

# Leaders' Image Concerns Is Moderator to Interfere with Leader Career Role and Leader Impression Management

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## Abstract

There is no same image who displayed out in the world because Leader career roles developed always leans on personal character, but it could describe as each person trend to play some a particular role. However the career role developed by nature and environment, impression management upon nurture education and skill training meanwhile involve with final result so that this work supposes career role would significant influence impression management. Hence image could be control if who would like to mold into a particular image on purpose for achievement. In addition to leaders in organization always have more pressure than employees whether performance or profit especial in such economic hardship. So that this work assumes leader career role significant affect to leader impression management and leaders' image concerns is moderator to interfere with the relationship of these two aspects. At last this work assays hypotheses successful via structural equation modeling. According to the result, this work looks forward to make industries to clear up management problem and digs out more potential crises.

**Keywords:** leader image concerns, leader career role, leader impression management

## 1. Introduction

Elaine B Greaves Esq. is president and CEO of Season to Success Inc. in Beachwood, Ohio, and radio host of "Leadership Talk with Elaine B. Greaves." She said there are five roles which communicator, thinker, decision-maker, team-builder and image-builder a leader needs to play in 20 Sept. 2012. However such role developed always leans on personal character also every individual possesses multiple roles just differ from personal weight for all roles, so there is no same image who displayed out in the world. But it could describe as each person trend to play some a particular role. Career roles are interactive products of individual and environmental processes: the continuous development of career identity on the personal side and of career significance on the environmental side (Hoekstra, 2006). However Roles and role labels serve a communicative purpose as shorthand templates, easily recognized and exchanged, to capture a complex mixture of tasks, goals, values, norms, and expectations concerning a position in some social context (Ashforth, 2001). That is the reason this work gives every effort to dig out what would be implicated about the member role within an enterprise.

A long line of research on entrepreneurial impression management establishes that the ability to present their ventures in a favorable light is a key attribute of successful entrepreneurs (Benson, Brau, Cicon & Ferris, 2015). Impression management refers to acts and behaviors that individuals use to influence the perceptions of others in pursuit of a specific goal (Goffman, 1959; Schlenker, 1980). Continual last section, individual character becomes leaders have their own personal role played in the organization but that also builds leaders style when they operate the enterprise like decision making or problem solving. For example given this lack of perfect objective data regarding the potential of their startups to convince investors, scholars have argued (and found considerable evidence) that entrepreneurs depend on their ability to skillfully employ written, verbal, and social skills to convince others of the feasibility of their ideas (Clarke, 2011; Parhankangas & Ehrlich, 2014; Werven, Bouwmeester, & Cornelissen, 2015). Because the career role developed by nature and environment, impression management upon nurture education and skill training meanwhile involve with final result so that this work supposes career role would significant influence impression management.

Morgan and Schwalbe (1990, p. 154) define self-image as 'the total set of beliefs and attitudes towards the self as an object of reflection'. These multifaceted beliefs can be positive or negative, actual or ideal, in the present,

past and/or in the future (Markus & Wurf, 1987). Definitely such strong image always prints on people mind when they have interaction especially among work, relationship or life. Leaders' image concerns reflect the extent to which they are concerned or worried about how others may perceive their organizations (Leary & Kowalski, 1990; Schlenker, 1980). Therefore image could be control if who would like to mold into a particular image on purpose for achievement. Hence this work considers the image is recognized and commanded consequently image concerns is regular degree free will that belong to human cause. In addition to leaders in organization always have more pressure than employees whether performance or profit especial in such economic hardship. For this reason, this work assumes leader career role significant affect to leader impression management and leaders' image concerns is moderator to interfere with the relationship of these two aspects.

## 2. Literature Review

### 2.1 Leader Career Roles

Weiss and Cropanzano (1996) emphasized the role of situational work-related events that have emotional valence and that may determine job attitudes and workplace behavior. For instance Guan, Yang, Zhou, Tian & Eves (2016) find strongly suggest that in order to play a strategic role in organizations, HR managers not only need the specialized knowledge and skills related to HR management, but must also develop general managerial abilities to cope with the challenges of strategy development and implementation. So that the role which people play within an organization refer to vast possibility including individual disposition, industry, position even external and internal organization environment. On the one hand, individuals select certain roles based on their personal preferences and competencies (i.e., role taking); on the other, people are driven toward certain roles as a result of environmental demands and expectations (i.e., role pressure) (Wille, Beyers, & Fruyt, 2012). This work reflects on such hybrid aspect can arouse out further contribution for the organization.

Hoekstra (2011) introduced the Career Roles Model as an interesting new theoretical framework to understand career development in terms of emerging career role identity. According to the Career Roles Model (Hoekstra, 2011), career roles are thus to be considered as the building blocks of individual careers, and a taxonomy is provided that distinguishes between six roles (Maker, Expert, Presenter, Guide, Director, and Inspirator) that are valid and potentially attainable in most jobs with some employee autonomy. Firstly Hoekstra (2011) mentions both the roles of Maker and Expert is assumed to be driven by goals regarding personal mastery and success, and a strong emphasis in these roles is put on independent individual production. And The Presenter and Guide roles both emphasize the social interactions with others. Finally, the roles of Director and Inspirator share their focus on the collective development of groups and organizations. So that this work applies Career Roles Model to measure leader career roles.

### 2.2 Leader Impression Management

Impression management is the process by which individuals attempt to create, maintain, protect, or otherwise control others' perceptions (Leary & Kowalski, 1990; Rosenfeld, Giacalone, & Riordan, 1995). In the past there are numerous and divergent conceptions of the construct, impression management essentially comprises actors' behaviors aimed at creating, protecting, maintaining, or modifying certain images held by a target audience (Bolino, Kacmar, Turnley, & Gilstrap, 2008). However these behaviors have been categorized into specific tactics, strategies, and styles (e.g., Jones & Pittman, 1982; Tedeschi & Melburg, 1984; Wayne & Ferris, 1990), and have been examined with regard to diverse organizational outcomes such as job offers, performance evaluations, and career success (Bolino, Kacmar, Turnley, & Gilstrap, 2008). Thus presently an organization gets impression management to become a mechanism for inductive perception achievement like culture building and even enhancing profit or performance.

Impression management research has identified several self-presentation tactics that employees use in order to create favorable impressions and to advance their careers (Diekmann, Blickle, Hafner, & Peters, 2015). As well the importance of leaders' role in managing stakeholders' impressions of an organization has long been recognized in leadership research (e.g., Gardner & Avolio, 1998; Gioia & Chittipeddi, 1991; Pfeffer, 1981), and leaders' ability to manage impressions is often linked to their effectiveness, especially in difficult and challenging situations (e.g., Coombs & Holladay, 2008; Ewen, Wihler, Blickle, Oerder, Ellen III, Douglas, & Ferris, 2013; McDonnell & King, 2013; Sosik, Avolio, & Jung, 2002; Zavyalova, Pfarrer, Reger, & Shapiro, 2012). Based on above deduction this work presumes leader career role would significant affect to leader impression management.

According above this work make a hypothesis:

H<sub>1</sub>: Leader Career Roles would influence Leader Impression Management.

### 2.3 Leader Image Concerns

Leaders' image concerns reflect the extent to which they are concerned or worried about how others may perceive their organizations (Leary & Kowalski, 1990; Schlenker, 1980). The study Guillén, Mayo & Korotov (2015) suggests that individuals high in one of such dimensions, affiliation, are more motivated to lead than are individuals low in affiliation only when their self-image fits their leadership prototype. This perspective spotlights identity-related factors that may be central for understanding leaders' attitudes at work (DeRue & Ashford, 2010; Ibarra, Snook & Ramo, 2010; Lord & Hall, 2005) and opens up fresh areas of inquiry for fit research adopting an intrapersonal comparisons perspective (Guillén, Mayo & Korotov, 2015). Because image concerns has been confirmed the power of leadership also it has flexibility, this tells us that the image concerns can be a control method for a company or industry to reach the goal. However, we contend that it is essential to examine the mediating role of image concerns in more detail to advance and expand on our theoretical understanding of leaders' impression management, because only in doing so can we incorporate other potential determinants of individuals' impression motivation as proposed by Leary and Kowalski (1990). At the same time, if their self-image matches how they perceive the role, they may hold favorable perceptions of leadership (van Knippenberg & Hogg, 2003) and see themselves as leaders (DeRue & Ashford, 2010). Arguably, self-to-leader comparisons help form individuals' intrinsic leadership motivation (Guillén, Mayo & Korotov, 2015). So that this work hypothesize leaders' image concerns is moderator to interfere with the relationship between leader career role and leader impression management.

According above this work make a hypothesis:

H<sub>2</sub>: Leaders' Image Concerns is moderator to interfere with the relationship between Leader Career Role and Leader Impression Management.

### 3. Method

In brief this work supposes leader career role significant affect to leader impression management and leaders' image concerns is moderator to interfere with the relationship of these two aspects according to above deduction.

#### 3.1 Measure

Questionnaire conducted to be survey tool in this work and involve in four parts. Background information is the first part and then leader career role, leader impression management and leader image concerns. A shortened version of the Dutch Career Roles Questionnaire (Hoekstra, 2011) puts in use to examine leader career role. There are six roles involve within leader career role which Presenter, Expert, Guide, Inspirator, Maker and Director. Items "Give shape to ideas and images in an appealing way," "Have a plan approved by framing it in the proper way" and "Dress up a plan or product to make it attractive and convincing" are designed for Presenter constant. Items "Apply expert knowledge in new problems," "Shed a light on a subject by informed comment" and "Analyze a problem that others find complicated" are designed for Expert constant. Items "Pay attention to someone's personal story," "Achieve something with a person by empathic understanding" and "Gain someone's confidence in a delicate matter" are designed for Guide constant. Items "Invigorate and provoke others with challenging views," "Show my vision of things at work in an enthusiastic way" and "Transmit thoughts about essential values in our work" are designed for Inspirator constant. Items "Press on firmly to deliver an assignment," "Organize matters personally to attain good results" and "Spare no effort when the real work has to be done" are designed for Maker constant. At last items "Take the lead in confusing situations," "Phrase the decision after a discussion" and "Manage a change process" are designed for Director constant. Khilji, Zeidman, Drory, Tirmizi & Srinivas (2010) develop a cross-cultural understanding of impression management behavior at workplace and this new measure of impression management, using elements of job-focused, initiative-focused and relationship-focused strategies (Table 1). At last this work imitates the research of Chng, Rodgers, Shihe and Song (2015) which ask the following two questions : "As a senior manager, how worried are you about how the company will be perceived by its key stakeholders, such as shareholders and financial analysts?" and "As a senior manager, how concerned are you about people's opinions of the company?" for the participants' image concerns assessment.

Table 1. Impression management behavior

<i>Job-focused</i>	
1. Demonstrating a serious attitude towards work	7. Performing good quality job
2. Investing more time in my job than required	8. Demonstrating reliability
3. Willing to take tasks requiring effort	9. Demonstrating experience related to the job
4. Demonstrating expertise	10. Following instructions accurately
5. Exhibiting professionalism	11. Working at the expected pace
6. Submitting accurate reports	
<i>Initiative-focused</i>	
1. Frequently introducing new ideas	
2. Calling attention to problems in a project	
3. Volunteering for assignments above and beyond job expectations	
4. Being sociable	
5. Being prepared to perform work that is not specifically required	
6. Actively participating in meetings	
7. Demonstrating initiative at every opportunity	
8. Volunteering for various activities outside the job	
9. Eagerly expressing my thoughts and ideas regarding work-related issues	
<i>Relationship-focused</i>	
1. Expressing consent	
2. Showing you know and love your work	
3. Smiling (for my supervisor and others)	
4. Uttering sentences such as, "I enjoy working here"	
5. Uttering sentences such as, "I am making an additional effort here."	

### 3.2 Sample

Free of ambiguity the object of this work is the leader including managers or supervisors, this work asks for vary level of leaders from different industries to be respondents in order to getting various opinions for persuasiveness. There are 150 respondents participate this survey and effective questionnaires are 148 (Effective response rate= 98.7%). Among 29 effective questionnaires got from manufacturing, 30 effective questionnaires got from retail, 30 effective questionnaires got from insurance, 29 effective questionnaires got from hotels and 30 effective questionnaires got from catering services. All effective respondents including 92 males and 56 females and average age is 32.6, and their average work experience is almost 12 years. Before hypothesis verification this work checks reliability previously, leader career role gets Cronbach's  $\alpha = 0.86$ , three elements of leader impression management are job-focused, initiative-focused and relationship-focused strategies gets Cronbach's  $\alpha = 0.89, 0.90$  and  $0.92$  separately, leader image concerns gets Cronbach's  $\alpha = 0.85$ . Such higher value represents this survey has a greater degree of reliability. And this result offers this work support to next step.

### 4. Results

In order to proving leader career role significant affect to leader impression management and leaders' image concerns is moderator to interfere with the relationship of these two aspects. This work conducts structural equation model to confirm hypotheses and affirmation of the relationship between leader career role and leader impression management in the first place.

Goodness-of-fit index of model reveals GFI is 2.103 also AGFI is 1.546 both comply with suggestion which large than 0.9 (Joreskog and Sorbom,1996), NFI= 1.255 and NNFI= 1.976 fill with the advice which the value large than 0.9 (Bentler and Bonnett, 1980) and PGFI= 0.753 for parsimonious fit measures, it shows fit modeling according to (Mulaik, James, Altine, Bennett, & Stilwell, 1989) mention the great value between 0.5 to 1. Because every goodness-of-fit index of model has accepted for suggestion by past researches, so the result of path analysis would be agreeable. Path coefficient between leader career role and leader impression management is 0.55 and t-value is 7.45 that means the hypothesis this work assumed is success. Therefore leader career role significant affect to leader impression management.

Final fragment is proving moderator so this work uses cluster analysis for confirmation. First of all this work calculates total leaders' image concerns score of every respondent and then divides into three groups are high leaders' image concerns, middle leaders' image concerns and low leaders' image concerns. Total leaders' image concerns score from 7 to 10 belong to high leaders' image concerns, total leaders' image concerns score is 6

belong to middle leaders' image concerns and total leaders' image concerns score from 2 to 5 belong to low leaders' image concerns. Next step is middle leaders' image concerns excluded from this survey for comparing different between high leaders' image concerns and low leaders' image concerns, high leaders' image concerns has 42 samples and low leaders' image concerns has 49 samples. Before moderator establishment, it must have to confirm model justness of two groups which high leaders' image concerns and low leaders' image concerns. Hence checking measurement invariance problem, this work does confirmatory factor analysis to both models. High leaders' image concerns model gets GFI=1.289, AGFI=3.151, NFI=2.115, NNFI=3.569 and PGFI=0.865 and low leaders' image concerns model gets GFI=1.799, AGFI=2.013, NFI=2.341, NNFI=2.691 and PGFI=0.788, above means both model without measurement invariance problem. And then this work conducts tests of measurement invariance by factor structure equivalence and the goodness-of-fit index of model obtains GFI=2.896, AGFI=3.053, NFI=3.879, NNFI=2.769 and PGFI=0.914. This outcome proves these two groups without have significant different with factor structure equivalence. As well as factor loading equivalence used for full metric invariance test, this work also gets GFI=0.995, AGFI=1.051, NFI=2.198, NNFI=1.868 and PGFI=0.665 about goodness-of-fit index of model. According to such value verifies both two models have no full metric invariance problem. Secondly processing chi-square different test to factor structure equivalence model and factor loading equivalence model, and this work gains without significant effect to each other that means these two groups have full metric invariance attribute. Finally performing different test to high leaders' image concerns path coefficients and low leaders' image concerns path coefficients for acquiring moderator affirmation. In the beginning this work sets variance of every aspect is 1 to stabilize the scale then sets these two groups not equal on path limitation, and this work gets an unrestricted model with great goodness-of-fit index (GFI=2.345, AGFI=2.411, NFI=3.218, NNFI=2.987 and PGFI=0.681). At last this work does chi-square different test to unrestricted model and restricted model (GFI=3.749, AGFI=4.846, NFI=3.846, NNFI=4.245 and PGFI=0.988), beyond all doubt this work have significant different among high leaders' image concerns group and low leaders' image concerns group. The proposed structural model (Figure 1.) presents the path coefficients and their significance, first it is positive relationship between Leader Career Role and Leader Impression Management (0.185,  $p < 0.05$ ); also it is positive relationship between Leader Career Role and Leaders' Image Concerns (0.49,  $p < 0.01$ ), and then the relationship between Leaders' Image Concerns and Leader Impression Management was found significant (0.144,  $p < 0.05$ ). Therefore hypothesis this work proposed that Leaders' Image Concerns is moderator to interfere with the relationship between Leader Career Role and Leader Impression Management is success. To summarize leaders' image concerns is moderator to interfere with the relationship between leader career role and leader impression management.

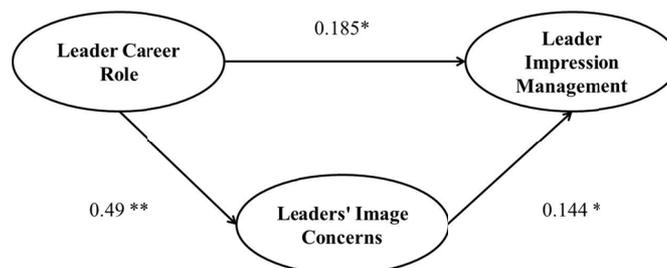


Figure 1. SEM model

## 5. Discussion

Based on the analysis result, this work proves leader career role significant affect to leader impression management and leaders' image concerns is moderator to interfere with the relationship of these two aspects successful. Because everyone has own character also responds to personal behavior which creates leader operation style. This work follows Career Roles Model (Hoekstra, 2011) separates leaders into six roles which maker, expert, presenter, guide, director, and inspirator. And leader impression management succeeded by the research of Khilji, Zeidman, Drory, Tirmizi and Srinivas (Khilji, Zeidman, Drory, Tirmizi, & Srinivas, 2010) uses elements of job-focused, initiative-focused and relationship-focused strategies to estimate. Moreover this work establishes leader career role significant affect to leader impression management, the role what the leader played would influence leader's job, initiative and relationship when the leader on operating hours. Besides leaders' image concerns is moderator to interfere with the relationship between leader career role and leader

impression management has been verified in this work, leader career role built by personal character but leader career role could be devised as well. So leaders would like to reach some particular purpose could devise their style deliberately that reflects on their work further achieve to the goal. In a word when the industry has problem to solve or achievement to reach, it can devise leader career role bring about different leader attitude on operating hours to advance problem solving and achievement reaching.

Although this work verifies leader career role significant affect to leader impression management. However there are six roles are maker, expert, presenter, guide, director, and inspiratory and three situations which job-focused, initiative-focused and relationship-focused of impression management discussed in this work. But among which role affect which kind of situation within work has not clear and definite. This work considers that is worth and necessary to be understood. In addition the issue of the degree of leaders' image concerns interferes with the relationship between leader career role and leader impression management has essential study too. Above is the aspect of the future research also it could bring out more contribution from principle. In brief this work looks forward to make industries to clear up management problem and digs out more potential crises.

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