 1982; Schlenker, 1980).

Impression management is usually driven by motives (Davies & Brennan, 2011). Defensive motives arise from negative affective

states. Such motives compel a person to create impressions when he/she faces a threat to his / her already established desired self-image. On the other hand, assertive motives originate from positive affective state of praise and acceptance that induces the individual to transform his / her self-image to have positive impressions on others (Tetlock & Manstead, 1985). According to Schlenker (1986), people might be internally encouraged to create impressions in order to satisfy their own self-concept. This is termed as “self as audience approach.” Moreover, people are sometimes externally motivated to project impressions thereby adopting “others as audience approach”. People are not only interested in projecting desired images but sometimes also undesired images to others (Jones & Pittman, 1982). It has been found that people create unfavorable impressions in order to avoid unpleasant workplace tasks and responsibilities (Becker & Martin, 1995).

The motivation leading to the overall process of impression projection and management is based on self-identification (Schlenker, 1986). Schlenker defines self-identification as a process of knowing own identity and fitting it in an appropriate social setup. Individuals define their identity in terms of situations they find themselves in as well as their desirable self-image which they want to project on the significant others (Schlenker et al, 1986).

Impression Management Tactics

In order to further enhance knowledge on impression management, several facets of impression management behavior have been studied. Bolino et al (2008) has mentioned some of the most widely discussed behaviors. Self-enhancement, self-

promotion, assertive, job focused, intimidation, defensive, demonstrative etc. are examples of certain impressions that are used to either alter one's own image or that of others. For instance, boasting and self-promotion impressions are employed to maximize one's positive attributes (Bolino, Kacmar, Turnley & Gilstrap, 2008).

Jones and Pittman (1982) identified five tactics of impression management most commonly used by people. The first Impression Management (IM) style is *Self-Promotion* which refers to highlighting one's qualities to be perceived as competent and capable by others. However, self-promotion can have adverse effects on impressions if used excessively. (Godfrey et al, 1986: Rudman, 1998). Self-promoters are found to be good speakers rather than listeners since they have to make use of verbal methods in order to display their competence. According to Godfrey et al (1986), proving oneself as competent is more difficult than proving to be likable. Furthermore, people can also prove their competence nonverbally by making others observe their performance at work (Uitdewilligen, 2005).

Another attribute of self-promotion is exaggeration. People often accentuate their role in a success and let the audience believe the twisted truth about their actual competence (Goffman, 1959: Schlenker, 1975). However, most of the times, self-promoters are perceived negatively by the audience. In the audience's mind, if a person actually possesses particular skills, then he does not have to brag about it time and again, rather his actions speak louder than words. This concept is coined as "Self-Promoter's Paradox" according to which a truly competent individual has more of a

modest conduct when it comes to discussing his potential. Thus, the more a self-promoter highlights his competence, more doubtful the audience becomes about his actual competence (Jones & Pittman, 1982).

Ingratiation involves giving in to others' demands to acquire their approval. It entails extending favors towards others. It usually takes four forms as stated by Jones (1964), namely *Complimentary Other Enhancement* is where the actor compliments the audience by highlighting their positive characteristics, *Conformity* enables the actor to conform to the standards of audience by agreeing with them and supporting their viewpoints. *Self-Presentation* is helpful in showing a desirable image that is favorable and ingratiating, and *Rendering Favors* simply mean doing favors without the other person asking so that a likeable impression can be built.

Exemplification entails sacrifice of self-interests in order to win loyalty from others. Here the individual is willing to set aside his personal interests and exemplifies himself as highly committed and loyal. This kind of impression is appropriate when the target audience perceives ethical norms of integrity and honesty as highly favorable. *Intimidation* is exercising and showing off power to prove oneself as dominant in the group. It includes coercion and forceful behavior towards others so that a stronger and powerful image is maintained. And last, through *Supplication*, people expose their weaknesses and vulnerabilities to attain others' sympathetic support and likeability (Jones and Pittman, 1982).

Researchers suggest that self-promotion, exemplification and ingratiation styles of impression management are positive in nature

since the actor tries to create a positive image through pleasing others or getting in their good books. On the other hand, intimidation and supplication tactics generate negative impressions by appearing domineering or obnoxiously needy on others, ultimately hindering a person's image. Furthermore, people using self-promotion and exemplification aim to impress the general audience. Whereas, with ingratiation and intimidation, the target audience is usually specific entity or a person (Uitdewilligen, 2005).

Transformational Leadership

James McGregor Burns (1978) studied two leadership behaviors in the domain of political leadership. First is transactional leadership which is an exchange process between leader and the followers. The two way process enables both the leader and followers to play their respective roles, while fulfilling each other's needs. Transactional leadership involves a transaction where leader motivates the followers through rewards in return of which followers feel obliged to abide by leader's directives. Burns (1978) stated that the relationship is reciprocal on the part of both leader and followers since both are interdependent. On the other hand, transforming leadership goes beyond a mere transaction process. A transformational leader inspires and motivates his followers through his character and morality. According to Burns, transactional and transforming leadership styles are two ends of a continuum.

Burns (1978) further states that transforming leaders influence their followers such that both exercise modal values and end values. Modal values refer to extrinsic and intrinsic rewards and benefits

that followers attain by complying by leader's set standards. These rewards can be promotion, perks, accolades and recognition etc. Modal values are possessed by transactional leader in the exchange relationship between him and his followers in order to keep the followers motivated and aligned with leader's mission. End values are possessed by transformational leaders. Such values include selflessness, service, integrity, honesty and character. A leader having these end values puts his followers' interests first, ultimately winning their respect and commitment (Burns, 1978: Kuhnert & Lewis, 1987).

Bernard Bass took the work of Burns and explained them within the domains of an organization. Unlike Burns, Bass (1985) stated that transactional and transformational leadership styles are two separate constructs and are not part of the same continuum. According to Bass (1999), both dimensions are present in every leader's personality in varying degrees. Furthermore, transformational leadership can follow transactional leadership but not the other way round (Bass, 1985; Bass, 1999). Bass (1997) also stated that transactional leadership usually exists in mechanistic organizations with closed systems, conversely in organic organizations with open systems, transformational leadership style prevails. Both Burns and Bass stated that emotional content is necessary for transformational leaders to exercise end values. Covey (1992) defines a transformational leader as a person who has ethical and moral considerations and high character traits. He is more concerned about long term goals rather than daily business. He utilizes the potential of his workforce in the best possible way.

Simply put, transformational leadership is a process where a leader is able to raise followers' confidence, motivation, and expectations. It enables the followers to set new goals for personal growth and achievement. Bass defines it as a process that *"occurs when leaders broaden and elevate the interests of their employees, when they generate awareness and acceptance of the purposes and mission of the group."* (Bass, 1990 p.21). It refers to *"leader behaviors that transform and inspire followers to perform beyond expectations while transcending self-interest for the good of the organization"* (Avolio, Walumbwa & Weber, 2009). A transformational leader is able to set aside his self-interests in order to promote the interests of the followers. The most significant characteristic of a transformational leader is that he can transform individuals as well as organizations through an effective vision (DuBrin, 1998; Bass, 1999).

Transformational leadership plays an indispensable role especially in organizations which are going through change processes. As compared to other leaders, transformational leaders are more effective in elevating the followers' expectations with respect to change processes and outcomes. Moreover, transformational leadership is more focused on leader-follower relationship. It not only aims to bring improvement in individuals' goal setting and attainment process, but also results in tremendous organizational performance, ultimately beneficial for both followers and the organization as a whole (Lievens, Geit & Coetsier, 1997).

There are four dimensions of a transformational leader identified by Bass. He stated, *"They may be charismatic to their followers and thus inspire them; they may meet the emotional*

needs of each employee; and/or they may intellectually stimulate employees.” (Bass, 1990-p.21). Transformational leaders create a vision for the followers. They are able to inspire them to reach new heights rather than fulfilling leaders’ own personal endeavors. A transformational leader exercises his power through *Idealized Influence, Intellectual Stimulation, Inspirational Motivation* and *Individualized Consideration* (Bass, 1985). Idealized influence refers to the leader’s ability to transform follower’s interests, goals and deep seated norms by communicating a clear, unambiguous and compelling vision in order to lead them towards leader’s desired destination. The followers view their leader as a role model whose behavior they seek to emulate. This elevates their trust and loyalty towards the leader (Bass, 1990: Bass, 1999: DuBrin, 1998: Gill, Levine & Pitt, 1998). Furthermore, transformational leaders possess high moral standards which further enhance their image in the minds of followers (Popper, Mayselless & Castlenovo, 2000).

Coming towards intellectual stimulation, it is ability of transformational leader to make his followers believe in their potential and capabilities. The leader encourages followers to think out of the box and rather than following conventional methods of performing a task, motivates them towards creativity and innovation (Bass, 1999: Popper, Mayselless & Castlenovo, 2000). Intellectual stimulation satisfies both leaders as well as followers’ need for acquiring knowledge so that they can perform their particular roles with a spark of newness and novelty in them (Bass, 1990: Gill, Levine & Pitt, 1998). The third dimension of transformational leadership is inspirational motivation. One of the most important tasks of a leader is to motivate the followers so that

both can work towards the fulfillment of mutual goals. Inspirational motivation entails taking steps to increase follower's morale through leader's persuasive communication skills and assigning them with invigorating and challenging tasks (Bass, 1985; Popper, Maysless & Castlenovo, 2000). Inspirational motivation increases followers' commitment and satisfaction at work. Through increased morale, followers start to identify themselves with the leader and organizational mission (Gill, Levine & Pitt, 1998). Research also suggests that a leader needs to have affective feelings while developing and communicating vision to the followers in order to motivate and inspire them (DuBrin, 1998).

Idealized influence is defined as personally attending to the problems and concerns of people, listening to them intently and paying consideration to their individual problems in order to rectify them (Bass, 1985; Bass, 1990; Bass, 1999; Stewart, 2006). A leader must be aware of his followers' individual problems. He must be able to identify the wide array of followers' backgrounds, mindsets, cultures and values in order to understand their issues and to determine the most suitable position for them in the organization (Bass, 1990). Effective listening is the hallmark of individualized consideration. A leader who maintains an effective reciprocity of listening and speaking wins the followers' trust. Individual consideration is not only solving individual problems of the followers but also to provide them with timely guidance about their career growth and potential areas where they can make a difference (DuBrin, 1998; Bass, 1999).

Impression Management and Transformational Leadership

Effective impression management or self-presentation is one of the traits of leadership (Uitdewilligen, 2005). Very limited research has been conducted taking into consideration the relationships between impression management and transformational leadership. However, the importance of impression management in leadership has been greatly emphasized. In order to exercise control and influence over followers, leaders must create a persuasive image in the minds of the followers (Bass, 1985; Conger, 1988) Research states that there are numerous elements that define a leader's impression management behavior. For instance, his physical appearance or personality, (Jones and Wortman, 1973; Kleinke, 1975) self-concept, position power or authority (Schlenker, 1980), cognitive state (Tedeschi, 1981), as well as his emotional mood and behavior (Jones & Pittman, 1982). Furthermore, the ambiguous or unfamiliar situational factors also affect impression management behavior of the leader. In a favorable situation, the leader tends to adopt impressions that are confident and firm. Conversely, in an unfavorable situation, he employs defensive and self-protective impressions. Characteristics of audience also affect leader's impressions. They build a positive image of the leader if they positively perceive leader's self-presentation and behavioral congruence (Gardner & Martinko, 1988). Hence impression management process depends on the actor projecting the impressions, the audience and the situation (Gardner & Martinko, 1988; Gardner & Avolio, 1998).

Uitdewilligen (2005) states that leaders must project impressions that highlight their overall personality, integrity and interpersonal skills. For that, leader must be proficient in sociability and communication. A leader successfully impression-manages if his communication is perceived as genuine, friendly and warm by the audience. Pin and Turndorg (2009) points out the importance of first impressions by stating that people usually stick to them while forming perceptions. Another study also advocated this idea by stating that first impressions last longer and are hard to amend in the short run. Only, long-term interaction can change them (Lim, Chidambaram & Carte, 2008). Moreover, customizing conversation according to the audience (Ligon, Hunter, & Mumford, 2008), using verbal (Jones, 1964; Wood & Mitchell, 1981) and non-verbal communication (Schlenker, 1980) plays a significant role in forming impressions. Studying the nature of non-verbal impression management, Remland (1984) stated that leaders who are proficient in non-verbal communication tend to project positive impressions rather than those who do not.

Charismatic leadership has been widely examined in relationship with impression management. Gardner and Avolio (1998) state that leaders create charisma by employing impressions that regard them as highly credible, honest and trustworthy. Moreover, impression management of charismatic leaders is a step by step process that includes *Framing* an enlarged vision, *Scripting* that entails defining roles and communicating them to followers through effective dialogue, *staging* refers to physical attractiveness including leader's personality, dress and environmental appearance; lastly, *performing* means actually managing

impressions through self-promotion, ingratiation, exemplification, intimidation and supplication (Gardner & Avolio, 1998). Building on the literary foundations of Gardner and Avolio (1998), another study empirically supported the relationship between impression management and charismatic leadership as significant and positive (Sosik, Avolio & Jung, 2002).

Greenberg (1990) shares an interesting insight in his study that followers/audience are more concerned about the actor/leader's apparent impressions than actual ones, i.e. leaders ought to project impressions of honesty and fairness whether or not they possess them.

Hypotheses

Based on the above arguments, since it can be assumed that leaders promote their positive image through impressions (self-promotion) in building and communicating vision (idealized influence), the first hypothesis of this study is:-

H1: There exists a significant and positive relationship between self-promotion and idealized Influence.

Coming towards the specific impression management tactics, Gardner & Cleavenger (1998) examined the association between impression management tactics with the facets of transformational leadership. The results of the study suggested, that exemplification was the most widely used tactic adopted by leaders and it was also found to have positive relationship with dimensions of idealized influence, intellectual stimulation and individualized consideration. The reason was that followers admire the leader's actions more than

his words and therefore, believe in his competence. Supplication was found to have positive relation with intellectual stimulation and individualized consideration. Ingratiation was also found to be strongly related to individualized consideration because of leader's warm and ingratiating behavior towards the followers. Self-promotion was negatively associated with transformational leadership, since it results in hindering leader's modest image and make the followers doubt his capabilities because of excessive vanity. Intimidation was also found to have negative relations with idealized influence, intellectual stimulation and individualized consideration. The reason is that intimidation is not the style of transformational leaders since they prefer more of a cooperative and participative behavior towards followers rather than coercion or intimidation. Lastly, inspirational motivation was not found to have significant relationship with any of the impression management tactics.

H2: There exists a significant and negative relationship between self-promotion and individualized consideration, intellectual stimulation and Inspirational Motivation.

H3: There exists a significant and negative relationship between Intimidation and all the dimensions of Transformational Leadership.

Ingratiation style has a positive association with leader's perception about the followers. The more the followers are high in position and power, more ingratiating leader's impression management style would be. Same is the case with self-promotion. Moreover, followers who have high need for approval are more

likely to prefer a leader who exercises ingratiating behavior (Gardner & Martinko, 1988). It is also suggested that despite the apparent discrepancy between ingratiation and transformational leadership, its negative effects have not surfaced (Gardner & Cleavenger, 1998).

H4: There exists a significant and positive relationship between Ingratiation and Individualized Consideration.

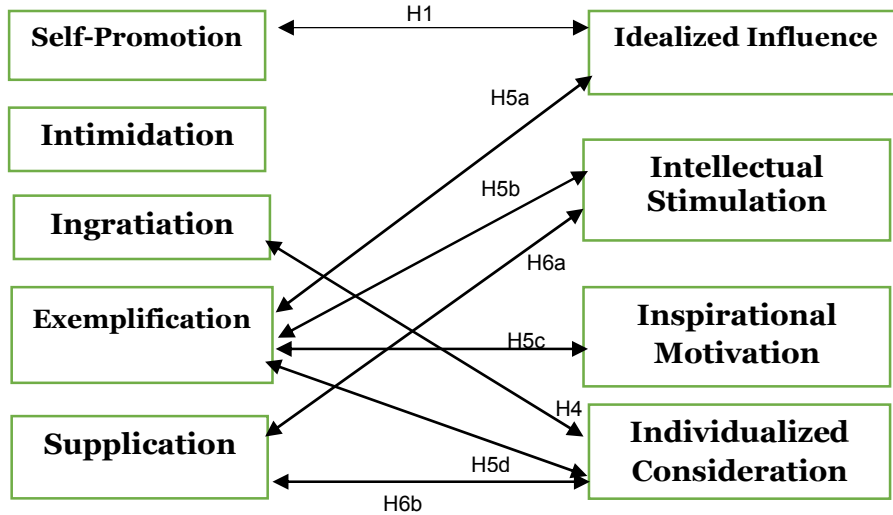
Although self-promotion had negative relationship with dimensions of transformational leadership because of the self-promotion paradox, it is still strongly associated to charismatic leadership behaviors. For instance, Gardner & Cleavenger (1998) state that charismatic leaders tend to portray themselves as visionary, competent and trustworthy towards the followers and therefore, both self-promotion and exemplification tactics further elevate their image in the minds of the followers. Moreover, leaders who adopt exemplary impressions make followers believe in the leader's effectiveness and his ability to satisfy their interests. In order to maintain a charismatic image, leaders strongly prefer exemplary impressions since they seem to be credible, trustworthy and competent to their followers (House & Aditya, 1997). Gardner (2003) also asserts that exemplary impressions are highly correlated with leader's integrity and effectiveness.

H5: There exists a significant and positive relationship between exemplification and Idealized Influence (a), Intellectual Stimulation (b), Inspirational Motivation (c) and Individualized Consideration (d).

H6: There exists a significant and positive relationship between Supplication and Intellectual Stimulation (a) and Individualized Consideration (b).

Research Model

Following is the theoretical framework depicting the positively hypothesized relationships. The negative hypotheses, i.e. H2 and H3 are not shown in model.



Methodology

Impression management was measured using the instrument developed by Bolino & Turnley (1999). The instrument consists of 22 items measuring five dimensions of impression management namely self-promotion, supplication, intimidation, ingratiation and exemplification. An itemized rating scale was used with anchors from being “never behave this way” to “often behave this way.” A higher score represents higher use of a particular impression. Reliability for the instrument was measured through Cronbach alpha at 0.812.

Transformational leadership was measured using MLQ developed by Avolio & Bass (1995). 10 items measuring itemized influence, individualized consideration, inspirational motivation and intellectual stimulation were measured on itemized rating scale ranging from 1 (Not at all) to 5 (Frequently, if not always). Cronbach alpha for the instrument was 0.816. Missing values were filled with imputations in the SPSS.

Data was collected from 183 people working mainly in corporate and education sectors. Sampling technique used was non-probability judgment sampling.

Correlations

		SP	EX	INT	ING	SUPP	II	IC	IS	IM
SP	R	1								
EX	R	.024	1							
INT	R	.322**	.159*	1						
ING	R	-.021	.341**	-.049	1					
SUPP	R	-.203**	.228**	.176*	.449**	1				
II	R	-.245**	.354**	-.204**	.259**	.212**	1			
IC	R	-.340**	.268**	-.203**	.399**	.293**	.569**	1		
IS	R	-.179*	.258**	-.064	.315**	.385**	.531**	.568**	1	
IM	R	-.031	.151*	-.164*	.207**	.159*	.334**	.334**	.588**	1

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

* . Correlation is significant at the 0.05 level (2-tailed).

In order to observe one to one relationships between the variables, Pearson's correlations have been calculated in the above table. According to the results, self-promotion is found to be significant but negatively associated with idealized influence. Thus, the first hypothesis (H1) of the study is rejected. However, self-promotion was hypothesized to have negative relationship with other dimensions of transformational leadership, therefore, the negative association of self-promotion with individualized consideration and intellectual stimulation partially supports H2 since no significant correlation was found between self-promotion and inspirational motivation (p-value=.681). Intimidation has negative and significant relations with all the facets of transformational leadership except intellectual stimulation, hence partially proving the third hypothesis (H3).

On the other hand, exemplification has the strongest relationship with idealized influence depicting 35% correlation as well as with individualized consideration, intellectual stimulation and inspirational motivation. Similarly, ingratiation and supplication are also positively and significantly related to all the dimensions of transformational leadership. Ingratiation has highest correlation with individualized consideration whereas supplication style is highly correlated to intellectual stimulation thereby supporting H4 and H6 respectively. Overall, all the relationships are positive and significant.

Since the objective of the research was to determine the relationships existing between individual dimensions of impression management and transformational leadership, therefore, simple linear regression was calculated. Firstly, 6 % change in idealized

influence is caused by self-promotion (R=.06: p-value=.001). Similarly, exemplification brings 12.6% (R=0.126: p-value= 0.000), ingratiation brings 6.7% (R=.067: p-value=.000), intimidation brings 4.2% (R=0.042: p-value= 0.006) and supplication causes 4.5% (R=0.045: p-value=0.004) change in idealized influence. Following are the values of R-Square and respective p-values representing change in each dependent variable as a result of change in the independent variables.

Variables	II		IC		IS		IM	
	R ²	Sig	R ²	Sig	R ²	Sig	R ²	Sig
SP	.006	.001	.116	.000	.032	.015	.001	.681
EX	.126	.000	.072	.000	.066	.000	.023	.041
INT	.042	.006	.041	.006	.004	.387	.027	.026
ING	.067	.000	.159	.000	.099	.000	.043	.005
SUPP	.045	.004	.086	.000	.148	.000	.025	.032

The next table depicts individual coefficients of variation showing the magnitude as well as direction of relationships among the variables. Respective significance levels are also shown.

Variables	II		IC		IS		IM	
	B	Sig	B	Sig	B	Sig	B	Sig
SP	-.208	.001	-.380	.000	-.196	.015	.028	.681
EX	.258	.000	.256	.000	.242	.000	.118	.041
INT	-.155	.006	-.202	.006	-.063	.387	-.133	.026
ING	.179	.000	.361	.000	.280	.000	.153	.005
SUPP	.156	.004	.284	.000	.365	.000	.126	.032

Discussions

According to the literature survey, exemplification, ingratiation and supplication are regarded to have positive essence when it comes to their relationship with leadership behavior. On the other hand, self-promotion leaves a negative impression on the audience because of the self-promotion paradox. Similarly, intimidation is also a negative predictor of transformational leadership. Results obtained in this research are compatible with the study of Gardner & Cleavenger (1998).

Exemplification has the closest association with the facets of transformational leadership. The reason is that transformational leaders usually exemplify their commands and thus they are able to communicate a positive image. Giving a hardworking, committed and dedicated impression creates guilt in the minds of the followers that further incites action and mobility among them. Results of our study also show that exemplification is closely related to all four dimensions of transformational leadership. Taking a look at the

values of R^2 above, it is clear that exemplification is the strongest predictor of transformational leadership dimensions particularly idealized influence. The reason is that leader is not only the one who develops a vision and sets the ground rules, but he is also able to create an invigorating and motivating environment for the followers by actually playing his part thereby motivating the followers to play theirs.

Although, it was found to be significantly related to all the elements of transformational leadership, ingratiation was found to have highest correlation with individualized consideration. The reason is that ingratiating impressions of the leaders highly appeal to the followers who want their voice and concerns heard by the leader. Since individualized consideration is the ability of the leader to listen and address the followers' individual problems and issues, therefore a leader who practices ingratiation is desirable for them. Furthermore, leaders with ingratiating impressions tend to develop a bond with the followers that keep them motivated.

Supplication was also found to have positive and significant association with transformational leadership. Giving in to others' wishes does win their trust and approval. However, it has also been regarded as an inappropriate tactic to get others to approve oneself. When a leader uses supplication tactic, he usually highlights his followers' competencies in order to not only win their approval but also delegate them part of a job. Supplication enables the followers to think themselves as indispensable to attain the leader's mission. This technique can be useful where extra cohesive team effort is needed to accomplish the goals. Leaders' supplicating impressions are perceived positively by the followers who have high need for

motivation and individual attention from their leader. This research also shows that supplication style is the strongest predictor of intellectual stimulation and individualized consideration.

And last, keeping in view the historical relationship between charismatic leadership and self-promotion, the latter was hypothesized to possess positive relation with idealized influence because of its similarities with charisma. However, results suggest that due to the presence of self-promotion paradox, it has negative impact on idealized influence as well as other transformational leadership dimensions. Leaders who are boastful and highly concerned about proving their own competence cannot effectively develop and communicate a joint vision for the group. Furthermore, such leaders seldom appeal to audiences' intellect and are not able to inspire them or redress their individual grievances. Same is the case with intimidation. A leader with an intimidating style probably exercises an autocratic or dictatorial behavior with his followers. Such leaders, usually, have high concern for maintaining status quo and getting the job done through conventional methods. Conversely, transformational leaders motivate their followers to create and innovate by thinking outside the box. As mentioned earlier, transformational leaders bring about change by transforming the followers' needs, eventually turning them into leaders. Consequently, intimidating impressions have an inverse correlation with idealized influence, inspirational motivation and individualized consideration.

Apart from the above findings, a multiple linear regression analysis provided some interesting insights. Several relationships became insignificant when the impression management model was

tested as a whole variable against each dimension of transformational leadership. For instance, all the impression management styles except intimidating were insignificantly related to inspirational motivation. However, the overall model had significant results. This could imply that in presence of each other, each impression management tactic tends to affect another's impact on the dependent variable. However, this study was designed to examine one - on - one rather than 'whole model relationships', therefore, these results were not included.

Conclusion

Every leader has to learn to project impressions that best describe his personality and ideal social self-image. Several researches have explained the possible motivation behind showing particular type of impressions. A leader must be aware of his own self-concept in order to decide what impressions he can employ. Impression management is not only triggered by its antecedents but also certain favorable outcomes. For a leader in particular, positive impressions win him followers' respect and approval. Negative impressions can also be beneficial where coercion seems inevitable to fulfill goals. It must be noted here that to manage impression does not mean to pretend to embrace values and beliefs contradictory to one's own. It simply entails defining personality in public perspective, keeping in view one's own standpoints on various issues.

This study also aimed to determine what kind of impressions best suit the conduct of transformational leaders. According to our results, leaders who practice exemplification, ingratiation and

supplication styles would probably be more transformational than those who do not. Whereas, leaders who prefer self-promoting and intimidating impression management styles are likely to be very low on transformational leadership behavior. These findings are compatible with previous studies conducted in the same domain.

There are several potential areas for further research in the field of impression management. Firstly, role of organizational culture should be taken as moderator towards impression management in order to comprehend possible variations in peoples' impressions in different cultures. Moreover, individual's attitude towards change should be studied in an organizational setting that is going through restructuring or reengineering. Since impressions are triggered by situational factors, future researches should take into consideration the impact of certain situational factors as antecedents of impression management process and whether or not they mediate. Finally, impression management should also be examined against other leadership behaviors besides transformational leadership.

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