

## **Further Validation of the Bolino and Turnley Impression Management Scale**

K. Michele Kacmar  
The University of Alabama

Kenneth J. Harris  
Indiana University Southeast

Brian G. Nagy  
The University of Alabama

### **ABSTRACT**

As the field of impression management studies matures, the tools used to study and assess its components continue to be refined. The present study supplies additional testing and confirmation for one of the tools currently being used in the field: the Bolino and Turnley (1999) impression management scale. Using three samples of 144, 236, and 204 full-time employees, we confirm the factor structure and the utility of the majority of the scale's twenty-two items, as well as demonstrate the convergent and discriminant validity of the scale. The results of the study also suggest avenues for future research.

### **Introduction**

From its roots in the dramaturgical approach offered by Goffman (1959), the study of impression management (IM) has come a long way. Formally defined, IM is the process by which individuals present information about themselves to appear as they wish others to see them (Rosenfeld, Giacalone, & Riordan, 1995). A popular taxonomy of IM tactics has been offered by Jones and Pittman (1982), which includes five dimensions. The first, self-promotion, involves highlighting one's abilities or accomplishments to be viewed as competent. Next is ingratiation, in which one uses flattery to increase the target's level of liking. The third tactic is exemplification. Actors enact behaviors that make them appear like model employees, going above and beyond the requirements of the job when using this tactic. Jones and Pittman (1982) also suggested that individuals can use intimidation to create the attribution of danger with colleagues. Finally, actors can use supplication by advertising their limitations in efforts to appear needy. By far the most studied IM tactic is ingratiation (Liden & Mitchell, 1988). In fact, sufficient research on ingratiation was available to support a meta-analysis (Gordon, 1996). One possible explanation for the overabundance of attention paid to this one IM tactic is that a validated ingratiation scale existed in the literature (Kumar & Beyerlein, 1991), but the same was not true for the other tactics.

The purpose of this study is to help broaden the field of IM by drawing attention to and further validating an IM scale that measures more than just ingratiation. Specifically, this study provides additional validation for the Bolino and Turnley (1999) measure of IM which is based on the work of Jones and Pittman (1982) and includes measures for all five IM tactics.

### **Bolino and Turnley's IM Scale: Background and Advancement**

Bolino and Turnley's (1999) work to develop a valid and reliable scale to measure impression management behaviors began with an assessment of the two available impression management scales predominantly used in the 1990's (Kumar & Beyerlein, 1991; Wayne & Ferris, 1990). Noting that both of these scales had unique favorable

attributes, Bolino and Turnley cited the scales' limitations. Identifying and examining those limitations aided Bolino and Turnley in their quest to develop a more useful IM scale. Their new measure of IM behavior was developed to address four distinct shortcomings of the two scales being used in the IM field. The limitations identified and addressed by Bolino and Turnley's (1999) analyses included the reliability and discriminant validity of many of the items in the Wayne and Ferris (1990) scale, the lack of theory provided as the basis for the Wayne and Ferris scale, and finally, the narrow span of measurement of both scales. With the development of their IM scale, Bolino and Turnley sought to address each of these limitations.

In their study, Bolino and Turnley (1999) expanded the focus of IM strategies employed by organizational members to five behavioral tactics: self-promotion, ingratiation, exemplification, intimidation and supplication. The construction of a twenty-two-item version of the IM scale, employable to examine these five tactics, marked a very important step in the process of assembling a reliable and valid tool to study impression management behaviors in various organizational settings.

To develop their IM scale, Bolino and Turnley (1999) followed the 6-step procedure for developing measures offered by Hinkin (1995, 1998). This process includes a) item generation, b) questionnaire administration, c) initial item reduction, d) confirmatory factor analysis, e) convergent and discriminant validity, and f) replication. Using multiple samples and studies, Bolino and Turnley completed the first 5 steps listed above. However, they left the final step, replication, for future researchers. Another step they left for future researchers was to examine the criterion-related validity of their scale. Additionally, they tested the final 22-item scale on a student population, which leaves the question of whether this scale is appropriate for examining IM strategies employed by "real" organizational employees unanswered. By specifically exploring each of these issues, our study extends Bolino and Turnley's work and offers a contribution to the field.

### **Study Development**

Our efforts parallel and expand the validation efforts of Bolino and Turnley (1999). Though Bolino and Turnley provided some evidence of the stability of the scale's five-factor structure, our first step in the analysis will be to try to confirm their proposed structure and ensure the items work as intended. Once the factor structure of the scale is confirmed, our next step will be to examine the relationships among the factors. Examining the correlations among the scale's dimensions will lead to a better understanding of how the scale should be used and the unique perspective each dimension offers. Bolino and Turnley's findings suggest that intimidation and supplication were positively correlated. This makes intuitive sense, as both these behaviors result in a negative light being shed on the actor (Jones & Pittman, 1982). Bolino and Turnley also found a high positive correlation between ingratiation and exemplification, which again makes intuitive sense as both behaviors seek to place the actor in a positive light (Jones & Pittman, 1982). We add self-promotion to the second group as it too positions the actor in a positive light. Borrowing from the work of Jones and Pittman and Bolino and Turnley, we offer the following hypotheses as guides to aid our exploration of the IM subscales:

H1: The correlation between the IM strategies of intimidation and supplication will be higher than their correlations with the other three IM strategies.

H2: The correlations among the IM strategies of self-promotion, exemplification, and ingratiation will be higher than their correlations with the other two IM strategies.

### Convergent Validity

In addition to examining the IM scale in isolation, we also want to examine its relationship with other scales. To do this we begin by exploring the convergent validity of the scale to ensure that it offers a unique perspective to the study of IM. Our goal for the convergent validity tests is to demonstrate that the Bolino and Turnley (1999) IM scale correlates with other measures to which it would be expected to correlate, but that these correlations are not high enough to suggest redundancy. Our first convergent validity comparison scale is a second measure of IM, the Impression Management by Association Scale (IMAS, Andrews & Kacmar, 2001). As the name implies, this measure of IM includes items that use one's association with things and people to create one's desired image. This scale, which is based on the work of Cialdini and his colleagues (Cialdini, 1989; Cialdini, Borden, Thorne, Walker, Freeman, & Sloan, 1976; Cialdini & Richardson, 1980) has four subscales: blaring (letting others know you are not like poor performers), blurring (embellishing weak connections between you and important others), boasting (advertising connections between you and important others), and burying (disassociating from unproductive others). In each case, an actor uses IM to either advertise positive (blurring and boasting) or hide negative (blaring and burying) prior associations. Given that IMAS and Bolino and Turnley's scale both measure a common construct, IM, we expect the dimensions of each scale to be correlated with one another.

Additionally there may be reason to believe that certain subscales from the IMAS scale may be more highly related to certain subscales on the Bolino and Turley (1999) scale. The dimensions of blurring and boasting describe behaviors used to promote oneself (Andrews & Kacmar, 2001; Cialdini, 1989). It seems logical that these IMAS dimensions will highly correlate to Bolino and Turnley's subscale category of self-promotion. This leads us to state the following:

H3: The highest correlations for the IM dimension of self-promotion will be with the IMAS subscales of blurring and boasting.

Conversely, the dimensions of blaring and burying are methods workers use to disassociate themselves with less than desirable behaviors to ensure they are not labeled as unproductive, or in practical terms, slackers (Andrews & Kacmar, 2001). Individuals blare and bury to manage the impressions others have of them by directly disassociating themselves from unproductive others. To disassociate they may publicly condemn unproductive behavior or attempt to demonstrate how they are not like their unproductive colleagues through productive and conscientious work, thereby exemplifying how they wish to be labeled. To test this behavioral motivation logic we propose:

H4: The highest correlations for the IM dimension of exemplification will be with the IMAS subscales of blaring and burying.

### Discriminant Validity

An acceptable level of discriminant validity needs to be demonstrated by comparing the IM scale to other scales measuring different constructs. An indication of the establishment of discriminant validity is the lack of significant relationships among the

scales studied. Bolino and Turnley (1999) demonstrated discriminant validity by comparing their scale to organizational citizenship behavior (OCB) scales (Van Dyne, Graham & Dienesch, 1994). The evidence obtained by Bolino and Turnley allowed them to conclude that their IM scale is conceptually and empirically different than the OCB scales utilized in their study. Specifically, they suggested that what distinguishes OCB's from IM behaviors is the intent of the actor: OCBs are performed for others while IM is undertaken for oneself. However, further validity testing will enhance the argument that the IM scale is significantly different than OCB measures because the IM scale specifically states the self-serving purpose for engaging in the IM behaviors of interest while OCB measures do not. Taking a hint from Bolino and Turnley (1999), we included two different measures of OCB to explore the veracity of their findings. The absence of any correlation between the two OCB measures used in our study, altruism and citizenship, and the IM dimensions will further substantiate the claim for discriminant validity.

### Criterion-related Validity

Self-determination theory states that individuals are volitional, consciously making choices to promote personal growth or limit regress (Deci & Ryan, 1987). Self-determination theory predicts that the purposeful individual will act to counter environmental threats which may impede or derail their growth. An atmosphere perceived as being highly political, which Mischel (1977) would term a 'strong' situation, can be viewed as potentially threatening. Engaging in impression management would be one activity to offset the negative outcomes associated with perceived political threats. For instance, a subordinate may respond to a perceived political environment by ingratiating a supervisor to secure a higher performance rating or to maintain his or her status in the in-group, or engaging in supplication to garner help and support from others (Delery & Kacmar, 1998; Kacmar & Carlson, 1999; Kacmar, Delery, & Ferris, 1992; Wayne & Ferris, 1990). Thus, when performance is not the dominant criteria for organizational gain (as is the case when politics are perceived), employees may engage in alternative, non-task related behaviors, such as impression management, to respond to the perceived political threats in the environment. This logic suggests that perceptions of politics could be used as a criterion variable to test the criterion-related validity of the Bolino and Turnley (1999) scale. Specifically, we suggest that

H5: The five IM dimensions will positively predict perceptions of organizational politics.

In summary, this study is designed to confirm and extend validation efforts related to the Bolino and Turnley (1999) IM scale. Specifically, we test the factor structure, the relationships among the dimensions and items, and the convergent, discriminant, and criterion-related validity of the scale using three separate samples of full-time employees. Then we assessed the reliability and validity of the measure. The data for our study include three samples of full time employees with one sample from both subordinates and supervisors. This is an important feature of our study, for as the respondents employed by Bolino and Turnley to validate their scale were students, our research involves measuring IM strategies of employees in more permanent, long-term organizational positions. We follow scale validation efforts that have similarly focused on employing different types of samples to test for construct validity and generalizability in an effort to isolate shortcomings of the original scale and aid the advancement of a more psychometrically sound measurement device (Schriesheim & Hinkin, 1990).

## **Method**

### Sample 1

A total of 144 (75%) full-time employees of a state agency who deal with family-related issues completed our survey. Of the 144, 17 (12%) were male, 81 (56%) were non-minority, the average age was 45 years, and the average organizational tenure was 9.7 years.

### Sample 2

The second sample consisted of 236 full-time employees who work for a variety of organizations in the Southeast. The average age for the sample was 31.3 years. With respect to demographics, 130 (53%) were male, 155 (63%) were non-minority, and the average organizational tenure was 5.3 years.

### Sample 3

Sample 3 was composed of 204 (94%) full-time employees who study environmental issues for a state agency. The demographic make-up of this sample included 118 (58%) men and 116 (57%) non-minorities with an average age of 40.6 years and an average organizational tenure of 8.5 years.

### Procedure

Data were collected from respondents in Sample 1 over a three week period. Approximately one week prior to the beginning of the data collection, the director of the agency sent an email to her division members introducing the study and requesting their participation. This email was followed by a personalized one from the researchers that explained the goals of the study, their rights according to Human Subjects Requirements, and a link to a website that housed the survey. Respondents were asked to follow the link and complete the survey at their earliest convenience, but prior to the end of the three-week window.

Data for the second sample were generated from employees who were contacted by students in three undergraduate business classes at a large university in the Southeast. Each student received extra credit, one point per survey, for recruiting up to three individuals working full time to complete a survey. Students were instructed to tell the potential respondents that the study was being conducted for research purposes and that the survey would take approximately thirty minutes to complete. Additionally, the respondents were informed that their responses on the surveys would not be reported to their respective companies, thus ensuring confidentiality. The surveys were returned back to the professor of the class by the end of the semester. In order to ensure that we received honest responses, the names and phone numbers of the respondents were collected. This information was used to call the respondents to make certain that they did indeed complete the survey. This method of data collection has been used successfully in prior scale development research (Ferris et al., 2005).

Data collection procedures for the third sample were similar to Sample 1 except that we also collected data from the respondents' supervisors. At the same time we emailed the respondents, we also emailed the respondents' supervisors asking for ratings of their subordinates' citizenship behaviors. A total of 54 (96%) supervisors returned ratings of

their subordinates, resulting in 178 matched supervisor-subordinate pairs.

### Measures

All of the items on each of the surveys were responded to on a 5-point Likert scale. The anchors for the scale were strongly disagree (1) to strongly agree (5), unless otherwise noted. The items in the scales were averaged to create an overall mean for each variable. The items were coded such that high values represent high levels of the constructs.

#### Measures from Subordinates in Sample 3

IM. The 22-item scale developed by Bolino and Turnley (1999) was used to measure IM (see Appendix) in all three samples. The scale is composed of five subscales that tap the five dimensions of IM outlined by Jones and Pittman (1982). The anchors for this scale were (1) never behave this way to (5) often behave this way. All five subscales produced acceptable internal consistency estimates in all three samples. These include self promotion ( $\alpha = .88, .86$ , and  $.92$ ), ingratiation ( $\alpha = .91, .85$ , and  $.91$ ), exemplification ( $\alpha = .81, .79$ , and  $.76$ ), intimidation ( $\alpha = .87, .89$ , and  $.84$ ), and supplication ( $\alpha = .93, .93$ , and  $.93$ ).

IMAS. We used IMAS (Andrews & Kacmar, 2001) as a second measure of IM. This scale includes four subscales composed of items inspired by the work of Cialdini and his colleagues (Cialdini, 1989; Cialdini et al., 1976; Cialdini & Richardson, 1980). The dimensions include blaring ( $\alpha = .82$ ), blurring ( $\alpha = .81$ ), boasting ( $\alpha = .83$ ), and burying ( $\alpha = .81$ ). Sample items from the four scales are “When someone else does a poor job, I let others know that I maintain a higher level of performance,” “When a supervisor compliments me on good work for which someone else is responsible, I don’t bother to explain otherwise,” “I let others know about my friendships with superiors in my organization,” and, “When a peer develops a negative reputation, I try to disassociate from him or her” respectively.

Politics Perceptions. We included the Hochwarter, Kacmar, Perrewe, and Johnson (2003) 6-item measure of politics perceptions (e.g., There is a lot of self-serving behavior going on). The items combined for a reliability score of .94.

#### Measures from Supervisors in Sample 3

Altruism. Altruism was measured with three items from Podsakoff, Ahearne, and MacKenzie’s (1997) organizational citizenship scale. A sample item is “This subordinate willingly gives his or her time to help others who have work-related problems.” The three items that composed this scale combined for an internal reliability estimate of .86.

Citizenship. We employed a second measure of citizenship behavior from Liden, Wayne, Jaworski, and Bennett’s (2004) scale. A sample item is “This subordinate volunteers to do things not formally required by the job.” This three-item measure ( $\alpha = .87$ ) tapped general citizenship behaviors.

### **Results**

The first goal of our study was to confirm the factor structure of Bolino and Turnley’s (1999) IM scale. We began by running a confirmatory factor analysis on Sample 1. The model estimated is shown in Table 1.



Table 1  
Alternative Model Test Results

Model	X <sup>2</sup>	Df	X <sup>2</sup> <sub>diff</sub>	df <sub>diff</sub>	X <sup>2</sup> /df	CFI	NFI	RMSEA
5-factor hypothesized model	383.32	199			1.93	.95	.91	.08
4-factor (Ing/Exe) Int Sup Slf	521.00	203	128.48***	4	2.57	.93	.89	.11
4-factor Ing Exe (Int/Sup) Slf	524.11	203	140.79***	4	2.58	.93	.89	.11
3-factor (Ing/Exe) (Int/Sup) Slf	655.49	206	272.17***	7	3.18	.91	.87	.13
3-factor Int (Slf/Ing) (Exe/Sup)	1101.86	206	718.54***	7	5.35	.85	.81	.18
2-factor (Int/Slf/Ing) (Exe/Sup)	1591.90	209	1208.65***	9	7.62	.76	.73	.22
1-factor	2002.90	209	1619.58***	10	9.58	.74	.71	.25

Ing = Ingratiation. Exe = Exemplification. Int = Intimidation. Sup = Supplication.  
Slf = Self-promotion.  
\*\*\*  $p < .001$ .

Fit statistics for this model were acceptable (CFI = .95, NFI = .91, RMSEA = .08) and all of the structure coefficients, also shown in Figure 1, were significant at  $p < .01$ . Modification indices indicated that model fit could be improved by allowing four items (intimidation 2-5) to cross load on the supplication factor. However, since the model fit was already acceptable these additions were not made to the model. Instead, alternative models were tested to confirm that a five-factor model suggested by Bolino and Turnley was the best representation of the items.

In total, six alternative models were estimated, four suggested by Bolino and Turnley (1999) and two we developed. Similar to the process Bolino and Turnley employed, we tested two separate four-factor models. The first combined ingratiation and exemplification into one factor but left the remaining subscales intact. The second four-factor model combined intimidation and supplication into one factor but left the remaining subscales intact. We also tested the three-factor model suggested by Bolino and Turnley. Specifically, the two combined scales from the four-factor tests served as two factors (ingratiation-exemplification and intimidation-supplication) and self-promotion served as the third factor. We tested an additional three-factor model that combined the “active” dimensions of self-promotion and ingratiation into one factor and the “passive” dimensions of exemplification and supplication into one factor while leaving intimidation as a third independent factor. We also created a two factor model by adding the intimidation items to the active dimension described above. Finally, similar to Bolino and Turnley’s efforts, we tested a one-factor unidimensional IM model.

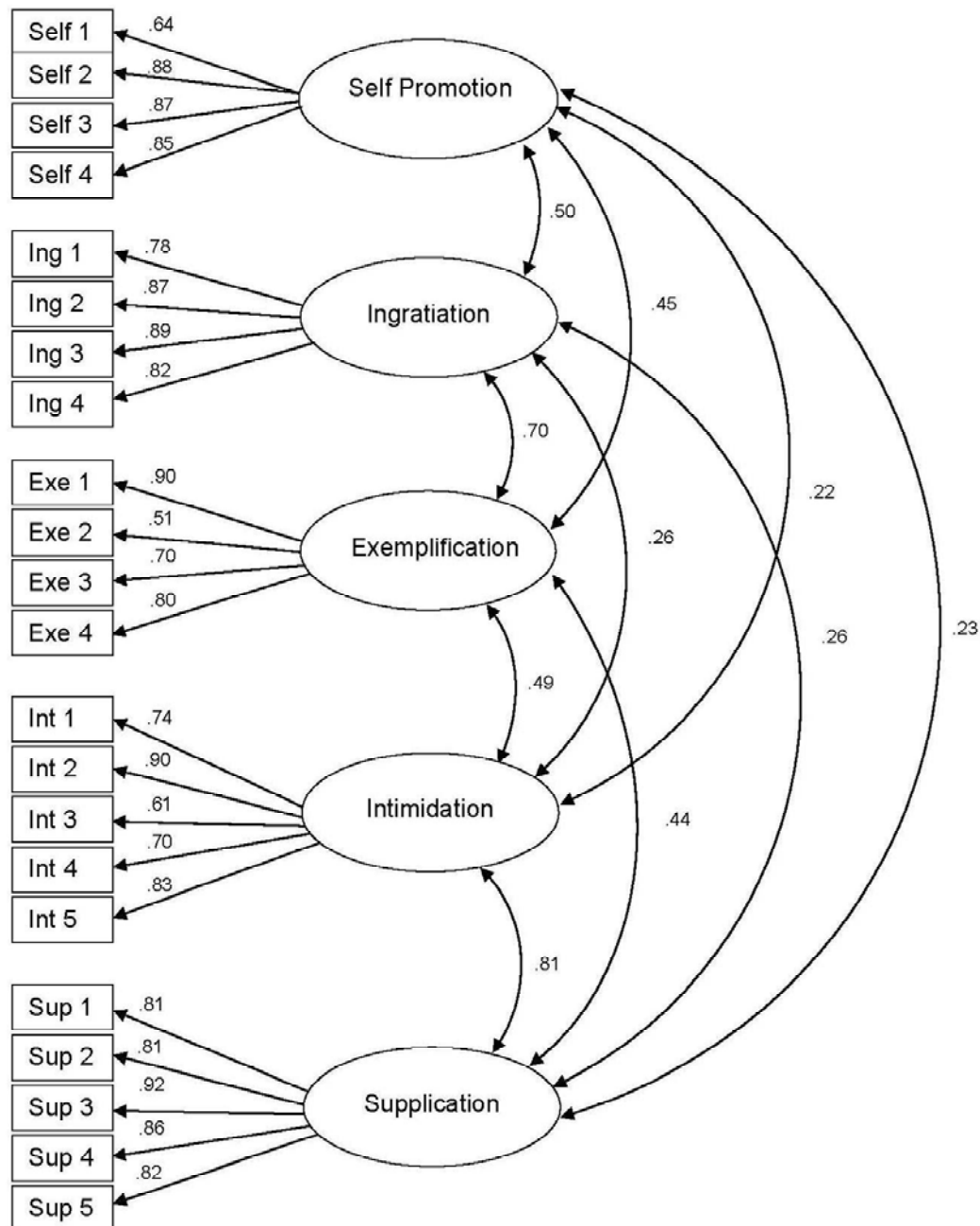
Table 1 houses the results for the alternative models. As shown there, the hypothesized five-factor model had a significantly lower chi-square value than all of the other models tested as well as a lower  $X^2/df$  ratio. In addition, the five-factor model boasted the best fit statistics of all of the models tested. However, before proclaiming the five-factor model as the best representation of the data, we conducted one final test. Using the multiple group feature of LISREL, we conducted a three-group analysis to



confirm that the 5-factor model held across all three samples collected. The global fit statistics for these models were acceptable with (CFI = .96, NFI = .92, RMSEA = .079) or without (CFI = .96, NFI = .93, RMSEA = .077) restricting the paths to be the same. Further, all of the structure coefficients were significant at  $p < .01$  for all samples. In concert, these results provide compelling evidence that the factor structure offered by Bolino and Turnley is robust.

Figure 1

Completely Standardized Structural Coefficients For Sample 1



Prior to exploring the relationships among the subscales, we examined the individual items comprising the scales to determine if modifications were needed. The item with the lowest structure coefficient (.51) is shown in Figure 1.

As the only item with a structural coefficient less than .60, “Try to appear busy, even at times when things are slower” was noted as a potentially poorly performing item on the exemplification scale. Looking back at the structure coefficients presented by Bolino and Turnley (1999), this same item posted the lowest resulting coefficient values in each of their samples.

The second goal of our study was to examine the relationship among the subscales of the Bolino and Turnley (1999) IM scale. We made two specific predictions about how these subscales would relate to one another. First, we expected the highest correlation for the intimidation subscale to be with the supplication subscale, and vice versa, as both of these scales place the actor in a bad light (H1). Additionally, we hypothesized that the remaining three subscales, exemplification, ingratiation, and self-promotion, would have higher correlations among themselves than with either intimidation or supplication as these three dimensions place the actor in a positive light (H2).

To test our assumptions we produced a correlation matrix for the five subscales (see Table 2) for each of the three samples.

As expected, the highest correlations for intimidation and supplication were with each other. Further, the highest correlations among the remaining three dimensions also were among one another. These results provide support for Hypotheses 1 and 2.

Having confirmed the factor structure of the Bolino and Turnley (1990) scale and the relationships among the five dimensions, we turn to the next step, testing the validity of the subscales. To do this we correlated the dimensions of the IM scale with other measures to which we expected it to relate (convergent validity) and not relate (discriminant validity). As discussed previously, for convergent validity we used the four subscales of IMAS. As hypothesized, we expected the IMAS subscales of boasting and blurring to be most highly correlated with Bolino and Turnley’s self promotion subscale (H3), while the blaring and burying subscales of IMAS will be most highly correlated with Bolino and Turnley’s exemplification subscale (H4).

For discriminant validity, like Bolino and Turnley, we included citizenship behaviors, but we employed different measures than they did. Our measures tapped altruistic behaviors and general citizenship behaviors, while Bolino and Turnley measured loyalty, obedience, and functional participation. However, given that our measures tap the same underlying construct of citizenship, we expect our OCB scales to be unrelated to the IM subscales.

Table 2  
Correlations, Means, and Standard Deviations  
**Sample 1**

Variable	Mean	SD	1	2	3	4	5
1. Self-promotion	2.74	0.81	---				
2. Ingratiation	2.55	0.98	0.49***	---			
3. Exemplification	1.83	0.79	0.40***	0.63***	---		
4. Intimidation	1.37	0.56	0.13	0.18*	0.34***	---	
5. Supplication	1.25	0.49	0.15	0.22**	0.39***	0.63***	---

Listwise N=144. \*  $p < .05$ . \*\*  $p < .01$ . \*\*\*  $p < .001$ .

**Sample 2**

Variable	Mean	SD	1	2	3	4	5
1. Self-promotion	2.98	0.91	---				
2. Ingratiation	3.22	0.90	0.47***	---			
3. Exemplification	2.67	0.96	0.50***	0.49***	---		
4. Intimidation	1.88	0.91	0.30***	0.14*	0.35***	---	
5. Supplication	1.60	0.83	0.13***	0.16*	0.29***	0.60***	---

Listwise N=236. \*  $p < .05$ . \*\*\*  $p < .001$ .

**Sample 3**

Variable	Mean	SD	1	2	3	4	5
1. Self-promotion	2.69	0.88	---				
2. Ingratiation	2.55	0.98	0.55***	---			
3. Exemplification	1.80	0.70	0.43***	0.54***	---		
4. Intimidation	1.53	0.60	0.37***	0.27***	0.42***	---	
5. Supplication	1.43	0.65	0.33***	0.30***	0.45***	0.61***	---

Listwise N=204. \*\*\*  $p < .001$ .

The correlations presented in Table 3 provide some support for our contentions. Of the twenty correlations among the IMAS and IM subscales, all were deemed significant except one. The exception was the correlation between blurring and ingratiation. We believe these two tactics were not significantly correlated because the underlying purpose for each is clearly different. Ingratiation is undertaken by an actor to make the target like him or her by directly complimenting the target's accomplishments while blurring allows the actor to receive praise from the target for someone else's achievement. With respect to our hypotheses, partial support was found for H3 as the highest correlation between the IMAS subscales and the Bolino and Turnley (1999) IM dimensions was found for boasting, but not blurring. Further, partial support was found for H4 as burying did produce one of the strongest correlations with exemplification, but boasting, rather than blaring produced the strongest. Finally, with respect to discriminant validity, the two forms of citizenship behavior examined in this study worked very similarly to the three citizenship scales used by Bolino and Turnley (1999), as none of the correlations were significant.

Table 3  
Correlations for Validity Tests<sup>a</sup>

Variable	Self Promotion	Ingratiation	Exemplification	Intimidation	Supplication
Blaring	0.29***	0.20*	0.29***	0.30***	0.21**
Blurring	0.16*	0.01	0.24**	0.20**	0.23**
Boasting	0.44***	0.30***	0.40***	0.32***	0.34***
Burying	0.24**	0.17*	0.35***	0.32***	0.29***
Altruism	0.04	0.11	0.10	0.07	0.03
Citizenship	0.04	0.06	0.04	0.04	0.01

<sup>a</sup> Listwise N=178.

\*  $p < .05$ . \*\*  $p < .01$ . \*\*\*  $p < .001$ .

We tested the criterion-related validity using perceptions of politics as the criterion variable (H5). Specifically, we expected the five IM dimensions found in the Bolino and Turnley IM scale to explain variance in ratings of perceptions of politics. We conducted a hierarchical regression analysis for each of the five IM dimensions. In the first step we entered two control variables, age and gender as both of these variables have been found to be related to perceptions of politics (e.g., Treadway et al., 2005). In the second step we entered one of the IM dimensions. Our regression results, which are presented in Table 4, indicated that after controlling for the variance due to age and gender, four of the five IM dimensions explained significant incremental variance in perceptions of politics.

Table 4  
Hierarchical Regression Results for Criterion-Related Validity

	Variables	B	R <sup>2</sup>	ΔR <sup>2</sup>
Ingratiation	Step 1: Controls		.000	.000
	Gender	.011		
	Age	-.011		
	Step 2: IM tactic	.127*	.019	.019*
Exemplification	Step 1: Controls		.000	.000
	Gender	.032		
	Age	.012		
	Step 2: IM tactic	.207*	.025	.025*
Intimidation	Step 1: Controls		.000	.000
	Gender	-.096		
	Age	-.013		
	Step 2: IM tactic	.434***	.076	.076***
Supplication	Step 1: Controls		.000	.000
	Gender	-.060		
	Age	-.034		
	Step 2: IM tactic	.336**	.055	.055**
Self-promotion	Step 1: Controls		.000	.000
	Gender	-.006		
	Age	-.005		
	Step 2: IM tactic	.110	.011	.011

These results offer partial support for H5 as four of the five IM tactics positively predicted perceptions of organizational politics.

## **Discussion**

Results from our analyses provide additional empirical evidence that the Bolino and Turnley (1999) IM scale has many strong psychometric properties. For instance, the factor structure held across all three samples used in this study. Additionally, the scale demonstrated convergent and discriminant validity in both the original article and in our tests. In our convergent validity tests we employed a second measure of IM. However, only one correlation between the various subscales from Bolino and Turnley's scale and IMAS exceeded .40. While this demonstrates some expected overlap between the scales, the correlations could be higher. Results from our discriminant validity tests mirrored those of Bolino and Turnley with respect to citizenship behaviors as there were no significant correlations between the scales. These findings are even more impressive given that we employed different citizenship measures than did Bolino and Turnley. Another positive feature of this scale is its strong internal reliability. All five subscales both in the original scale development study and in our three samples produced alphas that exceeded .75. Finally, we were able to demonstrate the criterion-related validity of the scale using perceptions of politics.

Our study uncovered several issues that if addressed may enhance the scale's usefulness and attractiveness to IM scholars. First, one of the exemplification items could be improved. It had the lowest structure coefficient in our study and in the Bolino and Turnley (1999) article as well. Recognizing that a poorly performing item can produce unexpected consequences further down the analysis chain, we believe that the scale could be strengthened by modifying or replacing this item. Following either of these paths, we suggest that the item be written to be more like the other three items that compose this subscale. That is, the focus of the item should be on time spent at work (i.e., coming early or leaving late), rather than what the person does while there (trying to look busy). Correcting problems with this item also may help to raise the reliability on the exemplification subscale. While not unacceptable, this subscale produced the lowest reliability in all three of our samples.

A second suggestion is that the scale needs a name. Most scales are given names that reflect their purpose (e.g., IMAS for the Impression Management by Association Scale) and/or that create a memorable acronym (POPS for the Perceptions of Organizational Politics Scale). Following the first approach, we suggest naming the scale IM-5 which describes both its purpose as well as the number of dimensions in the scale. If the authors wish to include their names in the scale their initials could be added making it BTIM-5. The scale also could be called SISIE, a memorable acronym created by combining the first letter of each of the five dimensions of the scale. Regardless of whether any of these suggestions are used, to aid future research efforts, the scale needs a name.

## **Limitations and Directions for Future Research**

As with any empirical study, there are limitations with the current research which need to be mentioned. First, it is possible that the lack of significant relationships between the OCB scales and the IM dimensions in the Bolino and Turnley (1999) scale in both the original and current studies are due to the fact that different respondents provided the data for the scales. While it is true that data collection efforts that gather the independent and dependent variables from separate samples may help eliminate problems associated with common method variance, such efforts may contribute to the lack of significant relationships found in this study. Thus, future researchers should continue to assess the relationship between OCB and the Bolino and Turnley IM dimensions, with measures of OCB collected from both subordinates and supervisors.

Although we included a variety of theoretically relevant variables in our study, there are still many others that could have been included. Some key constructs that come to mind include social desirability, important antecedents such as need for power, self-monitoring, and self esteem, as well as logical consequences such as performance and promotability. Including variables such as these would allow researchers to determine the unique aspects of the IM dimensions by determining which ones work similarly and which work differently with these additional constructs. Finally, more work is needed to examine the criterion-related and incremental validity of the scale. These steps were not included in the Bolino and Turnley (1999) study and we only used one variable, perceptions of politics, to examine the criterion-related validity of the scale. Thus, future researchers should consider including variables (e.g., liking, reputation, promotability, performance) that can be used to explore both the criterion-related and incremental validity of the Bolino and Turnley scale in order to determine how it relates to other variables in the nomological network of impression management (Hinkin, 1998).

From a practical perspective, future researchers may want to include the full IM scale or any of the subscales when exploring employee reactions to the organizational workplace. For example, justice researchers could examine whether the use of IM increases when the work environment is deemed to be just or unjust. That is, do people use IM tactics to “even the score” in an unjust environment or do they use them to gain ground on a level playing field. It also would be interesting to explore whether actions of co-workers and supervisors can encourage or discourage the use of IM as it is possible that co-workers and supervisors may create an environment where IM tactics are considered taboo or one in which they are encouraged or even necessary.

Based on the evidence collected to date, the Bolino and Turnley (1999) IM scale appears to have much potential. The soundness of the scale development procedures followed by these authors was evident in our tests. With further refinement of some of the items and the addition of a name, this scale should be positioned to make an impact on the field.

## **Appendix**

### **Bolino and Turnley's (1999) IM Scale**

Respond to the following statements by thinking about "how often you behave this way"

#### **Self-Promotion**

1. Talk proudly about your experience or education.
2. Make people aware of your talents or qualifications.
3. Let others know that you are valuable to the organization.
4. Make people aware of your accomplishments.

#### **Ingratiation**

1. Compliment your colleagues so they will see you as likable.
2. Take an interest in your colleagues' personal lives to show them that you are friendly.
3. Praise your colleagues for their accomplishments so they will consider you a nice person.
4. Do personal favors for your colleagues to show them that you are friendly.

### Exemplification

1. Stay at work late so people will know you are hard working.
2. Try to appear busy, even at times when things are slower.
3. Arrive at work early to look dedicated.
4. Come to the office at night or on weekends to show that you are dedicated.

### Intimidation

1. Be intimidating with coworkers when it will help you get your job done.
2. Let others know you can make things difficult for them if they push you too far.
3. Deal forcefully with colleagues when they hamper your ability to get your job done.
4. Deal strongly or aggressively with coworkers who interfere in your business.
5. Use intimidation to get colleagues to behave appropriately.

### Supplication

1. Act like you know less than you do so people will help you out.
2. Try to gain assistance or sympathy from people by appearing needy in some areas.
3. Pretend not to understand something to gain someone's help.
4. Act like you need assistance so people will help you out.
5. Pretend to know less than you do so you can avoid an unpleasant assignment.

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