

# IMPRESSION MANAGEMENT TACTICS, WORK RELATED BEHAVIOR AND PERCEIVED INDIVIDUAL PERFORMANCE OF SALES CLERKS: A CASE OF INDONESIA

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**Abstract:** *The purpose of this research is to analyze the consequences of impression management tactics on work related outcomes and perceived individual performance. Specifically the study looks at the relationship between impression management tactics, organizational citizenship behavior, supervisor liking, interpersonal skill and sales clerks' performance at work. Data was collected from one hundred sales clerks and twenty affiliated supervisors of factory outlets in Purwokerto to Central Java Indonesia. The sampling method used was convenient sampling involving only those who were willing to participate in the survey. The tool of analysis used was Partial Least Square (PLS). The results of this research show that supervisor-focused tactics have positive influence on supervisor ratings of OCB and supervisors liking. Job-focused tactics have negative influence on supervisor ratings of OCB and supervisors liking. Physical attractiveness has positive influence on supervisors liking, interpersonal skills and job performance. Supervisor ratings of OCB have positive influence on supervisors liking. Supervisor ratings of OCB have positive influence on performance appraisal. Supervisors liking has positive influence on performance appraisal.*

**Keywords:** *Impression management, work related outcome, interpersonal skills, performance*

## INTRODUCTION

To survive, an organization requires high skilled labor and effective use of a system in order to earn sufficient amount of profit (Ahmed et al, 2013). To assess the effectiveness of human resource employed, an assessment need to be performed periodically through performance appraisal. Performance appraisal can become a source of information for employees and organization in personal planning of development (Mani, 2002).

Research on employees' performance in organizational setting is massive, nonetheless only few related to the situational, social and affective elements

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that participate in the salesperson performance appraisal (Vilela and Gonzales, 2007). The topic of concern is on the role of the salesperson's influence behaviors. Although there is growing awareness among researchers on the possible influence of subordinates' tactics on performance evaluation process, there are almost no studies that consider this influence in a selling context (Vilela and Gonzales, 2007).

The purpose of the present study is to address these issues by formulating and testing a model of the sales clerks' performance which incorporates impression management tactics, organizational citizenship behavior, interpersonal skills, and individual characteristics as determining factors. Moreover, this research takes place in a geographically and culturally different area to the one used by most of previous studies, what contributes to value the importance of the social and cultural context in the performance appraisal.

## **THEORITICAL BACKGROUND**

### **Work Performance**

The most popular way of measuring employees work performance is rating (Landy and Farr, 1980). Performance rating is the step in the work measurement in which the analyst observes the worker's performance and records a value representing that performance relative to the analyst's concept of standard performance (Groover, 2007). Therefore, this research used rating scale as method of performance appraisal.

One major concern in the area of performance appraisal is the accuracy of the measurement used. To improve performance measurement accuracy, assessors must possess sufficient knowledge and skills on performance appraisal and demonstrating good intention when appraising their employees (Dhiman and Singh, 2007). DeCotiis and Petit (1978) proposed that performance appraisal accuracy is a function of: assessor's intention to appraise accurately, assessor's ability to evaluate assessee's job behavior, and the rating standards. Thus it is becoming obvious that an assessor has an important role and influence in the process of employees' performance evaluation.

### **Supervisor Liking**

One important determinant of employees' performance evaluation is supervisor's liking. Liking defined as an orientation toward or away from a person that may be described as having valence (positive, neutral, or negative), The orientation consists of a cognitive structure of beliefs and knowledge about the person, affect felt and expressed toward him or her, and behavior tendencies to approach or avoid that person (Hendrick and Hendrick 1983, p. 10). Fitness et al. (2003) described liking

as an attraction to another person in personal relationships. In short, supervisor's liking is personal feelings-likes or dislikes about appearance or personality of employee-from their respective supervisor.

Previous publications revealed high degree of impression management tactics' influence on the performance ratings that employees receive and how much their supervisors like them (Ferris et al., 1994).

### **Work Related Behavior**

Organizational citizenship behavior (OCB) is chosen as one form of work related behavior to be observed in this study. As evidenced in literature that such behavior- intra-role and extra-role behavior- influences the workers' performance. While intra-role behavior refers to official job behavior of employees, extra-role behavior is voluntarily behavior other than the official one. Organ (1988) defines OCB as discretionary behavior, not directly and explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization. Although OCB is a discretionary and voluntary behavior, it has very important meaning for the effectiveness and viability of the organization (Organ et al, 2006). Thus, assessment on employees extra role behavior helps supervisor to better understand the degree of employees' loyalty towards their organization.

### **Impression Management Tactics**

Impression management is a behavior whereby an individual attempt to create certain perception about her/his self-image (Rosenfeld et al, 1995). Schlenker (1980, p. 6) defined impression management as 'the conscious or unconscious attempt to control the images that are projected in social interactions'. Wayne and Ferris (1990) suggested that individuals in the organization have a tendency to use the impression-management strategies in ways that can be classified as supervisor-focused, job-focused and self-focused. Often, impression management results in certain behaviors, including the use of verbal statements, nonverbal or expressive behaviors, integrated behavior patterns (e.g., favor rendering), and modification of one's physical appearance (Schneider, 1981). According to Ferris et al. (1994) supervisor-focused tactics is defined as ingratiation behaviors. Ingratiation is a psychological technique in which an individual attempts to become more attractive or likeable to their target (Jones, 1964). Thus an employee who uses this tactic may do personal favors for their supervisors by acting nicely, pretending to be always agreeing with the supervisor's idea, pay tribute to the supervisor's appearance and triumph. Thus, supervisor-focused tactics make employee to become focus of attention of their supervisor. Vilela et. al (2007) says that job-focused tactics involve self-promotion behaviors. According to Jones & Pittman (1982) self-promotion

appears prominently in any taxonomy of impression management strategies. Self-promotion designed to augment one's status and attractiveness, self-promotion includes pointing with pride to one's achievements, speaking directly about one's strengths and talents, and making internal rather than external appreciations for achievements (Rudman, 1998). In other words, job-focused tactics can be defined as behavior exhibit by employees to make them as if more competent in front of their supervisor. Nelson and Quick (1997) allege that Physical attractiveness is one part of the physical appearance whereby attractive people are perceived more favorable than the less attractive one. A question arises on whether attractive people actually possess more favorable characteristics than less attractive people. Despite some evidence that attractive people are actually as "good" as others believe them to be, other evidence suggest that they are no better than their less attractive counterparts (Feingold, 1992).

## **HYPOTHESIS DEVELOPMENT**

This study look at the relationship between impression management tactics with supervisor's rating on OCB, supervisors' liking, interpersonal skill and the consequence on employees' performance. Previous research has indicated that the use of impression management has a significant influence on the performance ratings that employees receive and how much their supervisors like them (Ferris et. al, 1994) also their supervisor will see them as "good citizen" who engage in high level of OCB (Bolino et. at, 2006). It is commonly accepted that individuals in the organization use impression management tactics to control the information available to others about themselves in order to control the images presented, individuals can manage the impressions of the boss (Kacmar et. al, 1992). Research suggests that organizations may use impression management to maintain the support of external and internal audiences who are critical to their effectiveness and survival, such as customers, employees, and stockholders (Pfeffer and Salancik, 1978).

Besides, this research is also to know whether or not the impression management can be assessed as a good citizen according to their supervisor.

Supervisor-focused tactics are often referred to as ingratiation behaviors where by individuals usually engage in ingratiation behaviors to be seen as helpful, kind, and considerate (Jones and Pittman, 1982). These tactics are often effective in influencing supervisors' perception on the employees thus having a positive effect on performance evaluations and on judgments of interpersonal attraction (Gordon, 1996). It is expected, therefore, that employees who do favors for their supervisors or say nice things about them will be more likely to be seen by their superiors as good organizational citizens who engage in relatively higher levels of OCB. Ferris et al.

(1994) argued that, of the three strategies of impression-management, supervisor-focused behaviors are the ones most similar to acts of citizenship. Thus, the use of supervisor-tactics of impression management by employees should be positively related to supervisor evaluations of employee OCB. Moreover, study by Bolino et. al (2006) revealed that supervisor-focused tactics of impression management were positively related to supervisor ratings of employee OCB implying that employees who engage in supervisor-focused tactics of impression management (like ingratiation) are perceived as doing more OCB. Research by Vilela et. al (2007) states that the parameter estimate for the relationship between supervisor-focused tactics and liking was significant, it is expected therefore that a salesperson's use of supervisor-focused impression management behaviors will have a positive effect on his/her supervisor's liking of the salesperson. A supervisor who feels liked and admired by a subordinate will be more attracted to that subordinate (Wayne and Ferris, 1990). Thus first hypothesis (H1a) and (H1b) proposed are:

**Hypothesis 1a:** Supervisor-focused tactics has a positive influence on supervisor ratings of OCB.

**Hypothesis 1b:** supervisor-focused tactics has a positive effect on supervisor liking.

Judge and Bretz (1994) found that the use of job-focused tactics of impression management was inversely related to career success. Similarly, Wayne and Ferris (1990) found that the use of job-focused tactics was negatively related to supervisor ratings of performance they indicated that influence tactics could be separated into job and supervisor-focused tactics. Vilela et. al (2007) found that work-focused tactics of impression management were negatively, but not significantly, related to liking. Similarly, Ferris et al. (1994) suggested that employees who used job-focused strategies of impression management were significantly less liked by their supervisors and received lower performance ratings from them. Bolino et. al (2006) in their research investigates the ways in which three types of impression management—namely, job-focused, self-focused, and supervisor-focused tactics of impression management—influence supervisor ratings of OCB and found that engaging in job-focused impression management may do more harm than good. That is, the more often employees engaged in tactics like self-promotion, the less likely they were to be seen as good organizational citizens by their supervisors, In particular, employees who engage in job-focused tactics tend to take responsibility for positive events (even when they are not solely responsible), tend to make negative events for which they are responsible seem less negative than they truly are, and try to play up their accomplishments and credentials. The model proposes a negative relationship between job-focused tactics and supervisor affect have been associated in prior research with the concept of self-promotion (Giacalone, 1985). Based on previous studies, the following hypothesis are proposed

**Hypothesis 2a:** Job-focused tactics has negatively related to supervisor ratings of OCB.

**Hypothesis 2b:** Job-Focused tactics has negative effect on the supervisor's liking.

According to Solnick and Schweitzer (1999) physical appearance are able to influence employees work behavior in various kind of environment. For example, most studies in the field of marketing have been focusing on the attractiveness of the ambassador of certain products, the result supports the view that "what is beautiful is good" (Koernig and Page, 2002; Vilela et. al, 2007). The judgment certainly affects the sales performance evaluation process. As Jackson et al. (1995) pointed out a bias for attractive individuals should be a concern insofar as it results in liabilities for the less attractive individuals. Based on the arguments in the previous studies the following hypothesis is proposed:

**Hypothesis 3:** Physical attractiveness has positively influence on the Supervisor's liking.

**Hypothesis 4:** Physical attractiveness has positive influence on interpersonal skills

Podsakoff, Mackenzie, and Hui (1993) have argued that supervisors have higher preferences on employees who demonstrate high level of OCBs because such behaviors tend to make supervisors job easier. Not surprisingly, then, previous investigations have demonstrated that those who engage in OCBs are typically seen as more likeable by their supervisors (Allen & Rush, 1998). Furthermore, the findings of several studies indicate that employees who exhibit higher levels of OCB consistently receive higher performance appraisal scores from their supervisors (Podsakoff et al., 1993). Therefore, we hypothesize that OCBs will be positively related to both supervisors liking of the subordinate and supervisor ratings of subordinate performance. Bolino et. al (2006) in their research argue that supervisor ratings of employee OCB were positively related to both the supervisor's liking of the subordinate and the supervisor's rating of the subordinate's performance. Thus the following hypothesis are proposed:

**Hypothesis 5:** Supervisor rating of OCB is positively related to supervisor liking.

**Hypothesis 6:** Supervisor rating of OCB is positively related to performance rating.

Tedeschi and Melburg (1984) alleged that in the long run, the "liked" employees shall gain some potential benefits such as better communication, trust and ability to influence others. These statements suggest that liked can lead to biased performance ratings. Empirical support has been found for Liden and Mitchel proposition that affect plays a critical role in the type of exchange that develop between supervisor and subordinate (Vilela et. al., 2007). Isen and Baron (1991) shed a light on the theory by proposing the role of positive affect in organizational settings. They argued that positive affect facilitates the recall of information stored



in memory that possesses a positive affective tone. Thus, positive affect toward a subordinate should result in a supervisor's recalling more positive work related behavior and evaluative impressions, which should lead to the supervisor's rating the subordinate's performance highly. Moreover, it is not an isolated effect. Vilela et. al (2007) stated in their study that the relationship between the performance of the Supervisor's Liking ratings showed positive correlation. In the selling context, it has been empirically demonstrated that supervisors' affect toward sales agents' influences their performance ratings evaluation (Strauss et al., 2001). Employees engage in on OCB and having high preferences from their supervisor will be judged as having good interpersonal skills. As a result an employee with high perceived interpersonal skills from the supervisors will receive high performance rating. Thus the following hypothesis are proposed:

**Hypothesis 7:** supervisors' liking has positive influence on supervisors' perception on employees' interpersonal skills

**Hypothesis 8:** Supervisor liking is positively related to employee performance

**Hypothesis 9:** supervisors' perception on employees' interpersonal skills is positively related to performance rating.

## **METHODS**

This study is quantitative in nature. Data were collected using questionnaires from one hundred employees of five department stores located in Purwokerto Central Java Indonesia and twenty affiliated supervisors. The sampling method used was convenient sampling involving only those who were willing to participate in the survey. The tool of analysis used was Partial Least Square (PLS) using Smart PLS software. PLS is a structural equation model (SEM) based on components or variance. According to Ghozali (2006), PLS is an alternative approach which is a shift from SEM of covariance-based to SEM of variance-based. SEM of covariance-based is used to test the causality or theory, while PLS is more predictive model. PLS is a powerful analytical method, because it is not based on many assumptions (Ghozali, 2008).

## **RESULTS**

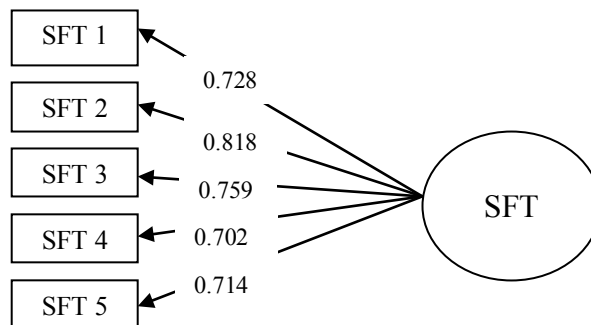
### **a. Convergent Validity Test**

Convergent validity can be estimated using correlation coefficients. According to Chin (1998), the value of factor loading 0.700 reflect a high degree of convergent validity. The results of convergent validity test of each latent variable can be explained as follows:

### 1. Supervisor-Focused Tactics (SFT)

Supervisor-focused tactics (SFT) variable of this research is measured by five indicators. The measurement model of supervisor-focused tactics can be seen in Figure 1

**Figure 1: Measurement Models of Supervisor-Focused Tactics (SFT)**

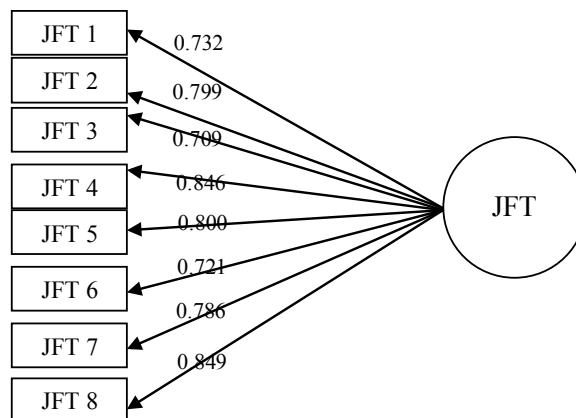


Refer to figure 1 it appears that all indicators used to measure SFT are reliable and have met convergent validity requirements because all the correlation coefficients are greater than 0.700.

### 2. Job-Focused Tactics (JFT)

Job-focused tactics (JFT) in this research is measured using eight indicators. The result of convergent validity test on job-focused tactics' indicators can be seen in Figure 2.

**Figure 2: Measurement Models of Job-Focused Tactics (JFT)**





It is indicated in figure 2 that all indicators used to measure JFT are reliable and have met convergent validity requirements of correlation coefficients score above are 0.700.

**3. Physical Attractiveness (PA) Variable**

Physical attractiveness is measured using three indicators. The measurement model of physical attractiveness (PA) variable can be seen in Figure 3.

**Figure 3: Measurement Models of Physical Attractiveness (PA)**

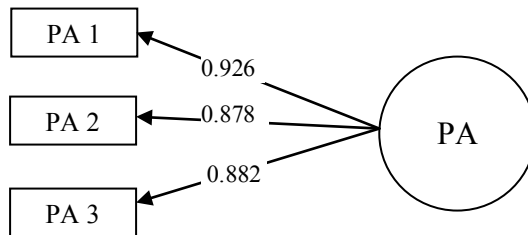
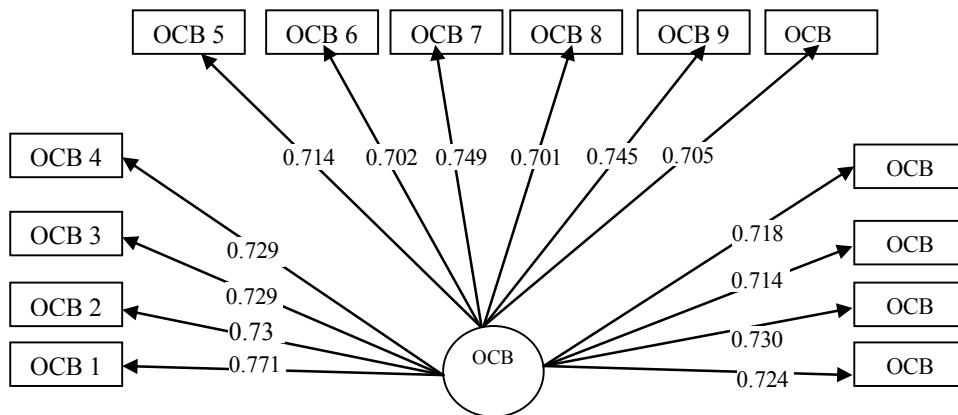


Figure 3 illustrates that the indicator of PA1 has correlation coefficient of 0.926, indicator of PA2 has correlation coefficient of 0.878 and indicator of PA3 has correlation coefficient of 0.882. Thus all coefficients of physical attractiveness (PA) indicators are reliable and have met the convergent validity criteria.

**4. Supervisor Rating of OCB**

Supervisor rating of OCB is measured using fourteen indicators. The result of convergent validity test on the indicators is presented in Figure 4.

**Figure 4: Measurement Models of Supervisor Rating of OCB**

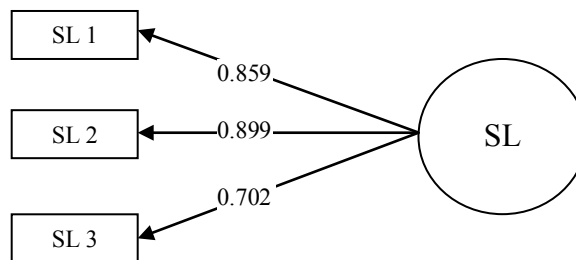


It is indicated in figure that all indicator of OCB have correlation coefficient above 0.700, implying that all indicators are reliable and have successfully met the convergent validity criteria.

### 5 Supervisor Liking (SL)

Supervisor liking is measured using three indicators. The result of convergent validity test on the indicators is presented in Figure 5.

**Figure 5: Measurement Models of Supervisor Liking (SL)**

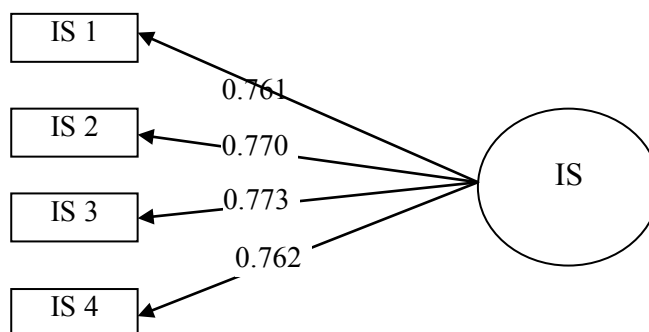


It is indicated in figure 5 that the first indicator has correlation coefficient of 0.859, the second indicator has correlation coefficient of 0.899 and the last indicator has correlation coefficient of 0.702 which is above 0.700. Therefore, all indicators of supervisor liking variable are reliable and have met the convergent validity criteria.

### 6. Interpersonal Skill (IS)

Supervisor liking is measured using four indicators. The result of convergent validity test on the indicators of interpersonal skill is presented in Figure 6

**Figure 6: Measurement Models of Interpersonal Skill (IS)**

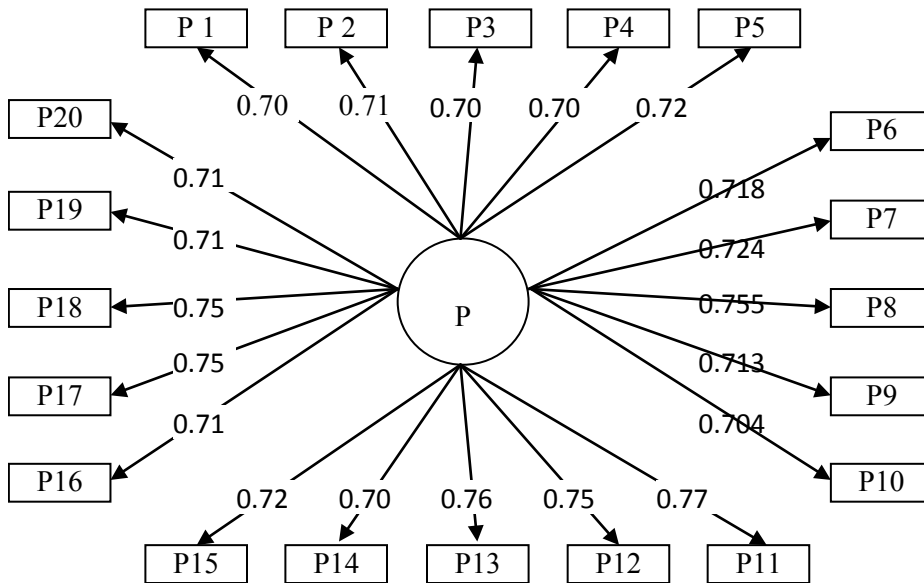


It is indicated in figure 6 that the first indicator has correlation coefficient of 0.761, the second has correlation coefficient of 0.770, the third indicator has correlation coefficient of 0.773 and the last indicator has correlation coefficient of 0.762 which are all greater than 0.700. Therefore, all indicators of supervisor liking variable are reliable and have met the convergent validity criteria.

**7. Employee Performance (P)**

Employee performance is measured using twenty indicators. The result of convergent validity test can be seen in Figure 7.

**Figure 7: Measurement Models of Job Satisfaction (JS)**



Based on Figure 7 can be seen that all indicators of Employee performance have correlation coefficients above 0.700, indicating all the indicators of are reliable and have successfully fulfilled the convergent validity criteria.

**b. Discriminant Validity Test**

Discriminant validity is measured by comparing the square root of Average Variance Extracted (AVE) of each latent variable with correlation coefficient values of the other variables. The model is assumed to have adequate discriminant validity if the square root of Average Variance Extracted is greater than the value of correlation coefficient. It can be seen the square root of Average Variance Extracted (AVE) value of each variable as summarized in Table 1 below:

**Table 1**  
**Square Root of Average Variance Extracted (AVE)**

<i>Variables</i>	<i>Average Variance Extracted (AVE)</i>	<i>Square Root of Average Variance Extracted (AVE)</i>
SFT	0.556	0.745
JFT	0.612	0.782
OCB	0.527	0.725
SL	0.677	0.822
IS	0.588	0.766
P	0.527	0.725
PA	0.802	0.895

Meanwhile the correlations score among latent variables as shown in Table 2.

**Table 2**  
**Correlations of Latent Variables**

<i>Variables</i>	<i>SFT</i>	<i>JFT</i>	<i>OCB</i>	<i>SL</i>	<i>IS</i>	<i>JS</i>	<i>PA</i>
SFT	1.000	0.101	0.272	0.479	0.106	0.276	0.096
JFT	0.101	1.000	-0.331	-0.151	0.038	-0.179	-0.057
OCB	0.272	-0.311	1.000	0.473	0.257	0.691	0.198
SL	0.479	-0.151	0.473	1.000	0.243	0.403	0.334
IS	0.106	0.038	0.257	0.243	1.000	0.415	0.360
JS	0.276	-0.179	0.691	0.403	0.415	1.000	0.281
PA	0.096	-0.057	0.198	0.334	0.360	0.281	1.000

Based on data presented in table 1 and table 2, the model is assumed to have adequate discriminant validity because the square root of Average Variance Extracted is greater than the value of correlation coefficient. Therefore, all variable have successfully fulfilled the discriminant validity criteria.

**c. Composite Reliability Test**

Composite reliability is a measure of the overall reliability of a collection of heterogeneous. Composite reliability should be equal to or greater than 0.700 and AVE should be greater than 0.500 (Ghozali, 2008). The result of analysis on composite reliability is presented in table 3.

**Table 3**  
**Composite Reliability Test**

<i>Variables</i>	<i>Composite Reliability</i>
SFT	0.862
JFT	0.926
OCB	0.940
SL	0.862
IS	0.851
JS	0.957
PA	0.924

Based on data in Table 3, it can be seen that composite reliability of supervisor-focused tactics (SFT) is 0.862, composite reliability value of job-focused tactics (JFT) is 0.926, composite reliability of physical attractiveness (PA) is 0.924, composite reliability of supervisor rating of OCB variable is 0.940, composite reliability of supervisor liking (SL) is 0.862, composite reliability value of employee performance is 0.957 and composite reliability value of interpersonal skills (IS) is 0.851. They are all greater than 0.700. Therefore, supervisor-focused tactics variable, job-focused tactics, physical attractiveness, supervisor rating of OCB, supervisor liking and performance appraisal are reliable and meet the composite reliability.

**d. Coefficient of Determination**

Coefficient of determination shows the ability of regression model in the series of variable changes in the next variation. The regression model is presented in table 4.

**Table 4**  
**Coefficient of Determination**

<i>Variables</i>	<i>Coefficient of determination (R Square)</i>
OCB	0.190
SL	0.415
IS	0.147
P	0.541

It is indicated in table 4 that the coefficient of determination for the influence of supervisor-focused tactics and job-focused tactics on supervisor rating of OCB is 0.190. It means that 19 percent of supervisor rating of OCB can be explained by supervisor and job-focused tactics, while the coefficient of determination for the influence of supervisor-focused tactics and job-focused tactics on supervisor liking is 0.415. The coefficient of determination for the influence of physical attractiveness on interpersonal skills is 0.147 while the coefficient of determination for the influence of supervisor rating of OCB, supervisor liking and interpersonal skills on employee performance is 0.541. It means that employee performance can be explained by supervisor rating of OCB, supervisor liking and interpersonal skills variables by 54.10 percent, while the remaining of 45.90 percent is explained by other variables which are not examined in this research.

#### **e. Structural Model Analysis**

Structural model analysis is conducted by evaluating the result of path coefficient parameter estimates and t-statistic value of each causal relationship model. Coefficients of parameters and t-statistic values can be seen in Table 5.

**Table 5**  
**Coefficients of Parameters and T-Statistic Value**

<i>Causal Relationship</i>	<i>Original Sample Estimate</i>	<i>Mean of Sub Samples</i>	<i>Standard Deviation</i>	<i>T-Statistic</i>
SFT -> OCB	0.306	0.326	0.087	3.506
JFT -> OCB	-0.342	-0.397	0.103	3.309
SFT -> SL	0.384	0.414	0.112	3.446
JFT -> SL	-0.084	-0.104	0.158	0.530
OCB -> SL	0.296	0.270	0.130	2.275
PA -> SL	0.234	0.244	0.122	1.922



SL -> IS	0.138	0.170	0.146	0.945
PA -> IS	0.314	0.333	0.128	2.451
OCB -> P	0.600	0.621	0.104	5.769
SL -> P	0.060	0.051	0.107	0.560
IS -> P	0.246	0.245	0.103	2.392

It is indicated in table 5 that the  $t_{\text{statistic}}$  value of supervisor-focused tactics (SFT) on supervisor rating of OCB is 3.506, with the value of PLS path coefficient at 0.306 indicating that supervisor-focused tactics (SFT) has positive effect on supervisor rating of OCB by 30.60 percent. Similarly, the  $t_{\text{statistic}}$  value of supervisor-focused tactics (SFT) on supervisor liking (SL) is 3.446, with the value of PLS path coefficient at 0.384 implying that supervisor-focused tactics (SFT) has positive effect on supervisor liking (SL) at 38.40 percent. The  $t_{\text{statistic}}$  value of job-focused tactics (JFT) on supervisor rating of OCB is 3.309, with the value of PLS path coefficient at -0.342 indicating that job-focused tactics (JFT) has negative and significant effect on supervisor rating of OCB at -34.20 percent. The  $t_{\text{statistic}}$  value of job-focused tactics (JFT) on supervisor liking (SL) is 0.530, with the value of PLS path coefficient at -0.084 implying that job-focused tactics (JFT) has negative and insignificant influence on supervisor liking (SL) at -8.40 percent. The  $t_{\text{statistic}}$  value of physical attractiveness (PA) on supervisor liking (SL) is 1.922, with the value of PLS path coefficient at 0.234. These values indicate that physical attractiveness (PA) has positive and significant influence on supervisor liking (SL) at 23.40 percent. The  $t_{\text{statistic}}$  value of physical attractiveness (PA) on interpersonal skills (IS) is 2.451, with the value of PLS path coefficient at 0.314 indicating that physical attractiveness (PA) has positive influence on interpersonal skills at 31.40 percent. Thus hypothesis 4 is accepted. The  $t_{\text{statistic}}$  value of supervisor rating of OCB on supervisor liking (SL) of 2.275, with the value of PLS path coefficient is 0.296 implying that supervisor rating of OCB has positive influence on supervisor liking (SL) at 29.60 percent. Thus hypothesis 5 is rejected. The  $t_{\text{statistic}}$  value of supervisor rating of OCB on employee performance is 5.769, with the value of PLS path coefficient at 0.600 indicating that supervisor rating of OCB has positive and significant influence on performance at 60.00 percent. Thus hypothesis 6 is accepted. The  $t_{\text{statistic}}$  value of supervisor liking (SL) on interpersonal skills (IS) is 0.945, with the value of PLS path coefficient at 0.138. These values indicate that supervisor liking (SL) has positive influence on interpersonal skills (IS) at 13.80 percent. Thus hypothesis 7 is accepted. The  $t_{\text{statistic}}$  value of supervisor liking (SL) on employee performance is 0.560, with the value of PLS path coefficient at 0.060 implying that supervisor liking (SL) has positive and insignificant influence on employee performance appraisal at 6.00 percent. Thus hypothesis 8 is rejected. The  $t_{\text{statistic}}$  value of interpersonal skills (IS) on employee

performance is 2.392, with the value of PLS path coefficient at 0.246. These values indicate that interpersonal skills (IS) have positive and significant influence on employee performance appraisal at 24.60 percent. Thus hypothesis 9 is accepted.

## DISCUSSION

The result of the study indicated that supervisor-focused tactics (SFT) has positive influence on supervisor rating of OCB. Employees who engage in supervisor-focused tactics of impression management (like ingratiation) are perceived as having higher level of OCB. The finding is consistent with the work of Ferris, et al. (1994) which claimed that supervisor-focused behaviors are the ones most similar to acts of citizenship. Thus, the use of supervisor-tactics of impression management by employee should be positively related to supervisor evaluation of employee OCB. Similarly, Bolino et al. (2006) alleged that supervisor-focused tactics of impression management were positively related to supervisor ratings of employee OCB. In particular, Bolino et al urged that the use of impression management (particularly ingratiation) may lead supervisors to view their employees as good organizational citizens, it is also possible that such employees create the illusion that they are good organizational citizens.

The study also proved that supervisor-focused tactics (SFT) has positive influence on supervisor liking. Employees engaging in impression management may enhance supervisor liking's of them. This finding is consistent with the work of Wayne and Ferris (1990) who state that a supervisor who feels liked and admired by a subordinate will be more attracted to that subordinate. Moreover, Vilela, et al. (2007) also alleged that the relationship between supervisor-focused tactics and liking was significant. Thus employee's use of supervisor-focused impression management behaviors will have a positive effect on his/her supervisor's liking of the employee. Supervisors are willing to accept being praised by their subordinates and their conformity with the supervisor's ideas or opinions. Similarly, Ferris et al. (1994) claimed that supervisor-focused tactics essentially involve ingratiation behaviors where the effort is to appear likable, and in fact, they lead to higher supervisor affect.

The study also revealed that job-focused tactics (JFT) has negative influence on supervisor rating of OCB. It means that the better of job-focused tactics is always followed by the lower level of supervisor rating of OCB and were not viewed as significantly better organizationally citizens. This result is consistent with the result of prior study conducted by Bolino, et al., (2006) who conclude job-focused impression-management tactics were negatively related to ratings of OCB, implying that the more often employees engaged in tactics like self-promotion, the less likely they were to be seen as good organizational citizens

by their supervisors. This result is consistent also with the work Judge and Bretz (1994) who found that the use of job-focused tactics of impression management was inversely related to career success. Finding of this research shows that job-focused tactics (JFT) has negative but no significant influence on supervisor liking (SL). It means that supervisor-focused behaviors are considered more situationally appropriate and effective than others. Supervisors are not willing to accept the employees' use of self-promotion and self-enhancement behaviors, exaggerating the importance and the nature of the work they are doing. This result is consistent work of Vilela et al. (2007) who found that work-focused tactics of impression management were negatively, but no significant, related to liking. Ferris et al (1994) have concluded that job-focused tactics were essentially self-promotional behaviors in which the effort is to appear competent, but these behaviors led to lower supervisor affect.

It is evidenced in the study that physical attractiveness (PA) has positive and significant influence on supervisor liking (SL). It means that the higher level of physical attractiveness, so it will be the higher level of supervisor liking. It means that employee who has good physical attractiveness will perceivers judge more positively and treat them more favorable than less attractive individuals. This result is consistent with result of previous study conducted by Vilela, et. al. (2007) who concluded that physical attractiveness exerted a significant effect on liking, the findings obtained in their study suggest that "what is beautiful is good" stereotype has a significant effect on judgment and behavior. This result also fits in with the findings of research by Hosoda et al. (2003) in their research entitled "The effects of physical attractiveness on job-related outcomes: a meta-analysis of experimental studies" they found that the findings of a meta-analytic review of experimental studies concerned with the biasing effect of physical attractiveness on a variety of job-related outcomes. In support of implicit personality theory, attractive individuals were found to fare better than unattractive individuals in terms of a number of such outcomes. Langlois et al. (2000) have concluded, Beauty is more than just in the eye of the beholder; people do judge and treat others with whom they interact based on attractiveness.

The result of the study indicated that supervisor rating of OCB has positive influence on supervisor liking (SL). It means that the higher level of job supervisor rating of OCB, it will be the higher level of supervisor liking. So, employee who has good OCB will be more likeable. The causal relationship supports the opinion by Allen & Rush (1997) in their research have demonstrated that those who engage in OCBs are typically seen as more likeable by their supervisors. This result is consistent with the result of prior study conducted by Bolino, et al., (2006) who conclude that supervisor rating of employee OCB were positively related to supervisor's liking of the subordinate.

Supervisor rating of OCB has positive influence on performance appraisal (PERF). It means that the higher level of supervisor rating of OCB is always followed by the higher level of performance appraisal. The result shows that, if employee has good ratings of OCB, their supervisor will give them good performance evaluation. The findings by Podsakoff et al (2000) indicate that employees who exhibit higher levels of OCB consistently receive higher performance appraisal ratings from their supervisors. This result is consistent with the result of prior study conducted by Bolino, et al., (2006) who conclude that supervisor rating of employee OCB were positively related to supervisor's rating of the subordinate's performance.

The result of the study indicates that supervisor liking (SL) has positive influence on performance appraisal. It means that the higher level of supervisor liking, so it will be the higher level of performance appraisal. Results of this study confirm that realistically, a crowd of subjective factors influence these appraisals. Finding of this research shows that supervisor liking is one of the main factors performance appraisal. This finding is consistent with result of previous study conducted by Vilela, et al. (2007) who concluded that there is a positive correlation between supervisors liking and their performance. This result also fits in with the findings of research by Wayne and Liden (1995) they found strong support for the path between a supervisor's liking a subordinate and the supervisor's ratings of the subordinate's performance. Finally, supervisors' perception on employees' interpersonal skills is positively related to performance rating is also supported.

## **CONCLUSION**

SEM results indicated that supervisor-focused impression management was positively related to the supervisor's liking of the salesperson. Consistent as well with prior research is the positive influence of supervisor's affect towards salesperson on the supervisor's ratings of sales performance, both directly and indirectly, through the effect on salesperson's perceived interpersonal skills. Finally, a salesperson's physical attractiveness demonstrated significant positive effects on performance ratings, through the influence on supervisor's liking and salesperson's interpersonal skills. These results have important managerial implications: sales managers should be aware that salespeople might be using impression management tactics and that the use of these behaviors might influence the way that they evaluate their employee's performance. Managers should also remain vigilant to the potential bias based on physical appearance in hiring and supervising salespeople.

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