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| KEYWORDS | ABSTRACT |
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| <p>Impression Administration, Employee Appropriate Performance & Self-Promotion</p> | <p>Managers are trying to persuade their subordinates to fulfil the organizational duties without coercion or penalty. However, impression management has grown into current leadership influencing strategy managers use to persuade their subordinates to achieve organizational goals. This study uses positivism and social influence theory to examine how impression management affects contextual performance of employees in service organizations of Pakistan. Using cross-sectional research. Survey includes 40 Pakistani four-star hotels, quick food outlets, and travel agencies. A sample size of 315 was determined from a sample frame of 2400 employees from 40 selected businesses. Data was acquired via questionnaire. IBM SPSS was used to analyze hypotheses using linear regression. According to the findings of study, various aspects of impression management have a significant influence on measurements of employee contextual performance. Employees' ECP is enhanced in Pakistan service organizations when IM is practiced, as measured by self-promotion, ingratiation, and exemplification. This means that managers and other top leaders in organization show their impression by pushing themselves, being nice towards their subordinates, and setting the good example of how they treat them.</p> <p> 2023 Journal of Social Sciences Development</p> |
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INTRODUCTION

Managers, supervisors, and employees in the service industry must project the favorable image in order to attract and keep consumers, who are ultimately responsible for the success or failure of any given company. In keeping with the previously stated, Pakistan's service sector encompasses a wide range of sectors, including aviation, shipping, land travel, and hospitality (hotels, restaurants, and arts. To a large extent, the service sector drives economic development and transformation in world's

most developed nations. So, with service-oriented businesses, impression created by management and staff has changed the majority of consumers' decision behaviors from leaving to sticking with a certain product, brand, or service (Edeh, Zayed, Darwish, Nitsenko, Hanechko & Islam, 2023). The service industries all across world benefited from managers and other stakeholders implementing image management practices. A manager's self-presentation can be used as a predictor of emotive commitment of workers and intention to repurchase (Tufail, Muneer & Manzoor, 2017). The look of managers, supervisors, and staff has contributed to rise in client attractiveness, which has resulted in exponential rise in revenue for many businesses in the modern world. It has been validated that the correlation exists between one's external look and their emotional intelligence (Rasool, Naseer, Syed & Ahmed, 2018).

The discretionary behavior of workers has also improved as result of impression management. There are many different reasons why leaders of organizations engage in strategies aimed at managing public perception. To begin, majority of managers engage in image management in order to bolster their egos. Second, in order to enhance reputation of their company, managers must use strategies that are geared towards managing public perception (Tufail, Muneer & Manzoor, 2017). However, in order for the service industry to continue to thrive, the workers within it need to be productive and proactive, particularly in terms of performing their tasks in an effective and efficient manner. The performance of employees is one of the indices that companies use to determine rate of growth, ability to survive, and ability to remain sustainable (Qureshi, Ashfaq, Hassan & Imdadullah, 2015). Companies have been able to broaden their operations into nations other than those in where they are headquartered as a result of improvements in employee contextual performance. Employee contextual performance has allowed the local enterprises to become worldwide corporations as a consequence of the diversity of its workforce, which brings with it a wealth of expertise, knowledge, skills as well as capabilities.

Therefore, different academics have developed a variety of approaches to determining instrument that is used to measure the performance of organizations (Jam, Khan, Zaidi & Muzaffar, 2011). Those who work in accounting, economics, and finance concentrate their efforts on the already existing financial records of the company, such as return on capital, sales volume, margin of profit and return on assets (Qureshi, Ashfaq, Hassan & Imdadullah, 2015). Alternatively, those who are working in business management, human resource management, anthropology and sociology pay openness towards human features of the performance. These aspects include things like client happiness, discretionary behavior, client retention, repurchase intention, service delivery, and efficiency and effectiveness. Organizational behaviorists, conversely, stated that IM is a deliberate exertion by supervisors or managers to enlarge their perceived worth in eyes of their subordinates or employees (Gryphon & Moorhead, 2018). In accordance with information presented above, the performance indicators for study will be based on behavioral indices like support from coworkers, contentment from customers, and enterprise adherence as validated by task (Edeh, Zayed, Darwish, Nitsenko, Hanechko & Islam, 2023).

Despite this, findings of earlier research indicate that impression management has been explored in conjunction with variety of other organizational factors. However, majority of aforementioned

studies are different from this study because investigated the element of impression management known as financial reporting, whereas this study explored only aspect of impression management known as managers' ingratiation (Kumari, Barkat Ali, Khan & Abbas, 2021). By seeing how their superiors live out the company's values, workers will be more likely to follow suit. He said that the practice of the impression management boosts contextual performance, which in turn motivates workers to go above and beyond in their regular duties (Kumari et al., 2021). Exemplification is when a person shows that they are morally worthy, displays sincerity, and argues that they are the "right" person for the job or task that is currently being done (Gueriba, Padama, David, Arboleda & Kasai, 2017). The leadership and supervision, interpersonal interactions and communication, and practical self-management as other factors. Because of this, the researchers have decided to look into effect that impression management has on contextual performance of employees working in Pakistani service organizations.

LITERATURE REVIEW

Impression Management (IM)

The terms self-presentation and impression management are frequently used interchangeably. The term "impression management" refers to efforts that individuals make in order to sustain, enhance, or otherwise favorably alter their image while in the company of other people (Qureshi et al., 2015). These alterations or displays can be observed in the person's manner of wearing, the way in which they move their body, or way in which they communicate. On other hand, impression management seen as managers' attempts to exert some kind of the influence over the perceptions held by their subordinates (Jam et al., 2011) Others saw impression management as investigation of how people try to manipulate how other people regard them. This was their understanding of what impression management is. Field of information management is concerned with how organization managers and leaders manipulate information to convey a specific picture with the intention of establishing a more favorable opinion of their business performance than is merited (Kumari et al., 2021). The organizational behaviorists, conversely, stated that IM is a deliberate exertion by supervisors or managers to enlarge their perceived worth in the eyes of their subordinates or employees (Gryphon & Moorhead, 2018).

IM is a contraction for phrase "informal management." Another recent trend is known as impression management, which refers to act of presenting yourself to others in a way that is acceptable to them (Wulani et al., 2022). In spite of this, Jones and Pittman (1982) identified the five forms of impression management (IM) that are used most frequently by managers. These strategies include ingratiation, self-promotion, intimidation, exemplification and supplication. In terms of dimensions, these are the commonly utilized approaches. Taking credit for one's own actions, proud about one's achievements, or highlighting one's best qualities in order to establish one's level of expertise are all examples of self-promotion (Riaz et al., 2020). Ingratiation is the art of getting acceptance and pushing others to like oneself, typically within framework of an ulterior objective; charming others and picking one's words carefully. Ingratiation is art of winning acceptance and inspiring others to like themselves (David & Melanie, 2017). Exemplification is when a person shows that they are morally worthy,

displays sincerity, and argues that they are "right" person for the job or task that is currently being done (Gueriba et al., 2017).

Intimidation occurs when a person causes fear in another person or people with whom he or she is dealing; when this person makes use of power that comes with the position that they have (Gueriba et al., 2017). Others saw impression management as investigation of how people try to manipulate how other people regard them. The term "supplication" refers to attempt to win pity and attention by disclosing one's shortcomings. Supervisors and other leaders in organizations often resort to flattery in order to win over their staff and customers who pay for services they provide (Khan, 2015). Therefore, service industry workers achieve their goals by attributing their successes to the tactical exemplification methodology (Syed & Khan, 2015). Again, this term refers to act of an individual exposing his/her shortcomings and vulnerabilities in order to win support and favor of other people (Harris et al., 2007). The hypotheses that follow have been created on basis of the arguments that have been presented so far.

H1: Significant effects of self-promotion on coworker support in Pakistan service organizations.

H2: Significant impact of ingratiation on customer satisfaction in Pakistan service organizations.

H3: Exemplification has significant impact on enterprise compliance in the service organizations.

Employee Contextual Performance

The term "employee contextual performance" refers to the behavior of an employee in an additional function that is not covered by job description that employee has been allocated, but is performed since such behavior is caring to organization. Discretionary behavior and contextual performance are synonymously acknowledged to mean same thing (Organ & Podsakoff, 2018) term "contextual performance" refers to employee's actions that go above and beyond their primary responsibilities in order to help organization. This additional behavior makes a major contribution to the efficiency of companies (Harris et al., 2007). In addition, aspects of contextual success include oral and written communication, showing effort, keeping personal discipline, helping peers and teams do well, leadership and management, and management and administration. Other contextual performance behaviors include assisting others, volunteering one's services, cooperating with others, being persistent, and adhering to the norms defined by the company (Imran & Tanveer, 2015). Leadership and supervision, interpersonal interactions and communication, and practical self-management as other factors. In this connection, academics have suggested that physical fitness, military bearing, and general soldiering ability are all measurable predictors of job effectiveness in the military (Ullah et al., 2020).

Management of First Impressions & Employees' Contextual Performance

One tool for manifesting new order in organization is presenting a positive self-image to colleagues, coworkers, customers, and society at large. Employees' contextual performance can be affected by their self-image, often known as impression management. It has been established that subordinates are notoriously difficult to influence without the presence of a manager or supervisor (Rastogi, 2013). He said that the practice of impression management boosts contextual performance, which in turn motivates workers to go above and beyond in their regular duties. Furthermore, (Guohao et

al., 2021) argued that many members of organization have used self-promotion to obtain individual acceptability, which brings endorsement. Ralston (1985) adds that those who engage in ingratiation at work do so in the hopes of gaining the approval of superiors, the board of directors, and the public at large. One's susceptibility to influence hinges on who initiated influencing behavior in first place. Service industry workers attain their goals by attributing their successes to tactical exemplification methodology (Syed & Khan, 2015).

Managers that use an ingratiation approach single out certain workers who are excelling in service delivery and reward them in order to encourage them to keep up the good work. Recent empirical research, however, has disproved that assumptions (Guohao et al., 2021) and instead shows that employing ingratiation technique can actually improve performance. The favorable image that managers and supervisors project to their subordinates, which is fostered by self-promotion, has a major impact on the support one receives from their coworkers. Executives can sway the opinions of their staff through self-promotion, which includes boasting about the manager's own work ethic, accomplishments, and skillset in workplace. Aspects of contextual success include oral and written communication, showing effort, keeping discipline, helping peers and teams do well, leadership and management, and management and administration. This additional behavior makes a major contribution to efficiency of companies. Employees give each other assistance (coworker support) because their supervisors engage in these self-promotional behaviors or because they too exhibit these behaviors (Jaafar et al., 2018).

Since customers value feeling welcome in the businesses they choose to invest their money with, it follows that managers' ingratiation can have an impact on customer satisfaction in service industry. Supervisors and other leaders in organizations often resort to flattery in order to win over their staff and the customers who pay for services they provide (Khan, 2015) Managers will often use flattery to acquire clients by extolling the virtues of their product or service above the competition. By seeing how their superiors live out the company's values, workers will be more likely to follow suit. The goal of exemplifiers is to educate observers who lack knowledge of impression management on how to behave authentically (Masood et al., 2006). In terms of dimensions, these are the commonly utilized approaches. Taking credit for one's own actions, practices proud about one's achievements, or highlighting one's best qualities in order to establish one's level of expertise are all examples of self-promotion (Riaz et al., 2020). In the workplace, some managers who are skilled in impression management argue for leadership quality by convincing stakeholders that they are more qualified than their counterparts.

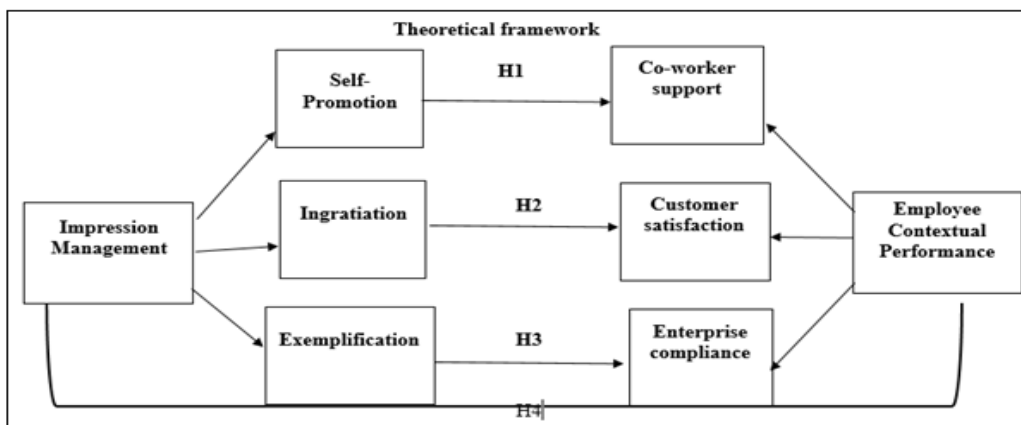
H4: Significant "effect of Impression management on employee contextual performance".

Social Influence Theory

Kelman (1958) was the one who initially proposed social influence theory. The primary idea behind the social influence hypothesis is that one person would try to change the ideas, actions, or attitudes of another person in hopes that influenced person will begin behaving in same way that influencer does. Social Influence Theory emphasizes the role of various factors in shaping individual behavior, including the characteristics of influencing source, the social context, and the target person. These

factors can include perceived expertise or credibility of the influencer, the degree of social support or pressure from group, the perceived importance of the situation, and individual traits such as self-esteem and exposure to social impact (Goffman, 1959). Compliance, empathy and internalization are the three stages of social influence that were developed by Kelman (1958). When an individual adopts or accepts the beliefs, attitudes, or conventions of an influencer in order to be rewarded and to evade being penalized in the workplace, this is referred to as compliance. Identification, instead, takes place when individual adopts or accepts behavior that was inspired from another individual in order to maintain desired beneficial relationship with either the influencer or another individual. Internalization is the procedure wherein an individual comes to accept or adopt the actions, norms, or beliefs of an influencer after coming to the realization that the advantages of the activity will be rewarding or that the induced behavior may be in line with values of the one who was influenced (Abbas & Raja, 2014).

Figure 1 Framework: “Effect of Impression Management on Employee Contextual Performance”



METHODOLOGY

Since positivism emphasizes surveying participants to gauge thoughts on how Publicity practices affect operational efficiency, it seemed like a good fit for this study (Bell & Bryman, 2007). This “study used a cross-sectional survey as its research” strategy. Forty service businesses in Pakistan (4-star hotels, fast food establishments, & travel agencies) were chosen as a suitable sample for this study. The service providers were chosen using simple random selection method. Two thousand four hundred and forty (2440) employees from aforementioned forty (40) selected service organizations made up sample frame for study. These employees ranged from middle managers to HR managers, customer relationship managers and greeting officers to housekeepers. Using (Krejcie & Morgan, 1970) a sample size of 315 was calculated to be appropriate based on the (2400) individuals. When they asked the participants to fill out the questionnaire, the researchers referred to the sample size that they had utilized. In Pakistan, data were collected by questionnaire from “middle managers, human resource managers, front desk officers, housekeepers, and customer relationship managers at four-star hotels, fast food restaurants and travel agencies”. Questionnaire copies were distributed to the participants in their individual firms through process of hand-to-hand distribution. However,

only 285 copies of the questionnaire were repossessed and utilized for analysis. There were a total of (315) copies distributed.

Validity & Reliability

Face validity was used to figure out the instrument's validity, and Cronbach's alpha (Cronbach, 1951) was used to figure out its reliability. Indicators of impression management (exemplification = 0.78, ingratiation = 0.82, self-promotion = 0.76) and employee contextual performance (customer satisfaction = 0.75, coworker support = 0.81, and company compliance = 0.74) are between 0.7 and 0.8. This proves that instruments are reliable when their alpha values are between 0.7 and 0.8 (Considine et al., 2005).

Measures of Study

Impression management (IM) traits were tested with a 12-item modified validated scale created by (Bolino & Turnley, 1999) and adapted. This means self-promotion (4 items), flattery (4 items), and setting an example (4 items). On other hand, (Koopmans et al., 2011) used an adjusted 12-item list to measure employee contextual performance (ECP). This means supports from coworkers (4 items), satisfaction from customers (4 items), and company compliance (4 items). Each of the independent variables and the criterion variables were rated on a five-point Likert scale, with 5 meaning "Very great extent," 4 meaning "Great extent," 3 meaning "Moderate extent," 2 meaning "Low extent," and 1 meaning "Very low extent." For results, IBM SPSS Statistics (20.0) was used. We used descriptive statistics to look at the demographics of the interviewees. On other hand, all of theories were looked at with linear regression.

RESULTS OF STUDY

Table 1 Descriptive Statistics

| | N | MIN. | MAX. | MEAN | SD | SKEWNESS | | KURTOSIS | |
|-----------------------|------|------|------|--------|---------|----------|------|----------|------|
| | STAT | STAT | STAT | STAT | STAT | STAT | SE | STAT | SE |
| Self-promotion | 285 | 1.00 | 5.00 | 3.6343 | 1.44492 | -.648 | .134 | -.894 | .298 |
| Ingratiation | 285 | 1.00 | 5.00 | 3.4675 | 1.54122 | -.552 | .134 | -1.432 | .298 |
| Exemplification | 285 | 1.00 | 5.00 | 3.4446 | 1.51721 | -.560 | .144 | -1.325 | .298 |
| Coworker support | 285 | 1.00 | 5.00 | 4.6487 | 1.39637 | -.667 | .134 | -.890 | .298 |
| Customer satisfaction | 285 | 1.00 | 5.00 | 3.5425 | 1.41095 | -.638 | .144 | -.924 | .298 |
| Enterprise compliance | 285 | 1.00 | 5.00 | 3.4668 | 1.44012 | -.553 | .134 | -1.137 | .298 |
| Valid N (list-wise) | 285 | | | | | | | | |

According to Weinberg and Abramowitz (2002), the assumption of normalcy is supported by the fact that the ratios of skewness and kurtosis for all of the variables are less than 2 which are thus in acceptable range.

Table 2 Self-Promotion has Significant Effect on Co-Worker Support

| Model Summary | | | | |
|--|-------|----------|--------------|--------|
| Model | R | R Square | Adjusted R 2 | SEE |
| 1 | .763a | .453 | .451 | .93621 |
| Predictors: (Constant), Self-promotion | | | | |

Table 2a Self-Promotion has Significant Effect on Co-Worker Support

| Coefficients | | | | | | | | |
|--------------------------------------|----------------|-----------------------------|------|---------------------------|-----|--------|---------|------|
| | B | Unstandardized Coefficients | | Standardized Coefficients | DF | T | F | SIG. |
| | | | SE | Beta | | | | |
| 1 | (Constant) | .678 | .099 | | 284 | 6.879 | 234.346 | .000 |
| | Self-promotion | .776 | .044 | .673 | 284 | 15.308 | | .000 |
| Dependent Variable: Coworker support | | | | | | | | |

The above line of linear regression shows how self-promotion affects the support of coworkers. R shows that there is a strong link between self-promotion and help from coworkers ($R = .763$). The R-square value shows that the self-promotion explains about 45% of the difference in how much help you get from your coworkers. The numbers show how much self-promotion affects the support of coworkers, which is a lot ($=.76$). The predictor variable has an effect that goes in a good way. So, the F-ratio showed that self-promotion is statistically important and predicts support from coworkers. This is shown by the numbers $F(1,284) = 3.875$, $p0.05$, $R2 = .453$, and $R=.673a$, which means that the effect is very strong. F is bigger than what was written down ($234.346 > 3.875$). Since, the F was calculated to be 234.346 and the number in table was 3.875, the null hypothesis is not true. Based on this finding, the study found that promoting yourself has a positive and significant effect on the support of your coworkers.

Table 3 Ingratiation has Significant Effect On Customer Satisfaction

| Model Summary | | | | |
|--------------------------------------|-------|----------|-------------|--------|
| Model | R | R Square | Adjusted R2 | SEE |
| 1 | .673a | .453 | .451 | .93898 |
| Predictors: (Constant), Ingratiation | | | | |

Table 3 Ingratiation has Significant Effect On Customer Satisfaction

| Coefficients | | | | | | | | |
|---|--------------|-----------------------------|------|---------------------------|-----|--------|---------|------|
| | Model | Unstandardized Coefficients | | Standardized Coefficients | DF | T | F | SIG. |
| | | B | SE | Beta | | | | |
| 1 | (Constant) | .759 | .096 | | 283 | 7.917 | 234.657 | .000 |
| | Ingratiation | .636 | .041 | .673 | 284 | 15.319 | | .000 |
| Dependent Variable: Customer satisfaction | | | | | | | | |

The above linear regression finding shows what happens when you try to be nice to a customer. $R = .673$ shows that there is a strong link between flattery and customer happiness. The R-square value shows that the example can explain about 45% of the difference in customer happiness. The numbers show how much ingratiation affects customer satisfaction ($=.67$). The predictor variable has effect that goes in a good way. Also, F-ratio showed that ingratiation is statistically significant and predicted customer happiness. This is shown by the numbers $F(1,283) = 3.875$, $p0.05$, $R2 = .453$, and $R=.673a$, that show that effect is modest. F is bigger than what was written down ($234.657 >$

3.875). Since F was calculated to be 234.657 and number in table was 3.875, the null hypothesis is not true. Study found that ingratiation has positive and significant effect on customer satisfaction based on this finding.

Table 4 Exemplification has Significant Effect on Enterprise Compliance

| Model Summary | | | | |
|---|-------|----------|-------------|---------|
| Model | R | R Square | Adjusted R2 | SEE |
| 1 | .496a | .246 | .244 | 1.14842 |
| Predictors: (Constant), Exemplification | | | | |

Table 4a Exemplification has Significant Effect on Enterprise Compliance

| Coefficients | | | | | | | | |
|---|-----------------|-----------------------------|------|---------------------------|-----|-------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | DF | T | F | SIG. |
| | | B | SE | Beta | | | | |
| 1 | (Constant) | 1.102 | .122 | | 283 | 8.998 | 92.428 | .000 |
| | Exemplification | .547 | .057 | .496 | 284 | 9.614 | | .000 |
| Dependent Variable: Enterprise compliance | | | | | | | | |

The above linear regression finding shows what happens when you try to be nice to a customer. $R = .673$ shows that there is a strong link between flattery and customer happiness. The R-square value shows that the example can explain about 45% of the difference in customer happiness. The numbers show how much ingratiation affects customer satisfaction ($=.67$). The predictor variable has an effect that goes in good way. Also, F-ratio showed that ingratiation is statistically significant and predicted customer happiness. This is shown by the numbers $F(1,283) = 3.875, p0.05, R^2 = .453$, and $R = .673a$, which show that effect is modest. F is bigger than what was written down ($234.657 > 3.875$). Since F was calculated to be 234.657 and number in table was 3.875, the null hypothesis is not true. Study “found that ingratiation a positive and significant effect on customer satisfaction” based on this finding.

Table 5 Impression management dimensions have Significant Effect on Employee Performance.

| Model Summary | | | | | | | | | | |
|---------------|-------|------|------|--------|-------------------|---------|-----|-----|------|-------|
| Model | R | RS | AFS | SEE | Change Statistics | | | | | DW |
| | | | | | RSC | FC | df1 | df2 | SFC | |
| 1 | .738a | .545 | .544 | .76546 | .545 | 339.478 | 1 | 283 | .000 | 1.639 |

Table 5a Impression Management Dimensions have Significant Effect on Employee Performance

| Coefficients | | | | | | | | |
|--------------|------------|-----------------------------|------|---------------------------|--------|------|-------------------------|-------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
| | | B | SE | Beta | | | Tolerance | VIF |
| 1 | (Constant) | .580 | .089 | | 6.526 | .000 | | |
| | IM | .765 | .042 | .738 | 18.425 | .000 | 1.000 | 1.000 |

The change in the dependent variable is 54.5% due to explanatory variable. The important is difference amid R and adjusted R square is less than 5%. This indicates that there is error in sample. Test of Durbin Watson and auto correlation has been used, which suggests the value “less than 1 or greater than 3” shows are important for study concern. The “value of Durbin Watson test” is 1.639, which lies under the range of 1 to 3. The “regression model is significant” at level of 1%, and value of F-statistic is greater than 4. Variable impression management (IM) regarding ($\beta=0.765, p<0.05$) the change in every single unit in impression management bring the change in criterion variable .765. There is no multi-collinearity in model, the value of VIF is less than 2, (VIF=1.000). H4 is thus accepted as true and sustained.

CONCLUSION & DISCUSSION

Based on the results, it was shown that service-oriented businesses like four-star hotels, fast-food restaurants, and travel agencies need managers who use presenting tactics to convince or motivate their staff members to improve contextual performance. This encourages to help their coworkers do their jobs, give customers good service, and follow organizational policies. Also, the self-promotion impression showed that managers want their subordinates to see them as role models based on their skills and successes (Saifi & Shahzad, 2017). It is because of these self-promotion impression tactics that employees take on the manager's image and become like the person who influenced them (the actor), which makes them help their coworkers do their given tasks. Second, the results showed that a manager's behavior that tries to make a good impact is linked to customer satisfaction. This fits with what (Eketu, 2018) found, which was that managers' flattery has become a symbolic power factor that managers in the tourism sector use to get workers' emotional commitment and keep it. Based on this, employees “react to flattery from their bosses, especially in four-star hotels, fast food restaurants, and travel agencies” where they want to keep customers coming back to use services. Aside from customer's point of view, some employees try to make a good impact on management. They do this because they have seen their managers do it to get to the top level of administration (Kawiana et al., 2018).

Third, the study found that exemplification impression tactics has something to do with corporate compliance. This fits with what (Baig et al., 2015) found: “managers who use exemplification tactics have high transformational leadership behavior, while those who don't have low transformational leadership behavior”. This is “since managers usually treat their workers as if they are their friends instead” of their bosses. This makes the workers likely to follow all of organization's policies, rules, and laws (Baig et al., 2015). The outcomes of this study, on the other hand, are consistent with social influence theory. This is due to the fact that actors like “managers, front desk officers, housekeepers, and customer relationship managers influence their own attitudes, actions, beliefs, and norms” onto their subordinates, so causing those employees to conform to organizational philosophies, remain loyal to organization, and be devoted to its mission (Mujeeb et al., 2021). The subordinates observe every rule and guideline directing occupation since they accept these acts from their influencers and expect some rewards from their influencers in end. This keeps the subordinates in good standing with influencers. Social influence theory inspires subordinates to improve contextual performance

towards clients and coworkers, that in turn ensures that they comply with regulation established by organization (Khattak et al., 2021).

Taking into consideration what has been stated previously, managers and other top leaders in organizations demonstrate impression by promoting themselves, being ingratiation, and providing an example of how they behave towards their subordinates (Khilji, 2003). By acting in this manner, subordinates acknowledge that such behaviors are for the best of the organization insofar as it improves the efficiency of business and encourages workers to carry out their duties in an efficient and profitable manner. Thus, in order for “managers or organizational leaders to boost performance in the workplace, social influence is highly valuable as a positive tool in their hands for motivating their subordinates towards reaching organizational objectives”. This is because the social impact is very useful as a beneficial tool in hand to influence subordinate towards achieving organizational objectives (Kashif et al., 2017). Our research has shown that traditional managerial abilities are no longer relevant in today’s organizations due to the fluid and ever-evolving technology structure of the modern workplace. This is the conclusion we came to after doing our study. It is therefore in the best interest of managers who wish to bring their organization to the maturity stage of its product life cycle to embrace modern impression management leadership strategies in order to generate effective and efficient staff performance that would result in successful achievement and outcomes of organizational goals.

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