

The Effect of Self-Efficacy and Self-Monitoring Level on the Impression Management Tactics which are used via Social Networking Websites: A Research in the Banking Sector

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Abstract—In the new economy where there is an increasing intensity of competition with the globalization process in the 21st century, a dizzying speed of technological change and a differentiation of the relevant customer expectations, the strategies of businesses and therefore the strategies of their employees which they follow in order to survive change at a great pace. The main conceptual framework of this study consists of Goffman's Dramaturgical Theory and the impression management tactics that were determined based on this theory. The study aims to ascertain the relationships between digitalization effect and Self-Efficacy and Self-Monitoring Behavior, and to examine especially the usage of the tactics are described as the impression management tactics that are used via social networking websites and their antecedents within the scope of the research model by the new impression management. The banking sector sample group study revealed the digitalization effect, and as a result of the study, the positive effect of the self-efficacy and self-monitoring levels of the participants on the impression management tactics they used were determined, significant differences between the impression managements, which were utilized according to the age group and gender demographic variables, were ascertained and "Displaying Social Standing Tactic" and "Impression by Images Tactic" were defined in addition to the measurement tools that were detected as a result of the literature review.

Keywords—Digitalization, displaying social standing tactic, impression by images tactic, impression management tactics, impression management tactics via social networking website.

I. INTRODUCTION

During the transition from information society to digital society, the uncertainty that capitalism has created on human resources and the pressure of sustainable profit and competition on organizations provide basis for negative consequences. The facts that digitalization, which is defined as the transformation of analogue information (words, visuals and letters) into savable electronic signals, and the digitalization of the audio, visual and text forms of information integration are possible enable organizations to comply with the new world order which is the main factor of

competition on the basis of the organization and to transform all the elements that constitute the organization, all the other elements around the organization and the relationships among them in a way that is hard to reverse [1]. Communication channels change at a great pace with the increasing effect of digitalization day by day. The number of internet users in Turkey grew 211 times from 1998 to 2015 and has reached up to 48,617,291 [2]. Web based social networking sites are defined as 'creating public or semi-public profiles in a certain and limited structure, adding the other users who share the same connections to these profiles and increasing their connections by displaying other connections', and they have been developing at a dazzling speed since the first profile that was created on www.sixdegrees.com in 1997 (Boyd, 2008 as cited in [3]). Social media is placed on the top among the intended purposes of the internet by 80.9%, and it has become an undeniable medium both for organizations and for employees [2].

People may employ various methods that can make them different apart from the knowledge and experience they have and they can go into the effort of controlling the impressions they make on other people. The main conceptual framework of this study consists of Goffman's Dramaturgical Theory and the impression management tactics that were determined based on this theory. The study aims to ascertain the relationships between digitalization effect and the antecedents of the impression management tactics used via social networking websites.

II. LITERATURE REVIEW

A. Impression Management Tactics

Goffman initially defended the Impression Management Theory in his book *The Presentation of Self in Everyday Life*, which was published in US in 1959 [4]. The origin of the Impression Management Theory goes back to the work of Machiavelli, *The Prince*, written in 1514, and the theory underlies the academic researches done about this subject [5]. According to Goffman's Dramaturgical Theory (1959), human behaviors resemble a theater stage with its audience and actors [4]. On this stage, individuals perform by wearing a mask of the person whom they want to be. However in the backstage,

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people prioritize their own selves and reveal their real personality. The different social impression management of individuals in different atmospheres is a set of behaviors that directly affects the social and working lives of individuals but that cannot be defined as right or wrong. The rightness or wrongness of social impression management varies by the intended use, and it is a subjective phenomenon because it is dependent on the individual [6]. They create their identities so they resemble stage actors. Historically, the phases of the Impression Management Theory can be summarized as the first period that contains the work of Goffman published in 1959 and the work of Jones published in 1964, the second period in which the early works – they can also be expressed within the field of social psychology – were developed and deepened and the third period in which the Impression Theory became an applicable concept and studies were performed that could associate the concept with various disciplines.

In 1990, Leary and Kowalsky described the impression management tactics as the “the process by which people control the impressions others form of them” and indicated that these tactics are shaped with the intent of controlling the perceptions of others [7]. Another definition regarding this control process is “methods that people use in an attempt to control the impressions of others for them” [6]. Another definition of impression management was introduced by Tedeschi in 1984 that has been frequently used by researchers in their relevant studies and that contains the emphasis of steering and observing about the process, and that definition of impression management is “all the behaviors of the individual for the purpose of controlling and steering the impressions of other individuals for him/her” [8] - [9]. According to Lopes and Fletcher (2004), impression management is a set of attempts to influence the impressions of people on other people by using some personality characteristics or by exhibiting positive ethical behaviors and to create a positive image [10]. Chen and Fang (2008) associated impression management with organizational citizenship behavior, and expressed it as a set of manners and behaviors that a person develops in order to be perceived as a hardworking, honest and helpful colleague by other colleagues in the same workplace [11]. In their study, Rozell and Gundersen (2003) drew a parallel between impression management tactics and individual publicity campaigns because they see these tactics as the effort of people to continuously emphasize their personal characteristics and not to reflect their deficiencies [12].

The dependent variable of the study ‘impression management’ is defined by Bolino et.al. (2008) from an organizational point of view as the behaviors that an employee exhibits in order to enhance the positive perspective that s/he has created until that day in the eyes of his/her colleagues and to remove the negative perspectives of them – if any [13]. The definitions regarding impression management in the literature reveal the fact that all of them address different perspectives towards the conceptual background. All the individuals who use these techniques purposively. On the other hand, other relevant descriptions mentioned whether impression

management behaviors are exhibited consciously or not, and emphasized aspects like being known, creating the desired persona or perceptions, receiving social approval and avoiding disapproval [14].

Apart from the impression management tactics that are provided by face-to-face communication methods in organizations, the usage of virtual tactics, for which social networking sites form a basis, is thought to be remarkably common as well. In this regard, it is not possible to deny the fact that the social networking site activities that the individual performs via social networking sites, the language s/he uses on these social networking sites, his/her verbal and nonverbal expressions, the persons s/he communicates, his/her relationship with the other participants and shares like timing give very important clues about the person [15]. The examination of the common features of the relationships established in the social media environment exhibits the fact that people wear social “masks” in order for them to maintain their relationships and to provide the continuity of their ideal personas which they created in the eyes of others, and find the opportunity to conceal their real personas with the help of this mask. In this behavior of concealing, the people who find the chance to move away from their own personas and hide what they do not like about themselves find more opportunities to create an ideal image about themselves on others by using shadow masks [16]. When this is considered regarding the people in the workplace, the shares on social networking sites and the ideal personas created can be thought to be created and popularized easier than the real life and shares, and sharing things that can have a positive effect especially on the managerial staff can be thought to pave the way for swiftly reaching the future career objectives of people

B. Self-Efficacy

Albert Bandura firstly addressed the concept of self-efficacy in his book *Cognitive Behavioral Change* published in 1977, it was discussed as part of the Social Cognitive Theory and it was defined as the belief of an individual that s/he can fulfill a task successfully when s/he takes the responsibility of it [17]. While the self-efficacy has an impact on people’s emotional, cognitive and behavioral processes, Bandura (1997) indicated that four main sources – past performance, vicarious experience, verbal persuasion and emotional-physical state – have a role in the creation of this belief [18]. Thus, it is more accurate to see the self-efficacy as a dynamic evaluation process that can be influenced from some situational and environmental features rather than a constant personality characteristic [19]. In their study, Kramer and Winter (2008) expressed that as the self-efficacy of people increase, they use the impression management tactics in social environments more actively and the number of friends they have and their profile details increase [20]. Another relevant research reveals the fact that there are meaningful relationships between the self-efficacy perceptions of people and the impression management tactics they use, there is a negative relationship between self-efficacy perceptions and asking for help (begging) and threatening, and there is a

positive relationship between self-efficacy perceptions and introducing one's qualifications and endearing [21].

Social Cognitive Theory states that some cognitive features of people have an important role in determining subsequent behavioral patterns and this process is affected from certain environmental characteristics [17]. As the efficacy beliefs of people that they can fulfill any task successfully or their positive perception that they can struggle against the difficulties they encounter increase, their expectations about their own success increase and they are motivated to go into action become the expected results. With reference to this result, people with high self-efficacy are expected to reveal that efficacy and competence to other people influence them in a positive way regarding their own image and exhibit the behavior of receiving their approval. That is why this study is thought to contain a significant positive relationship between the self-efficacy perception of people and their usage of impression management tactics. In accordance with these findings, the researchers would like to propose the following hypothesis:

H1: Self-efficacy affects the usage of impression management tactics in a significant and positive way.

C. Self-Monitoring

Snyder (1974) introduced self-monitoring, and self-monitoring behavior is expressed as the skill of a person of controlling and regulating the impressions that s/he left on other people in social environments [22]. Self-monitoring is based on regulating one's behaviors according to the necessities of his/her social environment and the ability to influence people's thoughts about him/her. In some cases, people cannot express their real feelings and thoughts in their social environments or may think that if they do, these expressions might have adverse effects on other people. That is why they may assume the behavioral patterns that their social environment, traditions or special cases consider as "suitable" and may regulate their self-presentations in the eyes of other people according to changing conditions [23].

The people who can highly self-monitor in social environments look for the answer of the basic question "what is the most ideal human behavior that the situation I am in requires?", and this question is expressed to have a strategic purpose. On the other hand, the people who can self-monitor at a low level ask the basic question "who am I and how can I be myself ideally?", and this question is indicated to have a motivational origin [24]-[25]. In addition, Snyder (1987) emphasized the fact that self-monitoring behavior can emerge in different ways in people who grew up in different cultures [26]. In another relevant study, Graziano and Bryant (1998) expressed that self-monitoring levels of people are related with their surrounding socialization process since their childhood and closely related with their approval expecting behavior [24]. In this context, it is possible to think that the people who have high self-monitoring levels are highly affected from the characteristics of their surrounding social environments and make an effort to accommodate themselves to these environments. On the other hand, it is also possible to

think that their own cognitive levels will play a primary role in the behaviors of the people who have low self-monitoring levels and they will not have worry for accommodation [27]. In their research, Turnley and Bolino indicated that the individuals whose self-monitoring levels are high can adapt more easily concerning endearing by force, introducing their qualities and using the methods of setting an example in contrast with the individuals whose self-monitoring levels are low [28]. In addition, Demir (2003) stated that apart from the indicated methods, self-monitoring skill play an effective role in also using the methods of asking for help, intimidation and emphasizing [9].

Because the people who have high level of self-monitoring also have high level of the talent of evaluating clues in social environments and the talent of "monitoring" themselves according to the appropriate behavior pattern – with reference to the Theory of Planned Behavior (Fishbein and Ajzen, 1975) – they are expected to utilize impression management tactics in order to make a positive impression on other people and a significant relationship is thought to exist between the self-monitoring levels of people and their usage of impression management tactics [29]. In accordance with these findings, the researchers would like to propose the following hypothesis.

H2: The level of self-monitoring affects the usage of impression management tactics in a significant and positive way.

III. A RESEARCH IN BANKING SECTOR

A. Proposed Research Model

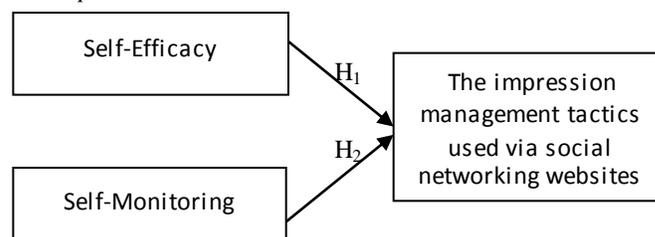


Fig. 1 Proposed research model

B. Sample

In order to test the determined relationships, the banking sector was designated as one of the most appropriate sectors for the research because the sector has determined digitalization as an important competition tool and an area of development; the main functions of the sector such as recruitment, performance evaluation and training are directed to digitalization projects and employees use social media frequently. Data were collected from the participants from the first 5 private banks in Turkey – according to the 2015 data of the Banks Association of Turkey – with structured questionnaires in the date range November 2015 – May 2016 with the snowball sampling method after the necessary theoretical infrastructure was established [30]. Filling out the questionnaires based on voluntariness, 478 questionnaires were collected and 454 of them, which had been filled out

validly, were included in the analysis.

C. Measurement Tools

The questionnaire form that was used in the research consists of 51 items in four parts. In order to determine the “Self-Efficacy”, the “Self-Efficacy Scale” was utilized. The scale consists of one dimension; it was developed by Schwarzer et.al. (1995) [31] and it was translated into Turkish by Demirbağ et.al. (2013) [32]. On the other hand, the “Revised Self-Monitoring Scale” was used for “Self-Monitoring”. The scale was created by Lennox (1984) [27], consists of two sub-scales named “Ability to Modify Self-Presentation” and “Sensitivity to Expressive Behaviors of Others” and it was translated into Turkish by Türeğen et.al. (2006) [33]. The Impression Management Tactics via Social Networking Websites scale consists of the “Make Public Your Qualifications and Endear Yourself to People”, “Endearing Yourself to People by Dignifying Others” and “Try to Act Like a Model Employee” dimensions of the Impression Management Tactics Scale developed by Bolino et.al. (1999) [28] and translated into Turkish by Basım et.al. (2006) [34], and consists of new expressions that were prepared by the researchers in order to measure the impression management tactics via social networking websites. All the items in the three scales of the study was measured by the 6-degree rating system from ‘strongly disagree’ (1) to ‘strongly agree’ (6).

D. Research Findings

The analysis was carried out by using the SPSS 23.0 statistics program. As a result of the factor analysis for testing the reliability of the variables that fall into the model and determining the sub-dimensions, the reliability of the “Self-Efficacy Scale” was 0.948, the total variance explained was 68.369, the reliability of the “Revised Self-Monitoring Scale” was 0.929, the total variance explained was 71.015 and the reliability of the “The Impression Management Tactics which are used via Social Networking Websites Scale” was 0.969 whereas the total variance explained was 87.613 within the context of the sample. In addition, because of the Mann-Whitney U Test, significant differences were identified within the context of the sample among the impression management tactics used by age groups and gender. The participants who were categorized in the group Y Generation used all the impression management tactics more than the participants in the X Generation group, and male participants used these tactics more than female participants did. According to the results of the analysis, a statistically significant effect of the self-efficacy ($\beta = 0.29^{**}$) and self-monitoring levels ($\beta = 0.23^{**}$) of the people who fell into the banking sector sample group on the impression management tactics they used was determined.

TABLE I
THE HIERARCHICAL REGRESSION ANALYSIS RESULTS THAT EXHIBIT
THE EFFECT OF SELF-EFFICACY AND SELF-MONITORING LEVEL ON
IMPRESSION MANAGEMENT TACTIC USAGE

Variables	Impression Management Tactics			
	Step 1		Step 2	
	B	t	β	t
Age	-0.13	-2.055	-0.15*	-2.339
Gender	0.23***	5.208	0.23***	5.019
Level of Education	-0.08	-1.847	-0.08	-1.899
Experience	-0.03	-0.709	-0.05	-0.745
Position	0.031	1.165	0.07	1.344
Self-Monitoring	0.29***	6.838		
Self-Efficacy			0.23***	5.328
R ²	0.199		0.168	
R ² Δ	0.084		0.053	
F	18.535		15.073	
F Δ	46.76		28.385	

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

IV. CONCLUSION

The most important results of the study are the demonstration of the change of the Impression Management Tactics Scale, which was designed by Bolino et.al in 1999 for measuring face to face communication [28], during the transfer of it to social networking websites after digitalization, and also the defining of the two tactics named “Social Status Showing Tactic” and “Impression Tactic with Visuals” and the testing of these tactics in the context of the sample. These two tactics, which are added to the Impression Management Tactics, which are used via Social Networking Websites Scale by the researchers, are thought to make a great contribution to the literature.

Within the scope of the research model, a significant and positive relationship was found in the context of the sample between ‘self-efficacy and self-monitoring behavior’ – which are defined as the individual-based antecedents of impression management – and ‘usages of impression management tactics’. The study is crucial also with regard to the revealing of the utilization of human resources – which the banking sector needs for a sustainable competition since sustainable competition is the most important goal in the digitalization process through which the banking sector is currently passing – and the revealing of the necessary and relevant future research suggestions. At the present time, human resources departments play an important role in the ‘right employee for the right job’ decisions in the recruitment and placement processes, and within the context of this study, it is possible to suggest the including of the implementations that will measure these variables accurately in the selection of the candidates whose self-efficacy and self-monitoring levels are high especially in the banking sector where there is intense competition and change. The more frequent utilization of social media as the main recruitment channel day by day has started to make this suggestion a necessity rather than a preference. The creation of the mechanisms that will measure and evaluate the impression management tactic usage, the determination of the areas where tactics are intensely used and the establishment of the control system of these mechanisms

with regard to equality of opportunity and organizational justice are suggested within the scope of the research.

Significant differences were determined in the context of the sample between age groups and gender, which are among the demographic variables included in the research, and the impression management tactics used, and therefore the redesign of the practices and trainings all across the organization – in a way that talent management can be performed in the right way and organizational justice can be secured – has been proposed.

V. LIMITATIONS AND FUTURE RESEARCH

The limitations of the research are as follows: the research was done in private banks; the public banks and other sectors were left out of the scope of the study, and the subjective way of assessment that occurred because of the fact that the data of the research were collected from the participants themselves; in other words from a single source.

For future researches, there is the need to do long-term field researches that aim to measure the long-term effects of digitalization, and these researches are thought to be the direction signs for researchers and businesses in determining both the individual and organizational consequences of this concept.

Since the results of the study contain hints that can guide both the practitioners in the sector and the researchers who do researches on this subject, these results are thought to guide the relevant future researches.

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