

How Impression Management Does Affect Compulsory Citizenship Behavior: Interpersonal Skills as Mediation



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Abstract

Explicit compulsion; Interpersonal skills; Citizenship behavior; Impression management; Implicit compulsion; Defensive management; Assertive management; Empirical analysis; Organizational Citizenship Behavior; Good soldier

Mini Review

Organizational Citizenship Behavior (OCB) is one of the most important research topics in the field of organizational behavior. For a long time, most scholars have studied the positive side of organizational citizenship behavior. 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 type of Compulsory Citizenship Behavior (CCB) that exists in an organization, namely "certain behaviors that have to be performed due to some external factors" [1] came up with the concept of CCB: "An involuntary act of citizenship that an employee has to perform under the pressure of the subject, the object and the environment. Exploring the triggers of CCB in organizations is an important way to better understand this behavior. Only a few scholars in the literature have studied the relationship between impression management and CCB, most of the others have studied OCB influencing factors or the relationship between leadership style and CCB. Therefore, for employees, how to reduce CCBs through impression management is particularly important. In this process, individuals need to have certain skills-the ability to influence others in their work to achieve organizational goals, for example, interpersonal skills, it means that some people is very considerate in social intercourse and interpersonal relationship Suzanne et al. [2]. However, at present, there are few studies on the relationship among them. On this basis, this paper adopts the method of empirical analysis, taking impression management as independent variable, CCB as dependent variable, and interpersonal skills as mediating variable, explore the interaction mechanism among them. The tactic of impression management can be

classified into the following categories by their different cause and effect, that is, assertive impression management and defensive impression management [3]. According to Chen [4] compulsory citizenship behavior can be divided into two dimensions: explicit compulsion and implicit compulsion. So, the research model is as follows. The main hypothesizes of this study are as follows:

- a) H1: Impression Management and CCB have significant negative effects.
- b) H1a: Assertive management and explicit compulsion have significant negative effects;
- c) H1b: Assertive management and implicit compulsion have significant negative effects.
- d) H1c: Defensive management and explicit compulsion have significant negative effects;
- e) H1d: Defensive management and implicit compulsion have significant negative effects.
- f) H2: Impression Management and Interpersonal skills have significant positive effects.
- g) H2a: Assertive management and Interpersonal skills have significant positive effects;
- h) H2b: Defensive management and Interpersonal skills have significant positive effects.
- i) H3: Interpersonal skills have significantly negative effects on CCB.

j) H3a: Interpersonal skills have significantly negative effects on explicit compulsion.

k) H3b: Interpersonal skills have significantly negative effects on implicit compulsion.

l) H4: Interpersonal skills mediate between impression management and CCB.

m) H4a: Interpersonal skills mediate between assertive management and explicit compulsion.

n) H4b: Interpersonal skills mediate between assertive management and implicit compulsion.

o) H4c: Interpersonal skills mediate between defensive management and explicit compulsion.

p) H4d: Interpersonal skills mediate between defensive management and implicit compulsion.

According to [5] we have carried on the statistical analysis to this research hypothesis through a questionnaire survey of 300 college teachers, this paper examines the relationship between impression management (assertive impression management & defensive impression management) and compulsive citizenship behavior (explicit compulsion & implicit compulsion) and the mediating role of interpersonal skills. The results show that impression management and interpersonal skills have significant negative effects on explicit compulsion & implicit compulsion, that is, the stronger impression management and interpersonal skills, the weaker CCB; At the same time, interpersonal skills play a significant mediating role between impression management and CCB, that is, the stronger interpersonal skills are, the weaker impression management is. This study has some theoretical contributions and management implications. For the first time, CCB was identified as being able to distinguish between explicit compulsion and implicit compulsion. By the definition of CCB, the external situation can be divided into two types, one is directly prescribed by the leadership or the rules and regulations but employee is not psychologically voluntary, and the other is not

prescribed but is done by everyone, so I have to do it too. That is, the concept of explicit compulsion and implicit compulsion. It is verified for the first time that both assertive & defensive impression management have significant negative effects on explicit & implicit compulsion. Employees who carry out impression management are likely to feel less CCBs. This provides new empirical evidence for the relationship between variables and expands the scope of the study. Interpersonal skills were identified as mediating between impression management and CCB. People who perform impression management tend to have higher interpersonal skills, are more sensitive to the compulsory organizational climate around them, and are more flexible, so they are likely to feel less CCBs. This provides a new source and direction for uncovering the internal logic of the relationship between variables.

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