Developing a Model for Impression Management at Mazandaran Province's Education Department

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Abstract The general goal of this research is to provide an appropriate model for impression management of education organization in Mazandaran. The method of the research is exploratory mixed practical approach that was conducted from qualitative to quantitative and research method in quantitative part is description of the survey. Its population in qualitative part is consisted of professors and experts of education in Mazandaran about 20 people and in quantitative part, heads, assistants and experts of education departments andschool administrators of education inMazandaran about 2598 people that in the qualitative part from purposive sampling and by taking into account the saturation law 10 people and in quantitative part by using random-cluster sampling and based on Morgan and Krejci table 335 people were chosen as a sample. A questionnaire about impression management made by researcher with 60 questions and two dimensions (individual and organizational) was used to collect data. Tools formal and content validity is confirmed by experts and its reliability was calculated by using Cronbach's alpha coefficient 0.897. Structural equation test was used to analyze the data. The results showed that there is a positive and significant relationship between impression management variable and individual and organizational dimensions and the represented model from expert's view has the appropriate value.

Keywords: impression management, education, model

Introduction

From 1970s, researchers of organizational behavior and management were interested in issues such as power, influence, conflict and politics in the organization, to the extent that in many researches in this field, politics and power theory was formed. In this theory, organization is considered as a complex system of individuals and integrations that each hasits own interests, beliefs, values, tastes, expectations and assumptions. These integrations are constantly competing for scarce resources of organization. Contrast and conflict would be inevitable and exert influence and power that appears in political behavior is the first weapon that will be used in the competition and conflict. It is therefore evident that the political behavior is one of the inevitable aspects of organizational life. But most people consider political behavior as a negative and ugly activity, while, the primary and major role of policy came from the idea that due to the multiplicity of interests in any society, there must be tools to resolve differences of people through negotiation and talking (Sharifi and Nargesian, 2013, 98).

One of the political behavior in organizations is using the impression management by individuals (saghafi, 2012). The impression Management is most prevalent political behavior that its idea was first introduced by Goffman (1959) (Nasr Esfahani et al., 2013, 127). And it is a trying to create meaning or purpose of social interaction that leads our efforts and help us predict what we expect from others, (YazdaniZiarat and Rastgar, 2014, 116).

Impression management is used when people are calling for the creation of a specific identity or try to maintain their previous identity. This goal will be realized by certain intentional behaviors such as verbal or nonverbal behaviors. Impression management is not always a misleading behavior but also one uses it to accurately convey important information or avoided misunderstandings. In fact, a person uses impression management to convey the message he/she wants or coordinated beliefs, values and attitudes of

message recipients so that they lead to the desired result.

Golparvar and Qureshi (2015), in a study entitled "predict civil and deviant behaviors through perception management components" showed that the perception management (impression management) and its components (self-promotion, ingratiation, pretending to be a model, intimidation and pretending to disability) are important factor in predicting civil and deviant behaviors. Azad Arablu (2015), in a study entitled "explain the role of impression management in organizational influence in the Islamic Azad University of Meshkinshar" showed that there is a positive and significant relationship between the components of perception management and influence skill over the others. Sherafat,, et el. (2014), in a study entitled "Study the effects of impression management tacticson success in the professional path," showed that impression management tactics (ingratiation, self-promotion, exemplification, supportive of and intimidation) haspositive and significant effect on professional path. Sharifi and Nargesian (2013), in a study entitled "The relationship between impression management withits behavior outcomes among managers and employees of Tehran University libraries" found that, there is a positive and significant relationship between impression management (self-promotion, exemplification, ingratiation, supportive of, and intimidation) and organizational citizenship behaviors in the studied society. Ansari et al (2009), in a study entitled "The effect of Impression management on performance of Telecommunications Company based on the Balanced Scorecard in Isfahan Telecommunications" showed that, there is a significant relationship between impression management with performance of Telecommunications Company. Also, there is asignificant relationship between impression management tactics (self-promotion, ingratiation and defense) with performance of Telecommunication Company based on the Balanced Scorecard.

Ming Cheng., et al. (2015), in a study entitled "The impression management of leaders during the organizational collapse: the role of advertising, image concerns, and encouraging reward" that developed and evaluated a model of impression management of leaders throughout the organizational reduction by describing the role of advertising, image concerns, and incentive compensation, showed that High ads in turn increases perception management during the organizational collapse. Also, impression management of leaders has a significant role during the organizational collapse. Soran and Balkans (2013), in a study entitled "Study the effect of impression management tactics on emotional statements in the banking sector" showed that pray factor has a positive and significant effect on positive emotional statements, intimidation factor is also has a positive and significant effect on negative emotional statements. In addition, intimidation and Job conflicts had negative and significant effect on intimacy between the studied staff. Adnan and Latif (2013), in a study entitled "The study of impression management and its role in staff development," showed that Impression management has effective role on the development and progress of employees.Employees who work only on their business skills and did not use impression management skills, they didn't have certain progress as compared to the work of people who have successfully used impression management skills. And Arif., et al (2011), in a study entitled "Study the effect of impression management on employee performance evaluation by managers" showed that

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different impression management techniques have different effects on managers. Managers under evaluation like ingratiation and making examples of their employees and personnel, but self-promotion and attract support of staff from their view had negative effect.

Education as an educational institution and manufacturer of next generation of society has an important role in developing communities. Due to the importance of education role in society and the role of teachers and staff working in this organization, it is essential that human resources system of the organization as a training system has the real picture of their staff to use it in order to achieve organizational goals and improve the quality of their services based on available facts, by planning and more attention to the issue of impression management. So, the main question of present research is that: "How is the impression management model in education organization of Mazandaran?"

Methodology

The research method is exploratory mixed practical approach that was conducted from qualitative to quantitative and research method in quantitative part is description of the survey. Its population in qualitative part is consisted of professors and experts of education in Mazandaran about 20 people and in quantitative part, heads, assistants and experts of education departments and school administrators of education in Mazandaran about 2598 people that in the qualitative part from purposive sampling and by taking into account the saturation law 10 people and in quantitative part by using random-cluster sampling and based on Morgan and Krejci table 335 people were chosen as a sample. A questionnaire about impression management made by researcher with 60 questions and two

dimensions (individual and organizational) was used to collect data. Tools formal and content validity is confirmed by experts and its reliability was calculated by using Cronbach's alpha coefficient 0.897. Structural equation test was used to analyze the data.

Results

Question one: How is the impression management model of education organization in Mazandaran?

Structural equation test was used to evaluate this question. The effectiveness of impression management components and dimensions as well as integrated and balanced model based on relationships between variables was calculated by using LISREL software for each dimension. In Figures 1 and 2 and Table 1, the relationships between the individual dimensions was presented with its components. According to the Figures 1 and 2 data and structural equation test results in Table 1, it is concluded that there is a positive and significant relationship between individual dimensions with its components. The standard coefficient rate for components of individual tactics is 0.89 and components of individual factors is 0.87. In Figures 3 and 4 and Table 2, the relationship between the organizational dimension and its components were presented. According to the Figures 3 and 4 data and structural equation test results in Table 2, it is concluded that there is a positive and significant relationship between organizational dimensions with its components. The standard coefficient rate for components of organizational tactics is 0.79 and components of organizational factors is 0.69. In Figures 5 and 6 and Table 3, the relationships between impression management with individual and organizational dimensions were presented.
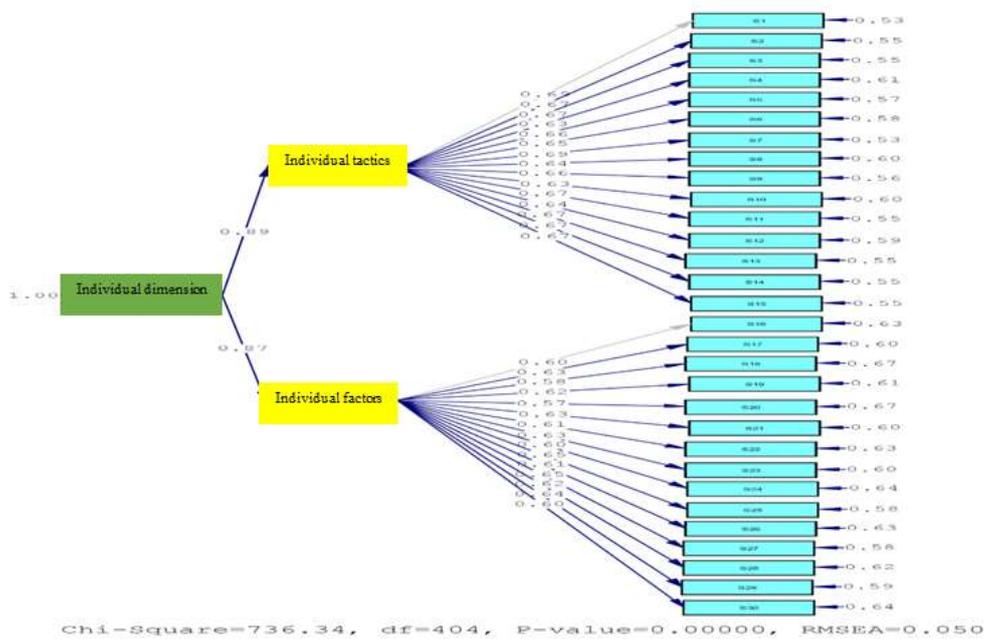
Chi-Square=736.34, df=404, P-value=0.00000, RMSEA=0.050

Figure 1. Standard model coefficients in the individual dimensions

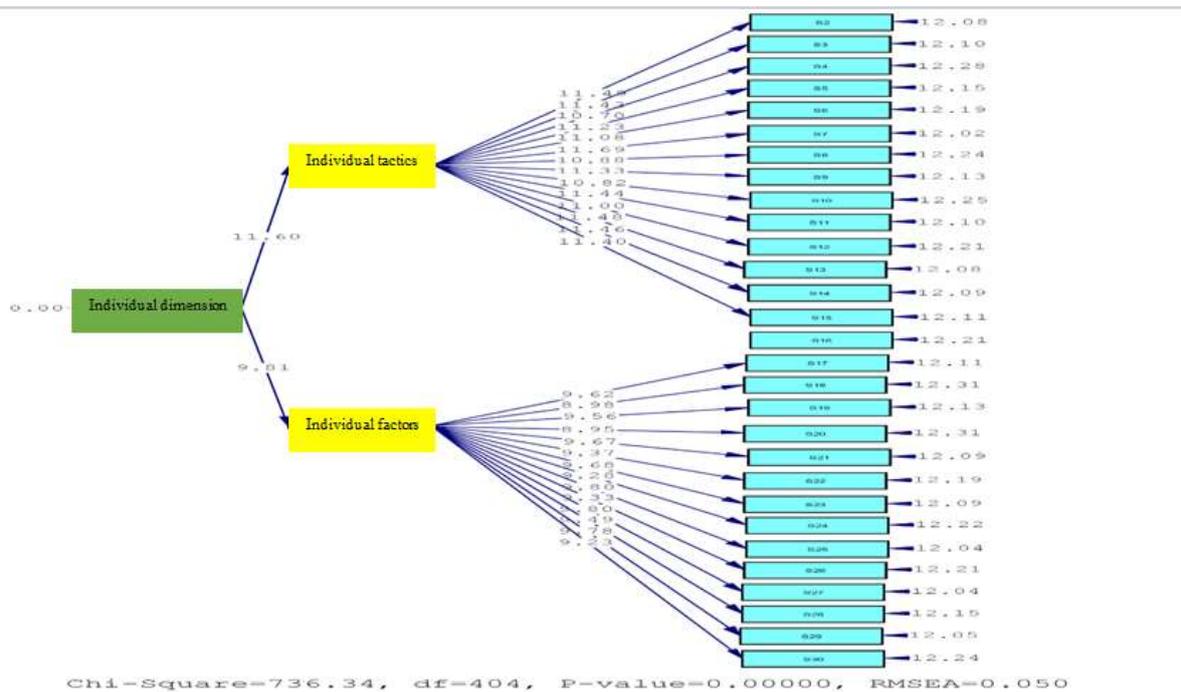Chi-Square=736.34, df=404, P-value=0.00000, RMSEA=0.050

Figure 2. Estimated coefficients of t test in the model

Table 1. Results of structural equation test findings for individual dimension at a 0.05 significance level

number	components	T statistics	Standard coefficient
1	Individual tactics	11.60	**0.89**
2	Individual factors	9.81	**0.87**

Chi-Square=558.09, df=404, P-value=0.00000, RMSEA=0.034
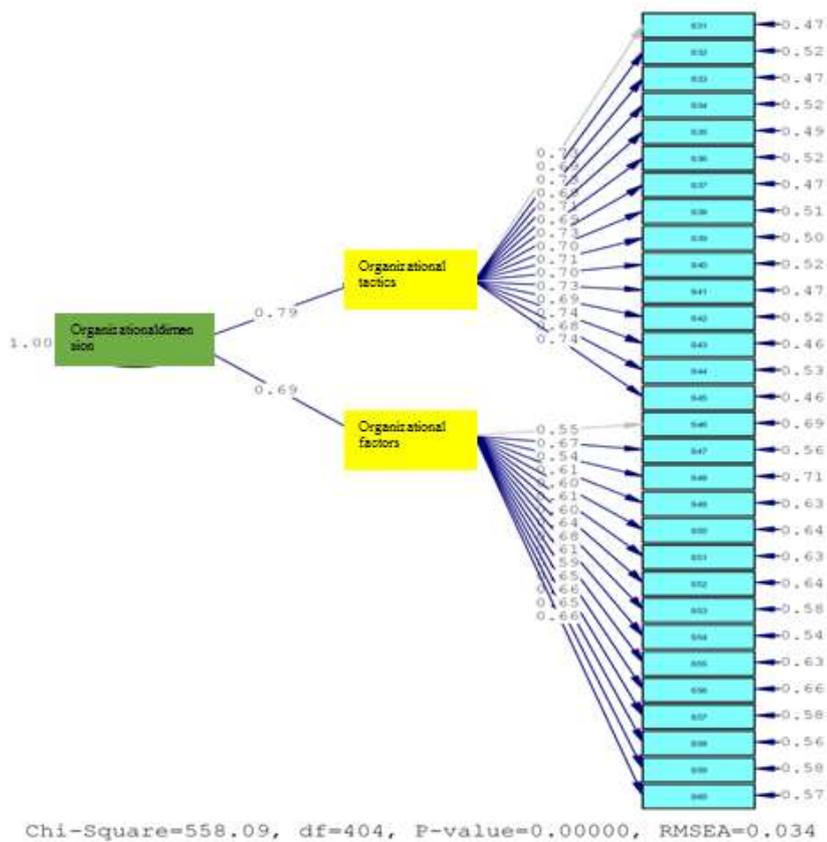
Figure 3. Standard model coefficients in organizational dimension

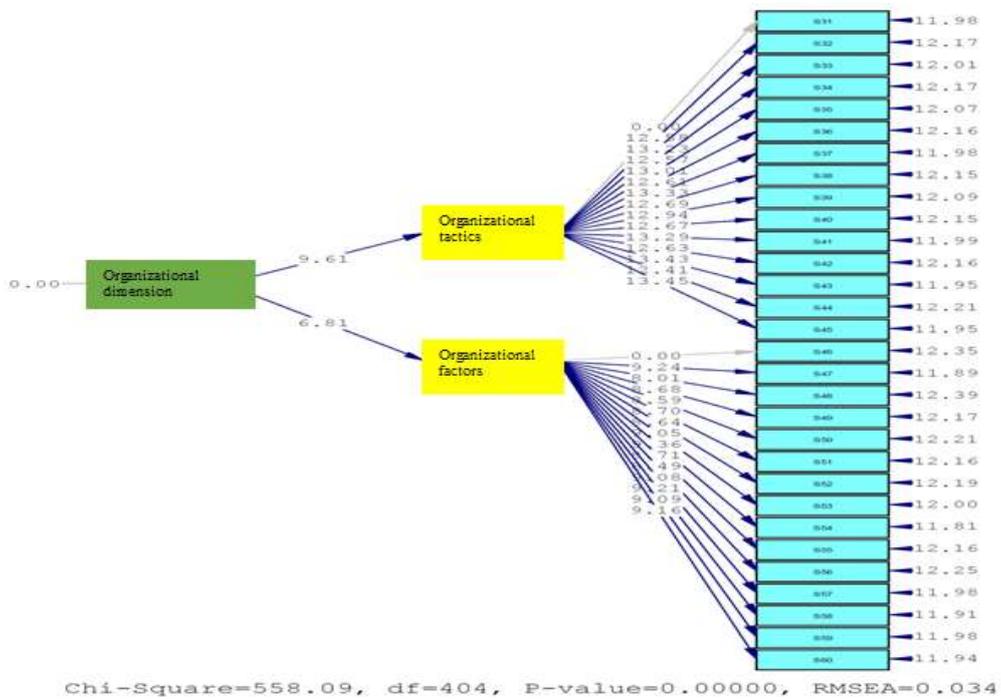Chi-Square=558.09, df=404, P-value=0.00000, RMSEA=0.034

Figure 4: Estimated coefficients of t test in the model

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Table 2. Results of structural equation test findings for organizational dimension at a 0/05 significance level

number	components	T statistics	Standard coefficient
1	organizational tactics	9.60	**0.79**
2	organizational factors	6.81	**0.69**

Chi-Square=17.18, df=8, P-value=0.00000, RMSEA=0.059
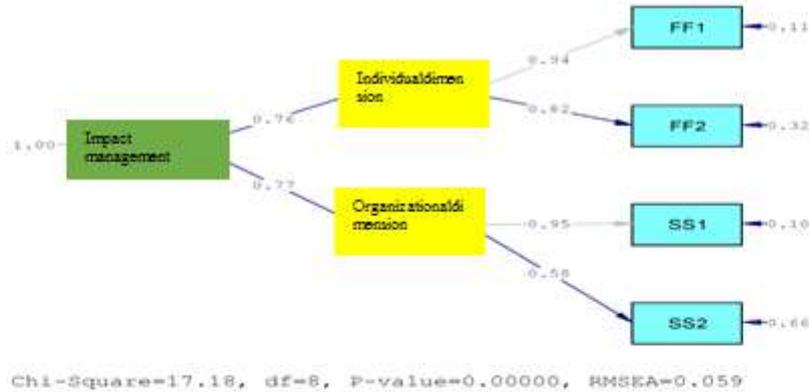
Figure 5. Estimated Standard coefficients in the model

Chi-Square=17.18, df=8, P-value=0.00000, RMSEA=0.059
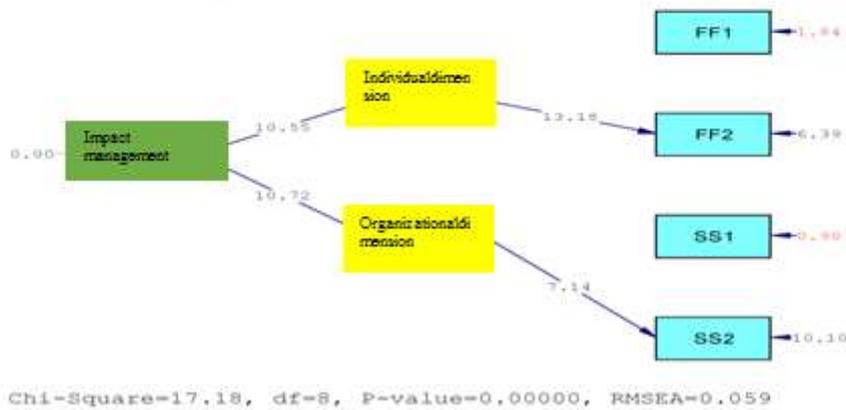
Figure 6. Estimated coefficients of t test in the model

Table 3. Results of structural equation test findings at a 0.05 significance level

number	components	T statistics	Standard coefficient
1	Individual dimension	10.55	**0.76**
2	organizational dimension	10.72	**0.77**

Figures 5 and 6 data and structural equation test results in Table 3 showed that standard coefficient between impression management with individual dimension is 0.76 and with organizational dimension is 0.77.

Also in the 95% confidence level and measurement error a=0.05 with 8 degrees of freedom for both individual and institutional dimensions t < 1.96 was calculated, Therefore, there is a positive and significant relationship between impression management with individual and organizational dimensions. Based on the results, impression management has two dimensions (individual and

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organizational). Individual dimension has two components (individual tactics and individual factors) and organizational dimension has two components (organizational tactics and organizational factors).

Structural equations model of study are as follows:

0.56 = determination coefficient, 0.41 = variance error, impression management * 0.75 = individual dimension=

(0.071)

(0.072)

10.55

5.73

59 / c0 = determination coefficient, 0.41 = variance error, impression management * 0.77 = organizational dimension=

(0.072)

(0.072)

10.72

5.73

The above structural equations model suggests that individual dimension accepts significant effect directly from impression management in education organization (impact coefficient 0.75 and covariance error 0.071 and 10.55 = t), variance error 0.41 and (t=5.73. In this model, organizational dimension accepts significant effect directly from impression management in education organization (impact coefficient0.77 and covariance error 0.072 and 0.77 and (t= 10.72, variance error 0.41 and (t= 5.73.

Question two: How is the degree of appropriateness impression management in education organization?

Table 4. Results of structural equation test findings at a 0.05 significance level

Index	Measured value	Desired value	Test result
Estimate chi-square freedom degree (X2 / DF)	<3.00	2.15	**confirmed**
Estimate root mean square error (RMSEA)	<0.08	0.059	**Confirmed**
root mean square residual (RMR)	<0.05	0.037	**Confirmed**
Goodness of fit index (GFI)	>0.90	0.93	**Confirmed**
The fit index (NFI)	>0.90	0.92	**Confirmed**
Comparative fit index (CFI)	>0.90	0.96	**Confirmed**
Adjusted goodness of fit index (AGFI)	>0.90	0.90	**Confirmed**
Incremental fit index (IFI)	>0.90	0.97	**Confirmed**
Relative fit index (RFI)	>0.90	0.95	**Confirmed**

The results in Table 4 show that, the Chi-squared statistic value 18.17 and 4 freedom degree and estimation of chi-square ratio on freedom degree is 15.2. Because in this index, the value less than 3 indicates the reliability of the model, so the model show a good fit. Also approximation of estimated root mean square errors is 0.059 that in this index values less than 0/08 indicating the reliability of the model androot mean square residual index is 0.037, in this model values less than 0.05 indicating reliability of the model. Other good measures of the model include: goodness of fit index 0.93, fit index model 0.92,

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comparative fit index 0/96, adjusted goodness of fit index 0.90, incremental fit index 0.97 and relative fit index 0/95. In all listed indexes, high levels of 0.9 indicatingreliable fit model. So, the proposed model is reliable and the relationship between the variables is positive and significant.

Discussion and Conclusion

Impression Management is the most common political behavior where people are trying to manipulate or control perceptions of others.Based on the reactions that we have with our environment and feedback receive from environment, we can set our goals and plans for success and to maximize desired results and minimize undesired results. Some part of these goals has been funded through impression management and essential part can be achieved through interpersonal relationships, identity and self-perception. In fact, impression management is kind of behavior that staff uses in order to change the mentality of managers to introduce themselves as hard-working persons. These behaviors has a great impact on the views of managers towards employees and their subordinates. Thus, since Education organization has an important role in educating people of society, so in this study, representing impression management model in education organization of Mazandaran is studied.

Structural equation test results showed that there is a positive and significant relationship impression management with individual and organizational dimension, and the model presented by the experts is a good fit. This finding is consistent with results of Golparvar and Qureshi (2015), Sharifi et al. (2014), Sharifi and Nargesian (2013), Nasr Esfahani et al. (2013) and Ansari et al (2009). The possible explanation for this finding can be said; factors such as self-control, and personality traits, the compatibility and compliance, the need for power, the need for independence, the need for belonging and love, the need to be successful, the need to dominate others, the need to be recognized, positive and negative emotion, pressure for high-performance, hierarchy, organizational culture , the confidence, the clarity of performance metrics, upgrade opportunities and participatory decision-making are caused incident of impact management processes in organization, that these factors are related to individual and organizational factors. Therefore, it is proposed to the managers and executives of education organization in Mazandaran that by scientific and integrated planning try to use impression management tactics in education organization and provide increased efficiency for the organization.

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