

Impact of Organizational and Target's Machiavellianism on use of Upward and Downward Impression Management Tactics

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Abstract

The present study explores the impact of Machiavellian characteristics of the target and Machiavellian organizational culture on the use of impression management (IM) tactics by subordinates and leaders both for getting good performance rating. This research has two 2X2 experimental studies where independent variables high low target's Machiavellianism (Mach) and high low organizational Machiavellianism were manipulated through animation videos and dependent variables different IM tactics, like exemplification, intimidation, supplication, entitlements, self-enhancement, and blasting. 102 & 116 graduate and postgraduate engineering students of a premier technical institute of India participated in this study. Internal validity of experimental manipulation have been checked through ANOVA. Two-way ANOVA was conducted to assess the independent and joint effects of target and organizational Machiavellianism. Results show that both target and organizational Machiavellianism have an impact on the use of different IM tactics in different situations. Results are discussed in terms of their theoretical and practical implications.

Keywords: Impression management tactics, Organizational Machiavellianism, Leader's Machiavellianism, Subordinate's Machiavellianism, Upward impression management, Downward Impression management.

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