

# THE ROLE OF PERSONAL AND SOCIAL FACTORS AT IMPRESSION MANAGEMENT'S IMPACT ON CAREER SUCCESS

## İZLENİM YÖNETİMİNDE KİŞİSEL VE SOSYAL FAKTÖR ROLLERİNİN KARIYER BAŞARISI ÜZERİNE ETKİSİ

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**Abstract:** *The aim of this study is to examine the impact of personal and social factors such; EQ (Emotional Quotient), self-respect and social comparison on the impression management's impact on subjective career success and also to ascertain health care personnel's opinions on career success. The research has been conducted in 6 major hospitals with 330 health care workers in Konya, province of Turkey. Bolino and Turnley's (1999) impression management scale; Greenhaus, Parasuraman and Wormley's (1990) career success scale; Rosenberg's self-esteem scale and Gibbon and Buunk's (1999) social comparison orientation scale have been used. The results show that impression management does not have an impact on career success directly, rather it affects on social comparison variables. Social comparison variables constitute a direct link between impression management and career success. The results of the study reveal that other variables such as; EQ and self-esteem have no impact on this relationship.*

**Keywords:** *Impression management, career success, healthcare employees*

**Öz:** *Araştırmanın amacı, izlenim yönetiminin sübjektif kariyer başarısına etkisinde duygusal zekâ, kendine saygı ve sosyal karşılaştırma gibi kişisel ve sosyal faktörlerin aracılık etkisini ortaya çıkarmaktır. Araştırmada bir diğer amaç ise, sağlık çalışanlarının objektif ve sübjektif kariyer başarısına ilişkin görüşlerinin tespit edilmesidir. Araştırma, Türkiye'de Konya ilinde 6 büyük hastanede 330 sağlık çalışanı ile gerçekleştirilmiştir. Bolino ve Turnley (1999) tarafından geliştirilen izlenim yönetimi ölçeği; Greenhaus, Parasuraman ve Wormley (1990) tarafından geliştirilen sübjektif kariyer başarısı ölçeği; Wong ve Law (2002) tarafından geliştirilen duygusal zekâ ölçeği; Rosenberg'in Kendine Saygı Ölçeği (Self-Esteem Scale) ve Gibbons ve Buunk (1999) tarafından geliştirilen Sosyal Karşılaştırma Eğilimi Ölçeği kullanılmıştır. Araştırmanın sonucunda izlenim yönetiminin sübjektif kariyer başarısı üzerine etkisi direkt etkiden ziyade sosyal karşılaştırma aracı değişkeni vasıtasıyla gerçekleşmiştir. Yani sosyal karşılaştırma değişkeni, izlenim yönetimi ve sübjektif kariyer başarısı arasındaki ilişkide tam aracı role sahiptir. Diğer değişkenlerin, yani duygusal zekâ ve kendine saygı değişkenlerinin bu ilişkide anlamlı bir etkisi tespit edilememiştir.*

**Anahtar Kelimeler:** *İzlenim yönetimi, kariyer başarısı, sağlık çalışanları*

## 1. INTRODUCTION

We have a need to play different roles in our daily and professional lives (Giacalone and Resenfeld, 1989: 2). For example; a lot of people think that the image they put on will be a positive factor in their job applications. Even after getting a job, they still act according to impression management to gain promotions (Synder and Cofeland, 1989: 7). The importance of impression management arises right at this point. People are not evaluated and promoted by what they think they have, but with what their superiors and colleagues think they have and/or with their impressions on them.

What create a person's impact on her presentation are the social tendencies of the society she lives and works in. In direct proportion to this, a person's chance to move up the career ladder is more and more up to superiors and colleagues' interpersonal evaluations (Baumeister, 1989: 60). Impression management process is due to a person's aim of creating and sustaining a new identity. This goal is made possible by a person behaving strategically and presenting herself the way others would like to see (Bozman and Kacmar, 1997: 9). It can be said that the impression management is complicated. This complication leads to defending or criticizing different dimensions of a person and coming to general conclusions based on a piece of information (Ralston and Kirkwood, 1999: 191). Impression management in its most basic can be defined as creating, maintaining and shaping identities for an organization's appreciation (Rosenfeld *et al.*, 1995).

EQ, which is thought to have a link to impression management, is more an indication of performance potential, than performance itself; it's the way a person's ability to use this potential to solve a personal problem (Jain, 2012: 1). This is why so many writers express EQ so close to impression management tactics. For example, helping a worker or a colleague is related to EQ when it has been done to understand other people's needs, but it's an impression management tactic when it has been done to make a better impression (Qureshi and Raja, 2011: 699). It's also important for a worker to gain self-esteem, improving her capacity and defining how others see her. From this perspective, Huppertz's (2010) research has been found an important factor on impression management participants' gaining self-esteem and success. Also, another study by Riordan, Gross and Maloney (1994) analysed the relationship between workers' self-esteem and introducing themselves to other people. Their study has found that the workers who used impression management tactics successfully have been found to gain more self-esteem. People who used downward social comparison have been found to gain more self-esteem and help themselves psychologically (Sparkes, Samaniego & Smith, 2011: 465). That's why it seems that social comparison and self-esteem should be handled together. Kilduff and Day (1994) emphasized the positive impact of impression management on career success and success (Singh, Kumra & Vinnicombe, 2002: 79). Also, it has been observed that the impression management has an impact on success level (Avery and McKay, 2006: 159). Therefore the current study aims to find out the impact level of impression management on career success and how much of an effect EQ, self-esteem and social comparison have on it.

## **2. THEORETICAL BACKGROUND AND HYPOTHESES**

### **2.1. Impression Management**

When a new person enters an environment, people have a need to gather information on her, or use the information they already have against her. The most curious subjects are, her social and economic situation, how she sees herself, her attitude and whether or not she can be trusted (Goffman, 2009: 15).

Impression management can be explained as a way of a person's endeavour to manipulate or control other people's impressions and behavior (Tedeschi and Riess, 1981: 3). According to Leary and Kowalsky (1990: 34) impression management is the process of a person, controlling other people's impressions on her. Yet another definition is, "the conscious or unconscious attempt to control an expected image in a real or imaginary social interaction" (Schlenker, 1980: 6). Impression management and self-presentation has become a major subject in social psychology in the 1980's. People who study organizational behavior have tried to adapt this psychological theory to explain impression management in organizations. These studies indicate that there is a need to maintain an image that is approved by people who have pivotal roles in the organization and their underlings (Ginzel *et al.*, 1991: 6). During a job interview, while the employer is trying to gather information about the applicant, the applicant is also trying to present herself as the best person for the opening position (Kacmar *et al.*, 1992). Both sides are using impression management tactics during the interview. Some studies show that the applicants can use impression management tactics to affect the employers' decisions (Stevens and Kristof, 1995; Basim and Tatar, 2006; Kristof-Brown *et al.*, 2002).

Impression management is usually categorized under two different dimensions; self-focused and other-focused (Kacmar *et al.*, 1992). Self-focused tactics are aimed at showing a person's abilities and qualities. Other-focused tactics, on the other hand, are about another person (an evaluator for example). Other-focused tactics fall into two categories, as well; other Enhancement is about complimenting the other person (Wayne and Kacmar, 1991: 71); while Opinion Conformity is agreeing to the other person's known or assumed opinions such as beliefs. This also includes the impression management attempts on organizational politics and agreements on procedures (McFarland *et al.*, 2003: 643-644).

### **2.2. Career Success**

Career success can be explained as a person's accomplishments from her business experience (Judge *et al.*, 1995: 486; Seibert *et al.*, 2001: 220). Career success can also be defined as having a personal career (Judge, Cable, Boudredau and Bretz, 1995: 486). Career success can be categorized as objective and subjective (Judge *et al.*, 1999: 622; Harris and Ogbonna, 2006: 44). Objective career success is understandably, relatively objective. It is usually composed of observable components like salary, status and promotions (Jaskolka *et al.*, 1985: 191; Kuijpers *et al.*, 2006: 170). Subjective career success, on the other hand is a person's own satisfaction for her career (Judge *et al.*, 1999: 622). Many categories affecting career success have been defined. The highly researched factors affects are a person's career abilities (including education, experience) and demographic factors (including age,

sex, marital status, number of children) provide references of these studies. These categories present important comprehension assistance, though there are many factors that can be analyzed (Judge *et al.*, 1999: 621).

Judge *et al.*, (1999: 488) created the Comprehensive Career Success Model to explain the factors that affect objective and subjective career success. Researchers have explained objective career success with salary and promotions while explaining subjective career success with the level of career satisfaction. According to this model, objective career success is affected by personal qualities, while subjective career success is affected by both personal and organizational qualities. Personal factors are explained in three categories; demographic (age, race, sex, marital status, family structure, responsibilities), human capital (position, education quality/quantity, type of education, total work time/experience, accomplishment evaluation) and motivational (ambition, overtime, work hours, desired work hours). The organizational factors that affect the subjective career success have been related to organization size and organization success (Judge *et al.*, 1995: 488). Judge and Bretz's (1994) study have explained that objective and subjective career success' can be classified as moderately related and relatively independent notions. People usually believe that a raise or a promotion is affected by their superiors' impressions about themselves. Therefore employees act according to this notion while maintaining their daily activities and think that their endeavour in impression management is working for them. The current study is based on the assumption of impression management, is related to subjective career success and thus forms Hypothesis 1.

Hypothesis 1: Impression management is positively and significantly related to subjective career success.

### **2.3. Emotional Quotient (EQ)**

Concepts like emotional development, emotional abilities, qualities or capacity are used with different perspectives and based on theoretic structures (Sanchez-Nunez *et al.*, 2013: 65). Boyatzis *et al.* (2000: 2) on the other hand, explain EQ as focusing on one's abilities. Yet another description is that; EQ is the reason why two people of equal intellectual capacity and life experience are not always at the same step (Lynn, 2000: 1).

There are many definitions for EQ. For example, Salovey and Mayer (1990: 189) define EQ as the ability to understand other people's feelings and using this knowledge to guide them (Kotze & Venter, 2011: 401). The shared point in all definitions is a person's ability to know her and recognize other people's feelings and to use this knowledge in her professional or social life (Aslan, 2009: 35). EQ does not appear one day, but it is gained over the course of a lifetime (Lynn, 2000: 3). EQ is an ability that should be used in a lot of organizational situations and in management. That's why EQ abilities appear in teamwork and also affect personal success (Schlaerth *et al.*, 2013: 132). From this perspective, there are many studies that analyze the relation between career success and EQ. When all these studies are analyzed, there is an obvious conclusion that EQ plays a much more determining role in career success than IQ (Goleman *et al.*, 2013; Cherniss, 1998). EQ is an important factor in workers' gaining promotions in an organization, for examples, there are people who graduate from the same schools and start at the same companies, yet they don't accrue the same promotions. Also, people have a need to use the emotional

knowledge to direct their social lives (Lopes *et al.*, 2004: 1018). That's why it's possible to mention a relation between EQ, impression management and a person's success in life. Based on the mentioned research results and assumptions, Hypothesis 2 can be formed as:

Hypothesis 2: EQ has a mediating role in the relationship between impression management and career success.

#### **2.4. Self-Esteem**

Self-esteem represents a person's positive or negative opinions about herself based on self evaluation. These opinions can change a person's social status and roles (Ellemers *et al.*, 1999; Neff *et al.*, 2012). This concept, which defines a person's self-confidence in her professional life, is generally described in four different ways. The most basic one is the one that defines self-esteem as a set behavior. The second one is the difference between a person's ideal and real self. The third one is based on a person's psychological reactions that she developed corresponding to her inner self. Finally the last one defines self-esteem as a part of the identity or a function of it (Mruk, 2006: 10, 11).

A more general definition is that self-esteem comprise of thinking, ability to handle life's hardships, trusting, happiness, motivation and speaking one's mind and taking the reward for an effort (Branden, 1992: xii). It has been mentioned that one of the descriptions of self-esteem is the difference between the ideal and the real self. A person will use impression management tactics to gain her ideal status in a given organization. In addition, it can be said that by gaining self-esteem, a person will also gain self-confidence. Thus, she will make better and effective decisions and carry herself to a more central position. With this conclusion, self-esteem can be considered to have a direct impact on career success. With all these assumptions, Hypothesis 3 has been formed as:

*Hypothesis 3:* In the relation between impression management and career success, self-esteem is a mediating variable.

#### **2.5. Social Comparison**

Festinger (1954: 117), the first writer who used the concept of social comparison cites that a person's ability to evaluate her own thinking capabilities as a function of the human organism. Social comparison is defined as an unconscious and autonomous process (Gilbert *et al.*, 1995: 227). Social comparison process consists of getting close to other people, the need to gather information about them and self evaluation through comparing one's self with others (Taylor *et al.*, 1989: 569). A more clear definition is; social comparison process is a person comparing herself with others' status and/or value (Gibbons, 1999: 1517). According to Festinger (1954), social comparisons with others that are similar to a person will grant her the knowledge to make better decisions about her abilities (Johnson & Lammers, 2012: 329). Thus, the foremost goal of social comparison is for a person to gather information about herself. There are three motives defined under social comparison; self evaluation, self-improvement and self enhancement (Gibbons and Buunk, 1999: 129). Another differentiation is the downward and upward social comparison. Downward social comparison is a person's comparing herself to workers worse than her; while upward social comparison is her comparing herself to workers better than

her (Brown *et al.*, 2007: 61). The social comparison at the workplace is about a lot of different organizational variables (Brown *et al.*, 2007: 66). Workers at an organization are always in interaction with internal and external environmental factors. During this interaction, a person has a chance to compare herself with these factors and see her better and worse sides relative to other workers. It can be said that a person seeing her merits and flaws would help her to draw a career plan for herself. In the light of these assumptions, it can be said that social comparison is a variable in the relation between impression management and career success and with this in mind Hypothesis 4 has been formed as:

Hypothesis 4: In the relation between impression management and career success, social comparison is a mediating variable.

### **3. METHOD**

#### **3.1. Research Participants**

The research has been conducted in Konya province in 6 major hospitals. There have been 330 health care worker participants consisting of nurses (159, 48.2%), managers (114, 34.5%) and technicians (82, 24.8%). The participants' education levels consisted of high school (104, 31.5%), college (128, 38.8%), undergraduate (82, 24.8%) and postgraduate (16, 4.8%). The average age was 30.90 and work experience was 9.28 years average. The majority of the participants were women (219, 66.4%) workers.

#### **3.2. Research Scales**

*Impression Management Scale:* Bolino and Tumbley's (1999) 5 dimensioned, 22 statement scale has been used. It consists of Self-promotion, 4 statements; ingratiation, 4 statements; exemplification, 4 statements; intimidation, 5 statements; supplication 5 statements. Statements are measured with a 5 point likert scale (1=Never, 2=Rarely, 3=Sometimes, 4=Often, 5=Always). In Bolino and Tumbley's viability studies; Self-promotion dimension has been .78, Ingratiation dimension has been .83, Exemplification dimension has been .75, Intimidation dimension has been .86, and Supplication dimension has been .88. These 5 dimension's Cronbach Alfa credibility factors are between .78 and .88 (Bolino and Tumbley, 1999). Turkish reliability and validity have been performed within this research.

*Subjective Career Success Scale:* For subjective career success, Greenhaus, Parasuraman and Wormley's (1990) scale has been used. It is a 1 dimensioned scale consisting of 5 statements all measured with 5 point likert scale. This 1 dimension's Cronbach Alfa credibility factor is .88 (Greenhaus, Parasuraman and Wormley: 1990). Turkish reliability and validity have been performed within this research.

*Emotional Quotient Scale:* Wong and Law's (2002) scale consists of 16 questions. In this scale, there are 4 dimensions, namely; self-emotion appraisal, others' emotion appraisal, use of emotion and regulation of emotion. All four dimensions are measured with four statements. Each measured with 7 point likert scale. In Wong and Law's viability studies; self-emotion appraisal dimension has been .83 - .85, others' emotion appraisal has been .74 - .89, use of emotion dimension has been .76-.82 and

regulation of emotion dimension has been .66 - .83. These 4 dimension's Cronbach Alfa credibility factors are between .83 and .90. Also another study has been conducted by the researchers. With the correction factor analysis used on this study, it has been seen that the four dimensioned model is working well with the data (Wong and Law, 2002: 25- 255; Adapted from: Aslan and Erkuş, 2008). Viability and credibility into Turkish have been done by Aslan and Erkuş (2008). With the credibility analysis, scale's Cronbach Alfa credibility factor has been determined as .89. These 4 dimension's Cronbach Alfa credibility factors are; self-emotion appraisal .81, others' emotion appraisal .89, use of emotion .83, regulation of emotion .87. The four dimensioned EQ scale has been confirmed as a viable and credible scale.

*Self-Esteem Scale:* Rosenberg Self-esteem scale that was taken from the study of Crandel (1973) has been used. The scale consists of a 4 point likert scale with 10 answers ranging from “definitely agree” to “definitely disagree”. 2, 5, 6, 8, and 9<sup>th</sup>. questions are reverse coded. The points range from “Definitely agree” which is 3 points to “definitely disagree” which is 0 points. The highest scorers are the most self-respecting ones (Crandal, 1973). In this research, “definitely agree” was 4 points and “definitely disagree” was 1 point. Turkish reliability and validity have been performed within this research.

*Social Comparison Scale:* Gibbons and Buunk's (1999) scale consists of 1 dimension and 11 statements all measured with 5 point likert scale (1=Definitely disagree, 2=Disagree, 3=Hesitant, 4=Agree, 5=Definitely Agree). 6<sup>th</sup> statement “I'm not the type of person who often compare myself with others” and 10<sup>th</sup> statement “I never evaluate my status in life by comparison to others” are reverse coded. The factor loadings are between .51 and .78 (Gibbons and Buunk, 1999).

#### 4. RESULTS

**Table 1: Scale Informations**

| Scale and Scale Subdimensions    | Cronbach Alpha | Mean  | Std. Dev. |
|----------------------------------|----------------|-------|-----------|
| <b>Impression Management</b>     | .94            | 17.33 | 8.85      |
| Ingratiation                     | .89            | 6.34  | 3.63      |
| Exemplification                  | .93            | 3.52  | 2.29      |
| Supplication                     | .92            | 7.47  | 4.23      |
| <b>Subjective Career Success</b> | .80            | 11.30 | 3.92      |
| <b>Emotional Quotient</b>        | .94            | 56.73 | 13.08     |
| Self-Emotion                     | .90            | 10.44 | 2.99      |
| Others' Emotion                  | .91            | 15.82 | 3.92      |
| Use of Emotion                   | .91            | 15.90 | 4.00      |
| Regulation of Emotion            | .86            | 14.57 | 4.37      |
| <b>Self-Esteem</b>               | .85            | 3.02  | 635       |
| <b>Social Comparison</b>         | .79            | 15.34 | 4.63      |

#### 4.1. Findings

The research has been focused on career success and subjective career success. Also in another dimension of the research, participants have been asked two objective career success questions; “Are you content with you current position?” and “Are you content with your salary?”

**Table 2: Objective Career Success Indicators**

| Questions                       | Frequency | Percent (%) | Cumulative Percent |
|---------------------------------|-----------|-------------|--------------------|
| Happiness with current position |           |             |                    |
| Happy                           | 107       | 32.4        | 32.4               |
| Not Happy                       | 130       | 39.4        | 71.8               |
| Content                         | 93        | 28.2        | 100                |
| Happiness with current salary   |           |             |                    |
| Happy                           | 35        | 10.6        | 10.6               |
| Not Happy                       | 181       | 54.8        | 65.5               |
| Content                         | 114       | 34.5        | 100                |
| Total                           | 330       | 100         |                    |

As it can be seen on table 3, the majority of health care workers are not happy with their current position (%39.4) and their current salary (%54.8). Also, the arithmetic average of subjective career success was 293, a below average score.

## 4.2. Scale Statistics

Scale statistics are shown in Table 3.

**Table 3: Correction Factor Analysis for Scales**

| Scale Dimension                        | Questions | Factors |
|--|-----------|---------|
| Impression Management*                 |           |         |
| Impression Management – Ingratiation   | 5.        | .82     |
|  | 6.        | .90     |
|  | 7.        | .84     |
| Impression Management– Exemplification | 10.       | .90     |
|  | 11.       | .95     |
| Impression Management – Supplication   | 18.       | .82     |
|  | 19.       | .77     |
|  | 20.       | .95     |
|  | 21.       | .89     |
| Subjective Career Success**            | 1.        | .65     |
|  | 3.        | .51     |
|  | 4.        | .94     |
|  | 5.        | .76     |
| EQ***                                  |           |         |
| EQ – Self-emotion appraisal            | 1.        | .90     |
|  | 3.        | .92     |
| EQ – Others' emotion appraisal         | 6.        | .87     |
|  | 7.        | .90     |
|  | 8.        | .89     |
| EQ – Use of Emotion                    | 9.        | .79     |
|  | 11.       | .94     |
|  | 12.       | .92     |
| EQ – Regulation of Emotion             | 13.       | .90     |
|  | 14.       | .89     |
|  | 15.       | .69     |
| Self-Esteem****                        | 3.        | .72     |
|  | 4.        | .77     |
|  | 7.        | .77     |
|  | 10.       | .80     |
| Social Comparison*****                 | 1.        | .58     |
|  | 3.        | .84     |
|  | 4.        | .74     |
|  | 5.        | .55     |
|  | 7.        | .56     |

*Note: Standardized item loadings reported for CFA.  $p < .001$  for all loadings. \*\*Correlation is significant at the 0.01 level (2-tailed). \*Items equal for Bolino and Tumbley's (1999) scale items. \*\* Items equal for Greenhaus, Parasuraman and Wormley's (1990) scale items. \*\*\* Items equal for Wong and Law (2002); Aslan and Erkuş (2008) scale items. \*\*\*\*Items equal for Rosenberg Self-esteem (Crandel, 1973) scale items. \*\*\*\*\* Items equal for Gibbons and Buunk's (1999) scales items.*

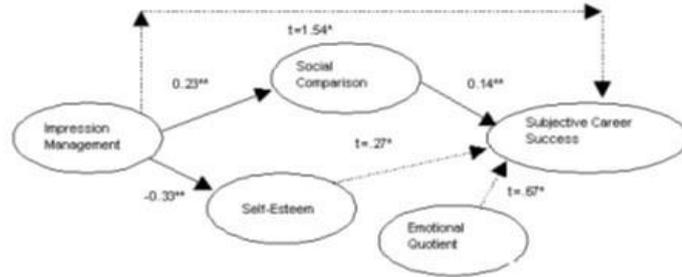
*Impression Management Scale:* There were no consistent data according to the correction factor analysis ( $\chi^2/df = 1143.26/199 = 5.74$ , NNFI=.83, CFI=.86, AGFI=.69, GFI=.76, IFI=.86, RMSEA=.120). The statements that give a correction index have been removed and the correction factor analysis has been repeated with consistent data ( $\chi^2/df = 113.98/24 = 4.74$ , NNFI=.95, CFI=.96, AGFI=.87, GFI=.93, IFI=.96, RMSEA=.107). A new variable and credible scale for use in Turkey has been achieved with 3 dimensions and 9 statements consisting of 3 Ingratiation, 2 Exemplification and 4 Supplication statements. These dimension Cronbach Alpha credibility factors are .89 for Ingratiation, .93 for Exemplification and .92 for Supplication. The Cronbach Alpha credibility factor for the total scale is .94.

*Subjective Career Success Scale:* There were no consistent data according to the correction factor analysis ( $\chi^2/df = 610.80/98 = 6.23$ , NNFI=.88, CFI=.90, AGFI=.74, GFI=.81, IFI=.90, RMSEA=.126). The statements that give a correction index have been removed and the correction factor analysis has been repeated with consistent data ( $\chi^2/df = 126.07/38 = 3.31$ , NNFI=.95, CFI=.97, AGFI=.89, GFI=.93, IFI=.97, RMSEA=.008). A new variable and credible scale for use in Turkey has been achieved with 4 dimensions and 11 statements.

*Self-Esteem Scale:* There were no consistent data according to the correction factor analysis ( $\chi^2/df = 307.22/35 = 8.64$ , NNFI=.83, CFI=.87, AGFI=.75, GFI=.84, IFI=.87, RMSEA=.154). The statements that give a correction index have been removed and the correction factor analysis has been repeated still without consistent data ( $\chi^2/df = 43.21/5 = 8.77$ , NNFI=.91, CFI=.95, AGFI=.85, GFI=.95, IFI=.95, RMSEA=.152). Only when question 7 was removed and the analysis repeated, there have been consistent data ( $\chi^2/df = 6.03/2 = 8.77$ , NNFI=.98, CFI=.99, AGFI=.95, GFI=.99, IFI=.99, RMSEA=.07). A new variable and credible scale for use in Turkey has been achieved with 4 statements.

*Social Comparison Scale:* There were no consistent data according to the correction factor analysis ( $\chi^2/df = 396.86/44 = 9.09$ , NNFI=.61, CFI=.69, AGFI=.73, GFI=.82, IFI=.69, RMSEA=.156). The statements that give a correction index have been removed and the correction factor analysis has been repeated with consistent data ( $\chi^2/df = 5.40/5 = 1.08$ , NNFI=1.00, CFI=1.00, AGFI=.98, GFI=.99, IFI=1.00, RMSEA=.01). A new variable and credible scale for use in Turkey has been achieved with 5 statements.

### 4.3. The structural model



**Figure 1: The Hypothesized Model**

\*\*Correlation is significant at the 0.01 level (2-tailed).

..... (indicates the invalid relationship)  $t^*=.27$   $t^*=1.54$ ,  $t^*=.67$ .

Structural Equation Model was used to test Hypothesis (Jöreskog and Sörbom, 1993; Schermelleh-Engel, Moosbrugger and Müller, 2003; Schumacker and L max, 2010; Byrne, 2001). To test the H1 hypothesis and to see the roles of EQ, self-esteem and social comparison in the relation between impression management and career success, the variables that suggested by Şimşek (2007: 25-31) have been analysed. In the first stage, the relation between impression management and career success has been path analysed alone. From this path analysis the path factor between impression management and career success has been determined as . 2(p<.05). This result points to a relation between impression management and career success; thus, the Hypothesis 1 has been accepted.

In the second stage, Model 1 has been analysed to see if there is an impact of EQ, self-esteem and social comparison in the relation between impression management and career success. The analysis shows that the relations between impression management and social comparison (.23, p<.05), social comparison and subjective career success (.16, p<.05) are significant. Likewise, there is a negative and statistically significant relation between impression management and self-esteem (-.33, p<.05), but there has been no statistically significant relation between self-esteem and subjective career success ( $t=.27$ ,  $p>.05$ ). The third variable shows that there is a negative and statistically significant (-.22, p<.05) relation between impression management and EQ; yet there is no statistically significant relation between self-esteem and EQ ( $t=.67$ ,  $p>.05$ ). When the Model's consistency indexes have been analysed, it has been found that CFI (Comperative Fit Index) value has been .84, GFI (Goodness of Fit Index) value has been .98, AGFI (Adjusted Goodness of Fit Index) value has been .92, NNFI (Non-Normed Fit Index) value has been .60, NFI (Normed Fit Index) value has been .82,  $\chi^2$  value has been 18.5, the degree of freedom, (df)=4,  $\chi^2/df$  value has been 4.62 and RMSEA (Root Mean Square Error of Approximation) value has been 0.10. The results that were achieved have turned out

to be inconsistent, so the relation between self-respect and subjective career success and the relation between EQ and subjective career success have been abandoned, and the YEM model has been operated again. When the consistency indexes were analysed in the third stage, it has been found that CFI (Comperative Fit Index) value has been .86, GFI (Goodness of Fit Index) value has been .98, AGFI (Adjusted Goodness of Fit Index) value has been .94, NNFI (Non-Normed Fit Index) value has been .77, NFI (Normed Fit Index) value has been .81,  $\chi^2$  value has been 19.35, degree of freedom, (df)=6,  $\chi^2/df$  value has been 3.22 and RMSEA (Root Mean Square Error of Approximation) value has been 0.08. The results that have been achieved were not consistent, so EQ have been abandoned and the YEM model has been operated again. With this change, the latest model have showed a; CFI (Comperative Fit Index) value of .96, GFI (Goodness of Fit Index) value of .99, AGFI (Adjusted Goodness of Fit Index) value of .97, NNFI (Non-Normed Fit Index) value of .92, NFI (Normed Fit Index) value of .92,  $\chi^2$  vale of 5.41, degree of freedom (df)=3,  $\chi^2/df$  value of 1.08 and RMSEA (Root Mean Square Error of Approximation) value of 0.04.

In the YEM model, the direct path between impression management and subjective career success has been added in the last stage. This addition haven't had a positive impact, rather it affected the data consistency negatively. The path factor between impression management and subjective career success has been found as .09( $p>.0.5$ ) (Fig. 1.). This result shows that there is no relation between impression management and subjective career success ( $p>.0.5$ ). Besides, the path between impression management to subjective career success ( $t=1.54$ ) being insignificant shows that this model is only an intermediary one. When the consistency indexes of Model 1 was analysed, CFI (Comperative Fit Index) value has been .98, GFI (Goodness of Fit Index) value has been 1.00, AGFI (Adjusted Goodness of Fit Index) value has been .98, NNFI (Non-Normed Fit Index) value has been .95, NFI (Normed Fit Index) value has been .96,  $\chi^2$  value has been 3.12, degree of freedom (df)=2,  $\chi^2/df$  value has been 1.56 and RMSEA (Root Mean Square Error of Approximation) value has been 0.04. These values were consistent, so it can be said that the model was acceptable. The fact that there is no relation between impression management and subjective career success points to complete intermediation. As a result, it can be said that impression management is intermediary through social comparison to subjective career success. Hypothesis 4 has been found acceptable. All of these results point to impression management being related to subjective career success with only social comparison variable. EQ and self-esteem variables have been found insignificant. With all these results, Hypothesis 2 and Hypothesis 3 have been disapproved.

## **5. DISCUSSION AND CONCLUSION**

The impact of impression management on subjective career success has been found to be through social comparison variable, rather than being direct. It can be said that there are negative effects of impression management on subjective career success, along with the positive ones that have been written in the literature. Bolino's (2006) research also shows that impression management can be harmful rather than being helpful. From this perspective, workers who use impression management

tactics can cause their superiors to be mistaken in their evaluations (Bolino *et al.*, 2006: 293). Other variables, namely EQ and self-esteem have been found to be insignificant. It can be seen that the career success is related to a lot of factors inside and outside of an organization. Aryee's (1994) research in Singapore emphasized the affects of family, economy, work values and work related variables to the subjective career success (Aryee *et al.*, 1994). According to Stebbins (1970), subjective career success reflects a person's own feelings about her career, while according to Barley (1989), objective career success reflects situations that can be observed by others (Arthur *et al.*, 2005: 179). From this perspective, it's possible because of the personal factors that this have never caught eye. According to Festinger (1954), people use other people's criteria as well as their's while using social comparison (Heslin, 2005: 114).

Another result of the research shows that health care workers have been found to have low subjective and objective career successes. Objective career success indicators like status and salary satisfaction have been found low. Thus, it can be said that health care workers have a negative understanding of their objective and subjective career successes. A manager can change a worker's understanding and feelings about her career success (Arthur *et al.*, 2005: 180). Fahey and Myrtle's (2001) study with health care workers shows that the workers are unmotivated when it comes to changing jobs and don't have career plans. Also it's noted that, regarding the subjects about career planning in the health care sector, there have been management inadequacies (Fahey and Myrtle, 2001: 1)

Lastly, remembering to consider personal and management factors in the social comparison process may help future researches.

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