PSYCHOLOGICAL MECHANISM BETWEEN IMPRESSION MANAGEMENT AND COMPULSORY CITIZENSHIP BEHAVIOR OF EMPLOYEES

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Abstract

This paper mainly explores the psychological mechanism between impression management and compulsory citizenship behavior (CCB) of employees. Specifically, a questionnaire survey was carried out on 298 employees, and the survey results were used to evaluate the effects of impression management on the CCB of these employees. In addition, the authors also probed into the role of political skill on the relationship between impression management and the CCB. The results show that impression management and political skill have negative impacts on the CCB; the political skill mediates the relationship between impression management and the CCB, i.e. the stronger the political skill, the poorer the effects of impression management. The research results shed new light on CCB reduction in workplaces.

Key words: *Impression Management, Compulsory Citizenship Behavior, Political Skills, Psychological Mechanism.*

INTRODUCTION

The 21st century is an economic era dominated by knowledge, and man, as an important carrier of knowledge, has become one of the most important factors of production. An organization is a stage full of competition, and individuals must have some necessary skills to survive in the organization. Impression management strategies and political skills are the most common tools used by employees in organizations. Some scholars pointed out that in order to realize their own interests, managers tend to use their own rights, rather than through pre-established rules (Aquino & Bradfield, 2000).

Different from Western culture, Chinese people are very particular about "face". Therefore, how to leave a good impression and how to establish good interpersonal relationship in the organization has become an important "work content " for domestic organization employees in the work. In fact, many employees prefer to be a "good actor" rather than

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a "good soldier" (Bolino, 1999). Especially for the superior leader, in front of the perfect performance, to gain the trust and appreciation of the leadership, to a large extent determines the position of employees in the organization. At this point, it is necessary for employees to use impression management. But not everyone is successful with impression management, and some people know how to use it but it may backfire in the end. This is because the "receiver" does not agree that the "performer" is sincere, which will not only fail to achieve the goal, but also let others think you are hypocritical.

In the fierce market environment, leaders always expect their subordinates to show more mandatory citizenship behavior. Although most of the work has been beyond the scope of employees, but under the pressure of the leadership had to swallow it. As a result, "bei-overtime", "bei-donations" and other phenomena emerge one after another (Chen, 2013). How to play a role through impression management to reduce such CCB and better distinguish "good soldier" and "good actor", we need to carry out further research. As a kind of lubricant in daily work

communication, the high political skill individual often obtains others' approval in a kind of "false sincerity" way, thus reduces the individual's CCB.

This paper explores the relationship between impression management and CCB, and how political skills play a role in the relationship.

LITERATURE REVIEW

Impression Management

In recent years, impression management has attracted more and more attention from sociology, psychology and other fields, and has become an important research variable. Impression management is ubiquitous in our work and life. For example, we may ingratiate ourselves in front of others. Until the 1960s and 1970s, most psychologists believed that impression management was a way to control others and deceive the public. It was not until the 1980s that scholars changed their minds and began to study impression management again. The first was Baumeister's (1982) redefinition of impression management In his opinion, impression management is "using the individual's behavior or language to communicate some information about oneself and others, in order to establish, maintain or refine a certain image of the individual in others". Later, the study of impression management reached a climax, and it was considered that impression management is a kind of strategy that individuals adopt to set up a good image in front of others, for example (Tetlock & Manstead, 1985; Rosenfeld, Giacalone, & Riordan, 1995; Kacmar & Witt, 2004; Kim & Lee, 2012). This paper will be from the acquisition of Impression Management and defensive impression management to study two dimensions.

CCB

For a long time, most scholars have studied the positive side of organizational citizenship behavior (OCB). However, not all employees are willing to be a "good soldier", but more employees want to be a "good actor", thus showing passive organizational citizenship behavior. This is the kind of CCB (CCB) that exists in an organization, namely "certain behaviors that have to be performed under the pressure of leadership, colleagues or the surrounding environment" (Tepper, 2000).

CCB is the concept of stripping the "dark side" out of OCB, so it can be regarded as the opposite concept of OCB. CCB can be regarded as the opposite of OCB in the traditional sense, but they are very different in the cause and effect: OCB is often voluntary, whereas CCB has to be completed under pressure; OCB is conducive to the promotion of organizational performance CCB is full of harm to the organization, such as reducing organizational performance, employee turnover and so on.

Vigoda-gadot, (2006) introduced the concept of CCB: "An involuntary act of citizenship that an employee has to perform under the pressure of the subject, object and (working) environment".

Political Skills

At present, the study of political skills is in its infancy. Political skills are the ability of individuals to influence others in their work in order to achieve organizational goals (Ferris, Pamela, Anthony & David, 2000). There are many factors that affect political skills, but they can also be developed in a certain way (Ferris, Treadway, Kolodinsky et al., 2005). In the future research, the concept of political skills, such as understanding, measurement and mechanisms of the role of issues need to be further explored. The term political skill was first proposed by Pfeffer, (1981): "political skill is the ability that an individual must possess to carry out political action successfully in an organization". Mintzberg, (1985) points out that an organization is a political arena in which individuals need to possess political behavioral skills in order to be effective. In this paper, political skills are defined as the ability of individuals to influence others by means of environmental insight in order to achieve a certain goal.

Current Status and Shortcomings

Some scholars have studied the relationship between impression management and OCB, and concluded that impression management has positive influence on OCB. However, there are not many studies that separate OCB from OCB, and most of them do not distinguish OCB from CCB. However, the empirical study shows that impression management strategy has different impact on OCB and CCB. In organizations specifically, impression management has a positive effect on OCB and can improve the occurrence of OCB, while it has the opposite effect on CCB and can reduce the occurrence of CCB. And different impression management strategies will have different results, so this paper will focus on the impact of different impression management on CCB.

Few scholars have studied the relationship

between impression management and CCB. Most of the studies looked at OCB impact factors or leadership style and the relationship between the CCB and OCB. Therefore, for employees, how to reduce the mandatory citizenship behavior through impression management is particularly important. But it is not just impression management that can reduce the incidence of compulsory citizenship. Political skill plays a key role in how it is used.

Therefore, this paper takes political skills as an intermediary variable to study the relationship between employee impression management and CCB, and to explore the mediating role of political skills between them.

RESEARCH HYPOTHESIS AND MODEL CONSTRUCTION

The Relationship between Impression Management and CCB

At present, the phenomenon of "being" in the organization is not uncommon. Under the pressure of leadership or other factors, employees have to accomplish many things beyond their own jobs. This is another part which is separated from organizational citizenship behavior -- Mandatory citizenship behavior. In the face of these "extra-role behavior", many people choose to swallow the insult and accept it in silence. However, some people can reduce or alleviate the occurrence of these "out-of-character behaviors" in some ways. This is the focus of this study-impression management on the impact of mandatory citizenship behavior. Although the relationship between the two in the academic circle is only at the level of theoretical analysis, there is no actual data to prove the relationship between the two, so the author also hopes that through the study of this topic, tossing out a brick to get a jade gem, a professor of psychology at the University of California, San Diego, and a CO author of the study, said: we can use data to drill down on the relationship between the two, and hopefully it will have the same effect. From the above analysis, assumption 1 is as follows:

H1: Impression Management and CCB have significant negative relationship.

From the foregoing, impression management strategy can be divided into two major aspects, acquired impression management and defensive impression management. The research shows that the acquired impression management strategy can improve one's own image to a certain extent, gain the favor of the leader or others, and contribute to the enhancement of personal charm. This has certain influence on the compulsory citizen behavior. While defensive impression management is not so effective in improving individual image, users may achieve their goals in the short term, but in the long term, whether it will also contribute to the improvement of individual image Does it also have an impact on compulsory citizenship? Based on this analysis, the following hypotheses are proposed:

H1a: Acquisition impression management and CCB have significant negative relationship.

H1b: Defensive Impression Management and CCB have significant negative relationship.

The Impact of Political Skills On CCB

Political Skills are considered to be the necessary abilities of individuals in organizations, and to a certain extent can have a great impact on the work of individuals. For example, political skills can improve employee satisfaction with the organization, improve job performance and so on. At present, there are few researches on political skills from the perspective of employees themselves, and most of them focus on leaders. Some studies have found that political skills also have a great impact on employees themselves. In addition to the use of political skills by leaders in organizations, employees themselves also engage in certain political behaviors Their political skills affect not only themselves but those around them. So it's worth looking at political skills from the employee's point of view. In the minds of employees, political skills are an important way to achieve individual goals, such as building good relationships with others to influence their perceptions.

Based on the above discussion, we believe that there is a certain relationship between political skills and mandatory citizenship behavior, so we propose the following assumptions:

H2: Political Skills and CCB have significant negative relationship.

The Mediating Role of Political Skills

In the previous hypothesis, we believe that employees' appropriate use of certain impression management strategies can reduce the occurrence of CCB, but this is only a hypothesis, not that as long as impression management is used, would certainly reduce the level of CCB. Only reasonable application, will achieve the desired effect. So how can employees implement impression

management to effectively reduce CCB?

As scholars study political skills, they find that people with higher political skills can change people around them in some way, and they have a keen understanding of social situations and working environments So they adapt their behavior to these circumstances in ways that encourage trust and confidence, influence and control others effectively, and adapt to changing circumstances. In addition, people with high political skills exude a sense of self-confidence and personal security that attracts others and makes them feel more comfortable. In addition, people with high political skills have the ability to hide their true motives and behave in other ways that make people feel genuine. We therefore believe that individuals with high political skills are more effective than those with low political skills in implementing impression management strategies. This leads to a third hypothesis:

H3: Political Skills mediate between Employee's Impression Management and CCB.

According to the study of (Bo & Wu, 2013), When employees implement impression management to reduce the occurrence of compulsive citizenship behavior, we assume that they adopt acquisition impression management strategy and Defensive Impression Management Strategy How do political skills differ in the extent to which these two strategies are influenced? We therefore propose the following hypothesis:

H3b: Political Skills mediate between defensive impression management and CCB.

RESEARCH METHODS AND MEASUREMENT TOOLS

Research Methods
This paper adopts the method of combination of theoretical research and empirical research, mainly including the following three ways:

Documentation. Through collecting relevant literature from domestic and foreign databases, this paper sums up the previous studies and seeks the basis for the internal relations of the three variables.

Questionnaire survey. Through the scale developed by predecessors and combined with the purposes of this study, this paper makes a questionnaire to survey the employees of domestic organizations.

SPSS. According to the data from the questionnaire, SPSS19.0 software was used to test the hypothesis and draw conclusions.

Measuring Tools
Impression management scale. Based on (Bolino & Turnley, 1999)'s 22-item scale, this paper develops a scale which includes two dimensions of acquired impression management and defensive impression management, and uses Rickert's five-point scoring method to measure impression management. There were 5 items in acquisition impression management and 6 items in defensive impression management.

CCB Scale. The measurement of compulsive citizenship behavior is based on CCB scale developed by (Vigoda-Gadot, 2007). The scale has good reliability and validity. There are seven questions.

Political skills scale. (Ferris, Treadway, Kolodinsky et al., 2005) developed a four-dimensional scale of political skills, which has good reliability and validity, and is also measured by Likert five-point scoring method. There are 10 sub questions.

The questionnaire in this paper is designed by referring to the maturity scale in relevant literature. The questionnaire consisted of two parts, with a total of 36 items: Basic Information and the questionnaire, which was divided into three parts to measure the variables of political skills, impression management and CCB They were evaluated using Richter's five-point scoring system.
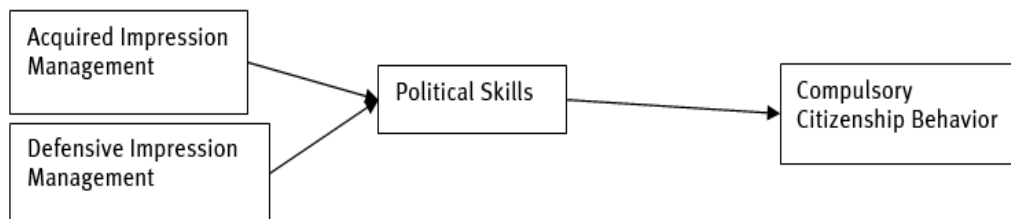
Figure 1. **Theoretical hypothesis model diagram**

Table 1. **Confirmatory factor analysis**

Variables	Item	Factor loading	KMO	Cumulative variance explained	Cronbach's Alpha
Political Skills	A2	0.584	0.787	66.71%	0.742
	A3	0.743			
	A6	0.556			
	A7	0.686			
	A8	0.614			
	A9	0.612			
	A10	0.582			
Acquired Impression Management	B11	0.728	0.653	61.49%	0.602
	B12	0.73			
	B13	0.708			
	B14	0.54			
	B22	0.545			
Defensive Impression Management	B23	0.658	0.601	59.70%	0.713
	B25	0.734			
	B26	0.621			
CCB	C1	0.575	0.706	69.73%	0.652
	C2	0.532			
	C3	0.649			
	C4	0.645			
	C5	0.603			
	C6	0.581			
	C7	0.678			

DATA ANALYSIS

Large Sample Survey

In this paper, the questionnaire distribution and collection are divided into two forms: on-site anonymous paper survey and online anonymous survey. Among them, the on-site paper anonymous questionnaire is my on-site guidance participants to fill in; the online anonymous survey is through the questionnaire star posted to WeChat, Weibo and other major social networks by employees from all sectors of society to fill in.

On-the-spot investigation is conducted by convenience sampling in three universities, including front-line Faculty and Administrative Staff. A total of 150 questionnaires were distributed. On-site anonymous paper questionnaire was issued to college teachers by the researchers with the assistance of relevant departments of the target unit and at a suitable time.

The online questionnaire is mainly distributed through QQ group, Wechat Group, Wechat Work Group, friends circle and other mainstream social platforms with the help of questionnaire star, and is forwarded by acquaintances. A total of 176 anonymous online questionnaires were collected over a period of one and a half months.

Descriptive Statistical Analysis

This study 326 questionnaires were collected, 28 invalid questionnaires were rejected, 298 valid questionnaires were obtained, the actual recovery rate was 85.1%. After the above 5 descriptive statistical analysis, the overall distribution of the sample data is not abnormal, can be the next step of research.

Analysis of Reliability and Validity

In this study, Cronbach's Alpha was used to test the reliability of each scale. Among them, Acquired Impression Management contains 5 items, its Cronbach's Alpha was 0.602; Defensive Impression Management contains 6 items, its Cronbach's Alpha was 0.713; CCB contains 7 items, its Cronbach's Alpha was 0.652; Political Skills contains 10 items, its Cronbach's Alpha was 0.742. The reliability of the three variables is higher than 0.6, which can be used for further research.

Then, we chose the construct validity to carry on the factor analysis, in the examination process, uses the principal component analysis method and the maximum variance rotation method to carry on the verification to the sample, the result is good (Table 1).

Table 2. **The results of correlation among variables**

Variables	Mean	SD	1	2	3	4
1. Political Skills	3.52	0.494	1			
2. Acquired Impression Management	2.97	0.644	0.142[*]	1		
3. Defensive Impression Management	3.49	0.495	0.342[**]	0.312[**]	1	
4.CCB	3.32	0.572	-0.167[**]	-0.291[**]	-0.296[**]	1

Note: [***]means p<0.001, [**]means p<0.01, [*]means p<0.05.

Table 3. **Regression results of the Model(N=298)**

Variables	Model1	Model2	Model3
Control Variable		N/A	
IV: Acquired Impression Management		-0.266***	-0.241***
IV: Defensive Impression Management		-0.351***	-0.279***
Mediating variable: Political Skills			-0.179*
R2	0.031	0.065	0.089
∆R2		0.034	0.024

Note: Dependent variable is CCB.

HYPOTHESIS TESTING

In this part, we first conduct a correlation analysis, then examine the impact of impression management and political skills on CCB, and finally verify the mediating effect of political skills between impression management and CCB.

Correlation Analysis

SPSS19.0 software was used to calculate the mean, standard deviation and correlation of each variable. The results are shown in table 2

From table 2, H1, H1a, H1b, H2 have been verified.

The Mediating Role of Political Skills

In examining the mediating role of political skills, we proceed in three steps. Firstly, the correlation between impression management and CCB was analyzed by using impression management as independent variable and political skill as dependent variable Last impression management and political skills simultaneously make a return to CCB.

As can be seen from the above chart, there was also a significant negative relationship between political skills and CCB (-0.179), with a significant level of 0.01-0.05. That is to say, political skills can also inhibit CCB, and the stronger the political skills, the lower the CCB. At the same time, a comparison of table 3 shows that the inclusion of political skills as an intermediary variable between impression management and CCB, the negative influence of acquisition impression management on CCB changed from-0.266 to-0.241, and the negative influence of defensive impression management on CCB changed from-0.351 to-0.279. So political skills mediate between impression management and CCB.

So far H3, H3a, H3b have been verified.

We can also find that the significant level of impression management and political skills is less than 0.05, and the mediating effect of political skills is less than 0.05 At the same time, the absolute value of correlation in the second step is less than the absolute value of correlation in the third step. So we can think that political skill is a partial mediator between impression management and CCB.

RESULTS AND DISCUSSION

The Influence of Impression Management on CCB

The results of data analysis prove that impression management has a significant negative impact on employees' CCB. At the same time, both the acquisition impression management and the defensive impression management can effectively weaken the CCB. This shows that in the organization, employees' impression management can effectively reduce the occurrence of CCB.

The Impact of Political Skills on CCB

The result of data analysis shows that political skills have a significant negative impact on employees' CCB. This shows that in organizations,

employees through political skills can effectively reduce the occurrence of CCB.

The Mediating Role of Political Skills

The results show that the dimensions of impression management have significant positive effects on political skills, and political skills have significant negative correlation with CCB. This suggests that the more effective the impression management is, the stronger the role of political skills, and the stronger the weakening of CCB. Supposition 2 and its sub-supposition hold.

CONCLUSIONS

Through the research and analysis, this paper has drawn the following three conclusions:

(1) The impression management strategy can effectively reduce the CCB

In an organization, employees create a positive image by influencing others' impressions of themselves through their knowledge of colleagues or leaders. Through this kind of effective impression management, we can effectively weaken the occurrence of CCB.

(2) Political skills can be used to effectively reduce compulsory citizenship

In an organization, employees can effectively understand others and influence others by observing and analyzing their surroundings. Through this kind of political skill, we can effectively weaken the occurrence of compulsory civil behavior.

(3) Political skills play a mediating role in the relationship between impression management and CCB

Political skills are the ability of employees to effectively influence others by gaining insight into their environment and understanding of others. Therefore, people with high political skills will be more effective in implementing impression management strategy, and appropriate impression management strategy will also enhance the role of political skills. In organizations, employees with high political skills will influence others by their personal charm, thus establishing better interpersonal relationships and reducing the occurrence of "out-of-role behavior".

Theoretical Contributions

(1) It explores the relationship between impression management, political skills and compulsory citizenship

At present, there are few literatures on the relationship between impression management and compulsive citizenship behavior, and some researches focus on the relationship between impression management and organizational citizenship behavior. As a special part of the organizational behavior, it is necessary to study the CCB separately. This will not only give us a deeper understanding of OCB, but also benefit to the future research and development of mandatory citizenship behavior.

This study argues that the relationship between employees or between employees and leaders in Chinese organizations is often not harmonious, so mandatory citizenship behavior often occurs. The impression management strategy can alleviate the "out-of-role behavior" to a certain extent. For example, by ingratiating themselves with colleagues or leaders, employees can build good relationships with them, thereby reducing the occurrence of "out-of-character behavior. ". This study also verified that both the acquired impression management and the defensive impression management can effectively reduce the CCB.

Secondly, through the research of this paper, it is found that the organizational staff can also reduce the CCB through political skills. The degree of this weakening is directly related to the strength of the staff's political skills the more debilitating it is to compulsory citizenship.

Therefore, the results of this study can enrich the research on the relationship among impression management, political skills and CCB.

(2) It explores the mediating role of political skills

Political skills play an important role in an organization. Therefore, scholars have more research on political skills. However, most studies regard it as a moderating variable, and few as an intermediary variable between impression management and compulsive citizenship behavior.

This paper studies the relationship between impression management and CCB by using political skills as an intermediary variable. It shows that political skills can effectively weaken CCB. For example, employees can establish good interpersonal and cooperative relationships with colleagues through sincere "appearance", thus reducing the occurrence of "out-of-role behavior".

Therefore, the mediating role of political skills on impression management and CCB may not be very authoritative and persuasive, but it can provide some reference for follow-up research.

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