ASSESSMENT OF IMPRESSION MANAGEMENT TECHNIQUES: COMPARATIVE ANALYSIS OF PUBLIC AND PRIVATE SECTOR COLLEGE TEACHERS

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Candidate of Master of Philosophy at National University of Modern Languages do hereby declare that the thesis "**Assessment of impression management techniques: comparative analysis of public and private sector college teachers**" submitted by me in partial fulfillment of M. Phil Degree, is my original work, and has not been submitted or published earlier. I also solemnly declare that it should not, in future, be submitted by me for obtaining any other degree from this or any other university or institution.

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ABSTRACT

Thesis Title: Assessment of Impression Management Techniques: Comparative Analysis of Public and Private Sector College Teachers

This research was designed to assess and compare impression management techniques of public and private College teachers. The first objective of this research is to assess the difference in all educational techniques used by college teachers The main objective of research was not only to compare Impression Management Techniques used by teachers of public and private sector but also to assess differences in practice of these techniques due to demographic differences including gender, experience, qualification and job designation. The theoretical framework of the study was based on theory of Impression Management Taxonomy by Jones and Pitman (1982), which comprised of Self Promotion, Ingratiation, Exemplification, Intimidation, and Supplication. The researcher used the quantitative research approach by using questionnaire as a data collection tool. For the current research population was all college teachers of ICT urban under FDE and private colleges registered in Federal Board of Intermediate &Secondary Education (FBISE) The total population was 528 .These colleges are ten (public 6 &private 4).But sample was (Male 100) and (Female 100) teachers serving in the colleges of public and private sector of Islamabad. The Chronbach alpha was 0.75. The result showed that, there was a significant difference between Impression Management (IM) Techniques practiced by private (3.00) and public sector college teachers (2.98) and it showed that Private college teachers used Impression Management Techniques more efficiently than college teachers of Public sector. It is recommended that Public Sector teachers should identify the techniques used by private teachers in managing impression. It is recommended that to improve Impression Management Techniques, seminars may be conducted where teachers can learn how they make their personality more attractive and appreciable.

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LIST OF ABBREVIATIONS

Abbreviation	Terms
IM	Impression Management
ICT	Islamabad Capital Territory
FG	Federal Government
IMCB	Islamabad Model College for Boys
IMCG	Islamabad Model College for Girls
DF	Degree of freedom
HSSC	Higher Secondary School Certificate
SPSS	Statistical Package for Social Sciences
OCB	Organizational Citizenship Behavior
F=MST/MSE	F= Anova Coefficient
	MST= Mean Sum of Squares due to treatment
	MSE=Mean Sum of Squares due to square
OB	Organizational Behavior
IMS	Impression Management Scale
FDE	Federal Directorate of Education
FBISE	Federal Board of Intermediate & Secondary Education

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Sadaf Abbasi

DEDICATED TO

MY MOST LOVING FATHER,

MY LOVELY FAIRIES

KAINAT,DUA

AND

MY HANDSOME PRINCE

ABDUL AHAD

CHAPTER 1

INTRODUCTION

1.1 Introduction of the Study

Impression management is a deliberate and accidental mechanism through a person endeavor to sway or manipulates opinions or thoughts of others concerning a specific individual, an event or an object. It is an effort which is made to control or influence other people perception in order to control information. People tend to pursue socialization since birth and in order to maintain socialization they need to develop relationships and they also have to maintain those relationships for their psychological as well as physiological requirements. Socialization is mandatory while building relationships and those relationships needs to be managed carefully. In socialization, it is important to interact with many people of having different backgrounds, cultures, professions as well as society. The differences between people sometimes create a problem in this process of socialization. Every individual has to maintain an impression and leave a positive impact on audience mind (Michelon & Bozzolan, 2015). So impression management is the process one has to manage carefully in every field of life in order to be successful in their respective fields.

Impression management (IM) is a conscious or unconscious strategy for shaping and regulating information in social relationships.

As discussed earlier impression management is a phenomenon in which someone tries to control other's opinion and influence their observations and perception about something. Most of the time people are highly concerned with making a first impression good in front of others because they strongly believe that first impression is the last impression so they act in a way that other person would be influenced. Therefore, during social interaction, a person tries to control their representation consciously or unconsciously. Furthermore, this is a method by which an individual manipulates the other person. There are many studies, which shows that such people who successfully manage their impression can be able to gain lead in any circumstances.

There are two types of approaches that an individual can employ to improve his or her image in front of others: self-development and others development (Robert, 2005). Others enhancement is an effort to make a person who has been targeted feel good in a variety of ways, whereas self-development is an effort to raise one's own appeal to others.

Impression formation is for all the people and it is important to manage it for their life and it also affects them deeply. Strategies of impression management in terms of power its protection and management has an impact on organization's culture as well as performance.

A book can't be judged by its cover is one of the most persistent proverb. While this might be sound advice, it takes on special importance in the workplace in many environments. Here, as everyone does, people are always judged by their appearance. There is also cultural diversity which is the risks of putting an

individual at a disadvantage by an inappropriate judgment are well publicized, becoming an increasingly common reality of daily work life. The workers must clearly be above the negative effect of unfortunate stereotypes

Impression management (IM) refers to how people's actions are influenced by their fears of how others will see, judge, and embrace them. The majority of management literature on the numerous processes (i.e., techniques) employees use to try to attain their goals, as well as the effectiveness of such tactics, have been the focus of subject. Many studies interchange the words impression management and influence tactics; nevertheless, the former is more about controlling others' impressions (Derrik &Ligon, 2014) the latter is more about managing others' behaviors. Self-presentation, often known as impression management, involves an actor, a goal, and an audience.

Five key techniques of impression management conduct were defined by Jones and Pittman. First key is when people demonstrate willingness to recognize their competence; Ingratiation, when people use flattery or affirmation to obtain a sense of attention and sympathy; Intimidation, explains a situation when people offer an impression that they are allowed to impose penalties on the other; Finally, the supplication defines an event where people display vulnerability or lack of authority to impose penalties on the other. . According to (Leary, 2001) that people try to achieve their goals to motivated the others by present them as dedicated and honest persons by impression management techniques.

Examples include showing yourself to be excessively dedicated and devoted while, among others, generating a sense of guilt. Some people use

examples to make them feel guilt conscious, so that others can imitate the present actions.

There have been two major trends in impression management. An area of research looks at the factors that influence the kinds of impressions people want to make, while the other looks into how identity knowledge might be applied to other cognitive states. Self-presentational viewpoints were used to look into conformity, aggression, sensible action, direction, persuasion, cultural pressure, feminism, stigmatisation, intimate friendships, feelings, and health and wellbeing. (Leary & Kowlsale, 1990).

1.2 Rationale of the Study

The current study was conducted to assess and compare impression management techniques used by the teachers in public and private educational institutions. Teachers are vitally important in the educational system, hence this study assessed the IM techniques employed by private and public college teachers. They employed impression management techniques to portray their impression. This study looked at the most common impression management techniques employed by college teachers in both the public and private sectors. This research is relevant since it is a comparative analysis of the teachers of private and public colleges in the Islamabad capital territory. There is a void in past research in this area, and this research may try to fill it by looking into IM techniques used by college teachers in public and private sector.

The work of Pakistani researchers is very limited in impression management sector especially in educational institutions and teachers. A work found on impression management behavior of individuals and people at workplace. The main aim of this research is focused on relationship-based, job-based and initiative-based techniques they are used (Khilji,Tirmizi &Srinivas, 2010).

Another work is 'Effect of ingratiation on supervisor satisfaction through helping behavior (Asadullah & Haider, 2016).This research investigates the role of helping behavior between employees ingratiation and supervisor satisfaction.

Another research is impression management techniques used by career oriented women are usually advance or traditional career management techniques during work place (Ansari,2016).This research is about working women who are facing hurdles during job as a form of norms which females adopts to maintain their good impression in front of society.

Another research was found the purpose of this study was to look into the relationship between ethical leadership perception and subordinate impression management in an educational institution setting (Khan & Javed, 2018).

The above mentioned work is on impression management an. In this study researcher assess all impression management techniques and investigate most commonly used technique by the teachers.

Furthermore researcher assess and compares public and private college teachers for using of impression management techniques. Demographically assessment of impression management techniques by the teachers.

Researcher found that there is no work on above mentioned area in Pakistan yet. Therefore researcher wanted to fill the gap with the help of current study "Assessment of Impression Management Techniques; Comparative Analysis of Public and Private Sector College Teachers".

1.3 Statement of the Problem

In any sector, impression management is extremely important. This study examined the impression management techniques employed by private and public college teachers. This study is useful in comparing the management techniques of teachers in the public and private sectors. . Many teachers find it difficult to control their emotions due to a lack of awareness and comprehension. They may take a range of approaches to dealing with it. Spend time investigating the techniques and practices they use to regulate public and private sector impressions. As a result, the research problem is to evaluate impression management techniques among public and private college teachers. The study analyses and contrasts public and private teachers' impression management techniques. It examines the value of impression management in the public and private sectors of education. It also aims to describe those techniques that are crucial in regulating public and private college teachers' impressions. This study would help other researchers in gaining a better understanding of how to manage

impressions in the field of education. In both public and private colleges it is useful to assess the techniques that can be beneficial for teachers who have inspired others and left a positive impression.

1.4 Research Objectives

The following were the study's objectives.

1. To assess which impression management technique is most commonly used by teachers.

1. To compare the techniques used by the college teachers of public and private sector for managing impression.

2. To assess Impression Management techniques used by college teachers with reference to professional experience.

3. To assess Impression Management techniques used by college teachers with reference to academic qualification.

4. To assess Impression Management techniques used by college teachers with reference to designation

5. To compare the Impression Management techniques used by the male and female college teachers.

1.5 Research Question

Q   Which impression management technique is most commonly used by teachers?

1.6 Null Hypotheses

Ho1   There is no significant difference in impression management techniques practiced by public and private college teachers.

Ho2   There is no significant difference in impression management techniques practiced by teachers with different experience (in years).

Ho3   There is no significant difference in impression management techniques practiced by teachers with different academic qualification in public and private sector.

Ho4   There is no significant difference in impression management techniques practiced by teachers with different job designation.

Ho5   There is no significant difference in Impression Management techniques practiced by male and female college teachers.

1.6 Research Question

Q   Which impression management technique is most commonly used by teachers?

1.7 Theoretical Framework

Jones and Pitman's impression management theory was followed in this study. This idea is useful in identifying impression management techniques in educational settings and their maintenance by the teachers, as well as identifying areas where IM techniques are not being used effectively.

In this research, the researcher focused on five impression management techniques from the Jones and Pittman taxonomy that are commonly associated with self-presentation, ingratiation, supplication, intimidation, and exemplification. Ingratiation entails an actor doing favors for a character and attempting to gain compassion for them by charming, expressing interest in, and furthering a goal. The following frame work demonstrates Jones and Pitman's taxonomy of impression management strategies. Self-presentation, ingratiation, exemplification, intimidation, and supplication are all used in this manner. The impression management idea is based on Jones and Pittman's five self-presentational styles: self-promotion (appearing competent), ingratiation (being pleasant and nice), exemplification (appearing morally exemplary), intimidation (appearing menacing), and supplication (trying to be viewed as helpless and weak).

Impression Management Techniques
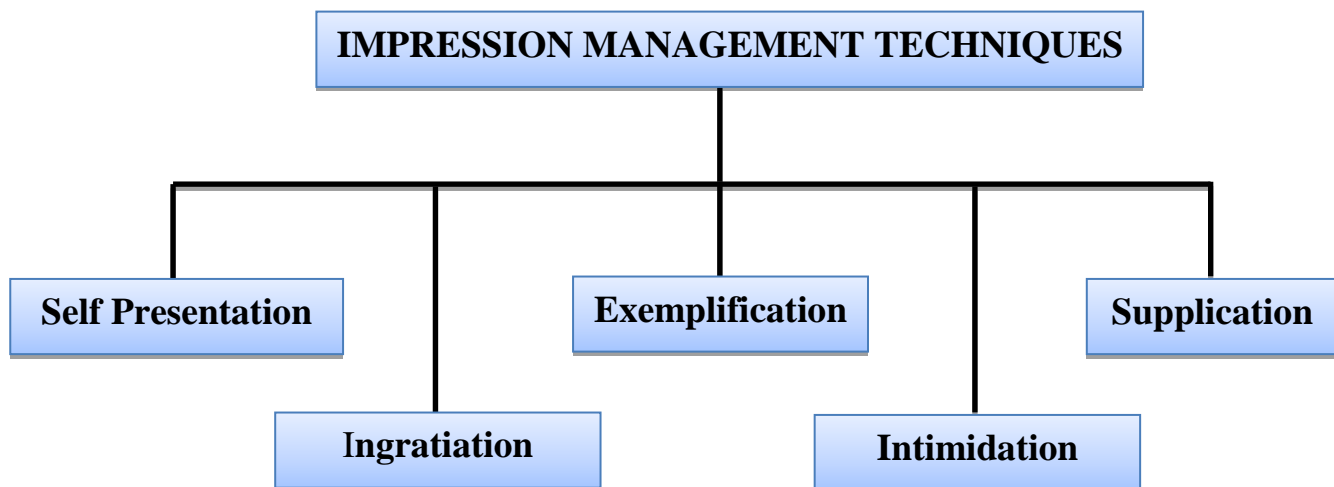
Fig 1.1   Impression Management Taxonomy of Jones and Pitman (1982)

1.8 Significance of the Study

The quality of a nation is determined by the level of its education. In the process of education, teachers are the most important component in exploring impression management practices. This research is valuable to the field of education. According to previous studies impression management is important in workplace to influence or control others. For education perspective it is be more beneficial for the teachers of colleges. These techniques are beneficial because with the help of these techniques someone present him or her in that way that affects others. This study conducted because to assess common techniques practice by the college teachers and also compare these techniques private and public college teachers. Therefore this study is helpful for future researchers. And also for teachers to maintain their impression through different techniques of IM in public and private colleges.

If someone is motivated to make an impression on others, the challenge is determining what kind of impression to make and how to make that impression. The most of researchers have depicted impression management as essentially including attempts to influence people's views of personal attributes. Others, on the other hand, have compared perception management to self-description in numerous respects. All behavioral attempts to generate impressions in the minds of others are included in our impression management idea. In addition to their personal attributes, people strive to develop interpretations of their attitudes, moods and roles.

This study is useful because it examined the impression management techniques employed by college teachers in both the private and public sectors. It identified an important and prevalent technique utilized by public and private college lecturers to maintain Impression Management. This study is useful in determining the motivations for using impression management strategies in both public and private colleges. The discrepancies between public and private college teachers were discovered in this study. There has been no research into the impression management strategies employed by college teachers. This is a comparison between public and private ICT teachers. The current study is valuable for all stake holders' e.g. teachers, administration of institutions and Federal directorate of education (FDE). Since it emphasizes the necessity of impression management techniques in educational institutions. Primarily this study will be beneficial for teachers of colleges since they get to know some of the advantages of impression management techniques in their working environment. This study will be useful for teachers because, by implementing these techniques in the classroom, they can achieve spectacular results. They can hold themselves accountable for their faults and use impression management techniques to improve their reputation.

Another stakeholder is administration of educational institutions therefore administration may arrange workshop or seminars for teachers for improvement of impression management techniques. Teachers are sensitized by administration to the proper use of impression management techniques.

Federal Directorate of Education is also an important stakeholder. FDE may arrange trainings or seminars for teachers regarding proper use of IM techniques.

1.9 Research Methodology

1.9.1 Research Approach

The quantitative approach was adopted for this study because whenever numeric data had to be collected, the quantitative approach was used to analyses the data. The researcher employed an independent t test to investigate the practices of college teachers in this study. The discrepancies in impression management strategies of male and female teachers at public and private college levels were assessed and analyzed using a quantitative research method. This study examined how male and female college lecturers make an impression, as well as the tactics they employ.

The evaluated the IM techniques utilized by professors in public and private institutions, as well as the differences between teachers of these two sectors' presentations through IM practices.

1.9.2 Population of Study

All the teachers teaching under Federal Directorate of Education is the population of this study from public sector. These colleges are starting from 1st year to post graduate level and located in urban area. These are six colleges under Federal Directorate of Education. Teachers who are teaching in the private

colleges of Islamabad is also population of this study. These are four colleges registered in FBISE.The total number of teachers are five hundred and twenty eight.

1.9.3 Sampling Technique

Disproportionate Stratified sampling technique was used for data collection in this research. Disproportionate Stratified sampling is the procedure where before sampling, members of the population are divided into subgroups that are comparatively similar. Strata sampling is a type of sampling that divides people into smaller groups. In this random sampling, strata are created based on members sharing specific characteristics or qualities.

1.9.4 Sample Size

Sample was taken from 6 colleges of Islamabad city and 4 private colleges of Islamabad. This sample is consisting of hundred teachers from government colleges and hundred teachers of different private colleges of Islamabad capital territory.

1.9.5 Research Instrument

A questionnaire adopted from the impression management scale (Balino & Turnley, 1999) consisted of 25 items and this questionnaire based on likert scale was used for assessing impression management techniques practiced by college teachers.

The IM Scale was adopted to measure impression management actions based on Jones and Pittman's (1982) five self-presentational styles: self-promotion (trying to appear competent), ingratiation (trying to appear polite and nice), exemplification (trying to appear morally exemplary), intimidation (trying to appear threatening), and supplication (trying to be viewed as helpless and weak). Each of Jones and Pittman's (1982) five self-presentational techniques is measured using the IMS Scale, which includes 20 statements. The response format is a 5-point Likert-type scale that represents the frequency in which respondents act in the specified manner (1=never, 2=rarely, 3=occasionally, 4=sometimes, 5=often).

1.9.6 Validity of Instrument

For the current research, researcher consulted experts of research in the relevant field of education to check the validity of instrument. (See Appendix-C)

1.9.7 Reliability of Instrument

The instrument of this study was tested for reliability on 30 college teachers from Islamabad colleges in the public and private sectors for pilot testing with Cronbach alpha and calculating item correlations. As a result, the study's final questionnaire contained 30 associated items.

1.9.8 Data analysis

SPSS was used to examine the data. SPSS was used to analyze the data using an independent t test. In SPSS, "mean" was also utilized to examine data.

1.9.9 Data collection procedure

Researcher got the permission from different heads of institutions from Islamabad Capital Territory (ICT) public and private sector. The researcher visited colleges to collect the data from teachers. Data was collected through a questionnaire adopted from Balino and Turnley.

1.10   Delimitations

Because of a variety of factors, this research was delimited.

1. The research was conducted only in Islamabad (Urban).

2. The study was delimited to only F.G. Colleges under FDE started from 1st year and Private colleges of Islamabad city.

There were some reasons for this delimitation, for this research not the large number of data is required. Therefore it was better to limit in Islamabad only.

Secondly, because Islamabad was accessible, the researcher could perform his research there.

Thirdly, the researcher did not include colleges in other cities due to budget.

CHAPTER 2

REVIEW OF THE RELATED LITERATURE

World is a stage and we all are its players. According to William Shakespeare, the world is like a stage, and we all play our role based on the situation and our ability. As a result of this dramatic idea, everyone plays their role. Teachers are also players, and they can carry out their responsibilities in such a way that everyone admires them and they maintain their image. The institution or college is like a stage, and the teacher playing the role of an actor and the students are the audience. They employ a variety of strategies in order to preserve a positive impression in the institution. Impression management is a method for people to keep track of how other people perceive them. Impression management refers to the technique that people use to manipulate how others view them (also known as self-presentation). When people believe that their public image is critical to achieving desired goals, goals for which their perceptions are important, and there is a difference in how they want them, they are more motivated to influence other people's views and perceptions.

Everybody wants to appear pleasant and intelligent in the eyes of others, and they can do so by employing a variety of strategies in their social lives (Wang & Hall, 2020).

An example of impression management theory in action can be seen in today's world of social media. Users may build profiles for their friends, family, or the whole world, and share whatever they want. Users have the option of

omitting negative life experiences and emphasizing positive ones. "The whole world is a theatre, and everyone is just a player with exits and entrances. And in his spare time, one individual takes on a variety of roles." William Shakespeare

The Presentation of Self in Daily Life by Erving Goffman established the foundation and guiding principles of impression management. According to impression management theory, one tries to adjust one's interpretation based on one's objectives (Goffman, 1978). To put it another way, the concept revolves around how people desire to see themselves, yet in a way that is appropriate for their requirements and objectives. Goffman "suggested focusing on how people involve themselves and what they do to others in everyday work situations," and he was "particularly interested in how a person leads and influences how others make an impression of them, as well as what a person can and cannot do while performing in front of them. "Several sociology, cognitive science, and other related disciplines power augmentation by persuasion, may be conscious or unconscious, and is strategic in the sense that the actor attempts to manipulate the presumptions of others in order to build a self-desired image.

Since their birth socialization have been pursuing by the people. They maintain and develop relationships with others and meet their physiological needs in positive manner socialization play an important role. A person who has good qualities and also well mannered always accepted by other people (Dubrin, 2010). The good behavior can be seek others attention and maintain their impression in positively. Someone tries to impress others observation about something is called impression management.

People are more inclined to pay attention to faces linked with negative chatter, all other things being equal, than those associated with neutral or good encounters, according to a study (Norris, 2011). The findings lead to a collection of work demonstrating that human beliefs are formed by implicit brain mechanisms that are far from objective, deciding what they "select" to see or miss long before they are aware of it. The findings also support the theory that the brain has evolved to be particularly vulnerable to "bad guys" or cheats, people who disrupt social life through deception, fraud, or other non-cooperative behavior.

2.1 Definitions of Impression Management

Researcher and practitioner have given significant attention by the impression management techniques all over the world. Employees of different organization used different impression management tactics for better performance. In an organization, impression management tactics used by the employees consciously or unconsciously in different ways (Arif, 2011). Impression management techniques can be beneficial for them but can be harmful due to negative remarks by the management. Different impression techniques used differently by men and women (Arif, 2011). Some tactics are beneficial for masculine because of efficiency and salary and some tactics for feminine due to less beneficial.

Impression management techniques are not straightforward as it shows. Each impression management has two sides desirable and undesirable shape

(Jones & Pitman, 1982). Self-presentation's one problem is its subsistence (Jones & Pittman, 1982). Observer's idea of dispositions of an actor's behavior that controls by an actor through self-presentation. People's attempts to regulate their experiences are influenced by their positions and social conventions, the beliefs of those whose viewpoints they are interested in, how they believe they are now regarded, their self-conceptions, and their desired and undesirable selves. There have been two approaches to the study of impression management. The first line of research focuses on the elements that determine the types of impressions that people strive to express, while the second line focuses on the application.

We have many roles that our appearances play, but if we're not fit to play these roles, we will not be able to find a proper place in the society due to a lack of good impression (Jacobs, 2003). A capitalist culture dependent on appearances does not encourage realistic male or female attractiveness. Gender is another issue in the private sector. Women play an essential part in the private sector's development. This is the societal issue with which we are all grappling. As a result, good faces of female teachers are still sought after in the development of private educational institutions, with an emphasis on nice gestures and body image of a teacher.

Self –Presentation is a technique of impression management to present a good image in front of others. Socially and culturally impression management is a common underlying process (Norris, 2001). People wants to craft their positive image in front of public by their good impression management. Positive and constructive image of a person attracts positive response from society. Impression

management social implication is not usually negative but a very little difference between positive differences (Norris, 2001). Culture is also important in a society so in the process of IM tradition, norms and way of living are included. Spiritually implications of impression management revolve around social and cultural implication but it vary person to person and from different cultures but enacts impression managements.

People have been attempting to socialize since their birth. They establish and sustain relationships with others in order to meet their functional and emotional needs in a timely and effective manner. People must go through the essential process of socialization when establishing relationships must be carefully handled. They must communicate with a large number of people from various cultures, personalities, and occupations in order to socialize. Their differences cause difficulties as they go through the socialization process (Clouder, 2003). Each outsider who comes into contact with the other is viewed as a possible threat to the social group or organizations. The new partnership would be determined by how logically the social circle or association analyzed the danger posed by the new participant or outsider. As a result, an applicant will be scrutinized.

Impression management is the method where somebody round something .All sorts of associations comprise of people with assortment of individual characteristics; to impact the perceptions and conclusions of other.

It's likely that the solutions to these hypotheses aren't so straightforward, and tacticians aren't very good. Goals may provide credit to individuals working

hard to get respect when at workplace, which can result in constructive reactions to strategic and controlled actions.

The techniques by which people control how others perceive them are referred to as impression management (also known as self-presentation). People are more motivated to affect how others regard them when they believe their public appearances are critical to the attainment of planned goals, goals for which their perceptions are relevant, and there is a disparity in how they like them.

People spend the bulk of their lives connecting with others. Such experiences shape the opinions of individuals about themselves (Scott, 2015). Which are then manifested in the ways they interact with others. The ongoing processes between one's self, one's social experiences, and their relationships with the formation of meaning are captured by symbolic exchanges. The reciprocal link between experiences and self-identity is difficult to establish; yet, scholars studying self-presentation and impression management have been studying this connection for more than 5 decades.

School leaders use the tools of impression management to influence their followers. In the educational sectors the school leaders faces many challenges and lead educational institutions (Pootaren, 2017). Leaders of educational institutions are responsible for their teachers and followers and motivate them. In order to get the work done, school leaders need to shape their followers. They use a tool called impression management to impact their followers. Impression management is done to achieve goals set for an organization. The relationship between school

leaders and job satisfaction is to be examined. However, there is bilateral relationship between school leaders and teachers. (Poottaren, 2017).

Since the management of impressions provides an idea of portraying the self, the word has been coined by public relations (PR) to describe the method of forming the public image (Sallot, 2002). In an organization, "actors" participate in "performances" in different "settings" before "audiences" are like individuals. It is important to research and understand the impressions of PR companies as "these messages potentially build and shape public perceptions of legality.

Impression management has obtained a notable awareness in researchers from all around the world. In order to get a finer performance. Employees employ a variety of impression management strategies. In impression management, there are two types of people: actors and targets. The actor is in charge of disseminating information, while the target is the one who receives it (Goffman, 1959). The majority of researchers have focused on the actor's position, but the goal is also involved. Men and women use impression management approaches in various ways. The techniques are divided into masculine and feminine types to achieve successful results. Males are more likely than females to use Impression Management strategies. Employees have more optimistic attitudes at the start of their careers. Attitude and they are hardworking but as the time pass, they learn new games and they do not depend on Impression Method techniques. At the start employees are very supercilious about their accomplishments but as soon as they flourish to make their place in the organization the potential of own

encouragement vanishes. Researchers should monitor performance, pay and promotion decision of employees. (Arif & Akhtar, 2012).

Impression Management raises a person role in front of others. Impression Management gives a constructive side of a person to public; this motivates them and uplifts a positive result. Impression Management has both social and cultural involvement. In social involvement, impression management permits people to construct their public judgment positively. There can be positive and negative outcomes in social involvement. In order to get positive results, a person can forge his image. Cultural traditions, norms, values and ways of life are being defined in the cultural involvement of impression management. The skin tone, hair color and the dressing of individuals are part of this. There is another involvement, which is spiritual involvement of impression management. To complete the impression management procedure the spiritual involvement contains both social and cultural involvement of impression management. The social, cultural and spiritual involvement of impression management changes from an individual to individual and from cultural to cultural, but they are fundamentals of impression management. (Norris, 2011).

In order to check the persons who are bias and do not show any justice in their self-reports social desirability scale is used by the researchers. Social desirability scales used to recognize the persons who have a possibility of psychological and health issues. The scales that measures impression management should be reformulate as an action of socially designed self-control that defines the persons who shows self- control, principally in social circumstances. (Uziel, 2010).

In the presence of an audience individual make a performance is called impression management (Rayer & Matusitz, 2012). As a human being everyone has an emotion but in a workplace every one hides in front of their customers for their satisfaction. But sometimes by the harsh behavior of administration employee feels restless and sometimes mentally sick. Sometimes workers tries to satisfy their customers through their display feelings this is called emotional labor. Sometimes besides bad mood of an employee he or she welcomes their customers with smile on their face this is called surface acting. Deep acting is more near the surface acting in this worker shows sympathy with other worker although it does not feel it .Emotions is part of impression management which is necessary in a work place .So in a workplace norms, values and feelings of customers are always important. Same is in the case of college teachers because college is a workplace where teachers always put their emotions a side and give importance to their students, their heads, their colleagues and parents as well. They manage their emotions according to the situation which they are facing. Sometimes private college faces many problems because their administration pressurizes them to control their emotions in front of their customers and always show pleasant gestures to them (Sosik, Avalio & Jung, 2002).

2.2 Behavioral Model in Impression Management

Researchers use behavioral models to see how target targets and perceptions of these behaviors influence the target's impact on an actor's perceived ability and honesty, as well as the mediating effects of these responses on the actor's overall work-related performance (Droy & Zaidman, 2007). Also,

see whether the desire for a target, or a preference for reputation, has an impact on the relationship between recognition and response. As a result, researchers will shift beyond conventional perception management models and focus on a better understanding of the attribution process for the goal. If someone is motivated to make an effect on others, the challenge is figuring out exactly what kind of impression they want to make and how to do it. Impression management has been characterized by many academics as the practice of seeking to alter people's perceptions of one's personal characteristics. In other ways, others have found connections between perception control and self-description. The scope of one's impression management perspective, which includes any and all attempts at behavior to construct perceptions in the minds of others, is far greater. People are attempting to developed impressions of their emotions, moods, and positions based on their personal experiences. Experimental study has revealed a variety of factors that influence how people manage their activities (Balino, 1999). Our architecture incorporates five critical variables. Two of them are intrapersonal elements, whereas the other two are perceived factors (self-concept and ideal identity) (role constraints, predicted value, and existing or future social factors) contain three. Basic factor, Simple considerations, It is possible to define a variety of factors that control impression management. It can, it can It is claimed that when there is impression management, it becomes important. Both actual and `fictional, a sort of social condition. (Deluga, 1991). Logically, the realization of it is also important to be a possible target of surveillance. Additionally, there are important characteristics of a given social condition. In concrete word the

appropriateness of specific the applicability of specific criterion is determined by societal beliefs. The applicability of specific criterion is determined by societal beliefs. Behaviors that is nonverbal. The actions must be relevant and appropriate to the objectives and within that culture, so that the audience has an impact on both the form of audience and the manner image management is carried out. For a person's another aspect controlling the ways and methods of impression is objectives. Administration. It has to do with the essence of an argument, and it also has to do with diverse ways of expressing one's self. The capacity for self describes impression management, which is equal to all other components. People are more likely to pay attention to faces synonymous with negative gossip, rather than those associated with negative gossip. With either neutral or favorable relationships. The thesis is the beginning of a body of work. Showing that, far from being objective, our experiences are impacted by unconscious brain mechanisms that determine what we wish to see or miss before we are aware of it. The findings also support the notion that When it comes to "bad people" or cheaters, the brain has evolved to be more sensitive. People that destabilize social life by deception, thievery, or other non-cooperative actions Conduct. Academic policy should not be based solely on self-interest (Buchanan, 1975).

Individuals' behavior is influenced by their concerns about how others perceive, assess, and accept them, which is known as impression management (IM). The majority of management research on the subject has been on the many ways (i.e., techniques) employees utilize to attain their image-related goals, as well as the efficacy of certain strategies. Many researchers interchange the terms

perception management and impact strategies; however, the former refers to monitoring others' impressions, while the latter refers to managing others' behavior. Impression management, also known as self-presentation, necessitates the presence of a person (Jones & Pittman, 1982).

2.3 Socialization in Impression Management

Ever since their birth, individuals seek socialization. In order to fulfill their own physiological and psychological needs in an effective and efficient way, they establish and sustain relationships with everyone. People need to go through the essential social interaction, which must be carefully handled, when developing relationships. Socialization allows them to connect with several individuals with various cultures, attitudes, occupations, etc. The variations between individuals contribute to difficulties when following the socialization process.

Each outsider who is met by others is seen by the social group or organizations as a possible threat. The new partnership can rely on how logically the social group or association has evaluated the danger from the new competitor or outsider. Thus, first of all, a participant would be tested as per his outer physical appearance, and then his personality would be brought into action. Structuring the right (or wrong) image in the minds of others can have an effect on many main issues (Goffman, 1959). Choices that affect desired performance. During a job interview, demonstrating the correct picture could relate to a job offer and presenting it. A valued image of one's employer can play an important role in promotions, jobs, etc. Tasks, incentive distributions, and finally, job

success. In 1959, Erving Coffman's Presentation of Self in Everyday Life conceived and created impression management. Impression management is closely connected to a play, where the action of the performer is influenced by the setting and target audience. It relies on the communicative actions of people to generate their own ideal pictures. Coffman's other goal is to have a clear message focused on the intended goal of the performer. The ingratiates are those who pat the manager on the back and offer to pick him up from the airport. They even compliment the manager's wardrobe and laugh at the boss's jokes. Compliment the manager's wardrobe and laugh at the boss's comments. Actors, including political leaders, will illustrate their self-image in sup-porting positions that they would be able to direct the minds of those about these actors. Self-image will be presented by each leader.

While there are common concerns regarding how one is viewed and judged by others in daily life, individuals are not always sensitive to what others may be thinking of them, but they are not concentrating all of their actions on making an impression. Individuals' attention to information regarding how they are conveyed to others is determined by a combination of situational and dispositional factors. (Uziel, 2010). At one extreme, people are completely oblivious to other people's reactions to them. Circumstances that cause "subjective self-awareness," for example, attract people's attention away from oneself and toward external influences. At the other extreme, acute public self-awareness is characterized by circumstances in which individuals deliberately engage in the facets of themselves that others may perceive, such as their appearance and

actions. For instance, when under the constant attention of others, it's difficult for people not to consider how others perceive them. When the importance of making the "proper" impression (a job interview), people actively seek information about other people's impressions and selectively engage in information related to making the correct impression.

Impression management is a process to control others point of view regarding them. Impression management's goal to influence other's by presenting his or her in admirable manner. This is also called self-presentation. This term is not new Plato said that the world is great stage for humans. Shakespeare said that this world is like a stage and human beings are its performer to entertain others.

In our daily lives, impression management, also known as self-presentation, is prevalent. However, it is unknown if it improves or degrades people's well-being. Life satisfaction is negatively correlated with impression control. The ability to manage one's impression has a detrimental relationship with one's sense of control. Loneliness has a good relationship with impression management. The relationship between impression management and life satisfaction is mediated by feelings of control and loneliness (Wang, Zhou & Jli, 2020).

Companies may use various perception management techniques in their reports to present a self-serving view of corporate success in economic, environmental, and social fields. At the organizational level, there is a growing interest in perception management strategies. Impression management is recognized as a technique used by individuals or organizations to manipulate

others' views of them. They will improve their self-presentation in this way to affect people's views of them (Rosenfield & Edward, 2015).

According to the impression management theory, there are often two parties involved in the impression management process: the actor and the perceiver. The actor uses every trick in the book to get the perceiver's attention. This perception management technique can now be applied to both negative and positive outcomes. According to impression management theory, a person's behavior is influenced by the audience's behavior and values. The antagonist(s) and third-party onlookers are two relevant (external) audiences for a person in an aggressive encounter. The audience can transform their ego into a situational identity or, by enlightening their values, they can show how a favorable situation can be created (Arif et al, 2011).

There is some latest work of researchers regarding IM. The use of theory to explain the IM process could help pave the way. Given that IM is a dyadic operation, theories that consider both the actor and the target would be particularly useful. Relationship communication theory is one theory that may map well to the IM method .In a nutshell, this hypothesis proposes that no one is the sender or receiver in a communication because the roles are continually shifting. It acknowledges that the participants' behaviors are influenced by what has gone before. In terms of IM, this means that deciding which tactic to use or whether to use IM at all doesn't have to be based solely on personal preference (Balino et al, 2008).

There are a number of aspects that influence impression management. It is feasible to argue that impression management becomes crucial when a social crisis emerges, whether actual or imagined. It is also logical to be aware of the possibility of being a target of monitoring. In addition, the peculiarities of a specific social setting are crucial. The surrounding cultural standards determine the propriety of various nonverbal actions. The activities must be appropriate for the goals and within the culture, such that the type of audience and the relationship with the audience have an impact on how impression management is taken out. (Tuengtin, 2020). This is related to the nature of a claim, which often leads to different modes of self-perception. The level of self-efficacy decides whether or not a person believes the desired impression can be made. The two main reasons we want to manage other people's interactions are instrumental and expressive motives. Since we've already mentioned, type of motivation necessitates a boost in self-esteem. (Schlenker, 1980). The accumulation of rewards is the core meaning of instrumental motivation. Focused on "drive our motivation, and we try to influence beliefs to reach our goals. If a salesperson tells a customer that she uses this particular cleanser and how it has transformed her beauty, it's possible that her reason for boosting the sale is a need for a raise. Perhaps this explains why she has tried so many different things.

2.4   Communication and Impression Management

Impression management is a broad theory that considers the communication environment to be a series of levels. This method of communication offers a number of advantages, the first of which is efficiency.

Individuals constantly send messages to others about who they are by their actions, such as the way they look or behave. (Goffman, 1959) defines performance as all of an individual's activity that occurs in front of a group of spectators during a time characterized by his conscious presence and has some effect on the spectators. The audience is invited to create hypotheses about our identity and perceptions as a result of this show.

The impression management theory of (Goffman, 1959) is one of the most well-known identity success theories. Coffman claimed that people in their front stage portray the self-depending on the perceived Impression management describes the image that people want to project while also providing insight into the planning process. A plethora of studies have applied and continue to apply the theory of impression management to a variety of situations: First, powerful impression management techniques (those that assist in the establishment of leadership). Second, it is believed that first impressions are significant. In the short term, once impressions are created, they are unlikely to change. They can change in the long run as groups establish a history of interactions and success, but those changes can be incremental. Third, we argue that greater use of technical resources allows minorities (mostly women) to break free from gender-stereotypical impression management techniques and position themselves as leaders without fear of retaliation.

Impression management based on the five self-presentational styles defined by Jones and Pittman (1982), The IM Scale was created to assess impression management techniques: self-promotion (trying to be seen as

competent), ingratiation (trying to be seen as polite and nice), exemplification (trying to be seen as morally exemplary), intimidation (trying to be seen as threatening), and supplication (trying to be viewed as powerless and weak).

2.5 Types of Impression Management

There are two types of impression management. These are;

1. Constructive impression. It is helpful to construct self-identity.
2. Strategic, it is helpful to obtain interpersonal goal.

This research aims to identify the common practices used by the college teachers of both public and private sectors for managing positive or good impression. It also tries to identify the particular behavior of college teachers of public and private sector for managing their impression. The stud based on five major parameters of impression management techniques. The aim of this study is to evaluate the IM techniques used by college teachers. It also compares teachers from public and private colleges. The current study could be useful in filling in the gaps left by previous studies, as there have been few studies conducted in educational institutions. There are very few studies on impression management in Pakistan, especially in educational institutions. The research shows the importance of impression management techniques for the teacher and also highlight the strategies they adopted to maintain their positive image in the eyes of others. The research also compares the public and private teachers and assesses the techniques of impression management they used at their respective colleges.

Structuring the right (or wrong) image in the minds of others can have an effect on many main issues. Choices that affect desired performance. Likewise, displaying the right picture during a job interview can result in a job offer, and projecting a respectable image to one's employer can lead to promotions, job assignments, salary allocations, and, ultimately, career success (Bunki, 2010). Many of the best management and self-help books emphasize the value of making the right first impression.

Regulation of experiences, also known as self-presentation, is an attempt by performers to manipulate how they are perceived by a target and is perhaps the most common of all social control mechanisms (Sosik, Avalio & Jung, 2002) Scholars have noticed that people also behave so as not to adversely affect the picture that others actually control of them. Despite the fact that awareness control isn't at the top of the interaction goals list. Scholars believe that, with the exception of uncontrollable feelings, interpersonal behavior is often linked to issues of perception.

However, perception management can well be controversial from the perspective of the goals, and for two overarching reasons. Second, from deplorable to welcomed, the general feeling about impression management varies from. Although ethicists oppose impression management as something contaminated or dishonest, it is promoted by career strategists (Sheridan, 2016). Understanding that it may help an employee move ahead. Second, the target attributions of actors who exhibit impression-related behaviors and subsequent reactions can vary hugely.

As per experts, attributions are generated as a means of making sense of the actions of an actor, and these attributions may explicitly correlate to the disposition or characteristics of an actor, or indirectly to some underlying intent (Scott, 2015). Thus, objectives who encounter behavior that seems likeable (e.g., politeness) or committed (e.g., loyalty) can interpret that behavior at market value and relate those acts to the sincerity of the actors, or they can attribute those behaviors to some purpose for tactical or perception management. Objectives then are left to analyze and respond to these interpretations, and although some proof that objectives may respond positively to the "authenticity" of an actor and adversely to the "tacticians" of an actor, this process has mainly gone unexplored in attribution and impression knowledge management.

As simple as it might be, in the sight of a goal, the credibility of an actor is it is possible that answers to these attributions may not be so clear, and tacticians is poor. Arguably, tactical and managed conduct could evoke positive responses; Goals should be used to give credit to actors who work hard to please (Sosik, Avalio & Jung, 2002) Authentic behavior, on the other hand, could be perceived negatively, particularly if the goal does not express a strong desire for authentic care. The absence of a theoretical plan far beyond original of a goal. The identification of the credibility or tactility of an agent has hampered progress towards a better understanding of the consequences of acts frequently correlated with the behavior of impression management.

The actor attempts to reassure the audience during a performance by giving them the idea that their real identity is the identity they are portraying. To

put it another way, they convince the audience that their presentation and identity are based on the reality. Because they must work extra hard not just to make their impression and identity real, but also to change some of the negative views that people have about them, how we act and convey our identities is tough. Expectations or judgments are often formed as a result of how people carry out their identification, making it difficult to change these impressions. People track their effect on others on a daily basis and try to assess other people's opinions of them. They often do it haphazardly in order to make a strong impression; the second element of employee engagement is impression growth. Individuals will change their behaviors to influence their perceptions of others once they have been motivated to create those impressions.

Impression management refers to the techniques through which people influence how others view them (also known as self-promotion). When people believe their public appearances are crucial to achieving desired objectives, they are more driven to affect how others perceive them ().The objectives for which their impressions are relevant, and there is a disparity in how they like them. People's attempts to control their experiences are influenced by their positions and social norms, the beliefs of individuals whose perspectives they are interested in, how individuals feel they are designed to evaluate, their self-conceptions, and their desires.

The primary goal of this study is to investigate the target's perspective on the impression management process by looking at target reactions to attributions made to an actor's conduct that make him seem likeable and dedicated. The acts

associated with liability (e.g., flattery) and commitment (e.g., long hours of work), which are typically used by actors concerned with making an impression, may be seen as actual or tactical, as indicated by the principles of impression management, ingratiation, and exemplification.

2.6 Impression management of teachers in classroom

Classroom is like a stage and teachers are performer and dramatize their characters in front of their audience their students and mange their characters through good performances *(*Preves & Stephenson, 2009). Teacher presents himself as a commander who has complete knowledge and perfect in his subject and can control class properly so it proves himself as effective teacher. The college teachers have complete knowledge which proves them as a great teacher through manage their impression that grasps student's attention and with these qualities they can seek attention of their boss and colleagues both. The character which they are performs and dramatizes in the college can make an important personality in the eyes of others.

In the everyday lives and at work, people take on various positions and exhibit various behaviors. They act out various roles in front of various people in order to impress them and keep our faces presentable. Our position and future are determined by these roles. An actor is more common in an organization than those who can perform several roles for the organization's benefit. The impression management is a metaphor because people play multiple roles and capture the hearts of the audience while also gaining financial benefits by self-presentation.

These are the tactics they are using in order to maintain a positive picture in the minds of others (Giacalane & Rosenfield, 2013).

According to the theory of impression management, we aim to follow certain goals based on our objectives, allowing our interpretation. Clearly, the idea is about how a person wants to reveal himself or herself, but in a specific way. Make their expectations and goals a reality. In sports like soccer, for example, a great example of treating perceptions is the theory of play. It's a massive game that you want to play. Since there are college recruiters, you should introduce yourself as often as possible. He's keeping an eye on you. This individual would undoubtedly have the flashiest pair of Sneakers and would go out of their way to demonstrate their full range of skill. Perhaps their main goal isn't what they think it is, but rather to imprint it. The process by which someone tries to influence others' perceptions and feelings about something is known as impression management. Since individuals in all types of organizations have different personality traits and attributes, it is important to accurately understand an individual's behavioral style, their experiences, and interpersonal relationships based on the observations given and received. This study provides a summary of impression management methods used by workers in educational institutions.

2.7 Self-Monitoring & Accountability

Self-Monitoring is also the part of Impression management because if an employee enhance his value then he analysis his performance and improves his mistakes through self accountability. Organizational involvement is also its part in

some extent In an organization self- monitoring creates relationships between individuals and highlight their qualities which are beneficial for an organization. There are two types of self-monitoring e.g. highly self-monitoring and low self-monitoring (Giacalane & Rosenfield, 2013). In educational institutions self-monitoring is important techniques used by college teacher to improve their skills and manage their personality more attractive in their audience .They tries to enhances the reputation of their colleges.

Accountability is considered a better way to improve the mistakes or deficiency in some one's work. To present employees better and good self-accountability can highlight his negligence and lack of efficiency regarding his performances, Accountability shows passion and commitment of employee towards his organization. Self control and social justice can be possible through accountability. In colleges this is useful process where teachers overcome their deficiencies through accountability. So, in impression management this is good technique which is used by college teacher to present themselves in impressive way.

In comparison, sincere actions can be seen in a less favorable light. Particularly if someone who has a strong preference for authentic care is not the target. The absence of a theoretical roadmap beyond the initial attribution of the authenticity or tacticality of an agent by a target has hindered progress towards a better understanding of the impacts of actions often associated with impression management.

2.8 Two parties' role in Impression Management

There are always two parties according to theory of impression management one is performer and other is audience or observer (Arif & Rizvi, 2011). The impression management has two fold purpose consciously and consciously every one use these tactics. Impression management can be beneficial but can be harmful by the administration .Impression management has positive impact but side by side it has some wrong impressions on the perceiver .There is good results of self – presentation in front of audience and environment of an organization. Men and women have different qualities to use impression management techniques some tactics are for men and some tactics are for men (Arif & Rizvi, 2011). College teachers use different impression management strategies to impress their observers and the role of teacher weather male or female does it according to their utmost capabilities. Some times when women adopted men oriented impression management techniques they got punishment from society although women achieved their goal through hard work and dedication.

There are many factors which are responsible for the performance of an employee such as age, gender, demography, qualification and environment of an institution etc. A teacher faces all these problems weather female or male to maintain impression management to their spectators which consists students, administration, colleagues, bosses and parents. For this purpose they tries hard to maintain their impression and impresses others.

In an organization both parties are involved while actors or audience but actors or performers have significantly important but audience has less important (Schlenker & Montery, 1980).

In impression management ingratiation is most important technique to influence others (Gawal, 2015). Everyone wants to more likeable in eyes of others so they wants to accomplish their tasks in effective manner but if someone becomes proud due to his or her accomplishments it can be harmful for them..It can be cause of disliking for them. Audience or spectators shows their hatred due to that kind of behavior of performer. In educational colleges teachers faces that type of problems through their wrong impression management and rude or behavior with others. So always try to avoid this kind of negativity.

Impression management has a big role in inter personal conduct. Every organization has different employees with different personal attributes. So, the main thing is to control them successfully. The impressions stated and drawn have the foundation of the individual manners, interaction between persons and social relations. Some individuals change or shape their behavior in an organization. First meeting of two persons or groups is always judgmental; a judgment about one another is formed by both individuals. First person very sensibly presents or shows a behavior to the second person in prediction of a wanting consequence. Presuming the second person will act in that method as the second person has planned, the first person is keeping up to use the same policy.

Performers has capabilities to reach the psyche of observers so they can perform their duties and impress others for adopting good impression management

techniques (Haber & Rosenfeld, 2018). It is according to desired perception of audience .Self-presentation is important in impression management it adorns the personality of employee in the work place and others. College teachers should have sufficient knowledge of their observers such as trait ,individual differences, qualities and weaknesses .These sufficient information regarding them are beneficial for impression management of teachers .Self –image or face to face interaction can be affected others and manage impressive role of teachers. If teachers conveyed desirable impression to their audience they can achieve their goal easily. Impression management has a pivotal role in society so teachers can present positive impression in front of society with the help of adopting norms and tradition of society. Culture, religion, morality and social values are very important in society and a good teacher follows and opt all these and after this he or she can manage effective impression on society. Hard work is also a key aspect which makes teachers successful in the eyes of society and others.

If a person enters somewhere to perform himself in front of others firstly he has sufficient information regarding them. People always investigate others so it is necessary for performer to high light his good socio- economic status which attracts others that is called impression management. Impression management is a term in which we present ourselves according to others perceptions or how they expecting from us. On the part of an individual it is a conscious decision to highlight certain aspects of self and controls others view while performing as an actor on stage (Goffman, 1959).There are three component of impression management which are individual personality, social interaction and society.

When someone comes in front of others willingly or unwillingly he is responsible to grasp the situation and captures others mind through his performance .Expression is also play a vital role to conveying of self (Goffman, 1959). College teachers play their role positively by adopting these impression management techniques. They show expressive behavior and through their gestures and expression they manage their self –impression on others.

2.9 Novelty in Impression Management

Observer judges performers through many ways but with the help of impression management techniques teacher can manage his impression through best performances .They sets different standards to judge performers but being a performer one should take care of morality, societal norms and good deeds so he or she can meet the goal of an observer. Performer uses different kinds of imagery to portray his good moral character to the audience. Novelty in performance is always appreciable to spectators. Individual has two basic part one is performer and other is character (Goffman, 1959). Individual performance can grasp observer attention but being a character he has strong, loveable, reliable and competent personality and evokes these qualities in his audience. Teachers have all these qualities like competence, humbleness, generous and have strength to meet multiple tasks and so with these qualities he can maintain their impression in the eyes of others.

To become a charismatic leader social actors use impression management techniques and maintain identities. Jointly constructed a charismatic relationship

environment, performer and audience plays their role accordingly (Gardner & Avolio, 1998).With the help of comfortable environment and through best performances they achieves the attention of viewers. Followers or observer empowers through charismatic relationship of performer. The vision and role of organization is helpful for good impression or charismatic impression on the viewers same is the case of teachers they adopt all tactics or techniques for self-presentation. It helps them to present themselves as a charismatic personality to others so everyone likes them and admires them.

The terms "impression management" and "self-presentation" are sometimes used interchangeably to describe how an individual tries to influence how others perceive their image. The concept of impression management was first used to face-to-face communication, but it was later expanded to include computer-mediated communication (Albright, 2001). The image management idea can be applied to academic subjects, and practical arenas like commercial communiqué and mass media.

Everyone wants to be likeable and intelligent in the eyes of others and maintain their impression through many tactics in their social life (Wang & Hall, 2020). College teachers use different techniques of impression management to make them likable and presentable. Management of impression is a mechanism wherein the people alter their behavior in response to their surroundings. Teachers also perform their character according to the situation. Competition is also healthy part of impression management. Teachers enhance their abilities through healthy competition with their colleagues and maintain their through different techniques.

Impression management is actually your body image which affects people. It is a technique which presents your good image to others. People tries to control the thinking of others to present good qualities which always attracts others. In college's teacher portray their positive image and control the thinking of others by impression management techniques in self-presentation. The reputation of an institution depends on its workers so teacher uses different strategies and techniques for the reputation of college.

Practically impression management allows different opportunities for manipulation. It is similar like theory of Coffman which is based on actor vs. audience .It has a useful communicating skill (Goffman, 1959). Teachers use the same impression management theory. The teacher's position is similar to that of an actor, and the rest is similar to that of an audience. The best communicator is a teacher. He has communicated his skill to others and inculcates passion; feelings and spirit among his audience .Teacher present himself as role model with appropriate use of impression management tactics. He can present sensitive issues of sophism, spiritualism and religion in front of his audience.

Making good in the eyes of other is desire of every one and for achieving this people tries to portray their positive to others. It is human nature that people wants to control views of others regarding themselves.Imprssion management is a process of conscious and subconscious in which people control the perception of others. Social interaction can regulate and control these information (Coffman, 1967).The main purpose is to impress others. In educational institution teachers tries to impress other to control their image in the eyes of others. Their purpose to

change the perception of others regarding themselves and tries to present their positive and good image through different impression management techniques. Self – Presentation is a common technique to present good impression on others. Teachers use face to face contact for communication with others.

Every day college teacher tries to maintain their impression if he is lazy, unreliable, dull or lazy he faces many consequences. Administration wants to get rid of that type of teachers and fires them. A teacher should be proficient in his subject, sufficient knowledge and good communication skills so he can get many benefits e.g. incentives, bonuses and promotion. A Successful uses many impression management techniques to achieve his goal.

Parents also wants to their impression in the eyes of others if the child is naughty, weak, dirty or with problems parents considers responsible and the wrong impression of parents perceives. So impression is important for all .But in colleges the role of teacher is most important as compare to others so teacher realizes its sensitivity and maintains their impression and adopts good strategies regarding impression management.

Every person wants to be unique and different from others so he plays multiple roles for self-presentation (Scott, 2015) .Teachers also plays multiple roles in their work place .Teacher work as sub ordinate, colleague, friend ,boss etc. .So with these multiple roles they maintain their uniqueness.

The idea of impression management expressed by the participants to be established in strategizing. This basically implied any individual effort exert to

position themselves superior ahead of eminent representatives and to create a positive impression on the meeting board. One member recognized that his environment provoked him to alter his reactions in order to fit in the gathering of people. From the information collected, two major stories risen. Firstly, when investigating why impression administration happens within the enlistment list. Besides, when exploring how impression administration happens within the enlistment meet, the exchanging conduct was distinguished. These discoveries are examined in more detail by them. (Rasool, G., Naseer, S., Syed, F., & Ahmed I., 2018).

Impression management, the method where somebody tries to influence the perceptions and supposition of others almost something. All sorts of associations comprise of people with mixture of individual characterstics.One wants to impact others to acquire few rewards or incentives during work. One wants acknowledgment during his work and after completion he also wants better reward. The motives behind the impression management is to secure the job and maintain ones position in the eyes of administration (Chouby & Kandpal, 2017). Teachers of colleges especially from private colleges uses different impression management techniques for the security of their job.

2.10   Theories of impression management (IM)
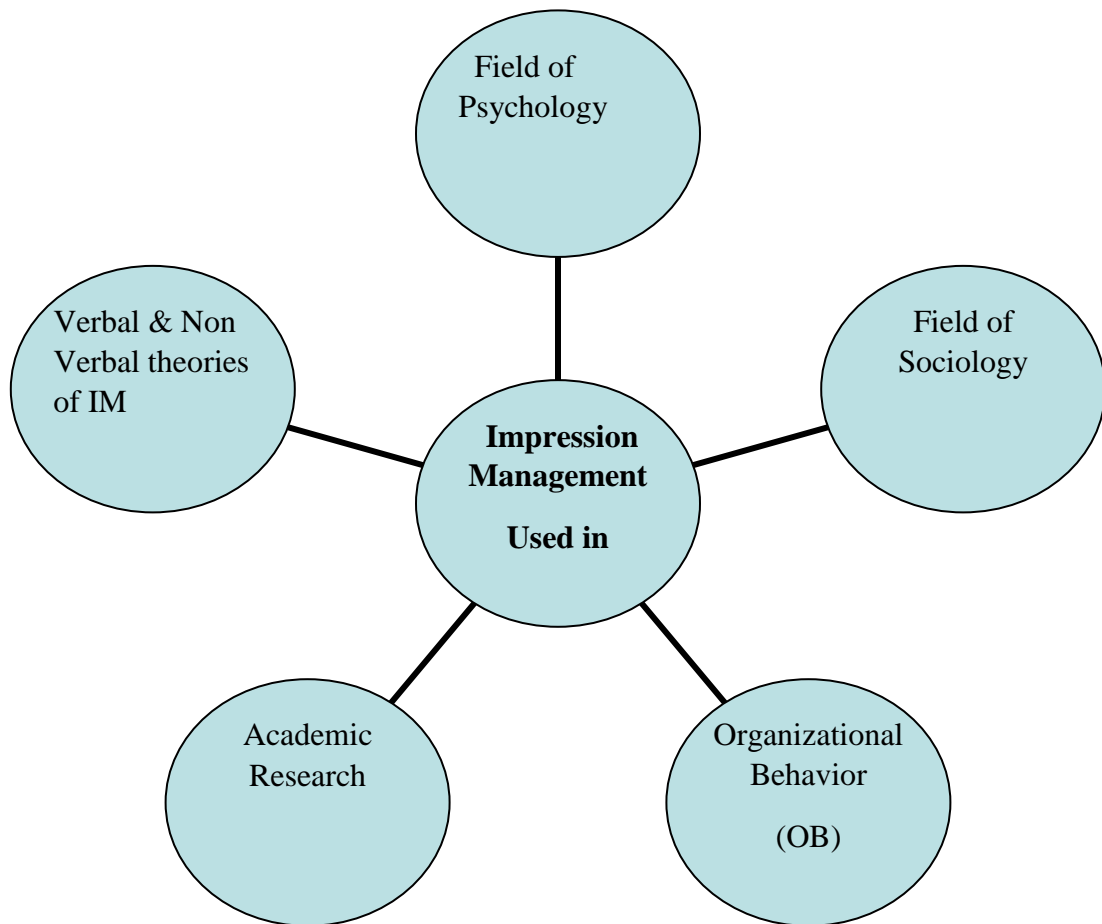
Fig 2.1   Concept Map of IM linked with other fields

There are many ways of Impression management practices. The following are impression management practices, according to (Jones & Pittman, 1982). In this regard, the taxonomy of (Jones & Pittman, 1982) was designed as a broad taxonomy aiming at capturing the large scope. Researchers have described a wide range of impression control activities. Thus, they established five theoretical groups of strategies for impression management that commonly used by individuals. Self-promotion, considered worthy for others, is included in their

taxonomy. Observers; ingratiation, where people do favors or use self-sacrifice, where people sacrifice themselves or people sacrifice themselves or use self-sacrifice to obtain an association of obligation from spectators; for instance, people sacrifice themselves or use self-sacrifice to get an identification of responsibility from spectators. (Turnley, 1999).Exemplification, intimidation and supplication are also included in this taxonomy.

2.11 Jones and Pittman theory of Impression Management

| Self presentation |
| Ingratiation |
| Exempelification |
| Supplication |
| Intimidation |

Fig 2.2   Jones and Pitman`s Taxonomy Of IM

Jones & Pittman (1982). Gave five techniques of impression management e.g. Self-promotion is a technique in which a person presents himself in that manner that everyone admires him. He/she presents his/her qualities and abilities in front of people .In this he or she expresses his experience. Always tries to tell others

about their qualification. Tries to enhance value of ones for the organization. People should know about your accomplishments this is called self- promotion. College teachers also used this practice to prove their qualities in front of their students, their colleagues, their sub ordinates and their boss. A teacher presents what actually he/she is and also his strength. The characteristics of self-promotion are effectiveness, competent and performances of individuals. Self-presentation is a behavior of transmitting self or image knowledge from yourself to other people. This relates to a sort of inspiration for human actions. Motivational self-presentation function under the evaluative present of other individuals and their behavioral awareness. There are two ways of self-presentation: one is self-presentation. Self-presentation is communicating to others knowledge about oneself or a representation of oneself. Self-presentation has two forms and motivations: Presentation meant matching one's own self-image, and presentation meant matching perceptions and desires of the audience. The presentation of oneself is expressive. To assert personal identity, individuals create an image of themselves and portray themselves in a manner that is consistent with that image. They also show reaction or become defiant if they feel like it is limited-try to demonstrate their independence against those who might attempt to curb expressiveness of self-presentation. Self-presentation is an important feature of social life, and it is mainly a pro social way for people to manage social experiences. However, the process of self-presentation can be tense for the person. Goffman's groundbreaking work, which offered a sensitive account of internal

conflicts that can occur in the trade-offs between the need for social recognition and the need for authenticity, addressed these tensions.

Ingratiation is a technique that a person portray friendly, humble, cooperative, sincere and helpful in front of others (Jones & Pittman, 1982). So he/she becomes popular among people. If someone becomes likeable he or she praises others so everyone likes him or her. To become friendly to your colleagues one should take an interest in personal lives of their coworkers and friends. To become friendly to colleagues he or she praises the accomplishments of others. If ones seems too nice to others so he or she should give personal favors to them. These qualities give a distinct place to someone. It includes self-characterization, opinion conformity, favors and other enhancement. It based on affection.

Exemplification is the way where someone shows his commitment, dedication, hard working towards its work. Due to these abilities he becomes superior. He/she proved himself/herself a responsible person. It presents worthiness, dedication, full of energy of someone. The exemplifier presents himself/herself as an example in front of other through his honesty and dedication. He/she sacrifices his life for a cause. He/she is considered morally strong, worthy and kind. He/she is the true example of his/her generosity. If an individual wants to prove himself hardworking he stay at work at odd timings or late.

Intimidation is a technique in which threatening with coworkers when it may be beneficial for someone regarding his job .If someone makes hurdles in your job and tries your work difficult so show them that he can face consequences or difficulties. If colleague or any one at work tries to hamper your abilities you

should deal forcefully. If your colleagues interfere in your work and tries to create difficulty you should deal forcefully. You should use intimidation with colleagues so they behave accordingly and appropriately. In colleges teachers uses intimidation with their coworkers to get rid of harms of their colleagues. College teachers used different impression management techniques at their work place to prove themselves better worker than others.

Supplication is a tactic where people point out their shortcomings in order to be perceived as desperate for assistance or favors   it is known to be a passive tactic. It can be adopted by individuals to seek assistance and support from others (Balino & Turnley, 1999). To prevent criticism for making a mistake or avoid concerns, people use the supplication technique Use of these strategies depends on what the other person is seeking from you. These strategies can be used separately depending on situation and need. This means the first can use any of the strategy in order to influence other person perceptions and thinking.

People track their effect on others on a daily basis and try to assess other people's opinions of them. They sometimes do it without any effort to create a clear impression, but merely to make sure their public image remains intact. However, under some situations, individuals are empowered to monitor how others perceive them. This mechanism of impression motivation is correlated with the urge to create unique impressions in the minds of others, but may or may not express itself in open acts related to impression. People are highly encouraged in some instances to control their experiences, but prevent from doing so. Our analysis thus first identifies the circumstances in which teachers are driven to control their public

perceptions and impressions. Impression development is part of the second aspect of employee engagement. Once inspired to produce those impressions, individuals may change their behaviors to influence their impressions of others. This includes not only selecting the type of impression to be created, but also determining precisely how to do just that, such as deciding to either create the desired impression through self-description, nonverbal actions, or resources.

2.12.1 Self-presentation

In this a person presents himself in that manner that everyone admires him. He/she presents his/her qualities and abilities in front of people. In this he or she expresses his experience and always tries to tell others about their qualification. They try to enhance value of an individual for the organization (Balino, 1999). Self promotion means people should know about your accomplishments. College teachers also used this practice to prove their qualities in front of their students, their colleagues, their sub ordinates and their boss. Teachers present what actually they are and also their strength. The characteristics of self-promotion are effectiveness, competent and performances of individuals.

2.12.2 Ingratiation

This is the way that a person portray friendly, humble, cooperative, sincere and helpful in front of others. So they become popular among people. If someone becomes likeable he or she praises others so everyone likes him or her. To become friendly to your colleagues one should take an interest in personal lives of their coworkers and friends. To become friendly to colleagues he or she praises

the accomplishments of others. If ones seems too nice to others so he or she should give personal favors to them. These qualities give a distinct place to someone. It includes self-characterization, opinion conformity, favors and other enhancement. It based on affection.

2.12.3 Exemplification

  Here is the way where someone shows his commitment, dedication, hard working towards its work. Due to these abilities he becomes superior. He/she proved himself/herself a responsible person. It presents worthiness, dedication, full of energy of someone (Long, 2017). The exemplifier presents himself/herself as an example in front of other through his honesty and dedication. He/she sacrifices his life for a cause. He/she is considered morally strong, worthy and kind. He/she is the true example of his/her generosity. If an individual wants to prove himself hardworking he stay at workplace and go home late. When things are slower at work he or she presents himself or herself busy. To show him dedicated he should come early at his workplace. To show dedication and committed he comes in odd timing or in the weekends.

2.12.4 Intimidation

Be threatening with coworkers when it will beneficial for someone regarding his job .If someone makes hurdles in your job and tries your work difficult so show them that he can face consequences or difficulties. If colleague or any one at work tries to hamper your abilities you should deal forcefully. If your colleagues interfere in your work and tries to create difficulty you should deal forcefully.

You should use intimidation with colleagues so they behave accordingly and appropriately. In colleges teachers uses intimidation with their coworkers to get rid of harms of their colleagues. College teachers used different impression management techniques at their work place to prove themselves better worker than others.

2.12.5 Supplication

Through this practice someone always tells his/her pain and sorrow in front of other people. Due to his/her miserable condition everyone feels sympathy for him/her. This is helpful for him/her from unavoidable conditions. He gets attention from everyone. The characteristics of supplication are helplessness, handicapped, unfortunate and laziness of some one. If you wants to take help from others you have to show that you have less knowledge so people will help you. If you wants help or assistance from your colleagues you should presents yourselves weak in some areas. People will help you if you presents that you have less understanding regarding something as compare to them. You should act that you need assistance so your colleagues will help out. If you want to save yourself from an unpleasant assignment you pretend you're less knowledge about that particular thing.

2.12 Erving Coffman Theory of presentation of self

It is quite difficult to study what a role a person is playing and impossible to read what is in the mind of a person. People can observe through role performance and through their behavior. How a person explains and expresses his role is called role

performance. Erving Coffman is a sociologist who said that every person is like an actor who is performing on stage in front of others. This theory is called dramaturgy, According to Coffman impression management is a technique through a person present according to perceptions of others. There is new situation for new role performance in new scene (Goffman, 1959). People act differently depending on the situation: in an organization, they act differently, and in a family gathering, they act differently. Self-presentation is the process by which people introduce themselves to the rest of the world. This process occurs on both a rational and irrational (instant) level, and is typically motivated by a desire to please others while also meeting one's own needs. Self-presentation can be used to manipulate others' views of you. On a strategic or tactical level, self-presentation (impression). Self-presentation is an essential aspect of social life, and it is mostly a pragmatic way for people to navigate their social interactions. The process of self-presentation, on the other hand, can be stressful for the person. Goffman's groundbreaking work, which offered a sensitive account of internal conflicts that can occur in the trade-offs between the need for social recognition and the need for authenticity, addressed these pressures Impression management refers to the processes through which people alter how others perceive them (also known as self-presentation). People are more motivated to control how others perceive them because they believe their public appearances are vital for obtaining desirable goals, goals for which their perspectives are important, and there is a misalignment between how they want to be regarded and how others see them. When people are pressured to alter their expectations, their attempts are influenced by their roles and

social standards, as well as the opinions of those around them. Those whose perceptions are being manipulated. The man is an actor who attempts to merge personal characteristics and goals by "drama performances themselves."(Goffman, 1959). People develop behaviors that assist them in achieving these goals the purpose is to create an excessive perception of the engagement of the opponent and pave the way for the target to be achieved. In addition, we will be able to monitor the importance of others to others by controlling the knowledge we offer to others. It shows others who they are. The actor attempts to reassure the audience during a performance by giving them the idea that their real identity is the identity they are portraying. In other words, they persuade the audience that reality is their success and identity. How we act and express our identity is difficult because they must work extra hard not only to make their impression and identity credible, but also to change some of the negative perceptions that people have about them. The way people act out their identity contributes to prejudices and judgments, making it harder to change such assumptions.

A number of aspects that influence impression management can be identified. It is possible to argue that when a social scenario arises, whether real or imagined, impression management becomes critical. The knowledge of being a possible target of surveillance is also logically important. In addition, the features of the importance of a specific social situation cannot be overstated. The propriety of particular nonverbal behaviors is determined by the surrounding cultural expectations. The acts must be suited to the goals and within that culture, so that the type of audience as well as the interaction with the audience influence how

image management is carried out. Another factor that influences the approaches and methods of impression management is an individual's priorities. This is related to the essence of an argument, which frequently contributes to diverse styles of self-perception. The idea of self decides whether or not a person believes the desired impression can be made.

Impression management is a mechanism in which people influence their image of others. The study of dramaturgy cannot be distinguished from impression management (Urik, 2014). In addition, drama is well recognized and used in daily life as another means of communication. As an unstable identity of human, action in dramaturgy can be identified. Depending on contact with other individuals, human identity can differ. Social contact in dramaturgy is an explanation

The front stage and back stage (behind the stage) of an actor are the subject of impression management. On the front and the back stage, the actors behave differently. The front stage is the movement when the performers and the crowd are together. In addition, the back stage is where the performers are behind the stage, so the actors can behave openly without thinking about how they can perform with no audience

2.13 Impression Management Theory in Sociology

In sociology and social psychology, impression management refers to how people strive to understand the perspectives of others. It is a conscious and unconscious goal-directed effort to manipulate others' perceptions about an

individual. To control the social collaboration knowledge, it alters other people's perceptions of an individual, an event, or some other entity. Self-presentation is a term used to describe someone who has power of other people's perspectives. (Leary, 2001).

Impression management is process that anyone or any institution creates its impression and tries to maintain it and creates harmony or a good perception they wants to deliver to audience. First impression is sometimes considers the last impression so it communicates and control other point of view it considers a ladder between individual and public, however, is more about controlling the impressions of others, while the latter is more about managing the actions of others. Impression management is also called self-presentation and requires an individual, a goal auditor.

Individuals pursue socialization from the moment they are born. They establish and maintain relationships with everyone in order to meet their own social and emotional needs effectively and efficiently. When forming relationships, people must go through the necessary social interaction, which must be done with care. They will socialize with a variety of people from different backgrounds, beliefs, professions, and so on. Individual differences lead to challenges in pursuing the socialization process (Leary, 2001).

Each outsider who is met by others is seen by the social group or organizations as a possible threat. The new partnership can rely on how logically the social group or association has evaluated the danger from the new competitor or outsider. Thus, first of all, a participant would be tested as per his outer

physical appearance, and then his personality would be brought into action. Each person continues to behave and act in such a way that people consider him in a positive way and then the idea of impression management comes into being.
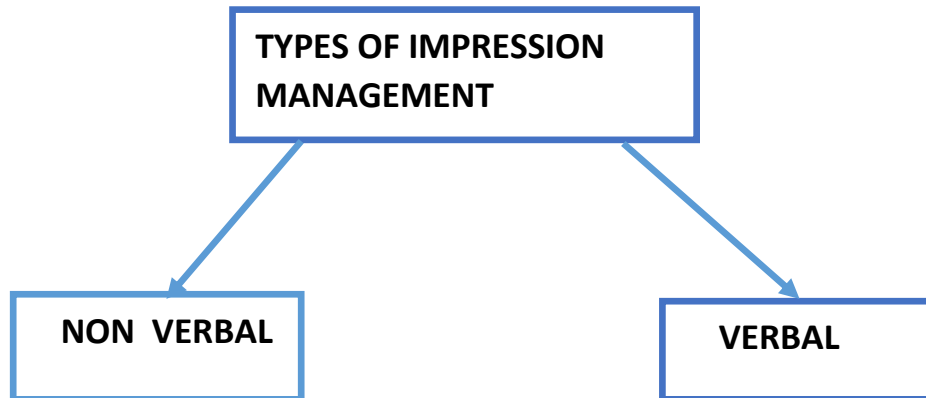
Fig 2.3 Types of Impression Management Theory

2.14 Nonverbal Impression Management theory

In impression management nonverbal communication can be critical. People create particular image and identities through their grooming, appearance, and clothing and through their behavior. People tries to change their behavior through modifying their behavior and also give sufficient time, energy and resources for impression management (Patterson, 2017). For the purpose of nonverbal impression management people give special attention to modify their physic he, including weight loss, exercise to maintain their smartness etc. They adopt all the fashion for their impressive look. To impress others behavior changes are common and consciously or unconsciously people adopt these ways. For example

when a person comes for interview he is attentive, responsive and expressive to his interviewer through nonverbal communication, but he would be casual in the family gathering. Impression control often includes nonverbal communication. In order to establish unique images or identities, people may alter their appearance, clothes, grooming, and, most importantly, their actions. In certain cases, people dedicate a large amount of time, energy, and money to altering their appearance. Plastic surgery, weight loss services, exercise, hair replacement, and other interventions can be used to achieve a more attractive look. People regularly enter environments with the conscious or unconscious intention of making those impressions on others, which contributes to behavioral changes. In a work interview, for example, candidates are more likely to be experienced Body image is the ultimate source of decision and perception control. Both aspects of the "halo effect" can be accomplished by creating or showing an appealing body image. It's worth noting that the new thin-ideal wasn't always the culturally accepted definition of beauty. The ideal female body image has ranged from obesity (as evidenced by ancient statues), to overweight (as evidenced by Renaissance art), to the thin-ideal of today. When it comes to judging the female type across the years, the only constant is that it is incompatible with the context. On the receiving side of nonverbal communication in a work interview, candidates are more articulate, sensitive, and receptive to the interviewer than they would be in casual conversation. Furthermore, candidates on the receiving end of nonverbal contact will pay careful attention to any nonverbal signals of approval or rejection from the interviewer and change their actions accordingly. On first communicating

with one's boss, and meeting important people, similar self-presentation attempts can be made. Sometimes non-verbal behavior use for impression management such as clothing, hair styles, body image and gestures etc. (Patterson,2012) Behavior is also nonverbal impression which seeks other attention. People tries to give more energy and time to modify their appearance and behavior. Sometimes first impression considers as a last impression .Teachers also focuses on these non-verbal behavior .They uses these techniques such as clothing, hair styles and their good gestures for others affection. They impress others with kindness. Humbleness and they avoid harshness so they become likeable for others. People have dual faces in family gathering the behave differently and in work place they behave differently so these are nonverbal impression techniques .Teacher also behave differently in their family gatherings ,home with friends and relatives but while they are in their work place their behave professionally and formally according to their environment. These are all impression management techniques used by teacher in their colleges. In impression management, nonverbal communication is also important. In order to establish unique images or identities, people may alter their appearance, clothes, and grooming, and, most importantly, their actions. In certain situations, in order to improve their appearance, people spend significant time, energy, and money. This may include cosmetic surgery, services for weight loss, exercise, hair substitution, and other treatments, all intended to create a more attractive appearance. When individuals regularly enter environments with conscious or unconscious purposes of generating clear impressions about others, behavioral changes are more prevalent (Patterson,

2017).. An analysis of the link between an actors' desired perceptions. A clear picture of impression management must start with attitudes, and the reaction occurs to those impressions. Impression management (i.e. self-presentation) as the effort of an actor to impact the picture of the performer that one holds.

For instance, in a job interview, candidates on the sending side of nonverbal communication are likely to be more vocal, attentive, and sensitive to the interviewer than they would be in casual conversation. In addition, applicants may listen closely to any nonverbal signals of approval or rejection from the interviewer on the receiving side of nonverbal communication and can change their actions accordingly. On first dates, identical self-presentation efforts could be launched, engaging with one's boss, and meeting significant individuals.

2.15 Verbal impression management theory

In this theory verbal impression management techniques are used which are face to face communication and interviews etc.

SELF DESCRIPTIONS

FAVORS

ASSOCIATION

VERBAL IMPRESSION MANAGEMENT TECHNIQUES

FLATTERY

EXCUSE

ACCLAIMING

APOLOGIES

OPINION CONFIRMITY
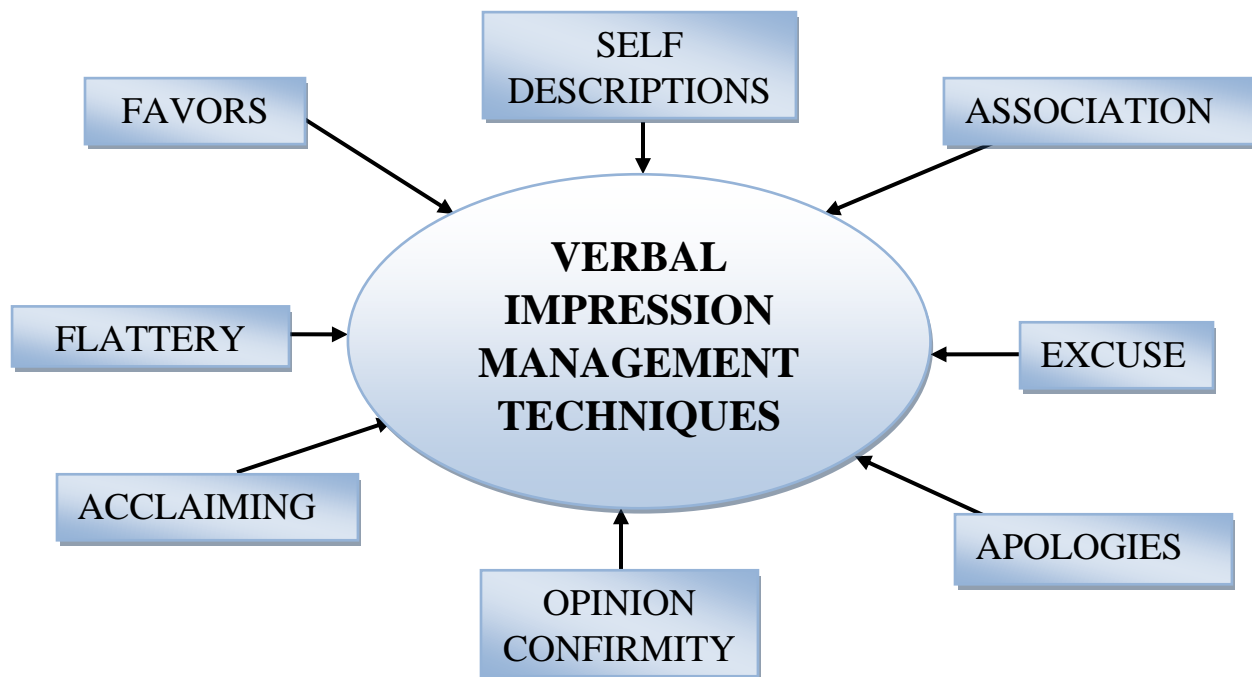
Fig 2.4 Concept map of Verbal Impression Management Techniques

When a person communicates his skills verbally he impresses others through his knowledge and grip on subjects (Gardner, 1988). He or she impresses others by their verbal qualities e.g. The way he or she talks, the way he speaks to others and the way he communicates with others. In two ways, impression management technology has progressed. Other psychological processes have been studied using self-presentational viewpoints. One line of investigation looks at the

elements that influence the types of viewpoints that people try to express Uniformity, violence, pragmatic behavior, authority, persuasion, socialization, feminism, stigmatization, strong relations, feelings, and health and wellbeing are only a few of the subjects discussed.. Goffman's (1959) one of the most well-known theories of identifying presentations is impression control theory. People present themselves based on the imagined audience in front of them, according to Goffman. In the backstage area, identity presentations are planned and prepared. The impression management hypothesis looks at how people choose to present themselves and sheds light on how they prepare. Many studies have proven how impression management theory can be applied in a number of situations, and more are being undertaken.

2.16 Impression management in Psychology

Self–presentation is also part of impression management or sometimes it considers impression management through this people try to capture others mind. When people start believing that their image is impressive in front of others desirable goals. This goal revolves around their perception and the perception of other people. This goal is valuable because it gives positive impression in front of others. Impression that tries to convey positive image on the public depends on the norms of society and social behavior. Impression management has two sides one is based on self –presentational purpose in psychology and other is that kind of impression that influences other people point of view regarding performer. Self-presentation has many components such as mental. Physical health, aggression, conformity, behavior, expectations. Relationship and leadership etc

(Leary, 2001). Impression management is a social psychology term that explains how people attempt to regulate the perceptions others have of them. It is sometimes used interchangeably "Self-presentation" is a term used to describe how one presents oneself The objective is to describe yourself in the manner in which you want to be perceived by the individual or group with whom you are interacting. When making a first impression, this management style is widely used. Impression management (IM) is a conscious or unconscious goal-directed attempt to control and regulate information in social interactions in order to influence other people's views of a person, object, or event (Giacalane & Cosenfield, 2013). If someone tries to influence people's perceptions of her or his own image, she or he will become well-known. The audience may be real or imagined. We seldom record our impressions of IM style standards, which are ingrained in our minds. As a product of our socialization, we get. The audience may assign a resonant or discordant image (listener).

Body image is the ultimate source of judgment and impression management. Getting an appealing body image or showing it would ensure that all aspects are accomplished (Peeters & Lievens, 2006). It's worth noting that the prevailing positive cases stereotype hasn't always been the societal norm. The perfect image of the female body was everything from obesity (as evidenced by prehistoric statues), overweight (as evidenced by Renaissance art) to today's thin-ideal. When judging the female type across the centuries, the only recurring theme is that it is inconsistent with the setting. A tendency for obesity was in periods when calories were difficult to harvest.

The idea of impression management emerged in social psychology and was initially based on people's actions. It was first introduced in 1959 by Goffman. In recent years, more and more research has been undertaken to examine the management of perceptions in corporate data. Impression management can be seen as a tool that is implemented by individuals and organizations as an effort to monitor the impression that individuals or organizations. Many empirical studies have concentrated on the relationship between the disclosure of corporate data and the management of experiences. These studies aim to work out the management of experiences used in IM Scale.

2.17 Two component model of Impression Management

TWO COMPONENT MODEL OF IMPRESSION MANAGEMENT

MOTIVATION

CONSTRUCTION
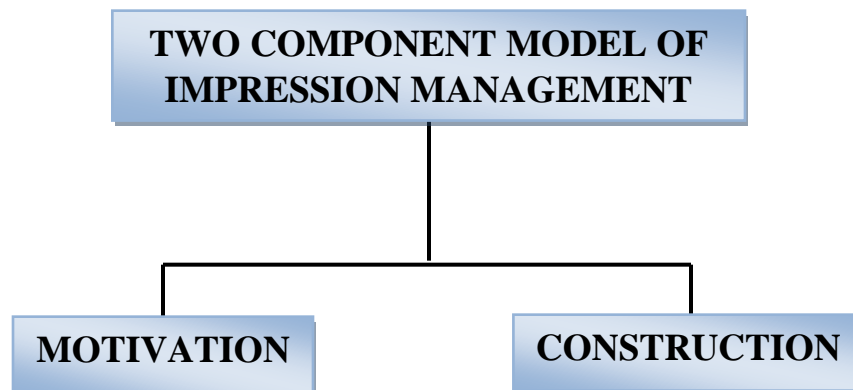
Fig 2.5 Theory by (Leray, 2001)

Impression management is interpersonal behavior and is a process to capture the point of view of others regarding performer .Impression management has two important component one is impression motivation and other is impression construction (Leray, 2001). Impression management is a process motivates to achieve the goals this is called goal motivation (Leray, 2001), and in goal

motivation three factors are involved importance of perceiver's outcomes, the impression individual creates according to the goal. Impression construction is actually self-presentation of desired and un desired body image, hurdles, boundaries, feelings, achievement of targets, values, and image of social well-being .So this is twofold purpose of impression management

In self presentation individual tries to impose his impression through impression management techniques and this motivates him for the desired image of a person this is called impression construction. It includes according to desired image as well as undesired image, targets achievements, controlling of roles and desired social well-being etc.

The function of impression management has three factors which are interlinked. These are impressions goal oriented, the importance of desired results, and the difference of individual's self-image which is desired and societal image of an individual (Felson, 1982).

2.18 Gardener theory of impression management

An organization has its own values and separate identity. Gender differences are also plays an important part in impression management. Women have separate identity in an organization to manage impression on others (Gardner, 1994). Instrumental and expressive motivations are the two most common reasons for attempting to control other people's perceptions. As previously indicated, the instrumental motive is the need for greater self-esteem. The primary objective of instrumental motivation is to achieve a reward. As a consequence, we are driven

by instrumental goals when we attempt to exploit expectations in order to gain something from another person. For example, a salesperson's reason for boosting the sale may be her desire for a raise if she tells a customer that she uses this particular cleanser and how it has improved her appearance. Perhaps this is why she has tried so many different things. Men and women have different levels of willingness to participate in image management. Men are more inclined than women to utilize aggressive and self-serving strategies of impression control, according to gender role theory (such as self-promotion and intimidation). Women, on the other hand, are likely to utilize less confrontational and other-oriented impression control strategies than men (such as ingratiation and supplication) (Guadagno & Cialdini, 2007). Furthermore, men typically employ impression management to help them stand out from the rest and acquire material advantages, whereas women are more likely to utilize it to attain personal objectives. The term "impression management" was conceived by Goffman. According to William Gardener (1992) that we should not portray ourselves artificially to create an impression .we should stay realistic while making an impression in the eyes of others. At the work place we always try to impress others by doing our duties effectively and efficiently for example in front of our boss, our colleagues or those people which are directly contact with us. When we meet others individually or in the group we make a perception of others this is called impression management.

2.19 Books on impression management

2.19.1 Impression management in the organization

There are many work on impression management this is a book on impression management and deals detail regarding impression management importance in organization; Impression management in the organization by Robert A Gaicalone Paul Rosenfield. In an organization impression management role has manifold such as, employees ingratiation, self-presentation, leadership, organization strategies etc. There is self-monitoring system in organization to improve impression of organization. Self-monitoring enhances the qualities of individual and organization. Accountability is also part of impression management and it is a process through organization maintains its reputation. Through accountability self-regulation is conceivable. Self-identification is also a process impression management and in which any individual recognizes his qualities and drawbacks and also tries to overcome these qualities for the betterment of organization. The process of accountability has three part e. g identity, prescription and events. Audience has also play an important role in the process of impression management in an organization (Giacalone & Rosenfield, 2013).

2.19.2 Organization Dynamics

This book is written by William L Gardner III and chapter name WLessons in organizational dramaturgy; the art of impression management in which authors describes that all of us are actor and perform our roles according to situation. He

promotes the term "Dramaturgy". He tells that organization life as a drama and workers are like actors and performs their roles to impress audience to maintain their impression perform different roles according to the situation an their roles. In day-to-day corporate life, several settings experienced. The players are the managers and others who give life to these individuals configuration (William &Gardner, 1992).

2.19.3 Impression Management in the Work Place Research, Theory and Practice

This book is written by Andrew J Durbin the purpose of this book is to describe importance of impression management in organization and also describes about its practices. Another important aim of this book is to negate the negative impact of impression management which is manipulative, unethical also deceitful. It creates positive image of impression management (Durbin, 2010). But side by side in this book writer tells about negative impact of it.

2.19.4 Impression Regulation And Management by BR Schelenker & T.W Britt

In this book writer suggests that impression regulation and management are fundamental characteristics of social behavior/"impression management" is characterized as a goal-oriented operation of controlling data about a person, entity, idea or event. It is also absurd to say of impression management as shallow, deceptive, and afterthought, a simple bias of socially beneficial response, or immoral, that impression regulation and management are fundamental

characteristics of social behavior/"impression management" Controlling information about an individual, entity, idea, or event is described as a goal-directed process.

2.19.5 Social Networking and Impression Management Self Presentation In the digital age by Carrylon Cunningum

This book is impression management strategies used by online used by individual to maintain their impression on their viewers. This is communication process and maintains the impression in front of others through digital apps. Now a days social media plays a pivotal to maintain impression in the eyes of their spectator. These online apps are face book, Games and social networking and impression management techniques of Jones & Pittman are used (Cunningham, 2013).

2.19.6 Organizational Identity by Mary Jo Hatch & MajkenSkultz

Organizational Integrity provides, along with more, the classic works on organizational identity. On the problems, current thought. Ranging from philosophical contributions to empirical research, the readings in this volume discuss the key organizational identity problems and explain how .These problems have arisen from efforts from such disparate fields of science as Sociology, psychology, studies in management and cultural studies. Examining the readings Issues such as how organizations know who they are. In an organization image and identity plays an important role at workplace. Self-image

is important element in impression management and in organization self-image of an individual is contributing better impression on others (Hatch& Skultz, 2004).

2.19.7 The Presentation of Self in Every Day Life By Erving Coffman

In the book Coffman presents importance of self-presentation that when an individual faces others he tries to impress other through his gestures, behavior and communication skills. He tries to captures other mind with the help of sufficient knowledge about themselves. Performances are also a process of self-presentation. This is activity of individual which perform in the presence of others .The performer present his performance in front of others. An individual has different masks or different faces and he performs different role according to the environment. The world is a stage and everyone has play its role accordingly. Novelty is also an important part in self-presentation. The various roles which individual performs to manage positive and attractive impression on sothers (Goffman, 1959). He states that all of us are actors in our social life and also in our jobs we present ourselves as a best employee by our performances so in the college environment teachers should also perform their duties in best way to impress their students, their colleagues and their bosses (Goffman, 1959). Therefore the college teachers also used different techniques to maintain their impression

"Tactics of impression management: Relative success on workplace relationship" states that in an organization different people with different nature and abilities

are working quite efficiently and they manage themselves according to their abilities and those abilities maintain their good impression to others (Gwal, 2015). In an educational institution teachers have to maintain their impression on their students, colleagues and institution. Private/public college teachers also used different tactics of IM.

2.20 Researches of Pakistani researchers regarding impression management;

Work of Pakistani researchers is very limited in this regard. One research is on the topic of 'This study aims to explain the role of "respectable femininity" norms in professional women's work lives and investigate the extent to which they influence female career advancement (or lack thereof) by posing a conflict with traditional career management techniques such as accumulating social capital and projecting a desirable image. The aim of their study is to look into the connection between impression management and gender, as well as whether a woman's marital status influences her use of impression management techniques at work. This research is not in education but we can compare it because it is also applying in work place. The employees are using different strategies in work place to maintain their impression management (Ansari, 2016).

Another topic is 'Effect of ingratiation on supervisor satisfaction through helping behavior'; A moderated medium model' by Pakistani researchers. This research investigates the role of helping behavior between employees ingratiation and supervisor satisfaction. In educational institutions teachers uses ingratiation

strategy for better impression management. Ingratiation has different dimensions, E.g. flattery, opinion conformity, self-promotion and favor (Nayar & Raja, ,2012)

A man who has ideal social self-image and strong personality describe to project his personality can be a leader. This particular kind of behavior is due to some possible motivation for that type of impressions. A leader should know about the impression he has adopted to show his own self –concept. Impression management is not only due to the reason of his predecessors but also for the good results. A leader is famous among their subordinates due to the positive impression. Impression that is negative can be useful where force seems unavoidable to accomplish goals. There are two types of leader's transformational and transactional leadership. Leader who has vision for others has impressive impression management (Rehman & Javed, 2015).

Another work of impression management is cross-cultural impression management behavior of individuals and people at workplace. The main aim of this research is focused on relationship-based, initiative-based and job-based techniques they are used (khilji ,Tirmizi & Srinivas, 2010). In this research to assess the impression management techniques in different cultures are being used and it assesses to know about the depth of crossvergence of values among different countries e.g. Pakistan, India etc. Transition of values due to good understanding of impression management in international scenario. It also discussed differences and similarities of different cultures

Another research was found the purpose of this study was to look into the relationship between ethical leadership perception and subordinate impression management in an educational institution setting (Khan & Javed, 2018).

According to another study conducted by Pakistani researchers, perception control motivations promote the interaction between agreeableness and selfishness (Qureshi, Ashfaq, Hassan & Imdadullah, 2015).This research investigates the effects of extroversion and narcissism on in role performance and extra role performance. This research is done in banking industry to assess the impression management techniques and investigate the relationship.

Another research shows despite numerous attempts to understand the relationship between emotional intelligence (EI) and counterproductive work behaviour (CWB), the results are inconsistent and offer varying degrees of association. The current study investigates the underlying mechanism by hypothesising impression management (IM) as a mediator in addressing the ambiguity in the subject matter. Furthermore, it investigates the moderating role of self-esteem (SE) in the relationship between impression management and counterproductive work behavior (Riaz,, Mahmood, & Shabbir,2020).

Another research is based on five antecedents which belong to media especially social media and two component of athlete brand. These antecedent includes social media, press, video games, sports events etc, oral communication through narration, rumors, gossips, impression management and society including family, friends and social circle etc. (Hassan, kerrim, .Biscaia & Agymang, 2016). This

research conducted three countries and based on interviews which consider verbal impression management techniques. It investigates relationship between antecedent and athlete brand. Impression management is an important component of antecedent. Through interviews in this research to know fans point of view about sports man.Athelete brand deals on field behavior or attributes of athletes and second is off the field behavior of the athlete and their fan following .The impression management techniques which they are used to gain popularity.

Impression management techniques used by career oriented women are usually advance or traditional career management techniques during work place. Respectable femininity norms are used by professional female worker to maintain their impression (Ansari,2016).In this research a perception was found that a working lady faces many hurdles during job as a form of norms which female adopted to maintain their impression in front of society. Female adopting respectable feminists principles which are domesticity, restrained networking and their dignity as a female and maintain their honor and respect in front of their family, friends and society. But they restrict their career due to all these restrains. This research shows the role of women as a successful lady in an organization and side by side a good reputed lady in a society. A successful lady overcomes all the hurdles in her life and career but at the end she reaches at the top of her professional career. In the profession of teaching female teacher also faced many hurdles but they never give up. Female teachers always adopts different techniques to maintain their good impression in their workplace and also in front of society due to adopting norms, tradition of society and also work hard to

achieve their professional goals. Although at their workplace female faces many hurdles and problems. But females try to work hard and use different impression management techniques to enhance their values and worth in educational institutions.

To analyze impression management has a conciliation role between authoritative leadership and employees outcomes that comprises of organizational career growth, job performance and creativity. With the help of self-motive theory researchers presuppose that authoritative leaders and peers forces the employees by terror or by private self-concerns. In public organizations surveys have been taken by the researchers with the time lag of one and a half month at three different time intervals to collect data from employees and the leadership. Structural Equation Modeling (SEM) method has been used to experiment and confirm the presupposition of the research. The outcomes verify that impression management has as conciliating role between the authoritative leadership and employee's outcomes. The research shows the negative and authoritative leadership could have a positive side and he can have positive and motivational impact over employees (Rahi & Ghani, 2018).

The above mentioned researches are of Pakistani researchers regarding impression management in different organization and differently applied but in this research it is about teachers and educational institutions. The present shows assessment of impression management techniques which teachers are used for their better impression. In the research is comparison between public and private sector college teachers

2.21   Views of other researchers

Impression management is the system of correlative influence in which initial attempts was effected by the organizational audience to explain action and performance of organization also attempts to resolve interpretive conflicts. While conceptualizing the process of interaction procedure that involves organizational actors and the target attempt to affect their influence, it creates an idea that reciprocal sense making is as similar to organizational impression management. There are three phases in impression management process. First is acceptance or knowingness about something happen or happened in organization. It can be diversion or can be destination. The second phase is response of audience. Third phase is resolve the conflict between management and audience (Ginzel, Kramer & Sutton, 2004).

Self-presentation or impression management is a way through a person try to control the impression of audience presumes of them. Impression people make on other people because they judge them according to their perceptions. Some people present themselves in attractive so everyone get good impression from them.

Impression management has a basic interpersonal way to gain attraction of other people through impression management techniques (Leary & Kowalaski, 1990). In impression management self-concept is a way to project someone in the eyes of others. In the self-concept first thing is they project themselves in special occasion in front of audience .In impression management people wants to perform their

best in the eyes of public and others. Because manage their impression for their good and positive self-image.

The idea of self is a primary determinant of the impressions that individuals attempt to project. To make this so, three processes run. First, most people admire those facets of themselves that they proudly show to others at appropriate times. Impression management also requires an effort to bring into public view the best aspects of oneself. In fact, people should feel-manage to ensure that they are correctly viewed by others. Even though secondly, by presenting knowledge about the likelihood that they can effectively foster specific impressions, people's self-beliefs work to limit self-presentations. People are reluctant to claim image of someone that are not consistent and how they see themselves because they cannot pull it off because of the possibility (Leary & Kowalasaki, 1990).

This research is for the teachers of private and public colleges of Islamabad capital territory. There is a gap between past researches regarding this regard and through this research try to fill the gap through assessment of impression management techniques used by college teachers both public and private sector of ICT. The research will indicate the value of impression management in one's life and at work place so teachers used in colleges during their work to enhance their impression through various techniques of IM. According to (Abid, 2019) quality of nation is due to quality of education. Teachers are the basic component in the process of education and in the education institutions. To explore the practices of Impression management researcher will conduct a research the practices of impression management in the field of education. This study will be beneficial for

education sector. According to previous studies impression management is important in workplace to influence or control others. For education perspective it will be more beneficial for the teachers of colleges. According to (Leary, 2000) that people try to achieve their goals to motivated the others by present them as dedicated and honest persons by impression management practices. These Practices based on two different paths. One is to present in that way that affects others, and other way is to self –presentation of someone in front of other people. This study will be conduct because to investigate common techniques practice by the college teachers of private and public colleges for impression management. It will assess the important techniques practiced by the teachers often used to maintain impression in front of others. Therefore, this study will be helpful for future researchers. Its purpose is to identify the important and common practice used by college teachers of public sector and private sector to maintain Impression Management. This research will helpful to assess the motives to use the practices of impression management in colleges both public and private. This study is also highlight the difference between public and private college teachers. There is no research regarding exploring of practices of impression management used by college teachers. This is comparative study of public and private teachers of ICT. The proposed study is be beneficial for teachers to because this highlights impression management techniques and their importance in educational institutions. It is also helpful for teachers to tell them how beneficial for them to use these techniques in their working environment**.** This research is significantly important for teachers because when they will use these techniques in their

workplace they will get remarkable achievements. They may able to judge their mistakes and improve their reputation to adopt impression management techniques. Teachers also used different impression management techniques in public and private colleges for their good impression. So in the research, researcher assesses the impression management techniques and comparison of these techniques between public and private college teachers.

In an organization impression management remains continue due to its new employees and old employees (Demir, 2002). Same is the case in an educational institution where invoice teachers joins and the help of experienced teacher they maintains their good impression on others. The private college teachers also welcome their new teachers and give training to them to maintain their impression in work place.

Impression management strategies play a vital role on other party and on organization's reputation. (Jones & Pitman, 1982). So, with the help of these strategies college teachers act their duties to influence others. The private college teachers used these strategies to enhance the reputation of their organization. The public sector teachers also try their utmost effort for reputation of college.

An organization depends on impression management of its employees to attract others (Bolino et al, 2016). If an educational institution has good teachers who impress others and show good results than this institute becomes more famous due to its teachers. Public and private college teachers also try to groom themselves but Private college teachers try their best to seek attention of others through their appearances and behaviors.

"Impression management is basically used to show his/her behavior to impress others." (Sinha, 2009). College teachers both public/private sector also shows good behavior to impress others in their institution and for this purpose they used different strategies. College teachers of private sectors usually tries to grasp others attention through different tactics of IM.

Impression management is used to present positive impression on audience so they will impress (Newman, 2009). Teachers of public/private colleges show their positivity to impress their colleagues, students and bosses.

IM is a kind of self-presentation stated by (Leary, 2001). People control others perceptions through self-promotion. Teachers of colleges usually focused on self-projection. They try to control their thinking by their good qualities and their achievements. When people take motivation to manage their impression and convey others as it is through the norms and ethics of the society.

Impression management is a method where group perform differently according to their environment or surrounding, (Newman, 2009). For example in house a person behave care free manner while in job he behave alertly.

Impression management is actually your body image. It effects on audience (Demir, 2002). We often heard that first impression is your last impression. So everyone is trying to maintain it. Teachers of colleges both public/private sector tries to influences other minds through their effective gestures so parents and students admires them and obey them.

Competitions are also part of impression management, (Leary & kowalsaki, 1990). Healthy competition between colleagues or among teams shows performance of team members or individual. In college a healthy competition among colleagues enhanced the capabilities of teachers and manages their impression.

Individual don't want them any part of failure or any bad action (Weiner, 2010). There are four techniques which are used, E.g. denial, excuse, justification and confession.

Impression management is a technique which enhances the better image in the eyes of others. It is a constructive phenomenon for self-presentation and self-projection. Impression management revolves around many factors which are social, cultural and spiritual (Norris, 2011). In the social impression, a person wants to show positive and influential in the eyes of people. There is a thin line between negative and positive impression of one's in front of people and society. The one who wants to act according to the norms and culture of society maintains good impression among people and society and one who neglected these values has negative impression on people and society both. So the college teachers both public and private sector depends on these factors which revolves around morality, spirituality, ethics and values of society. That college teacher who cares norms of society maintains good impression on others and considers well reputed among colleagues, administration and society.

In the previous researches or literature researcher found different impression management techniques used by researchers in different organization and in

different fields. Those researches show the importance of impression management. We know from history that Plato said that man is a social animal who cannot survive without society. As a result, being a social being allows one to leave a good impact on society.

2.22 Ways to improve Impression management

It is usually said that first impression is a last impression. To improve first impression a person can opt following ways.

Smile and handshakes

Prepare for meetings

Do what you say

Pay attention

Value people time

Therefore by using these ways a teacher can present his or her good first impression on their audience.

There are many other ways to improve impressions which are as follows;

This can easily explain through following image.

Fig.2.6   Five Steps of Positive First Impression (source internet).

1. Set goals

2. Flexible behavior

3. Appropriate dress

4. Body language

5. Confident

6. Pleasant personality

7. Helping others

8. Etiquette

9. Qualification

10. Approaches

Adopting the above mentioned ways teachers can improve their impression in the eyes of others in attractive manner. They can become more popular among others by choose these ways and can manage their impression positively.

2.22 .1 Conformity

Conformity is the act of acceptance and it is the action which is for other people so that they enjoy the surroundings, area and the whole environment. It is helpful for teacher because through this strategy he or she impresses others.

2.22.2 Excuses

Excuses are the explanation of a person so that they minimize the severity of punishment about an event.

2.22.3 Apologies

Apologies are admitting the mistake with responsibility about an undesirable event asking for forgiveness for the action.

2.22.4 Flattery

Flattery is an act of complimenting others so that they will feel confidence and likeable.

2.22.5 Favors

It means doing something good for other's acceptance and approval.

2.22.6 Association

It is cooperation with other people in order to enhance and protect each other by managing information which are associated with them.

Conformity is the act of acceptance and it is the action which is for other people so that they enjoy the surroundings, area and the whole environment. It is helpful for teacher because through this strategy he or she impresses others. Excuses are the explanation of a person so that they minimize the severity of punishment about an event. Apologies are admitting the mistake with responsibility about an undesirable event asking for forgiveness for the action. Flattery is an act of complimenting others so that they will feel confidence and likeable. Favor means doing something good for other's acceptance and approval. Association is cooperation with other people in order to enhance and protect each other by managing information which are associated with them (Cunliffe, 2021). Impression management strategies are there are, without a doubt, many motives ruling impression management. It is instrumental in including these several motivations. Instrumental, in essence, is when one needs to affect another and they achieve benefits by doing so. Some of the ones Assistance, strength, acceptance, or friendship is the social outcomes. Such social ones the current impression of performance in the workplace. With these variables coming into play, with bonuses and higher wages, they can really help the worker. These techniques play an important role in preserving self-esteem in one's life. Their assessment of their own success and their self-esteem is informed by their Perception of how others respond to their performance. As a consequence,

individuals consciously portray impressions that can evoke responses from others that improve self-esteem (Schlenker et al, 1996).

There are many strategies behind self-presentation, including self-disclosure (classifying what constitutes you "you" to some other individual), appearance management (trying to blend in), ingratiation, behavior alignment (making one's acts seem appealing or understandable), and alter-casting (imposing identities on other people). It can help to improve one's social capital by preserving a version of self-presentation that is usually considered desirable, and this approach is typically applied by individuals at networking events. Such self-presentation approaches can also be used as impression management at the corporate level. Teachers of colleges use these techniques to impress others in their work place. Therefore this research shows many motives and reasons behind impression management techniques which are helpful to maintain their impression in the eyes of others in their workplace.

2.23 Self-Monitoring in Impression Management

Impression management also includes self-monitoring and as an employee increases his value, he analyses his success and improves his errors by self-accountability. In certain ways, organizational participation plays a role. Self-monitoring establishes partnerships between individuals in an organization and demonstrates their characteristics that are valuable to the organization. Extremely self-monitoring and low self-monitoring are two forms of self-monitoring (McFarland, Rayan & Kriska, 2003). Self-monitoring is an effective method used

by college teachers to develop their abilities and control their personalities to make them more appealing to their audience in educational institutions.

Accountability is thought to be a better way to fix faults or shortcomings in someone's work. To present employees better, good self-accountability will highlight his incompetence and lack of productivity in his results. Accountability reflects an employee's passion and loyalty to his business. Accountability can help people achieve self-control and social justice monitoring (McFarland, Rayan & Kriska, 2003). This is a valuable process in colleges where teachers resolve their failures by transparency. In impression management, this is a successful strategy that college teachers use to portray themselves in an impressive manner.

The above mentioned ways are also helpful to improve the impression and manage it carefully in the eyes of others. With the help of above mentioned ways a teacher can groom his or her personality and mange his or her impression in the eyes of others.

There are many techniques which are used in impression management. These techniques are generally used in work place as well as in daily life. Ways to improve Impression management e.g. Set goals, Flexible behavior, Appropriate dress, Body language, Confident, Pleasant personality, Helping others, Etiquette, Qualification and Approaches.

Theory of impression management notes that, according to one's objectives, we try and to meet those priorities, allow our perception. The theory, definitely, is about how the individual wants to expose him or her, but to do so in a certain

way. Satisfy their desires and priorities. A perfect example of handling impressions the philosophy of play, for instance, is in sports such as soccer. It's a huge game and you want to play it (Reyers & Matusits, 2012). To make as big of an impression as possible, because college teachers are present. He's keeping an eye on you. Without a certain, this person would wear the flashiest pair of cleats and would go out of their way to demonstrate their full range of abilities. Perhaps their main goal isn't to win the game, but to leave an impression on it.

Self-presentation is the process by which people introduce themselves to the rest of the world. This process occurs on both a conscious and unconscious (automatic) level, and is typically motivated by a desire to please others while also meeting one's own needs. Self-presentation can be used to manipulate others' impressions of you. On a strategic or tactical level, self-presentation (impression management). Because it is a result of social conditions as well as an individual difference variable, self-presentation is difficult. Individuals have different self-presentation tactics, yet they are all influenced by their surroundings.

Environmental influences, as well as age, gender, and culture variations, have been discovered to influence how people present themselves. People can choose how they show themselves in response to social cues, in other words. Environmental and interperceptual signals, such as social context, are referred to as cues in this context (i.e., how public the setting is). Individuals can also differ in their level of self-monitoring. Self-monitoring refers to how closely people track their own actions and self-presentation in response to actual or perceived social cues. Self-presentation is both a personal and a social phenomenon that

stresses the inherent tensions of human interaction. The symbolic interactionists (SI) tradition gave birth to the notion of self-presentation. The SI tradition is a sociological contribution to social psychology that focuses on how people build and negotiate their social environment (Sheridon, 2016). Individuals manage the social world, according to SI, by interacting with each other and developing mutual meanings (symbolism). Self-presentation (International Encyclopedia, 2021). Goffman uses a dramaturgical model in which he assigns social contact components to the stage. Goffman studied the mechanism by which actors create roles and represent them to an audience at the micro sociological stage. The social actor attempts to put on a compelling face that elicits other people's approval. Goffman's work on self-presentation and impression management offers a map for studying human actions and the conflict between individuals and society. There fore

College teachers present their self in that positive way to impresses their spectators in their colleges and society and self-presentation is an impression management technique which deals their well-being. Symbolic Interactions is also a technique which is beneficial for teachers to interact with their colleagues, subordinate and others for self-presentation. Through the use of SI they can negotiate others and can convey their good impression.

The above mentioned researches are about impression management and the techniques of impression management. There is lot of work in self-presentation and impression management but the present research is about college teachers and the use of impression management techniques and also assessment of these

techniques used by the college teachers both public and private sector. The researcher found less work in this regard therefore researcher tries to assess the impression management techniques used by the college teachers and their way to portray themselves in the eyes of their audience or spectators.

The main objective of this study is to evaluate impression management techniques used by private and public college instructors. Individuals with various personal abilities to control their impression are found in the workplace. Impression management is the art of presenting oneself in different ways in order to please others. As a result, the purpose of this research is to assess the most widely used IM techniques among college teachers in both public and private colleges.

CHAPTER 3

RESEARCH METHODOLOGY

The current study was carried out in order to find out the Impression Management techniques of college teachers among private and public sector. The data in this study was collected from public and private college teachers. Variables were described and integrated into the formal questionnaire for Impression Management Techniques. Using Jones and Pittman (1982) taxonomy, this is mostly used model related to impression management techniques.

The taxonomy of Jones and Pittman was highly relevant for current research and mostly used in a lot of recent researches. A lot of researches have been conducted on research purpose by using this taxonomy. For example "Self-Presentation Tactics in Social Media" (Hang, 2014).

Another study "A study of Impression Management Techniques applied by Academicians in select education institution Dehradun" (Chaubey & Kandpal, 2017) also used this taxonomy.

A research "Measures of concerns with Public Image and Social Evaluation" (Leary, 2015) used this taxonomy.

Another work "Self –Presentational strategies "(Biancandi et al, 2019).also used this taxonomy.

A very recent research book "Performance appraisal, Dark Personalities in work place" (Mathew, 2021) used the taxonomy.

There are many other researchers used this taxonomy for their research.Thereforer this taxonomy is highly relevant for current research.

A questionnaire was adopted. Their taxonomy includes: self-promotion, in which people highlight their abilities or qualifications in order to be perceived as competent by observers; ingratiation, in which people do favors or use flattery to elicit an attribution of liability from observers; exemplification, in which people compromise themselves or go above and beyond the call of duty in order to obtain the attribute; exemplification, in which people compromise themselves or go above and beyond the call of duty in order to obtain the attribute; exemplification, in which people go above and and begging, in which people make their vulnerabilities known.

3.1 Research Approach

The quantitative approach was adopted because whenever numeric data had to be collected, the quantitative approach was used to analyze the data. The researcher employed an independent t test to investigate the practices of college teachers in this study. The discrepancies in impression management strategies of male and female teachers at public and private college levels were assessed and analyzed using a quantitative research method.

3.2 Research Method

Survey method adopted for this research.A questionnaire adopted from the impression management scale (Balino & Tunley, 1999) consisted of 25 items and

this questionnaire based on 5 point likert scale. This questionnaire consists subscales which were following.

1. Self-promotion
2. Ingratiation
3. Exemplification
4. Intimidation
5. Supplication

To select the respondents, stratified sampling was carried out. Initially, every prospective respondent was approached and told of the intent of the survey. The study included a total of 240 respondents, with a final accurate questionnaire of 200 being used in this research, excluding 40 inaccurate or insincere answers. Respondents were asked to show their degree of agreement with each of the 25 attributes ranging from 1 to 5 on the five-point Likert scale (Never, Rarely, Sometimes, Often and Occasionally).

In order to assess the reliability of the survey instrument, a group of language experts and relevant field experts were given the initial questionnaire to assess the validity of its content, the consistency of the significance of its objects, and to ensure its ties with the study objectives. The questionnaire was pilot tested using 25 respondents, comprising 10 percent of the total sample size, who were considered members of the study population, in order to validate the reliability. The value of Cronbach's alpha was found to be 0.768, indicating a reasonable degree of questionnaire reliability. Using IBM SPSS Version 20, the data thus obtained was systematically organized, tabulated and analyzed.

3.3 Research Design

The cross sectional research design was used in this research which was then examined by using a questionnaire. Finding the correct information was made easier. It was facilitated to find out the correct data.

3.4 Population

All the teachers who were teaching under Federal Directorate of Education constituted was the population of this study from public sector. These colleges are starting from 1st year to postgraduate and located in urban area. These are six colleges under Federal Directorate of Education.

Teachers who are teaching in the private colleges of Islamabad is also population of this study. Four private colleges of ICT registered in FBISE was population of this study. Total teacher was five hundred and twenty eight from public and private sector.

Table 3.1 Population of the Study (Demographic detail)

Sector	College Type	No. of Colleges	College Name
Public Sector	F.G. Public Colleges (Boys)	03	i) IMCB.H.8 ii) IMCB.H.9 iii) IMCB.H.9
	F.G. Public Colleges (Girls)	03	i) IMCG F.7/2, ii) IMCG Margalla F-7/4 iii) IMCG G-10/4
Private Sector	Private (Boys & Girls)	04	i) Punjab Group of Colleges ii) KIPS College iii) Scienta Vision iv)Chenab College
	Total	10	

Table 3.2 Table related to designation of teachers (Demographic detail)

Designation	Total	lecturer	Asst.Professor
	200	100	100

Table 3.3 Table related to professional experience (Demographic detail)

Professional experience	Total	0-5 years	5-10
	200	100	100

3.5 Sample Size

Sample was taken from 6 colleges of Islamabad city and 4 private colleges of Islamabad. This sample is consisting of hundred teachers from government colleges and hundred teachers of different private colleges of Islamabad capital territory.

Table 3.4 Sample Size

	Total	Male	Female
College Teachers	200	100	100

3.6 Sampling Technique

The disproportionate stratified sampling technique was used in data collection. a method of arranging members of a population into relatively smaller subgroups before sampling. Strata sampling is a type of sampling that divides people into smaller groups. In stratified random sampling, strata are created based on members sharing specific characteristics or characteristics.

Disproportionate Stratified Sampling technique was used for selection of sample. The base of strata was gender, academic qualification, experience and private and public teachers.

Each stratum was taken through Disproportionate stratified sampling. Stratum`s size was taken after comparing population and formed sampling.

Disproportionate Stratified random sampling technique was used for this research. First step is dividing the population into two groups, male and female. Researcher has conducted simple random sampling. To achieve the best possible result as the population involved in this research consists of teachers of model colleges of Islamabad.

3.7 Research Instrument

A questionnaire adopted from the impression management scale (Balino & Turnley, 1999) consisted of 25 items and this questionnaire based on likert scale.

This questionnaire consists subscale which is following.

Table 3.5 Description of Impression Management Scale

Scale	Sub Variables	Items
IM Techniques	Self-Promotion	5
	Ingratiation	5
	Exemplification	5
	Intimidation	5
	Supplication	5
Total Items		25

The IMS Scale was adopted to measure impression management actions based on Jones and Pittman's (1982) five self-presentational styles: self-promotion (trying to appear competent), ingratiation (trying to appear polite and nice), exemplification (trying to appear morally exemplary), intimidation (trying to appear threatening), and supplication (trying to be viewed as helpless and weak). Each of Jones and Pittman's (1982) five self-presentational techniques is measured using the IMS Scale, which includes 20 statements. The response format is a 5-point Likert-type scale that represents the frequency in which respondents act in the specified manner (1=never, 2=rarely, 3=occasionally, 4=sometimes, 5=often).

3.8 Validity of instrument

For the current research researcher consulted experts of research in the relevant field of education to check the validity of instrument. In this research study one questionnaire was used. This questionnaire was adopted.

To check the validity of the questionnaire two experts of the relevant field were consulted and after one week the questionnaire was finalized.

Experts declared the instrument valid and suitable for data collection and research study

3.9 Reliability of instrument

The instrument is distributed among 30 college teachers of Islamabad to check its reliability.

3.10 Pilot Testing

To check the reliability of questionnaire researcher distributed questionnaire among thirty teachers of colleges of Islamabad and The primary goal of pilot testing is to identify potential issues before beginning the actual research and spending time, effort, and money into it. Pilot testing may be used for a couple of different purposes. One is to see how effective a particular research instrument is. Second, to what extent would a given data gathering method suffice, and how long would the instrument take to complete? Cronbach alpha coefficient the scale lie at 0.75 which shows reliability of scale.

Table 3.6

Cronbach Alpha Reliability of Impression Management Scale (IMS) Pilot Testing (N = 30)

Scale	Sub-section	Items	Cronbach Alpha Reliability
Imperssion Management(IMS)		25	0.75
	Self-Presentation	05	0.693
	Ingratiation	05	0.556
	Exemplification	05	0.505
	Intimidation	05	0.350
	Supplication	05	0.494

According to Table 3.4, the reliability of the Impression Management Scale (IMS) was 0.75. Although the reliability of the sub-sections was determined by Self Promotion, Ingratiation, Exemplification, Intimidation and Supplication are 0.693, 0.556, 0.505, 0.350 and 0.494 respectively.

3.11 Data Analysis

The data was analyzed by using SPSS. Independent t test was used to analyze data through SPSS. Ho1 to Ho5 test was used. The last objective analyzed through mean value in SPSS.

3.12 Data Collection Procedure

Researcher got the permission from different heads of institutions from Islamabad capital territory public and private sector. A questionnaire was divided to collect the data from teachers. For authenticity researcher went to collect data.

Chapter 4

ANALYSIS AND INTERPRETATION OF DATA

4.1 Demographic Detail

In this chapter, overall data which has been taken in the form of questionnaire has been analyzed. The data which has been collected t is shown here in the form of tables. Data is analyzed through T-test and Mean. Data has been collected from 10 colleges including private and public sector colleges, through questionnaire.

The following categories of teachers were the population for the study.

1. Lecturers.

2. Assistant Professor

Data were collected on demographic variables like name, gender, academic qualification, experience, institution name, college sector etc.

Table 4.1 Population of the Study Public and Private colleges (Demographic detail)

Sector	College Type	No. Of Colleges	College Name
Public Sector	F.G. Public Colleges (Boys)	03	i) IMCB H-8
			ii) IMCB H-9
			iii) IMCB F-10/4
	F.G. Public Colleges (Girls)	03	i) IMCG F-7/2
			ii) IMCG Margalla F-7/4
			iii) IMCG G-10/4
Private Sector	Private (Boys & Girls)	04	i) Punjab Group of Colleges
			ii) KIPS
			iii) Scienta Vision
			iv)Chenab College
	Total	10	

Table 4.2 Table related to professional experience (Demographic detail)

Professional experience	Total	0-5 years	5-10
	200	100	100

Table 4.3 Table related to academic qualification (Demographic detail)

Academic Qualification	Total	Masters	M.Phil
	200	130	70

Table 4.4 Table related to designation of teachers (Demographic detail)

Designation	Total	lecturer	Asst.Professor
	200	100	100

Table 4.5 Sample Size (Demographic detail)

	Total	Male	Female
College Teachers	200	100	100

A questionnaire adopted from the impression management scale (Balino Tunley, 1999) consisted of 25 items and this questionnaire based on 5 point likert scale. This questionnaire consist subscales which are following:

1. Self-presentation

2. Ingratiation

3. Exemplification

4. Intimidation

5. Supplication

In this study, data is collected by using statistical method for social sciences (SPSS). In order to find out the learning style of students, some measurements were performed manually on the questionnaire, and then data were transferred from the demographic sheet to SPSS. By using this method, data were than analyzed by using T-test, and Mean through SPSS.

4.2 DATA ANALYSIS AND PRESENTATION

Data is presented here in the form of tables. Teachers of Islamabad including in public colleges and private colleges of ICT are the population of this study.

The total population was all the teachers of public colleges under FDE urban starting from 1st year (HSSC) which are six and private colleges of ICT which are four but the sample taken here as a population is two hundred.

Objective 1. To assess which impression management technique is most commonly used by teachers.

Q   **Which impression management technique is most commonly used by teachers?**

Table 4.6 Comparison of most commonly used techniques   among teachers.

Variable	N	Mean
Self-presentation	200	2.5137
Ingratiation	200	2.5127
Exemplifications	200	2.5087
Supplication	200	2.3980
Intimidation	200	2.1023

The table 4.6 is related to objective 1 This is analyzed through mean in SPSS.

 Here the mean value of self-presentation is 2.5137 which shows that self-presentation technique is mostly prevalent among teachers

The value of Ingratiation is 2.5127 which shows that ingratiation is second most prevalent technique among teachers.

The value of Exemplification is 2.5087 which is third prevent technique among teachers.

The value of Supplication is 2.3980 which is fourth prevalent technique among teachers.

The value of Intimidation is 2.1023 which shows that it is least practiced technique among teachers.

Objective 2.   To compare the techniques used by the college teachers of public and private sector for managing impression.

Ho1 There is no significant difference in impression management techniques used by public and private college teachers.

Table 4.7 Comparison of using IM techniques between Public and Private Sector

Variable	N	Mean	t-Value	df	Sig.
Public	100	2.98	35.288	198	.000
Private	100	3.00			

The table is related to hypothesis Ho1. This is analyzed through Independent T test in SPSS. An independent t test was used to see the significance difference between impression management techniques practiced by public and private college teachers. Here the value of p= .000 is less than the set value which is 0.05. Thus the null hypothesis is fail to accept. Therefore result here indicated that there is a significant difference in impression management techniques practiced by Public and Private College teachers. The mean value for public teachers was 2.98 while the mean value for private college teachers was 3.00, indicating that private college teachers used IM strategies more efficiently than public college teachers. Therefore the null hypothesis is failed to accept.

Objective 3. To assess impression management techniques used by college teachers with reference to professional experience.

Ho2 There is no significant difference in impression management techniques practiced by teachers with different experience (in years).

Table 4.8   Assessment of using IM techniques by the teachers with reference to professional experience

Variable	N	Mean Square	t value	df	Sig.
Experience	200	2.39	1.456	198	.229
(5-10 years)		2.55			

The table from 4.8 is related to hypothesis Ho2 this is analyzed through t.test in SPSS. T-test was used to see the significance difference in impression management technique practiced by male and female college teachers with different experience both public and private sectors. Here the value is p= .229 which is greater than the set value which is 0.05. There is no significant difference in impression management techniques practiced by teachers with different experience. Therefore the null hypothesis is failed to reject.

Objective 4. To assess impression management techniques used by college teachers with reference to academic qualification.

Ho3 There is no significant difference in impression management techniques practiced by teachers with different academic qualification in public and private sector.

Table 4.9   Assessment of using IM techniques by the teachers with reference to academic qualification

Variable	N	Mean	t.value	df	Sig.
Academic	200	2.42	.185	198	.667
Qualification		2.64			
(Masters, M.Phil.)					

The table from 4.9 is related to hypothesis Ho3 this is analyzed through t test in SPSS. T-test was used to see the significance difference in impression management technique practiced by male and female college teachers with different Academic Qualification both public and private sectors. Here the value is p=.667 which is greater than the set value which is 0.05. Therefore there is no significant difference in impression management techniques practiced by teachers with different academic qualification in public and private sector. Therefore the null hypothesis is failed to reject.

Objective 5. To assess impression management techniques used by college teachers with reference to job designation.

HO4   There is no significant difference in impression management techniques practiced by teachers with different job designation.

Table 4.10   Assessment of using IM techniques teachers with reference to job designation.

Variable	N	Mean	t.value	df	Sig.
Designation	200	2.42	1.858	198	.159
Lecturers		2.63			
& A.P.					

The table from 4.10 is related to hypothesis Ho4 this is analyzed through t-test in SPSS. T-test was used to see the significance difference in impression management technique practiced by male and female college teachers with different designation both public and private sectors. Here the value is   p=.159 which is greater than the set value which is 0.05. Therefore the null hypothesis is failed to reject. Therefore there is no significant difference in impression management technique practiced by male and female college teachers with different designation both public and private sectors. Therefore the null hypothesis is accepted.

Objective 6 To assess the impression management techniques used by the male and female college teachers of public and private sector.

Ho5 There is no significant difference in impression management techniques practiced by male and female college teachers.

Table 4.11   Comparison of using IM techniques between male &female college teachers.

Variable	N	Mean	t-Value	df	Sig.
Male &	100	3.04	1.293	198	.000
Female	100	2.98			

The table from 4.11 is related to hypothesis these is analyzed through Independent T-test in SPSS. An independent t test was used to see the significance difference between Male & Female impression management technique practiced by college teachers both public and private sectors. Here the p = .000 which is less than the set value which is 0.05. Therefore the null hypothesis is rejected therefore result here indicated that there is a significant difference in impression management techniques practiced by male and female college teachers of public and private colleges. The mean value for Male teachers was 3.04 while the mean value for Female college teachers was 2.98, indicating that Male College teachers used IM techniques more efficiently than Female college teachers. Therefore the null hypothesis is failed to accept.

CHAPTER 5

SUMMARY, FINDINGS, DISCUSSION, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Summary

The research was carried out to see the technique of impression management and its comparative analysis of private and public sector college teachers. This study has been conducted to see the difference of impression management between teachers of private college as well as public sector. This research identified the common practices, which is used by the college teachers of both public and private sector for managing their impression. It also tried to identify the particular behavior of both in order to manage their impression. This study based on five major parameters which are Self-promotion, Ingratiation, Exemplification, Intimidation, proposed by (Jones and Pittman). The study was basically conducted to find out the significant difference of impression management between college teachers of private and public sector at Islamabad. Impression management techniques are independent variable where as teachers of public and private sectors are taken as dependent variable.

Along with impression management, some other variables are also taken which are gender, experience, designation and academic qualification to see how they effect in managing the impression. This research included Total 10, six colleges from public sector, three boys and three girl's colleges of Islamabad whereas four

private colleges are also included in this research. 10 colleges have been taken as a population which includes, IMCB, H-8, IMCB h-9, IMCB F.10/4 , IMCG F-7/2, IMCG Margalla F-7/4, IMCG G-10/4, Punjab College, Kips College, Scienta Vision College and Chenab College. The total population was five hundred and twenty eight but the sample taken here as a population is two hundred. Stratified random sampling technique was used as a sample. The teachers from aforementioned colleges were selected through random sampling; the sample consisted of two hundred college teachers of public and private sectors. To interpret data in terms of theory, inferential statistics were used. The data on the significance difference in impression management techniques used in terms of five different hypotheses. First, second, third, fourth and fifth hypothesis were analyzed through T-test whereas sixth is analyzed through Mean in SPSS. As the sample was two hundred college teachers so through this the data were analyzed by using SPSS. The overall data however, showed that there is significant gap or significant difference in terms of impression management between public and private sector teachers.

5.2 Findings

Findings from data are as followed:

1. The result of first objective shows that the mean value of self-presentation is 2.5137 which indicates that self-presentation technique is mostly prevalent among teachers.

   . The objective is analyzed through mean in SPSS.

Here the mean value of self-presentation is 2.5137 which shows that self-presentation technique is mostly prevalent among teachers. The value of Ingratiation is 2.5127 which shows that ingratiation is second most prevalent technique among teachers.

The value of Exemplification is 2.5087 which is third prevent technique among teachers. The value of Supplication is 2.3980 which is fourth prevalent technique among teachers. The value of Intimidation is 2.1023 which shows that it is least practiced technique among teachers.

2. There was significant difference in impression management techniques practiced by colleges of both public and private sectors.(sig< 0.05)

    The result of hypothesis indicated that there is a significant difference in impression management techniques practiced by Public and Private College teachers. The mean value for public teachers was 2.98 while the mean value for private college teachers was 3.00, indicating that private college teachers used IM strategies more efficiently than public college teachers. Therefore the null hypothesis is failed to accept.

3. There was no significant difference in impression management techniques with reference to professional experience.(sig>0.05)

    In this hypothesis T-test was used to see the significance difference in impression management technique practiced by male and female college teachers with different experience both public and private sectors. Here the value is p= .229 which is greater than the set value which is 0.05.

There is no significant difference in impression management techniques practiced by teachers with different experience. Therefore the null hypothesis is failed to reject

4. There was no significant difference in impression management techniques with reference to academic qualification (sig>o.o5).

   Ho3 this is analyzed through t test in   SPSS. T-test was used to see the significance difference in impression management technique practiced by male and female college teachers with different Academic Qualification both public and private sectors. Here the value is p=.667 which is greater than the set value which is 0.05. Therefore there is no   significant difference in impression management techniques practiced by teachers with different academic qualification in public and private sector. Therefore the null hypothesis is failed to reject.

5. There was no significant difference in impression management techniques practiced by college teachers with reference to designation. (Sig>0.05).

   Ho4 this is analyzed through t-test in SPSS. T-test was used to see the significance difference in impression management technique practiced by male and female college teachers with different designation both public and private sectors. Here the value is   p=.159 which is greater than the set value which is 0.05. Therefore the null hypothesis is failed to reject. Therefore there is no significant difference in impression management technique practiced by male and female college teachers with different

designation both public and private sectors. Therefore the null hypothesis is accepted.

6. There was significant difference in impression management techniques practiced by Male and Female college teachers**. (Sig<0.5).

An independent t test was used to see the significance difference between Male & Female impression management technique practiced by college teachers both public and private sectors. Here the p = .000 which is less than the set value which is 0.05. Therefore the null hypothesis is rejected therefore result here indicated that there is a significant difference in impression management techniques practiced by male and female college teachers of public and private colleges. The mean value for Male teachers was 3.04 while the mean value for Female college teachers was 2.98, indicating that Male College teachers used IM techniques more efficiently than Female college teachers. Therefore the null hypothesis is failed to accept.

5.3 Discussions

The results of the first objective revealed a considerable difference in all techniques used by college teachers, demonstrating that self-promotion, ingratiation, and exemplification are superior to supplication and intimidation. According to this study In this research result shows that self-presentation technique is most prevalent among teacher while intimidation is least prevalent technique among teachers, some impression management techniques are good,

such as self-promotion and ingratiation, while others, such as supplication and intimidation, have negative effects on others. (Singh, Kumra & Vinni Combe 2002). Another study came to the same conclusion, stating that teacher approaches differ significantly. According to these researchers, positive impression management techniques include ingratiation and exemplification, while negative impression management techniques include intimidation, self-promotion, and supplication. (Arif et al, 2011).

The findings of the current study's second objective revealed that impression management techniques used by colleges in both the public and private sectors differed significantly. According to the same findings, private institutes are better at managing impressions than public institutes. Because they worried more about their impression management strategies, private sectors outperformed public sectors. (Rizwan, Azad & Ali, 2016). Another research showed that public sector employees used verbal impression management techniques while private sector employees used nonverbal impression management techniques. (Sethi &Adhikari, 2010). These result shows that there is significant difference in impression management used by public and private sectors employees.

 In terms of experience, qualification, and designation, the findings of the third, fourth and fifth objectives revealed that there is no substantial variation in impression management strategies. The results of a study revealed that experience, qualification, and designation have little impact on impression management approaches. (Singh, Kumra & Vinni Combe, 2002). The result of another research showed that there is no significant difference in impression

management techniques demographically on performance rating (Wayne &Liden, 1995).

The outcome of the sixth objective revealed that male and female college teachers used significantly different impression control approaches. In comparison to female teachers, male teachers are better at managing impressions. The study found that women are less aggressive than men when it comes to using impression management strategies. (Balino & Turnley, 2003). Another study showed that many female seems uncomfortable to use IM techniques (Singh, Kumra & Vinni Combo, 2002).

5.4 Conclusion

The first finding of this research showed that college teachers used all the techniques but main finding shows that self-presentation is a technique used by the majority of teachers in both the public and private sectors. Ingratiation and exemplification are also commonly utilized by teachers in the second and third levels. Supplication and intimidation are the least effective impression management technique utilized by the college teachers. All the techniques are significantly important to manage the impression on others but self-presentation is most commonly used technique by the teachers because if someone portray his positive and attractive image because with the help of teachers image administration present positive image of their institution and that institution become more reputed among others due to attractive image of their teachers.

The study was carried out to examine the impression management techniques and their comparative analysis of college teachers in the private and public sector. This research was conducted to see the difference between private college teachers and the public sector in impression management. This research identified that private sector college teachers used impression management techniques more than public sector college teachers.

This study based on five major parameters which are Self-promotion, Ingratiation, Exemplification, Intimidation, proposed by (Jones and Pittman). The study was basically conducted to find out the significant difference of impression management between college teachers of private and public sector at Islamabad.

There are five major objectives to explore the impression management techniques used by college teachers. The objectives were achieved as in the second objective it was found that there was significance difference in impression management techniques practiced by public and private colleges.

In the third objective, it was found that there was no significant difference in impression management techniques practiced by teachers with different experience. The college teachers with different professional experience practiced the impression management techniques with no difference.

 In the fourth objective, it was evident that there was no significant difference in impression management techniques practiced by teachers with different academic qualification in public and private sector. The teachers with different academic qualification practiced impression management with no difference.

The fifth objective was to explore the significance difference with designation of impression management techniques practiced by public and private college teachers. The teachers with different designation practiced impression management techniques with no difference.

Sixth objective was to explore the significant difference in impression management techniques practiced by public and private college teachers. Result showed that there was significant difference in impression management techniques practiced by male and female college teachers.

5.5 Recommendations

For researchers, who want to do research studies in the field of impression management, there are the following recommendations:

1. It is recommended that teachers of public sectors may identify the techniques used by private teachers in managing impression. The teachers of public sectors arrange meetings with private college teachers and get benefits through sharing and try to overcome their shortcomings after conversation with them.

2. According to the findings, some techniques are most prevalent e.g. self-presentation while others have least impact; consequently, teachers may be trained in techniques that have a positive impact and how to employ them.

3. Seminars may be conducted for teachers by the administration where they learn how to improve their techniques to manage good impression.

4. Workshops may be conducted by the administration or FDE for their teachers of public colleges where they may get benefit from the teachers of private sector.

5. Research may be conducted to improve impression management techniques where teachers may learn how they make their personality more attractive and appreciable.

6. It is recommended that college administration may conduct impression management techniques sessions for the teachers.

5.5.1 Recommendations for female

1. According to result male teachers used impression management techniques in a better way as compare to female teachers therefore it is recommended that administration may conduct a workshop where male give training to female regarding use of impression management techniques and.

2. It is recommended that administration may arrange training sessions for female where they may get training regarding use of IM techniques.

3. Administration may arrange seminars for female teachers where they learn how to improve their impression management techniques.

4. It is recommended that female may be given more opportunities to work on IM techniques to manage their good impression on others.

5.5.2 Recommendations for future Scholars

1. It is recommended that the sample size be increased in future

2. Future studies could look in separate techniques as well. The current study was delimited to the city of Islamabad; future research could expand the area or conduct the same investigation in another location.

3. The current study looked at Impression Management as a whole, future studies may be considered to study different impression management techniques.

4. Future researcher may conduct this research in university to assess impression management techniques among university teachers.

5.6 Limitations of the study

The current study aimed to assess the impression management techniques of all public and private college teachers of Islamabad Capital Territory Urban. During data collection, the researcher was subjected to pandemic restrictions and a lockdown..

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APPENDIX C

Questionnaire

Directions

Dear respondents this questionnaire is devised with the aim of looking into an "Assessment of Impression Management techniques practice by college teachers of public and private sector'. To that end, your careful completion of the questionnaire will definitely contribute to obtaining real data which is crucial for more accurate findings. The information will be kept confidential and will be used just for research purposes. Thank you very much in advance for your time and cooperation.

Part A

Demographic Information

Gender: (a.) Male (b) Female

Professional Experience: (a) 5 years, (b.) 5-10 years

Designation: (a) Lecturer (b) Assistant Professor

Qualification: (a) Masters (b). M. Phil

College status ; ……………………………………

    (a) Public sector college (b), Private sector college

Part-B

Please choose an option that is according to your behavior:

Self-Presentation

1. You feel proud about your education and degrees.
   a. Never behave this way
   b. Sometimes behave this way
   c. Often behave this way

     d. Occasionally behave this way

     e. Rarely behave this way

2. Help people aware about your talents and qualifications.

     a.   Never behave this way

     b. Sometimes behave this way

     c. Often behave this way

     d. Occasionally behave this way

     e. Rarely behave this way

3. Showing your importance in organization to others.

     a. Never behave this way

     b. Sometimes behave this way

     c. Often behave this way

     d. Occasionally behave this way

     e. Rarely behave this way

4. Let others know about your achievements and dedication.

     a. Never behave this way

     b. Sometimes behave this way

     c. Often behave this way

     d. Occasionally behave this way

     e. Rarely behave this way

5. Let others to know about your importance for organization.

     a. Never behave this way

     b. Sometimes behave this way

     c. Often behave this way

     d. Occasionally behave this way

     e. Rarely behave this way

Ingratiation

1. **Try to help other colleagues to show that how merciful you are.**
   a. Never behave this way
   b. Sometimes behave this way
   c. Often behave this way
   d. Occasionally behave this way
   e. Rarely behave this way

2. Praise your colleagues to show that you are caring.
   a. Never behave this way
   b. Sometimes behave this way
   c. Often behave this way
   d. Occasionally behave this way
   e. Rarely behave this way

3. Take interest in your colleague`s problems and try to solve.
   a. Never behave this way
   b. Sometimes behave this way
   c. Often behave this way
   d. Occasionally behave this way
   e. Rarely behave this way

4. Behave friendly with colleagues and give favor to your colleagues.
   a. Never behave this way
   b. Sometimes behave this way
   c. Often behave this way
   d. Occasionally behave this way
   e. Rarely behave this way

5. Take keen interest to solve the personal problems of your colleagues.
   a. Never behave this way
   b. Sometimes behave this way
   c. Often behave this way
   d. Occasionally behave this way
   e. Rarely behave this way

Exemplification

1. Always work hard to show that how hardworking you are.
   a. Never behave this way
   b. Sometimes behave this way
   c. Often behave this way
   d. Occasionally behave this way
   e. Rarely behave this way

2. Always busy in your work to show your commitment.
   a. Never behave this way
   b. Sometimes behave this way
   c. Often behave this way
   d. Occasionally behave this way
   e. Rarely behave this way

3. Try to come early and go late to show your dedication
   a. Never behave this way
   b. Sometimes behave this way
   c. Often behave this way
   d. Occasionally behave this way
   e. Rarely behave this way

4. Show your willingness to come in holidays or after working hours to show citizenship behavior.
   a. Never behave this way
   b. Sometimes behave this way
   c. Often behave this way
   d. Occasionally behave this way
   e. Rarely behave this way

5. Always give your example to your colleagues to follow you.
   a. Never behave this way
   b. Sometimes behave this way

    c. Often behave this way

    d. Occasionally behave this way

    e. Rarely behave this way

Supplication

1. If anyone creates hurdles in your job you behave aggressively.
   a. Never behave this way
   b. Sometimes behave this way
   c. Often behave this way
   d. Occasionally behave this way
   e. Rarely behave this way

2. Deal strongly when someone from your colleagues interfere in your work.
   a. Never behave this way
   b. Sometimes behave this way
   c. Often behave this way
   d. Occasionally behave this way
   e. Rarely behave this way

3. Show your intimidation if someone misbehaves with you.
   a. Never behave this way
   b. Sometimes behave this way
   c. Often behave this way
   d. Occasionally behave this way
   e. Rarely behave this way

4. Be determined with your work if someone pushing you back.
   a. Never behave this way
   b. Sometimes behave this way
   c. Often behave this way
   d. Occasionally behave this way
   e. Rarely behave this way

5. Show your potential and strength to your colleagues so they cannot be influenced in your job.

a. Never behave this way

b. Sometimes behave this way

c. Often behave this way

d. Occasionally behave this way

e. Rarely behave this way

Intimidation

1. Show your less knowledge about task so people will help you.

   a. Never behave this way

   b. Sometimes behave this way

   c. Often behave this way

   d. Occasionally behave this way

   e. Rarely behave this way

2. Try to get sympathy of people to avoid hard tasks.

   a. Never behave this way

   b. Sometimes behave this way

   c. Often behave this way

   d. Occasionally behave this way

   e. Rarely behave this way

3. Always show that you need help so colleagues assist you.

   a. Never behave this way

   b. Sometimes behave this way

   c. Often behave this way

   d. Occasionally behave this way

   e. Rarely behave this way

4. Show that you don't understand about something so you get help.

   a. Never behave this way

   b. Sometimes behave this way

   c. Often behave this way

   d. Occasionally behave this way

   e. Rarely behave this way

5. Pretend that you are weak in some areas so colleagues help you out.

    a. Never behave this way

    b. Sometimes behave this way

    c. Often behave this way

    d. Occasionally behave this way

    e. Rarely behave this ways

Assessment of Impression Management Techniques: Comparative analysis of Public and Private Sector College Teachers

By Ms Sadaf Abbasi

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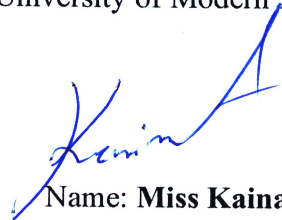
This is certify that the questionnaire adapted by the scholar towards her thesis has been assessed by me and I find it to have been designed adequately for the "Assessment of Impression Management Techniques: Comparative analysis of Public and Private Sector Teachers"

It is considered that the research instrument, adapted for the above mentioned title, is according to objectives of the research, assured adequate construct and content validity according to the purpose of the research, and can be used for data collection by the researcher with fair amount of confidence.

Name: Dr. Muhammad Nafees

Designation: Associate Professor

Institution: IIUI/AIOU

Signature: _____

Date: 15-08-2020

CERTIFICATE OF PROOF READING

This is to certify that the under designed has gone through the Thesis Titled "**Assessment f Impression Management Techniques: Comparative Analysis of Public and Private Sector ollege Teachers**". The said Thesis is error free and ready to be defended by the student, Miss adaf Abbasi, M-Phil Scholar, Faculty of Education, National University of Modern Languages, lamabad.

Name: **Miss Kainat**

English language Teacher

Nicon Group of Colleges