Impression Management and Organizational Citizenship Behaviour of Hotels in Rivers State, Nigeria

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**ABSTRACT**

This work examined the nexus amongst impression management (IM) and organizational citizenship behaviour (OCB) of hotels in Rivers state, Nigeria. A cross-sectional survey was conducted, covering a population of 341 workers (341) from twenty hotels. The study drew a sample size of 181 workers. The study employed a basic random sampling method. Copies of the questionnaire were distributed for data collection. The spearman rank order correlation coefficient was used to analyze the hypotheses. According to the studies, self-promotion and exemplification have a strong correlation with indicators of corporate citizenship behavior. Thus, the study concluded that a well-executed impression management approach in the form of self-promotion and exemplification in hotels would aid in the enhancement of an employee’s altruistic and attentive conduct. The study suggested, among other, that hotel workers employ a diplomatic self-promotion technique of impression management in order to increase the organization’s altruistic behavior.

**Keywords** Altruism, Conscientiousness, Exemplification, Impression, Management, Self-Promotion, Organizational Citizenship Behaviour.

**I. INTRODUCTION**

Organizations, in this age of ceaseless competition, are constantly on the lookout for opportunities to improve their activities and outperform rivals. As such, employees who act as an organization’s “life blood” are constantly encouraged to demonstrate constructive behaviour that contributes to the firm’s success. Thus, organizational citizenship behaviour (OCB) is critical for businesses that must endure this tumultuous era. Shanker (2014) stated that corporate citizenship behavior (OCB) is critical for a firm’s successful operation. OCB are unofficially requested behaviors that are not publicly rewarded, but may be helpful to the organization’s operations (Wang, Hinrichs, Prieto & Howel, 2013).

OCB can be described as a pattern of behaviour in an organisation that is discretionary and goes beyond the specifications of the job. According to Jahangir, Akbar, and Haq (2004), these are behaviors that go beyond and above the call of duty. OCB is important because it contributes to the organization’s overall efficiency improvement. Additionally, Jahangir, Akbar, and Haq (2004) asserted that good companies are defined by workers who go beyond and beyond their structured work duties and devote their full energies and time to excelling at any given job. OCB is described as behaviour that occurs beyond the scope of one’s usual duties (Tambe & Shanker, 2015). OCB is critical because businesses cannot succeed or thrive until their workers behave positively as citizens by engaging in a variety of healthy behaviors (Tambe & Shanker, 2015). Organ (1988), who coined the term, concluded that OCB is necessary for a firm’s survival.

Additionally, OCB contributes to a firm’s success by increasing efficiency, community management of operations, improved resource use, increased performance, stability, and capacity to adapt to changing environmental conditions (Tambe & Shanker, 2015). Organ (1988) views OCB as a manifestation of the successful soldier syndrome, which is shown by employees who are loyal to their organisation. He then classified OCB into five divisions, each of which acted as a scale. Sportsmanship, hospitality, civil virtue, altruism, and conscientiousness are examples of these. Tanaka (2013) asserted that in organisations, positions that have not been delegated to a specific employee still exist; additionally, unpredictable activities and tasks that do not belong to a specific employee are consistently created. Thus, without the assistance of OCB, it is completely impossible to cover up those positions and obtain jobs that were not actually allocated to an employee. Pickford and Joy (2016) noted that OCB is becoming more important as it contributes to the firm’s social system’s maintenance. The preceding point was consistent with Somech and Drach–Zahavy’s (2004) contention that organisations would inevitably become more contingent on or dependent on employees eager to contribute to successful reform, regardless of structured job requirements. Bukunoluwa, Anuoluwapo, and Abude (2015) added that OCB encompasses all employee behaviors that are exhibited wilfully in order to benefit the company.

It is worth noting that man is endowed with imagination. Man’s imagination may cause him to engage in impression
management behaviour in an effort to manipulate or affect how others see him. Rosenfeld, Giacalone, and Riordan (2002) described impression management as the mechanism by which individuals seek to manipulate the picture others have of them. Impression management is frequently accomplished by deliberately displaying certain behaviours, verbal and/or nonverbal, that influence how others perceive the individual. This suggests that individuals demonstrate impression management with the aim of projecting a better self of themselves within the organization. According to Bolino, Long, and Turnley (2016), impression management is important because how workers are seen by other employees or managers often affects how much they are liked, whether they are perceived to be dedicated and professional, their compensation, and even how easily they advance in the workplace. Bolino, Klotz, and Daniels (2014) concluded that impression management is a critical organizational problem due to the ramifications for both workers and the company as a whole. They hypothesized that when individuals are worried with their appearance, this has an effect on their ability to pursue input and suggestions, besides on their commitment and pro-social behaviour within the firm. Additionally, impression management has an effect on how personnel is deployed within the organization, and can have an effect on the organization’s capacity to succeed or prosper in a chaotic climate. Impression management is often critical because promotions, personnel practices, and other human resource operations are often affected by how supervisors or other workers perceive individuals (Bolino, Long & Turnley, 2016). Impression management is the practice of being viewed positively by others and avoiding being viewed negatively. Given the workplace’s dynamism and the worker’s desperate need for growth within the company, it is critical that employees have power over how others see them. Employees engage with co-workers on a regular basis as social beings. Attempts are created during these encounters either knowingly or unconsciously, to manipulate the impression portrayed during the social encounter. Jones and Pittman (1982) described impression management in terms of five main dimensions: self-promotion, coercion, ingratiation, exemplification, and supplication.

Numerous studies have been conducted in the past to determine if OCB can be improved in the workplace. Kacmar Bechrach, Harri, Shaw, and Noble (2011) explored the link between corporate citizenship behaviour and voluntary attrition and the moderating impact of amazing management. They discovered that impression management mediated the interaction between OCB and voluntary attrition in a negative manner. Jain (2012) examined the relationship between emotional intelligence and OCB in terms of how impression management acts as a moderator. The study discovered that impression management had a major negative effect on the link between emotional intelligence and corporate citizenship behaviour. However, amid the abundance of research on how to improve OBC, there is a dearth of analytical study conducted in the Nigerian work context that examines the relationship between impression management and OCB in hotels in Rivers state, Nigeria. This observed void served as the impetus for this study. This research differs from prior academic studies in that it approaches the topic of OCB from an impression management perspective.

II. STATEMENT OF THE PROBLEM

Throughout the years, ineffectiveness has been found in the majority of hotels in Rivers state. However, staff charged with the task of enhancing the firm’s productivity must demonstrate additional position behaviour in order to do so. Katz (1964) observed that companies that operate exclusively on the basis of formal behaviour are a brittle structure. This means that when an individual does only the tasks needed by the company, the organization’s ability to survive turbulent times is compromised. Low employee OCB has resulted in the loss of effectiveness for the majority of businesses, as OCB results in improved service/product efficiency, increased consumer loyalty, increased sales, and customer compliance (Podsakoff & Mackenzie, Moorman & Fetter, 1990).

Low OCB erodes a firm’s ability to recruit and retain top talent by making the company a less desirable place to operate. Given that workers are the primary resource that drives a business’s growth, it is critical that they demonstrate OCB in order to improve the organization’s fortune. When members in an organization do not display OCB, they are more likely to engage in behaviors that are either past or harmful to the organisation, posing a danger to the organization’s health and well-being. Given that OCB is a discretionary behaviour, staff can be unable to engage in such behaviour if they have a hostile attitude toward the individual they want to assist. As such, impression management can be beneficial in projecting a positive picture of an employee, which can improve the work environment’s friendliness and thereby affect the employee’s ability to exhibit corporate citizenship behaviour. Absence of impression management can demotivate an employee from performing additional roles that benefit the firm’s operations.

Given that OCB is seen as a way of increasing effectiveness (Organ, 1997), its absence may jeopardize the effectiveness of the majority of hotels. At the moment, the increase in hotel mortality associated with low OCB in employees has developed into a crucial issue for which clinicians and academics have yet to find a solution. Employees who ignore OCB engage in dishonest behaviour and are not concerned with the firm’s performance. It is on this note, that this research work seeks to examine how impression management in terms of self-promotion, and exemplification relates with OCB in hotels in Rivers state, Nigeria.

III. OBJECTIVES OF THE STUDY

The specific objectives are to examine the relationship between:

i. Self-promotion and altruism.

ii. Self-promotion and conscientiousness.

iii. Exemplification and altruism.

iv. Exemplification and conscientiousness.
IV. RESEARCH HYPOTHESES

The following null hypotheses were stated for this study.

H0: There is no significant relationship between self-promotion and altruism of hotels.
H0: There is no significant relationship between self-promotion and conscientiousness.
H0: There is no significant relationship between exemplification and altruism of hotels.
H0: There is no significant relationship between exemplification and conscientiousness.

V. REVIEW OF LITERATURE

This research is predicated on the social power hypothesis. According to social impact theory (Levy, Collins, & Nail, 1998), people who are experienced at impression management behaviors are more likely to succeed than others who are less skilled. According to social influence theory, the influencer’s personal traits can have a significant impact on the effectiveness of impression management strategies. According to social power theory (Levy, Collins, & Nail, 1998), another critical human variable that can have a significant impact on the success of impression management strategies is political ability. Political ability enables a person to comprehend others and successfully control environments. In terms of impression management, it is possible that people with greater political skills can produce more favorable impressions than their peers with lower political skills. By incorporating the concepts discussed previously, we propose two objectives for our research. To begin, we extend impression management analysis by examining the images that supervisors have of their workers based on their use of five impression management behaviors in the same study (supplication, coercion, ingratiation, self-promotion, and exemplification). Second, we explore political abilities as a moderating variable to see how they amplify the impact of impression management strategies. According to social impact theory, political skills can often function as a moderator between different impression management strategies and job results, insofar as they help to distinguish those that seem genuine (highly politically skilled) from those who appear deceptive (low politically skilled; Levy et al., 1998).

VI. CONCEPT OF IMPRESSION MANAGEMENT (IM)

Schlenker and Pontari (2000) define IM as the practice of manipulating knowledge in order to influence others views in order to achieve personal or social objectives. While individuals can handle impressions of almost anything (e.g., a retail brand, a political stance, etc.) individuals more often control the impressions others form of themselves, a subtype of IM that is frequently referred to as self-presentation. The aim of IM is to influence another person’s opinion or perception through the use of manipulating knowledge in a personal or social situation.

However, IM is not risk-free. Excessive respect for the thoughts of others may result in anxiety, thus exacerbating health issues. And engaging in potentially manipulative ways of instant messaging exposes oneself to the possibility of being detected (although “getting caught” seems to be the case rather than the rule). Consequently, IM may sometimes be too effective; for example, if you attempt to act rebellious in one situation, the IM might carryover, causing you to see yourself as comparatively more rebellious and act rebelliously in subsequent circumstances. Of course, to the degree that people strive to put their best foot forward in general, certain carryover effects of IM can be beneficial. Additionally, instant messaging can be used pro-socially to benefit friends. Individuals also characterize their friends in terms that contribute to their friends’ ideal picture. Thus, IM may be used for self-serving or more altruistic purposes and is a critical component of daily social life (Schlenker & Pontari, 2000).

IM can be described as a person’s attempt to influence or regulate the perceptions and behavior of others (Tedeschi & Riess, 1981). Leary and Kowalsky claim (1990) IM is the mechanism by which a person exerts control over how other people see her. Another meaning is “the deliberate or unintentional effort to exert dominance over an expected appearance in a real or imagined social encounter” (Schlenker, 1980). IM is typically classified into two dimensions: self-focused and other-focused (Kacmar et al., 2011). Self-centered techniques are used to demonstrate a person’s talents and characteristics. Consequently, other-focused strategies are concerned with another person (an evaluator for example). Other-focused strategies are often classified into two categories: other enhancement is the act of complimenting another individual; and viewpoint compliance is the act of agreeing with another person’s established or assumed views, such as values. This also covers IM’s efforts at internal politics and protocol agreements (McFarland et al., 2003). Jones and Pittman (1982) proposed the following five IM strategies: Self-Promotion, Ingratiation, Exemplification, Intimidation, and Supplication.

A. Self-Promotion

Self-promotion is the process of trying to portray yourself to others as an experienced, competent, intelligent, and professional individual. Self-promotion may take place in person, online, in public speeches, or even in our mannerisms, stance, voice, or clothing. Self-promotion is a normal human trait, since we want for others to view us as possessing great characteristics such as intellect and creativity. Individuals who self-promote often feel that people will react positively to their efforts. But, contrary to popular belief, science has discovered the reverse to be true. Although self-promotion can tend to make the braggart more competent, skilled, intellectual, and competitive, it almost always makes them less likable. Self-promotion can come off as arrogant and obnoxious to others. Indeed, the more people attempt to influence others by self-promotion, the more likely it is that others would hate them. Although self-promotion exists in a wide variety of both formal and informal social relationships, it tends to be more prominent when individuals come into contact with people who have a higher status than they do, such as during work interviews, in university environments, and in business hierarchies (Jones & Pittman, 1982). This is not to say that self-promotion should be used without effect.
Indeed, since others can respond adversely to overt self-promotion and perceive the person as conceited or a braggart, this method of self-presentation must be well concealed to avoid backfiring.

B. Exemplification

Exemplification is one of three power-oriented persuasion techniques that Jones (1990) classifies as an actor’s effort to construct an impression of moral worthiness. Individuals make self-sacrifices or go beyond and above the call of duty in order to earn the admiration of spectators. An actor will attempt to establish a persona of devotion, generosity, devotion, and/or moral worthiness by exemplification strategies. Exemplifiers use this social media technique to convey the impression that they are able to sacrifice for a cause. Rosenfeld et al. (1995) demonstrate that exemplifiers attempt to “influence and regulate” by causing remorse or virtue attributions.

However, actors who partake in exemplification on a daily basis fear being viewed by others as “sanctimonious and hypocritical” (Jones, 1990). Jones continues, “truly noble citizens should not assert their virtue; those of high moral status are presumably recognized for their selfless deeds.” Jones (1990) teaches actors on how to effectively use exemplification by identifying relevant circumstances or cases in which it makes sense to show admirable or commendable conduct. The trick to successfully using this particular interpersonal communication technique is continuity – performers should strive to be unflinchingly truthful and morally deserving regardless of the context or circumstance.

VII. CONCEPT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB)

While OCB is a comparatively recent phenomenon in performance analysis, it describes an ancient human behavior of voluntary action and mutual assistance without the expectation of compensation or institutional incentives. Organ was the first author to combine these two ideas to describe the definition of OCB in 1988. Organ (1988) characterized OCB as discretionary conduct that is not specifically or expressly rewarded by the structured incentive system and that contributes to the organization’s successful functioning in aggregate. By voluntary, we say that the behaviour is not an enforceable condition of the job description, i.e., the precisely defined terms of the individual’s employment contract with the organization; rather, the conduct is a matter of personal preference, so that its absence is not widely interpreted as retribution. Organ also noted that interpreting OCB as activities that are not formally rewarded is overbroad, as few “in-role” behaviors directly result in a formal reward. According to his description, “OCBs” are behaviors that an employee participates in voluntarily that contribute to the organization’s success but are not directly compensated by the organization (Kwantes, Karam, Kuo & Towsen, 2008). As a result of this concept, citizenship action is not described by any particular link legislation and is not associated with any formal incentive. Employees partake in civic behavior voluntarily; it is not a matter of duty (Polat, 2009).

A. Altruism

Altruism is acts of kindness aimed toward particular people. Organ, 1997; Organ, 1998; Organ, 1998; Organ, 1998 Altruism entails assisting other members of the company with their responsibilities. For example, volunteering to assist new hires, assisting overburdened coworkers, assisting staff who were absent, and leading employees through challenging tasks. Smith, Organ, and Near (1983) described altruism as voluntary behaviors in which an employee assists a person who is having difficulty completing a task in unusual circumstances. Altruism is a term that refers to an individual assisting other member of the group with their tasks. Podsakoff, MacKenzie, Moorman, and Fetter (2000) established a substantial relationship between altruism and performance assessments and, therefore, positive affectivity.

Altruism is selfless conduct aimed at assisting others or coworkers by exchanging job load or resources (for example, orienting new incumbents to the Naval customs, rules, and policies and mentoring them to rapidly master the technological structure so they can do it individually while conserving their precious personal/leisure time and resources). When individuals face particular difficulties, need assistance, or request assistance, altruistic individuals move beyond and beyond to assist them. The other type of citizenship behaviour is generalized obedience, which is a more impersonal form of conscientiousness: doing what is “good and proper” for its own sake rather than for the sake of any particular individual. The conduct of organizational members greatly beyond all enforceable basic standards; employees voluntarily go beyond and above specified requirements (Jahangir, Akbar, & Haq, 2004).

B. Conscientiousness

Conscientiousness is a voluntary behavior that goes way above the organization’s minimum position requirements. Conscientiousness is a model of going beyond and above the minimally necessary standards of presence, punctuality, and housekeeping, a proclivity toward environmental conservation, and an overall impression of becoming an organization’s responsible citizen. If an individual is extremely attentive, it indicates that he or she is extremely responsible and requires less oversight (Podsakoff et al., 1997).

Conscientiousness is described as conduct that goes beyond and beyond the organization’s minimum requirements, such as serving longer than usual working hours, not taking permitted leave, forming an empathetic commitment to the technological systems they manage, and maintaining battle readiness at all times by adhering to the Naval practice of ‘Service before self.’ Conscientiousness is a term used to describe a person who is orderly, self-disciplined, responsible, and diligent. Organ (1988) described it as a level of commitment to a job that goes beyond structured qualifications, such as working long hours and volunteering to do tasks other than those assigned.
VIII. EMPIRICAL REVIEW

Dash and Pradhan (2014) explored the relevance of OCB in Indian organizations and suggested a new theoretical paradigm with functional implications for future studies. The paper employs an in-depth and comprehensive review of the literature to objectively analyze it and rationalize the determinants and implications of OCB in the Indian context. It presents a detailed philosophical model of organizational culture for Indian organizations. Human resource strategies, staff motivation, and work embeddedness are all used as determinants of OCB in the model. Good outcomes have been conceptualized as high employee productivity, workplace satisfaction, and low absenteeism, while negative consequences have been conceptualized as work-family tension and task overload. The analytical method suggested in this paper on OCB would assist researchers and management experts in comprehending how OCB contributes to business enterprises achieving superior performance. This article has a host of consequences for human resource practitioners and management professionals. They could very easily apply the model in the Indian organizational sense to foster positive OCB for improved results. The thesis leads to a better understanding of the determinants and effects of OCB by shedding new light on previously unknown aspects. It advances a novel theoretical paradigm in the case of India.

Chelagat and Korir (2017) investigated the impact of employee political abilities, organizational culture, and affective commitment on employee retention in Kenyan public universities. The thesis was driven by social control theory. The thesis employed an explanatory and informative sample design and surveyed 8904 academic and non-academic workers at four public universities in Kenya. A sample size of 351 respondents was chosen using a combination of stratified and random sampling techniques. This research collected data related to the study through questionnaires. Cronbach’s alpha was used to determine construct validity, and multiple regressions and Hierarchical Multiple Regression were used to evaluate theories. The findings indicate that a proactive dispositions and networking capacity significantly influence affective engagement. Additionally, organizational citizenship behaviors (altruism and courtesy) moderated the interaction in proactive personality, networking capacity, and affective engagement significantly. Organizations must prioritize employee satisfaction, since they avoid losing disgruntled workers who possess a desirable range of skills.

Ikonne (2015) tried to ascertain library personnel’s views of the link in career satisfaction and OCB. The research directly examined respondents’ perceptions of intrinsic and extrinsic work fulfillment, besides their attitudes toward OCB’s aspects. The survey approach was used to accomplish the research goals. The population consisted of 125 library staff, and the report employed a purposive and final enumeration sampling strategy. The collected data where analyzed using frequency, percentage, and mean counts. The findings indicate that respondents are pleased with all intrinsic aspects of job satisfaction, including the fact that prospects for personal development are not limited; opportunities for promotion; good support from coworkers; an equal promotion process in the workplace; and the way my work allows for stable jobs. In terms of extrinsic workplace satisfaction, respondents concluded that there are pleased with their interaction with their supervisor; their boss’s treatment of employees; their work environment; and their work. In relation to OCB, respondents expressed a strong degree of consensus on conscientiousness, altruism, courtesy, sportsmanship or gestures, and public virtues. Additionally, the research discovered a favorable link in work satisfaction and OCB among library staff at selected universities in South-West Nigeria.

Clark (2001) discovers that satisfaction with pay and work stability are the most influential job satisfaction categories in predicting potential resignations, whereas satisfaction with promotion prospects is insignificant. Shields and Ward (2001) found that frustration with advancement and training opportunities has a greater impact on turnover intention than dissatisfaction with workload or salary. Shields and Ward further discover that nurses who rank promotion chances as their most important job characteristic report similar levels of job satisfaction to those who rank other job characteristics as their most important.

Jehad, Farzana, and Mohmad (2011) examined the link in two dimensions of organizational citizenship behavior (OCBI and OCBO) and the two aspects of work satisfaction (intrinsic and extrinsic). The survey approach is used to accomplish the analysis goals. The study’s findings indicate that both extrinsic and intrinsic work satisfaction play a significant role in predicting citizenship behavior.

McLane (2012) used a deductive content approach to classify basic characteristics in IM strategies by extending Jones’ (1990) taxonomy of self-presentation strategies to this form of computer mediated communication. The sample for this analysis (n=227) was confined to blogs frequently written by the CEOs of Fortune 500 firms. The study discovered that executive bloggers often used interpersonal communication techniques aimed at currying competency qualities (self-promotion), likeability (inratiation), and spiritual worthiness (exemplification) in order to build and form a positive identity for themselves and their organizations for their publics. Suggestion strategies were used less often, while coercion strategies were used infrequently.

Kacmar, Bachrach, Harris, Shaw, and Noble (2011) investigated the interaction in employee OCB and voluntary attrition, besides the moderating effect of employees’ proclivity towards IM through affiliation. It was a cross-sectional field study of 135 state workers and their immediate subordinates. They discovered that OCB was adversely associated with voluntary attrition over a one-year period and that this link was greater for those who participated in IM through affiliation. The study’s findings indicated that the previously documented negative link in OCB and voluntary turnover was only apparent in staff who used link methods to affect others’ perceptions. By comparison, citizenship habits were not predictive of voluntary attrition within low-impression managers. This implies that the negative links in these variables mentioned in previous research can be interpreted in view of the boundary situation identified in the current analysis – an emphasis on manipulating others’ perceptions. As a result, those who participate in IM or OCBs
are more likely to stay with the company and enjoy the rewards of their decisions.

Meydan, Basim, and Başar (2014) investigated the moderating impact of Power Distance on the OCB-IM Link. The study demonstrates that employees’ OCBs have a predictive impact on their IM techniques, besides a moderating effect of power distance on this link. To that end, data were collected via questionnaire from 178 schoolteachers employed at three separate public elementary schools in Turkey and analyzed using a variety of statistical methods. The findings of hierarchical multiple regression analysis showed that individuals participated in OCBs in order to create expected representations of themselves in the eyes of others, and that perceptions of power distance moderated this mechanism.

Saxena, Tomar, and Tomar (2019) investigated the effect of work satisfaction on OCB among manufacturing and service sector employees. Additionally, the gender gap in work satisfaction and OCB is investigated. The data was gathered using the Likert scale from Gwalior-based workers (India). Reliability was used to verify the results. Additionally, the study sought to ascertain the fundamental factors affecting work satisfaction and OCB. The study’s findings showed that career satisfaction and OCB had a favorable linear link. Additionally, the result established that there is no difference in work satisfaction or OCB in males and females.

IX. METHODOLOGY

The cross-sectional survey was used and the accessible population was three hundred and forty-one (341) workers from 20 selected hotels in Rivers state. The Krejcie and Morgan (1970) table for sample size determination was used to arrive at a sample size of 181. Thus, a total of 181 copies of questionnaires were distributed to employees in the 20 firms. The simple random sampling technique was used. The independent variable (impression management) was measured in terms of self-promotion and exemplification. 5 items were used in measuring self-promotion (e.g., in my organization, I make people aware of my accomplishment) and 5 items were used in measuring exemplification (e.g., in my organization, I arrive at work early in order to look dedicated). Conversely, the dependent variable (Organizational citizenship behaviour) was measured using Altruism and conscientiousness. 5 items were used in measuring altruism (e.g., I willingly help others who have work related problems) and 5 items were used in measuring conscientiousness (e.g., I attend functions that are not required but help the company image). Items were rated on a 4-point Likert scale ranging from 1-strongly disagree, 2-disagree, 3-agree and 4-strongly agree. The spearman rank order correlation coefficient statistical analysis was used in analyzing the bivariate hypotheses through the help of SPSS version 21.

X. RESULT

A total of 181 copies of questionnaires was distributed to respondent, however, only 126 (70%) copies were retuned and used for the study. The hypotheses test was undertaken at a 95% confidence interval implying a 0.05 level of significance. The decision rule is set at a critical region of p > 0.05 for acceptance of the null hypothesis and p < 0.05 for rejection of the null hypothesis.

| TABLE I: SELF-PROMOTION AND ALtruism |
| Correlations | Self-Promotion | Altruism |
|--------------|----------------|---------|
| Spearman’s rho | Correlation Coefficient (2-tailed) | 1.000 | 0.179 |
| Correlation Coefficient (2-tailed) | 0.045 | 0.045 |
| N | 126 | 126 |

Ho1: There is no significant relationship between Self-Promotion and Altruism

The data in Table I indicate that there is a significant relationship between Self-Promotion and Altruism (p =0.045 and rho =0.179); thus, we dismiss the null hypothesis.

| TABLE II: SELF-PROMOTION AND CONSCIENTIOUSNESS |
| Correlations | Self-promotion | Conscientiousness |
|--------------|----------------|------------------|
| Spearman’s rho | Correlation Coefficient (2-tailed) | 1.000 | 0.535 |
| Correlation Coefficient (2-tailed) | 0.000 | 0.000 |
| N | 126 | 126 |

Ho2: There is no significant relationship between Self-Promotion and Conscientiousness.

The data in Table II indicate a significant relationship between Self-Promotion and Conscientiousness (p =0.000 and rho =0.535); thus, we conclude that Self-Promotion is associated with Conscientiousness and, using the decision rule of p 0.05 for null rejection, we reject the null hypothesis.

| TABLE III: EXEMPLIFICATION AND ALtruism |
| Correlations | Exemplification | Altruism |
|--------------|----------------|---------|
| Spearman’s rho | Correlation Coefficient (2-tailed) | 1.000 | 0.287 |
| Correlation Coefficient (2-tailed) | 0.001 | 0.001 |
| N | 126 | 126 |

Ho3: There is no significant relationship between Exemplification and Altruism.

The data in Table III indicate that there is a strong link between Exemplification and Altruism (p =0.001 and rho =0.287); hence, we conclude that Exemplification is consistent with Altruism and, using the judgment rule of p 0.05 for null rejection, we dismiss the null hypothesis.
TABLE IV: EXEMPLIFICATION AND CONSCIENTIOUSNESS

| Correlations | Exemplification | Conscientiousness |
|--------------|-----------------|-------------------|
| Exemplification | Spearman’s rho | | |
| Correlation | 1.000 | 0.143 |
| Coefficient | 0.143 | 1.000 |
| Sig. (2-tailed) | 0.010 | 0.143 |
| N | 126 | 126 |

Ho4 There is no significant relationship between Exemplification and Conscientiousness.

The data in Table IV indicate a significant relationship between Exemplification and Conscientiousness (p =0.010 and rho =0.143); thus, we conclude that Exemplification is associated with Conscientiousness, and, using the decision rule of p 0.05 for null rejection, we reject the null hypothesis.

XI. DISCUSSION OF FINDINGS

The report concluded the following:

Ho1 There is no significant relationship between Self-Promotion and Altruism.

The bivariate theories for Self-Promotion and Altruism show a significant link between the two variables. The Spearman correlation coefficient indicates that the p-value for Self-Promotion is less than 0.05 (p=0.0450.05), implying a strong link between Self-Promotion and Altruism. Link coefficient (r) matches 0.179. As a result, this demonstrates that there is a strong correlation between Self-Promotion and Altruism. Thus, increasing self-promotion contributes to increased altruism. Thus, the study’s initial goal of determining if Self-Promotion correlates with Altruism was met. This observation is consistent with Carmeli’s (2005) assertion that altruism is partially motivated by self-promotion.

Ho2 There is no significant relationship between Self-Promotion and Conscientiousness.

As the bivariate regression for hypothesis two is performed, it can be shown that the significance value of 0.000 was smaller than the 0.05 significance mark (p=0.0000.05). This indicates that Self-Promotion and Conscientiousness have a strong connection. The regression output confirms this, with a likelihood level of 0.000 and a coefficient of 0.535. This indicates that there is a positive connection. However, the Spearman correlation coefficient (r) indicates that Self-Promotion has a 0.535 correlation with Conscientiousness. This indicates that there is a strong, statistically important link between Self-Promotion and Conscientiousness. This demonstrates a clear positive and important link between Self-Promotion and Conscientiousness. This result is consistent with Carmeli’s (2005) observation that self-promotion is associated with conscientiousness.

Ho3 There is no significant relationship between Exemplification and Altruism.

The bivariate study of hypothesis three demonstrates a significant relationship between exemplification and altruism. The 0.001 p-value is smaller than the 0.05 significance range (p=0.001 0.05), indicating that there is a substantial link between Exemplification and Altruism. The correlation coefficient (r) of 0.287 indicates that Exemplification and Altruism have a poor positive correlation. This means that such a small shift in Exemplification has a large effect on altruism. This observation is consistent with Jones’s (1990) finding that workers who partake in exemplification on a daily basis are altruistic.

Ho4 There is no significant relationship between Exemplification and Conscientiousness.

The study of hypothesis nine reveals a strong correlation between Exemplification and Conscientiousness. This is founded on proof that the significance amount was smaller than 5% (i.e. p=0.010 0.05). As a result, the null hypothesis was refused, while the alternative hypothesis was adopted. The correlation coefficient (r) value of 0.143 was calculated as a result of the study. This demonstrates a poor positive link between Exemplification and Conscientiousness. This discovery contradicts Bolino’s (1999) assertion that individuals engage in OCBs in order to generate expected images in the minds of their superiors and thereby obtain desired benefits.

XII. CONCLUSION AND RECOMMENDATIONS

OCB, which has long been recognised as critical to ensuring a firm’s performance, can be affected by a variety of factors. Self-promotion has a significant link with altruism and conscientiousness, according to the results of this study. This means that as self-promotion grows, so does conscientiousness and altruism. Additionally, exemplification correlates significantly with measurements of OCB. This means that increasing the exemplification technique of impression management contributes to an improvement in workers’ ability to demonstrate altruistic behavior and behave conscientiously. An actor will attempt to establish a persona of devotion, generosity, devotion, and/or moral worthiness by exemplification strategies. The manifestation of these strategies contributes to the development of constructive job behavior in the context of OCB. In conclusion, a well-planned impression management approach in the form of self-promotion and exemplification in hotels would assist in increasing employee altruism and conscientiousness, thus enhancing the organization’s successful operations. The following recommendations are given from the results and conclusion:

1. Hotel workers should employ a diplomatic policy of self-promotion and impression management in order to increase altruistic behavior within the organisation.
2. Employees of hotel companies should strategically draw attention to their personal accomplishments in order to seem professional and thereby improve OCB.
3. Employees of hotels should demonstrate an exemplification technique of impression management by projecting spiritual worthiness, as this would contribute to the organization’s civic virtue enhancement.
4. The hotel’s employees should demonstrate a strong sense of ethics, as this will contribute to the employees’ OCB.

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