

**EFFECTS OF IMPRESSION MANAGEMENT ON PERFORMANCE RATINGS
AND CUSTOMER PERCEPTIONS**

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ABSTRACT

Effects of Impression Management on Performance Ratings and Customer Perceptions

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Performance ratings are an important measure of employees' organizational worth (Motowidlo & Van Scotter, 1994). Supervisors are the primary evaluators of subordinates' performance since they usually know their subordinates best. As might be expected, subordinates generally act in special ways in the presence of their supervisors in order to create a desirable image. This is termed *impression management*. In this study, the impact of employee impression management on supervisor positive affect toward the employee, performance ratings and customer service perceptions will be examined. The moderating role of political skill will also be studied. When employees have high political skills, they are able to disguise their true intentions so as to appear genuine (Treadway et al., 2007). Thus it is expected that the impression management attempts of politically skilled employees will be more successful at obtaining good performance ratings from supervisors and customers. The field study examined these relationships. Thirty owners of dépanneurs in Montreal were invited to participate. In each dépanneur, the owner, the employee, and 5 customers were included in this survey. The results have implications for identifying the impact of employee impression management on the objectivity of supervisor ratings as well as customer perceptions.

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INTRODUCTION

“I am really impressed by your wise choice of investing in this store. The free parking place, the relatively fewer competing stores nearby, and the geographic proximity to residency, no wonder the business is increasingly booming.....” Bob always flatters his boss with specific examples. Moreover, he generally tries to be a “Yes-person” in front of his boss by conforming to the principal that “the boss is always right”. He will sometimes express constructive disagreement if he believes that his idea will help the boss. These behaviors will partially contribute to the good relationship between Bob and his boss. According to Giacalone & Rosenfeld (1991), “even the frankest and bravest of subordinates do not talk with their boss the same way they talk with colleagues” (Giacalone & Rosenfeld, 1991, p.7). Thus, it is undeniable that employees tend to behave in certain ways to impress employers and such behaviors may enable employees to achieve desirable outcomes.

Impression management is universal behaviour associated with daily work and life. *Impression management refers to “efforts by an actor to create, maintain, protect, or otherwise alter an image held by a target audience”* (Bolino et al., 2008, p. 1080). When individuals interact with others at work, school, or home, they try to manage their impressions either consciously or unconsciously to influence how they will be treated by these other people. In recent years, there has been increasing research interest in impression management. A majority of research in impression management in

organizations has focused on its use in the context of job interviews, performance appraisals, and career success (Bolino et al., 2008). It is considered a tool of influence to increase people's success at work. People project the image of what they consider to be ideal by using impression management tactics. Since impression management enables the actor to achieve a desirable image in the eye of the target, organizational scholars are particularly interested in examining how employee impression management behaviors affect supervisor perceptions and evaluations of job performance.

The objective of this project is to examine the relationship between employee impression management and supervisor positive affect toward the employee and his or her performance ratings of the employee. Moreover, this study will focus on the relationship between employee impression management and customer service quality perceptions to see whether employee impression management has a positive impact on customer service quality judgments.

The context in which this research is conducted is performance evaluation in a small business. Small firms differ from large firms in various aspects of human resource management such as staffing, training and performance appraisals (Cardon & Stevens, 2004). In small firms, professional human resource personnel are rare and HR practices tend to be informal. Recruitment may mainly depend on unstructured interviews, word of mouth, and personal referrals; training and development may generally adopt unstructured training and on the job instruction and lack systematic processes like training transfer or long-term employee learning; formal performance appraisals are

rarely undertaken (Cardon & Stevens, 2004). In contrast to large firms, which may have trained HR personnel, formal training and development programs, and clear written procedures for performance appraisals, two main characteristics in small firms are flexibility and informality of operation, and this distinguishes small firms greatly from large firms. The majority of research is conducted in large firms and findings from large firms are assumed to be universally applicable (Atkinson, 2008) despite the clear distinctions between small and large firms. Accordingly, research in small firm employment relationships, including employer/employee relationship on which this study focuses, is relatively insufficient.

As mentioned above, formal performance evaluation process has virtually not been done in SMEs. Employees in small firms are evaluated arbitrarily rather than consistently by the owners (Cardon & Stevens, 2004). It is the informality of performance evaluation procedure that enables employee impression management to greatly influence employer perceptions.

The dépanneur as a small firm

In this study, impression management will be studied in small firms as dépanneurs in Montreal, also known as convenience stores. Dépanneurs represent a large number of small businesses in Quebec. They are generally independent family-owned stores or part of chain stores. Approximately 23,200 convenience stores exist in Canada, receiving 10.4 million visits each day, and serving the needs of 97% of Canadians. One out of every three Canadians purchases at a convenience store every day. They sell two out of every

three cigarettes and three out of every four lottery tickets in Canada. Each year, convenience stores buy 26.8 billion dollars' worth of commodities and gas from Canadian distributors and manufacturers. They hire 165,000 people of all ages and from various ethnic origins and compensate the employees up to 2 billion dollars annually in incomes. In Canada, convenience stores comprise around 8.6% of all retail sales (excluding cars), 5.5% from convenience stores with gas stations and 3.1% from those without gas stations, ranking fifth among all major retail businesses. In 2009, convenience stores totaled 32.1 billion dollars sales and contributed 11.5 billion dollars tax revenue for Canadian government. Convenience stores also produce 9.2% of all employment opportunities in Canada's retail sector. Convenience stores are also key players for manufacturers since they can quickly measure market reactions to new product lines and new packaging due to their extended opening hour every day, seven days a week, and 52 weeks a year

(http://www.acda-aqda.ca/AN_Rapport_ACDA_2010-final.pdf).

Dépanneurs have not been studied much in previous literature, so it is a new industry to study in the context of impression management and performance evaluation. Since most of the research done in small and medium enterprises included all firms hiring between 1 and 250 employees (Cardon & Stevens, 2004), the dépanneurs are micro-enterprises, in that most of these firms have fewer than five employees. In small firms, the informality of HR practice simply suits the analysis of this study.

The conceptual significance of this research will be the exploration of the

owner-employee relationship in these micro-enterprises. Since employees are the key to organizational success, especially employees in small businesses which have limited number of personnel, the owner-employee relationship is crucial in that such relationship may play a vital role in motivation, evaluation, and so on. However, owner-employee relationship in small businesses is not fully explored in previous research. The current study aims to address this interesting relationship, and particularly focuses on how employee impression management affects such relationship. In small firms in which HR procedures are so informal, employee impression management might have a greater impact than the case in a larger firm because without formal guidelines, owners may be more susceptible to employees' behaviors.

The practical significance of this research will be that employees will have a chance to know the reaction of supervisors and customers toward employee impression management behaviors. By identifying this, employees could adjust their impression management actions to improve performance and obtain better ratings. Moreover, managers will also benefit from hearing their customers' voice and improving services via catering to customers' preferences. Treating different customers in the way they prefer probably will enable owners to retain current customers, attract more customers, and boom business. Finally, if the relationship between owners' positive affect toward employees and owners' performance rating is found to be positively related, the finding may enable owners to rate employees more objectively in the sense that owners have the chance to identify that high ratings made by them may partly due to their liking for the

employees, as opposed to objective perceptions.

Dimensions of Impression management

The Johns and Pittman Taxonomy classified impression management tactics into five different classes: *ingratiation*, *self-promotion*, *exemplification*, *supplication*, and *intimidation* (Bolino & Turnley, 1999). *Ingratiation* refers to “an attempt by individuals to increase their attractiveness in the eyes of others” (Liden & Mitchell, 1988, p. 522).

For example, Bob praises his colleague Betty’s performance after a conference like “your presentation in the meeting was superb”. *Self-promotion* refers to attempts to appear capable through communicate abilities and accomplishments. For instance, when Betty receives an interview for her dream job, she probably would exaggerate her achievements, capabilities or previous experience to the interviewer during the interview.

Exemplification means to “do more or better than is necessary, to attempt to appear dedicated or superior” (Bolino et al., 2008, p. 1082), for example, Bob tries to be hardworking by coming to office early or staying at work till late frequently. *Supplication*, an “I need your help” approach, means actors present weaknesses and shortcomings to obtain sympathy and help. When Betty lets Bob know that she can’t sleep at night because she is terrified by the firm’s new software, Bob teaches her how to use it.

Intimidation refers to influencers’ use of power to punish or threaten targets and involving greater danger compared to the other four tactics. A case of intimidation occurred “when a woman, who had openly flirted with and willingly participated with her

male colleagues in dirty joke sessions, was criticized for her work performance, she claimed to have been the victim of sexual harassment during those joke sessions. Her intimidating tactics successfully kept her supervisor from taking disciplinary action due to high personal costs associated with filing sexual harassment complaints” (Rosenfeld, Giacalone, & Riordan, 1995, p. 53).

Several scholars have categorized impression management tactics into different categories. Tedeschi and Melburg (1984) suggested that impression management tactics be separated on two axes: *assertive-defensive* and *strategic-tactical*. *Assertive* tactics, such as supplication, are used to achieve a positive image in front of others. *Defensive* tactics are used to repair an unfavorable public image, such as apologies which refers to take the responsibility for a negative event, for example, promise to perform better next time. *Strategic* tactics are used when individuals aim to achieve long-term goals. Ingratiation is generally considered as a strategic tactic. *Tactical* techniques are used when short-term goals are pursued. Intimidation can be considered as a tactical technique (Bolino & Turnley, 1999).

Kacmar, Delery, and Ferris (1992) divided impression management tactics into two types: *self-focused* and *other-focused*. In self-focused tactics the actor focuses on himself or herself. Exemplification and self-promotion are generally considered as self-focused tactics. Other-focused tactics users tend to focus on the target people. For instance, ingratiation is used to gain favorable image in the eye of supervisors or managers. According to Bolino and Turnley, the Jones and Pittman taxonomy is scientifically

rigorous and includes a wide range of impression management tactics.

In this study, we focus on two tactics, ingratiation and exemplification. Individuals resort to impression management tactics so as to achieve a desirable image. However, using impression management alone does not always lead to the desired outcomes.

Without masking the intentions of influencers, influencers may fail in gaining positive perceptions from intended targets or even receive negative judgments from the targets since they may perceive those behaviors as disingenuous or an attempt at ulterior intents. Political skill is expected to enable influencers to manage their impressions in a genuine way.

Political skill

Political skill is “the ability to effectively understand others at work and to use such knowledge to influence others to act in ways that enhance one’s personal and /or organizational objectives” (Ahearn, Ferris, Hochwarter, Douglas, & Ammeter, 2004, p. 311). As such, individuals who are politically skilled are able to change their behavior in response to different situational cases and at the same time, they can effectively influence targets’ reactions as well as demonstrate their authenticity (Ferris et al., 2005). According to Ferris et al. (2005), politically skilled people affect and comfort others via expressing a feeling of personal security and moderate self-confidence which never goes too far so as not to be considered as arrogance (Ferris et al., 2005).

Political skill has four dimensions: *social astuteness*, *interpersonal influence*,

networking ability, and *apparent sincerity*. Individuals who are *socially astute* are keen at observing others. These people understand social situations clearly and interpret their behavior as well as others' behavior accurately (Ferris et al., 2007). According to Ferris et al. (2005), these people generally have strong discernment and self-awareness.

Politically skilled people are high in *interpersonal influence* in the sense that they exert influence over others without pushing people too far. These people are able to adjust to different interactions and gauge their behavior to achieve their goals. Interpersonal influence allows them to “elicit particular responses from others” (Ferris et al., 2005, p 129).

Individuals with high *networking ability* are proficient in identifying stakeholders and developing various contacts with them. They are adept at negotiating and dealing with conflicts. The way that they are building these networks is subtle so that they can well disguise their ulterior motives (Ferris et al., 2007).

The last dimension, *apparent sincerity*, refers to the level of integrity, authenticity and genuineness. It is a crucial dimension of political skill in that if individuals are not appearing to be trustworthy and straightforward, their behavior will be considered as self-interested. People cannot succeed in using political skill when their behavior is perceived as manipulative (Ferris et al., 2007).

Political skill is found to be related to a lot of outcomes. Ahearn et al. (2004) carried out a research in a large state child welfare department among 100 team leaders and 438 team members to investigate the impact of leader political skill on team performance.

They found that leader political skill explains a significant increment in team performance. Todd, Harris, and Wheeler (2009) conducted a study related to the influence of individual political skill on career-related outcomes among 191 graduates. Results suggest that political skill is associated with promotions, career satisfaction, life satisfaction, and perceived external job mobility. Political skill is often studied as a moderator also. Perrewé et al. (2004) investigated the impact of political skill on the relationship between perceived role conflicts and strain among 230 full-time employees from three large oil companies in Brazil. Results suggested that political skill will moderate the relationship between perceived role conflicts and strain in that higher political skill attenuates the negative effect of role conflict on psychological, somatic, and physiological strain. In a later study, which included 230 full-time employees from three large oil companies in Brazil, Perrewé et al. (2005) examined the antidote effect of political skill on the relationship between role overload and strain. Again, results supported that greater political skill reduces the negative influence of role overload on job tension, job dissatisfaction, and general anxiety. In this study, the effect of political skill will also be explored. Specifically, we will focus on examining whether employee political skill will intensify the relationship between employee impression management and outcomes which are owners' perceptions as well as customers' perceptions.

Employee ingratiation and owner positive affect toward the employee

Ingratiation is one of the most commonly used impression management strategies.

Methods of ingratiation are mainly flattery, favor rendering, opinion conformity and so on. Flattery, such as praising people, making people feel important, is considered a favorable way of ingratiation since wanting to be appreciated is a universal human need. Favor rendering is the actor doing favors beyond work-related obligations to gain the target's liking. Opinion conformity can also make the target feel enhanced because the actor agrees with his or her opinion (Dubrin, 2011). Jones and Wortman (as cited in Wayne and Liden, 1995, p. 237) noted that "people find it hard not to like those who think highly of them". In other words, people tend to like other individuals who like them. Gordon (1996), whose study is described below, also found that it is difficult to remain neutral when people are flattered or feel that other people are in agreement with their opinion on some issue.

Supervisors' perception of subordinates' ingratiation has been empirically investigated a few times in previous studies. Wayne and Ferris (1990) conducted a laboratory experiment among 96 undergraduate students and a field study of 84 bank employees and their supervisors. In both settings, results suggest that supervisor-focused tactics are positively related to supervisor liking for the subordinate. Supervisor-focused tactics mainly included flattery and doing favors for the supervisor (Wayne & Liden, 1990), both of which are ingratiation tactics.

In a later study, Wayne and Liden (1995) examined the relationship between impression management and performance ratings. The study was conducted in two major universities involving 111 pairs of subordinates and their immediate supervisors from

nonacademic positions. Again, the results support that a subordinate's use of supervisor-focused impression management behaviors is positively related to the supervisor's liking of the subordinate.

Gordon (1996) did a meta-analysis to investigate the relationship between ingratiation tactics and the perceptions of targets. This research including 168 articles and the results reveal that ingratiation has a strong impact on judgments of interpersonal attraction (i.e., liking). A fairly recent investigation among 153 dyads of supervisor and subordinates, which took place in banking and telecom sectors in Pakistan, studied the impact of impression management on performance ratings. The findings support that ingratiation has a positive impact on performance rating (Arif, Rizvi, Abbas, Akhtar, & Imran, 2011).

Shore, Bommer, and Shore (2008) conducted a study related to managerial perceptions of employee commitment among 490 employees of a publicly owned manufacturing firm in United States. Managerial perceptions of employee commitment, which is in contrast with extant research focusing on the employees' perspective of their organizational commitment, refers to how managers see the employees' commitment. It is found that supervisor-focused impression management tactics are positively correlated with managerial perceptions of affective commitment. Similarly and reasonably, in this study it is hypothesized that a *dépanneur* employee's use of ingratiation will be positively related to the *dépanneur* owner positive affect toward the employee.

Employee exemplification and owner positive affect toward the employee

While ingratiation is a popular construct in the literature, researchers have noted the relatively infrequent research on other impression management tactics, for example, *exemplification* (Bolino et al., 2008). Unlike ingratiation, exemplification is a self-focused tactic in the sense that employees who engage in this tactic tend to work hard, acting like model employees when supervisors are looking (Bolino et al., 2006). Influencers use exemplification in an attempt to create a favorable image of them (Bolino & Turnley, 1999).

Turnley and Bolino (2001) conducted a study about students in work groups using impression-management tactics over a semester-long project, and it is found that students who use exemplification achieve a favorable image among colleagues and are seen as dedicated. A laboratory experiment related to the effectiveness of applicant impression management tactics on employment interview shows that an applicant using self-focused impression management tactics is rated higher, receives more recommendations for a job offer, and obtains fewer rejections from students who are trained as interviewers than when the applicant uses other-focused tactics (Kacmar et al., 1992).

In other studies, however, self-focused tactics like exemplification have been found to be unrelated to positive evaluations (Wayne & Ferris, 1990; Wayne & Liden, 1995). It is explained that targets may interpret those self-promotion behaviors as boasting. Even if supervisors don't explain those behaviors as conceit, they probably consider them as boring. Another explanation is that supervisors tend to believe that those model

employees will only act this way when supervisors are on site, and they don't think these employees will live up to over time. Since exemplification has been addressed far less frequently than self-promotion (Bolino et al., 2008), in this study, only exemplification will be looked at.

Based on the studies discussed above, evidence suggests that exemplification is related to favorable judgments. These favorable evaluations, which are interpreted as liking, have conceptual similarity with positive affect. As a result, a positive relationship between employee exemplification and owner positive affect toward the employee is proposed.

Political skill and impression management

Political skill is a relatively new construct and has been studied only a few times in impression management area. Using impression management tactics does not always guarantee the desired outcomes. Conversely, improper use of impression management tactics may result in negative outcomes. As an example, if individuals use too much ingratiation without any political skills, their behavior will be seen as insincere, and they will even be considered as "brownnosers" or "suck-ups". Thus, the ulterior motives of these influencers will be questioned (Perrewé & Nelson, 2004). As another example, individuals applying exemplification tactics without properly disguising their purpose will also be perceived that they act to get what they want in return, which will cause exemplification to backfire (Bolino & Turnley, 1999). As a result, utilizing impression

management alone will probably not achieve the desirable goals, or might even incur boomerang effects. Political skill enables influencers to use impression management effectively by masking their ultimate motives. Some empirical evidence is also found supporting the moderating role of political skill for impression management.

Harris et al. (2007) investigated the impact of political skills on impression management effectiveness among full-time employees in a state agency and found that exemplification and performance ratings are positively related when political skill is high. On the contrary, those who use impression management tactics but not politically skilled receive low performance ratings. Political skill allows impression management tactics to work more effectively.

Treadway et al.'s study (2007) in two retail service organizations also looked at the moderating role of political skill for impression management and supervisor ratings. It is demonstrated that a subordinate's ingratiation behavior is less likely to be detected by his or her supervisor when the subordinate is high in political skill, so high performance ratings are more likely. When a subordinate is low in political skill, his or her supervisor perceives the subordinate's ingratiation behavior to be self-serving.

In a study containing a dyadic sample of 291 subordinates and their supervisors, Kolodinsky, Treadway, and Ferris (2007) found the moderating impact of subordinate political skill on relationships between subordinate rationality and supervisor liking of the subordinate, subordinate rationality and supervisor perceived similarity to the subordinate. Supervisor liking for the subordinate and supervisor perceived similarity to the

subordinate will be stronger when the subordinate is high in rationality tactics' usage and high in political skill. Rationality is one of influence tactics referring to using reasoning and rational explanations to influence others (Kolodinsky et al., 2007).

Ingratiation and *exemplification* are two impression management tactics chosen in this study. Ingratiation is chosen since it is a very popular and commonly used tactic in impression management. It is interesting to see whether ingratiation will take effect in different contexts. Exemplification is chosen because it is a less studied construct, and research attention is called for. The moderating role of political skill will be replicated since as mentioned above, without proper use of political skill, employee impression management behaviors will probably be deemed as dishonest rather than genuine. Taken Wayne and Liden's (1995) study as an example, supervisors doubt those model employees who are using exemplification tactic are simply acting in the short run instead of contributing in the long run. It is reasonable to expect that political skill will also make a difference in this study. It is proposed that political skill will moderate the relationship between impression management and owners' perceptions.

Hypothesis 1a: Employee ingratiation will be positively related to the owner positive affect toward the employee.

Hypothesis 1b: Employee political skill will moderate the relationship between employee ingratiation and owner positive affect toward the employee.

Hypothesis 2a: An employee exemplification will be positively related to the owner positive affect toward the employee.

Hypothesis 2b: Employee political skill will moderate the relationship between employee exemplification and owner positive affect toward the employee.

Owner positive affect toward the employee and ratings of employee performance

To the best of the researcher's knowledge, a few studies directly study the relationship between supervisor positive affect toward the employee and ratings of employee performance. A study involving first-level managers in a large food service company in Canada supports that affective commitment is positively correlated with performance (Meyer, Paunonen, Gellatly, Goffin, & Jackson, 1989). Suliman and Iles (2000) conducted a survey among 55 full-time employees from industrial companies in Jordan. The findings uncover the positive relationship between organizational commitment and job performance.

Shore, Barksdale, and Shore's (1995) study, which include 231 managers and 339 subordinates from a large multinational firm, shows manager-rated affective commitment is positively related to ratings of employee promotion, which is a type of positive performance ratings.

Judge and Ferris's (1993) study among 81 nurses and their supervisors from nursing service departments of a hospital provide support for the hypothesis that a supervisor's positive affect toward a subordinate has a positive impact on the performance rating of the subordinate. However, in Wayne and Liden's (1995) study of university staff and their supervisors, the results show that although a subordinate's use of supervisor-focused

impression management behavior is positively related to supervisor liking, relationship between supervisor liking and performance ratings is not supported. The authors proposed that since supervisor liking and performance ratings were measured 20 weeks apart (reducing the effect of common method variance), their results differed from that of earlier studies that assessed liking and performance evaluation simultaneously. Despite this finding, overall, it is reasonable to infer that supervisor positive affect toward the employee will be positively related to supervisor performance ratings of the employee. Liking and affective commitment have conceptual similarity in that both of them refer to emotional attachment. Since affective commitment is a more mature construct than liking in literature, in this study, we use affective commitment to measure positive affect.

Hypothesis 3: The owner positive affect toward the employee will be positively related to the owner's performance rating of the employee.

Employee ingratiation and customer perceptions

Compared to research of impression management in the supervisor-subordinate dyads, influence tactics have been studied less frequently in service provider-customer dyads (Yagil, 2001). Yagil (2001) conducted a study among 115 service provider-customer dyads at various service organizations and found that customers are more satisfied with the quality of the service when the service providers employ ingratiation tactic. In Pugh's (2001) study of bank tellers and customers, the employees' positive displayed emotion is positively related to customers' evaluations of service

quality. According to Ashforth and Humphrey (1993), the act of displaying the appropriate emotion can be considered a form of impression management in the sense that the employee's behavior aims to foster a certain image for customers. Manzur and Jigaratnam (2006) conducted a questionnaire survey of Americans and Asians in the departure lounge area at a major international airport in USA. Eighty five American and 250 Asian participants were invited to take part in the survey by recalling a recent visit to a hotel or restaurant and reporting level of satisfaction regarding behaviors related with the service encounter. The result suggested that employee ingratiation and exemplification techniques were positively related with customer satisfaction, and that Americans are more satisfied with ingratiation and exemplification techniques than Asians. Accordingly, it is reasonable to predict that employees' ingratiation behavior will be positively related to *customer service quality perceptions and customer loyalty*, particularly when the employees have good political skills.

Hypothesis 4a: Employee ingratiation will be positively related to customer service quality perception.

Hypothesis 4b: Employee political skill will moderate the relationship between employee ingratiation and customer service quality perception.

Hypothesis 5a: Employee ingratiation will be positively related to customer loyalty.

Hypothesis 5b: Employee political skill will moderate the relationship between employee ingratiation and customer loyalty.

In dépanneurs, owners, employees, and customers are interacting regularly and

directly, which simply and perfectly suits the triangulation relationship in this study.

Unlike previous studies which are usually done in big companies, this study will provide readers with a new context which deals directly with the relationship among employees, owner managers and customers in daily life. Dépanneur employees' ingratiation and exemplification are our major independent variables. The dépanneur owner's performance evaluation is the major dependent variable, mediated by positive affect towards the employee. Political skill is studied as a moderator. Specifically, when employee political skill is high, an employee's impression management behaviors tend to receive more positive ratings from owner and customers; when employee political skill is low, an employee's such behaviors tend to receive less positive judgments from owner and customers. The main relationships proposed in this study may be seen in Figure 1 below.

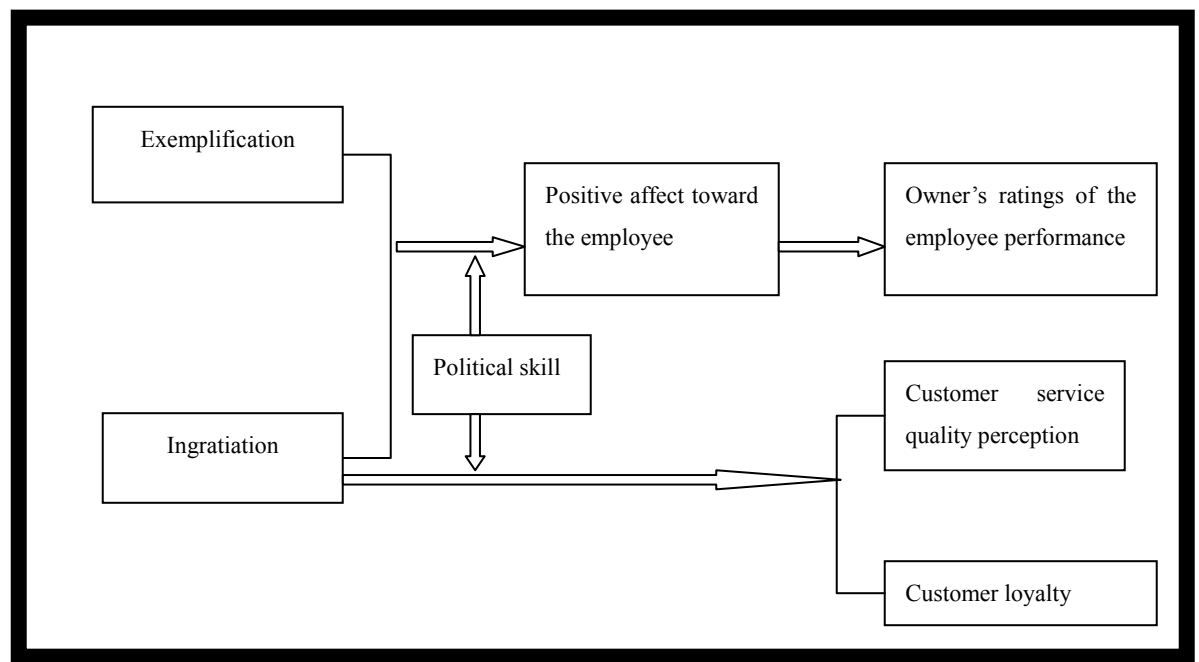


Figure 1. Diagram of relationships among major variables

METHODOLOGY

Participants

Participants were dépanneur owners, their employees and their customers. A convenience sample of 30 dépanneurs in Montreal was the goal. This goal was achieved via the researcher's network (3/30), random visits (23/30), as well as snowball sampling – asking each participant to recommend other dépanneurs (4/30). In every dépanneur, the owner, one employee and five customers were invited to complete a pertinent questionnaire respectively. A total of 83 dépanneurs were approached, 20 of whom stated that they did not hire employees, and 33 of whom were not willing to participate in this survey. The response rate was therefore approximately 36 percent.

The final sample included 30 dépanneur owners. The average length of time that owners owned the stores was 7.97 years. Among the 30 owners, 20 of them were male and 10 of them were female. The average age was 41.63. The ethnicity of this sample was composed of 14 Chinese, 5 Arabian, 4 Francophone, 2 Anglophone, and 5 people who spoke other languages. Regarding the education level, 24 of them had received a university degree. The maximum number of full-time employees was four (13.3%), and the minimum was zero (33.3%). Concerning part-time employees, six was the maximum (6.7%) and zero was the minimum (10%).

With the owner's permission, one of the employees who were working in the dépanneur was invited to participate in this survey. None of the employees of the 30

dépanneurs was a family member of the owner. Six out of the 30 dépanneurs had only one employee, and this employee was invited to take part in the survey. For the other dépanneurs, owners picked employee participants, generally those whose working time was the closest to the researcher's schedule and owners' convenience. On average, employees' tenure was 22.77 months. Eighteen of the employee participants were male, and 12 of them were female. The average age was 35.17. The majority of the employee participants were Chinese (12), followed by Francophone (7), Anglophone (4), Arabian (1) and others (6). Sixteen of the employees held a university degree, six had graduate degree, five for high school diploma, and three got some high school education.

A total of 150 customers participated in this survey, 63.3% of whom were male and 36.7% were female. The largest three ethnic groups of customers were Francophone (41.3%), Anglophone (34%), and Arabian (18%). The average time that they have been as a customer of the dépanneur was 2.68 years.

Procedure and measures

A cover letter was provided to introduce the researcher (Appendix A) and to explain the purpose of the study. Three questionnaires were distributed to employees, owners and customers respectively. In all cases, the questionnaires (Appendix B) were sealed in a provided envelope and returned to the researcher when completed. If the owners and employees were unable to fill the questionnaires out on site, questionnaires would be picked up according to agreed time. The questionnaires were translated into French and

Chinese versions because of the demographic composition of this dépanneur industry in Montreal.

Dépanneurs and their employees are generally busy and hardworking. Customers often want to shop and leave quickly. To encourage participation, owners and employees were involved in a draw of \$200 respectively. In addition, all participants, including customers, got a pen or a notebook as a small gift of thanks. Moreover, owners and employees were offered the final result of the research across the entire sample.

Measures for the owner

Owners' permission to conduct this study was first obtained. Owners were assured that their ratings of the employee, as with all their responses, would be confidential. A questionnaire measure of the owner's rating of employee ingratiation, exemplification, employee's performance, and positive affect toward the employee was collected. The scale of items followed seven-point Likert format ranging from 1 (strongly disagree) to 7 (strongly agree).

Owner-rated ingratiation: measured by three items from Treadway et al.'s study (2007) with minor wording modifications of changing "making his/her request" into "asking for what he/she wants" in the first and the third item as listed below because it is believed that "asking for what he/she wants" reflects more general demands than

“making his/her request”. Sample items included “This employee acts very humbly to me while asking for what he/she wants”, “This employee acts in a friendly manner prior to asking for what he/she wants.”, “This employee attempts to make me feel good before asking for what he/she wants”. The reliability of the three items was 0.62. When the first item was deleted, the internal consistency went to 0.81, so only the last two items were kept for analysis.

Owner-rated exemplification ($\alpha=0.75$). To ascertain the owner’s perception of employee exemplification usage, we modified the focus of the Bolino and Turnley (1999) exemplification subscales. There were three items in total: “This employee tries to seem like a hardworking model employee,” “This employee makes sure that I know when he/she stays at work late,” and “This employee makes sure that I know when he/she arrives at work early”.

Owner’s performance evaluation used four items used by Wayne and Liden (1995). A sample item was “This employee is superior to other new employees that I had before” ($\alpha=0.80$).

Owner’s positive affect was measured by six items of affective commitment.

Affective commitment refers to employee emotional attachment to, identification with, and involvement in an organization (Meyer & Allen, 1991). Employees with affective commitment stay with the organization since they want to do so. Early research concerning organizational commitment mainly focused on the employee’s relationship with the organization as a whole, and the foci of employee commitment expanded to

supervisors, workgroups, and unions as well (Becker, 1992; Becker & Billings, 1993).

Affective commitment to the supervisor can be interpreted as liking, identification, and involvement with the supervisor (Landry & Vandenberghe, 2009). It is expected that this conceptual similarity enables affective commitment to appropriately measure positive affect.

Scarcely any studies have been done regarding supervisor commitment to the subordinate. Landry & Vandenberghe (2011) noted only indirect and partial evidence shows that such commitment exists. As an example, perceived supervisor support, referring to how supervisors assess employees' inputs and care about their welfare from the employees' standpoint, implies evidence of supervisors' commitment to employees. As another example, in mentoring relationships, an elder individual concerns about a younger person's progress can be viewed as mentor commitment to the relationship (Landry & Vandenberghe, 2011). Similarly to employee affective commitment to the supervisor, supervisor affective commitment to the employee denotes supervisor's emotional attachment to the subordinate (Landry & Vandenberghe, 2011). Affective commitment items were based on Landry and Vandenberghe's research (2011). A sample item was "I have a lot of admiration for my employee" ($\alpha=0.85$).

Measures for the employee

Employees were assured of the complete confidentiality of their answers. They were

asked to complete questionnaires including the frequency of their use of ingratiation (both toward the owner and toward customers) and exemplification tactic, their positive affect toward the owner, as well as their political skills. Owners were told that they would get group results of the entire research study, but that the individual employee's responses would not be revealed.

Ingratiation and *exemplification* were measured by items from Bolino and Turnley (1999), which followed a seven-point Likert scale from 1 (never behave this way) to 7 (almost always behave this way). Ingratiation toward the owner and customers contained four items each. A sample item of ingratiation toward the owner was "I praise my boss for his/her accomplishments so he/she will consider me a nice person" ($\alpha=0.75$). A sample item of ingratiation toward customers was "I compliment my customers so they will see me as likeable" ($\alpha=0.80$).

The original exemplification variable had four items. In this research, however, one of the items "come to the office at night or on weekends to show that you are dedicated" was not applicable in the *dépanneur* context since it's not an office workplace and employees normally tend not to appear in *dépanneur* at night or on weekends when they don't work. We decided to drop this item and keep the other three. A sample item of exemplification was "I arrive at work early in order to look dedicated". The reliability of exemplification was found to be very low ($\alpha=0.55$) and dropping one item did not improve it. As a result, the three exemplification items were tested separately in the analysis.

Six affective commitment items (Landry & Vandenberghe, 2011) were also used to measure employee positive affect toward the owner. A sample item was “I have a lot of admiration for my boss” ($\alpha=0.88$). *Political skills* were measured by 18 items used by Ferris et al. (2005) following a seven-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). A sample item was “I spend a lot of time and effort networking with others” ($\alpha=0.90$).

Measures for the customers

In this part of the research, we used both a survey completed by customers, as well as an observation of employee-customer interactions.

Customers were asked to complete a questionnaire regarding their perception of service quality as well as loyalty to the store and were informed that their questionnaire responses were completely anonymous, but that only group data from the entire sample would be made available to the owner and employee. *Customer service quality perceptions* were measured by eight items from Gotlieb, Grewal, & Brown (1994). A sample item was “The employee is very responsive to my needs” ($\alpha=0.89$). *Customer loyalty* was measured by five items from behavioral-intentions battery (Zeithaml, Berry, & Parasuraman, 1996). A sample item was “I plan to do more business with this dépanneur in the next few years”. The internal consistency of 0.87 showed good reliability in the sample. Both of the two measures following seven-point scales ranging

from 1 (strongly disagree) to 7 (strongly agree).

Short observations of the interaction between employees and randomly selected customers were made regarding the number of times the employee smiled at, greeted, and said goodbye to customers. A smile given by the employee to the customer was defined by Pugh's (2001) study, a noticeable up-twist of the employee's lips. 0 was recorded for no observed smile, and 1 was marked for observed smile. Greeting included whether the employee said "Hello" or "How are you" to customers. Comments such as "Thank you", "Goodbye", or "Have a nice day" at the end of each transaction constituted the "Goodbye" item. Greeting and goodbye followed the same scoring rule as smile, marked as 0 if the statements listed above were absent and 1 if happened.

The researcher was standing two meters away from the counter and observing the interaction between the employee and customers while waiting for the customers. After each transaction was done, the researcher took note of the interactions and asked whether the customer wished to fill the questionnaire. In total, interactions between one employee and four customers were watched. On average, the percentage of customers, who were being watched were willing to be participants in the survey, was 40%.

RESULTS

Descriptive Statistics and Correlations

Descriptive statistics, correlations among variables, and alpha reliability coefficients are presented in Table 1. Employee education level is chosen as a control variable. In previous study, education was found to be positively related to employee ingratiation (Farmer, Maslyn, Fedor, & Goodman). In order to exclude its contamination effect, we controlled employee education level in the analysis. All the variables shown in the table have good internal consistency ($\alpha \geq 0.75$).

On average, compared to the extent of ingratiating the boss (mean = 4.28 on a seven-point scale where 7 means high use of ingratiation), employee participants ingratiate their customers slightly more frequently ($M = 4.80$). The mean level of employee affective commitment to the owner is “moderately agree” ($M = 5.87$), and that of employee political skill is “somewhat agree” ($M = 5.16$).

Overall, owners show positive affective commitment toward employees ($M = 5.97$). The mean levels of owner-rated ingratiation ($M = 5.88$), owner-rated exemplification ($M = 5.48$), and owner performance rating ($M = 5.56$) are “somewhat agree”. In general, customers perceive service quality ($M = 5.82$) positively. The mean level of customer loyalty ($M = 5.49$) is “somewhat agree”.

Table 1

Descriptive Statistics and Correlations among Study Variables

Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10
1. Employee ingratiation to boss	4.28	1.62	(0.75)									
2. Employee ingratiation to customer	4.80	1.40	.681**	(0.80)								
3. Employee affective commitment	5.87	0.10	.245	.254	(0.88)							
4. Employee political skill	5.16	0.87	.377*	.376*	.454*	(0.90)						
5. Owner affective commitment	5.97	0.72	.226	.162	.560**	.410*	(0.85)					
6. Owner-rated ingratiation	5.88	1.02	.095	.189	.043	.310	.358	(0.81)				
7. Owner-rated exemplification	5.48	1.30	.412*	.494**	.170	.293	.313	.582**	(0.75)			
8. Owner performance rating	5.56	0.79	.226	.142	.282	.347	.593**	.455*	.522**	(0.80)		
9. Customer service quality perception	5.82	0.53	.033	.112	.297	.255	.516**	.135	-.090	.226	(0.89)	
10. Customer loyalty	5.45	0.69	-.009	.106	.211	.029	.380*	.144	-.055	.208	.699**	(0.87)

Note: $N = 30$. Employee education is controlled.

Employee rated exemplification is omitted from this table.

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

Reliability coefficients on diagonal

Impression Management and owners' perception of employees

First of all, there were two measures of ingratiation: employee rated his/her use of ingratiation toward owner and owner-rated employee ingratiation. The relationship between employee ingratiation toward owner and owner-rated ingratiation was explored first since it is interesting to see whether the stated use of ingratiation by employees seems to be reflected in the perceptions of the owner that ingratiation is being used. Employee ingratiation was not significantly related to owner-rated ingratiation ($r=0.10$, $p= n.s.$), which suggests that owners are not aware when employees are being ingratiating towards them, or that owners may think employees are being ingratiating when they are not. Turning to Hypothesis 1a, the relationship between employee ingratiation and owner positive affect toward the employee, it was found that the relationship was not significant ($r = 0.23$, $p = n.s.$). Thus, when employees try to be ingratiating towards the owner, this does not result in the owner liking them more. As a result, Hypothesis 1a was not supported. On the other hand, when we look at owner-rated ingratiation and owner affective commitment, it was found that the relationship between these two variables was marginally significant ($r=0.36$, $p=0.056$). Thus the more the owners perceived that the employee was being ingratiating, the better he or she liked the employee.

To test hypothesis 1b, we examined the moderating role of political skill on the relationship between employee ingratiation and owner positive affect toward the employee. Apart from employee education, employee tenure was also controlled in testing the moderating role of political skill based on previous studies (Ahearn et al.,

2004; Todd et al., 2009). We expected that when employees had good political skills, their ingratiating behavior towards owners would improve owners' liking towards them. We used regression analysis and created an interaction term to see whether it has a significant effect on positive affect. Unexpectedly, the interaction term was not significantly correlated with owner affective commitment ($\beta=-0.15$, $p = n.s.$). Accordingly, when employees were highly politically skilled, owners were not more likely to increase positive affect towards employees when employees tried to ingratiate them compared to the case when employees' political skills were low. Hypothesis 1b was not supported.

Table 2

Dependent variable: owners' positive affect toward the employee				
Step	Variable(s) entered	Coefficient	P-value	ΔR^2
1	Employee education	0.450*	0.016	0.235*
	Employee tenure	0.045	0.835	
2	Ingratiation toward the owner	0.111	0.560	0.120
	Political skill	0.387	0.121	
3	Ingratiation \times Political skill	-0.149	0.510	0.012

Note: * $p<0.05$; ** $p<0.01$

Before testing hypothesis 2a, the relationship between employee exemplification and owner-rated exemplification was tested. Since the reliability of employee exemplification was low, three exemplification items were tested separately. The first item of exemplification, "I arrive at work early to look dedicated", was marginally related to owner-rated exemplification ($r=0.32$, $p=0.087$). The second item, "I try to appear busy, even at times when things are slower" ($r=0.25$, $p=n.s.$), was found not significantly related to owner-rated exemplification. The third item, which was stated as "I stay at

work late so my boss will know I am hard working”, was significantly related to owner-rated exemplification ($r=0.44$, $p=0.018$). Thus, in the cases of working late, and, to some extent, arriving early, when an employee used exemplification the owner tended to like him/her more.

Each of the three measures of employee exemplification was tested to see whether it had impact on owner positive affect toward employee, and the results were as follows. The first ($r=0.09$, $p=n.s.$) and second item ($r=-0.06$, $p=n.s.$) were not related to owner positive affect toward employee, but the third item was found to be significantly related to owner positive affect toward employee ($r=0.48$, $p=0.009$). Owner-rated exemplification was found to be marginally related to owner affective commitment to the employee ($r=0.31$, $p=0.099$), which further implied that if owners think that the employee is displaying exemplification behavior, it is possible that the owner will have positive affect toward the employee. Therefore, hypothesis 2a was partially supported.

Hypothesis 2b, again, predicted the moderating role of employee political skill on employee exemplification and owner positive affect toward the employee. We created interaction terms of employee exemplification and political skill for each of the three exemplification items respectively. Relationships between the three interaction terms and owner affective commitment toward the employee were not significant ($\beta_1=-0.02$, $p_1=n.s.$; $\beta_2=0.15$, $p_2=n.s.$; $\beta_3=-0.04$, $p_3=n.s.$). Thus, even when employees have high political skill, owners do not tend to be more affectively committed toward the employees when they display exemplification behavior.

Table 3

Dependent variable: owners' positive affect toward the employee				
Step	Variable(s) entered	Coefficient	P-value	ΔR^2
1	Employee education	0.481*	0.010	0.235*
	Employee tenure	0.071	0.703	
2	Exemplification item 1	-0.073	0.725	0.113
	Political skill	0.382	0.136	
3	Item 1 \times Political skill	-0.017	0.939	0.000

Note: * $p < 0.05$; ** $p < 0.01$

Table 4

Dependent variable: owners' positive affect toward the employee				
Step	Variable(s) entered	Coefficient	P-value	ΔR^2
1	Employee education	0.388	0.057	0.235
	Employee tenure	0.066	0.725	
2	Exemplification item 2	-0.186	0.389	0.123
	Political skill	0.346	0.074	
3	Item 2 \times Political skill	0.114	0.571	0.009

Note: * $p < 0.05$; ** $p < 0.01$

Table 5

Dependent variable: owners' positive affect toward the employee				
Step	Variable(s) entered	Coefficient	P-value	ΔR^2
1	Employee education	0.546**	0.004	0.235**
	Employee tenure	0.026	0.881	
2	Exemplification item 3	0.342	0.127	0.170
	Political skill	0.168	0.420	
3	Item 3 \times Political skill	-0.043	0.803	0.002

Note: * $p < 0.05$; ** $p < 0.01$

Finally, hypothesis 3, the relationship between owner affective commitment to the employee and owner performance rating, was supported ($r=0.59$, $p=0.001$). Results provided evidence that the more the owner is affectively committed to the employee, the higher the owner will rate the employee's performance.

Impression Management and customers' perception of employees

Hypothesis 4a, which proposed that employee ingratiation towards the customers will be positively related to customer service quality perception, was tested with a regression analysis. The result was not significant, and hypothesis 4a was not supported ($r = 0.11$, $p = \text{n.s.}$). Thus, when employees attempted to ingratiate customers, customers did not perceive that they were better served. An interaction term of employee ingratiation and employee political skill was also created to test hypothesis 4b which anticipated that customers would be more satisfied with service when employees who had good political skills were being ingratiating towards them. It was found that the interaction term was significantly related to customer service quality perception ($\beta=0.56$, $p=0.013$). Accordingly, hypothesis 4b was supported. More specifically, we found that when the employee was high in political skill, the ingratiation behavior presented by the employee towards customers tended to achieve better perceptions of service quality. Figure 2 showed the effect of moderator when its value is low (-1 SD) and when its value is high (+1 SD).

Table 6

Dependent variable: customer service quality perception				
Step	Variable(s) entered	Coefficient	P-value	ΔR^2
1	Employee education	0.275	0.120	0.089
	Employee tenure	0.357	0.081	
2	Ingratiation toward customers	0.200	0.309	0.043
	Political skill	-0.186	0.438	
3	Ingratiation \times Political skill	0.562*	0.013	0.202*

Note: * $p < 0.05$; ** $p < 0.01$

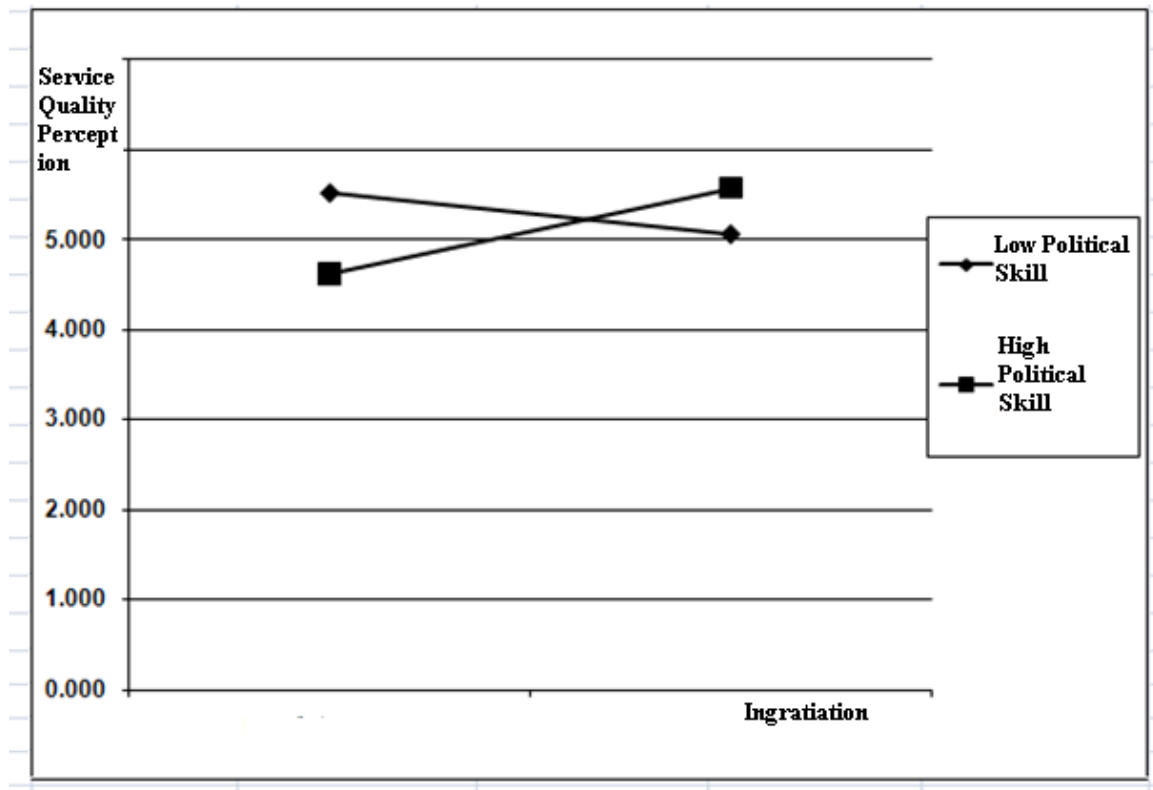


Figure 2. Diagram of the effect of political skill on employee ingratiation and customer service quality perception

Hypothesis 5a stated that employee ingratiation toward customer would be positively related to customer loyalty. We did a regression analysis using employee ingratiation as the predictor variable and found that the result was not significant ($r = 0.11$, $p = \text{n.s.}$). Hypothesis 5a was not supported. That is to say, customer loyalty to the store is not likely to increase when employees are being ingratiating them. However, the interaction term of employee ingratiation and employee political skill was significantly related to customer loyalty ($\beta = 0.56$, $p = 0.018$), which offered support to hypothesis 5b. The result demonstrated that customer loyalty would increase only when politically skilled employees were being ingratiating them. Figure 3 displayed the visual representation of the interaction.

Table 7

Dependent variable: customer loyalty				
Step	Variable(s) entered	Coefficient	P-value	ΔR^2
1	Employee education	0.162	0.379	0.037
	Employee tenure	0.397	0.068	
2	Ingratiation toward customers	0.300	0.154	0.019
	Political skill	-0.453	0.082	
3	Ingratiation \times Political skill	0.559*	0.018	0.200*

Note: * $p < 0.05$; ** $p < 0.01$

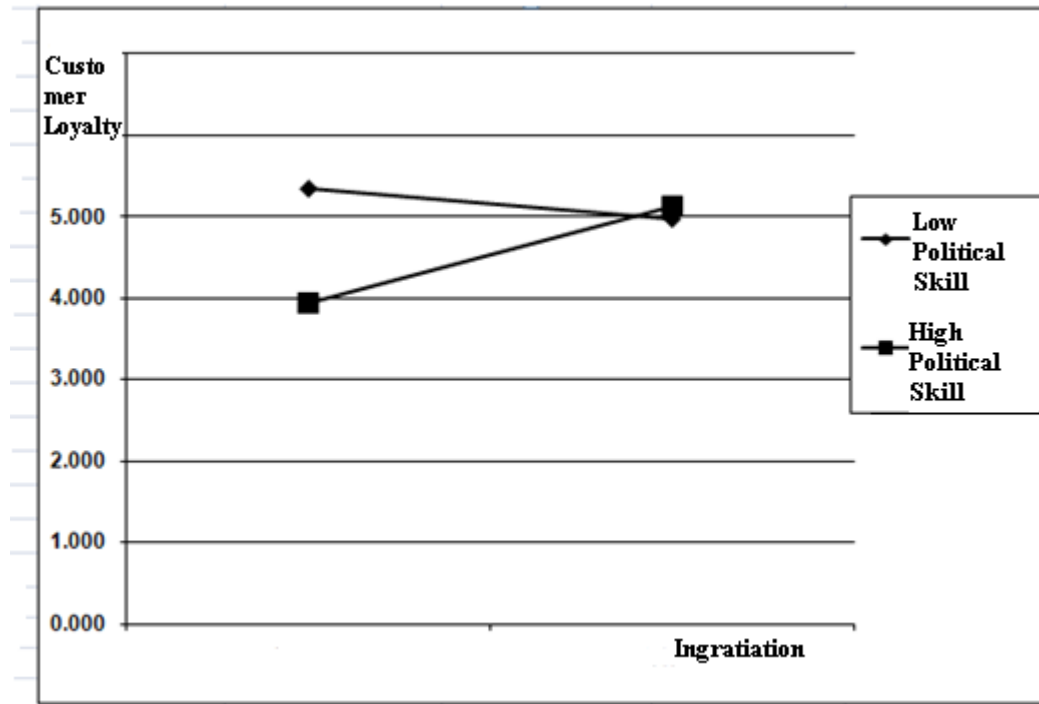


Figure 3. Diagram of the effect of political skill on employee ingratiation and customer loyalty

Supplementary analysis based on observational data

Observational results of times of employee “smiling”, “greeting”, and “goodbye” were combined into a measure of “friendly interactions”. For each of the “friendly interaction” items, scores ranged from 0 to 4. The mean values of “smiling”, “greeting”, and “goodbye” are 2.37, 2.73, and 2.27 respectively indicating that employees greeted the customers most frequently, followed by smiled at, and said goodbye to customers. The analysis of observational result was tested within the original un-aggregate customer file which kept the original variance. Employee friendly interactions was significantly related to employee ingratiation toward customers ($r=0.30$, $p<0.001$, one-tailed), which suggested that the more friendly interactions the employee made, the more frequently

they ingratiated toward customers. As expected, the greater the use of friendly interactions, the higher the customer service quality perception ($r=0.21$, $p=0.005$, one-tailed) and the higher the customer loyalty ($r=0.18$, $p=0.013$, one-tailed).

Some other supplementary results deserve comment. Owner positive affect was found to be significantly related to customer service quality perception ($r=0.52$, $p=0.004$) and customer loyalty ($r=0.38$, $p=0.042$). This demonstrated that those employees toward whom owners showed positive affect were very likely to be rated as providing satisfying service to customers and retaining customers. On the other hand, owner performance rating of the employee was neither significantly related to customer service quality perception ($r=0.23$, $p=n.s.$) nor to customer loyalty ($r=0.24$, $p=n.s.$). It can be inferred that employees may receive undesirable performance ratings from owners even if employees were providing pleasant service to customers.

DISCUSSION

This study empirically tested whether employee impression management has a positive impact on owners' and customers' perceptions. Overall, employee ingratiation and employee exemplification were not found to be significantly related to owner positive affect toward the employee. The expected positive relationship between employee ingratiation toward customers and customer service quality perception as well

as customer loyalty was not supported either. However, the results supported the moderating role of employee political skill on the relationship between employee ingratiation and customer service perceptions as well as customer loyalty, which is consistent with findings from previous literature. Moreover, as expected, owner positive affect toward the employee is positively related to owner performance ratings of the employee.

Ingratiation toward owner

First of all, the reason why owner-rated ingratiation was not significantly related to employee ingratiation might be due to the dépanneur context. In dépanneurs, the interaction time between owners and employees is relatively limited. In most of the cases, only the owner or the employee is present but not both except the work shift during which they can communicate for roughly half an hour or one hour at the most. As a result, it is likely that owners do not have a chance to notice employee behavior which will lead to owners' misunderstandings such that owners perceive employees are ingratiating toward them while in fact employees are not or that owners think employees are not ingratiating toward them while actually employees are displaying such behavior.

The insignificant impact of employee ingratiation on owner positive affect toward the employee is somewhat inconsistent with previous findings. A plausible reason could be inferred from reasons for employees displaying ingratiation behavior. Kipnis, Schmidt, & Wilkinson (1980) conducted a study among 754 respondents who were employed in

different managerial roles. Respondents were asked to describe the frequency of and reasons for influencing a target person at work. They found that employees who frequently used ingratiation often sought assistance from the target person. In a later study which explored the relationship between participants using different styles of upward influence and their performance evaluations, salaries, and stress, Kipnis & Schmidt (1988) also found that individuals used ingratiation to influence their superiors to obtain personal benefits. When applied to this study, dépanneur owners may interpret employees' ingratiation behavior as self-serving interests. As a result, chances are that dépanneur owners may not display positive attitude towards these behaviors.

The result of Hypothesis 1b demonstrated that when employees have good political skill, owners are *less* likely to increase their positive affect toward employees who are being ingratiating toward the owners compared to owners' attitude toward employees who have low political skill. Since employees are rating their own political skill, it is possible that when they state they are good at political skill, they are less good than they believe. Thus, owners may notice the employees' manipulative attempts. The insignificant moderating role of political skill might be attributed to this rating bias. In addition, concerning the insignificant relation between employee ingratiation and owner positive affect when the moderator of employee political skill is considered, the explanation could also refer to owners' assumption of the intent of employee ingratiation. Since owners may observe employees' ingratiation behavior due to the inaccurate employee political skill rating and may assume such behavior as attempts to achieve their

personal interests, such as asking for a pay raise, it is possible that owners are less likely to increase their positive affect toward employees.

Exemplification

It was not found that the second item of exemplification, “I try to appear busy, even at times when things are slower”, significantly relate to owner-rated exemplification. Again, the dépanneur context might explain this finding. The behavior which is stated in the second item is less likely to be noticed by owners compared to the first and the third item which are “I arrive at work early to look dedicated” and “I stay at work late so my boss will know I am hard working”. Because at the beginning of or the end of employees’ working time, owners tend to be in the business to either be substituted by or substitute for employees and have the chance to know whether employees arrive early or stay late. Compared to arriving at work and staying late at work, owners are less frequently present when the case stating in the second item happened.

Only the third item of exemplification was found to be positively related to owner positive affect toward the employee. On the one hand, the insignificant impact of the first two items on owner positive affect seems somewhat consistent with the finding of Bolino et al. (2006). They investigated the impact of impression management tactics on supervisor ratings of organizational citizenship behavior among 122 supervisor-subordinate dyads and found that individuals who engaged in self-focused tactics such as exemplification were not viewed as significantly better organizational

citizens in the eye of their supervisors. On the other hand, the low reliability of exemplification probably influences the result. Future research should include improving the internal consistency of exemplification and further examine these inconsistent findings.

Contrary to the expectation, political skill was not significantly moderating relationship between any of the exemplification items and owner positive affect toward employee. Again, the insignificant result might be attributed to the inaccurate employee self-rating political skill which leads to owners' suspicion about the motive of exemplification behaviors. Also, the result seems to confirm findings in previous studies that self-focused tactics were unrelated to positive evaluations (Wayne & Ferris, 1990; Wayne & Liden, 1995) since owners may think employees only acted temporarily or only when owners were on site.

Ingratiation toward customer

Employee ingratiation towards customers was found to be neither significantly related to customer service quality perception nor to customer loyalty. This could be explained that when employees are being ingratiating customers, customers might interpret employees' behavior as simply business attempts to get ahead. Consequently, customers won't relate ingratiating behaviors with good service and are unlikely to be a loyal supporter of the store. The significant moderating role of employee political skill on the relationship between employee ingratiation and customer service perceptions as well

as customer loyalty is in line with our expectation. With political skill, employees will not exaggerate ingratiation behavior and appear to be sincere so as to make customers believe that business attempts are not the only concern. Accordingly, it offers evidence that employee ingratiation has an effect on customer perceptions when the employee is high in political skill. This finding provides a lesson for owners and employees that it is unwise to exaggerate praise when they want to achieve a desirable image in the eye of customers.

Supplementary analysis

Finally, we found that employee ingratiation towards customers was significantly related to the employees' "friendly interactions," that is, their greeting, smiling, and saying goodbye to the customers. These friendly interactions were related to customer service quality perception and customer loyalty. This finding has implications for organizational benefits of friendly interactions in better service ratings, repeating business and financial gains.

Limitation

This study has several limitations. First of all, the sample size is relatively small (N=30). Previous studies in impression management domain tend to have at least around 90 supervisor-subordinate dyads which are three times more than that of this study. In this study, the small sample size may be an essential reason for most of the unexpected

results.

A second limitation is common method variance. Since dépanneur owners were reluctant to fill the questionnaire for a second time, owner positive affect toward employee and owners' performance ratings were collected at the same time, which might inflate the correlation between these two variables. In future research, owner positive affect toward the employee and owner's performance ratings of the employee need to be rated in a separate period.

The low reliability found in exemplification is another limitation. As the method section mentioned, three items of exemplification were analyzed separately due to the low internal consistency. Since these three items did not accurately measure exemplification behavior, it is probable that owners will not display the expected attitude which is increasing positive affect towards employees. Future research regarding exemplification should first improve this measure. For example, "I volunteer to help whenever there is the opportunity" may be added to the exemplification items for a small dépanneur setting since voluntary help can easily be seen in this context. Even if owners may have fewer chances to know than customers, owners can still notice through customers' public praise.

Furthermore, the translations of questionnaires may be another issue. The potential inaccuracy occurred in the translation into French and Chinese may have resulted in the low reliability found in exemplification.

On the other hand, this study had certain strengths. First of all, we used three sources

of measures from employees, owners, and customers. Very few studies related to impression management have examined the triangulation relationship. Unlike in some studies, such as Manzur and Jogaratnam's (2006) study, participants were asked to recall the level of service providers' behavior and give relevant evaluation, in this study, different sources of measures significantly minimizes the concerns related to same-source variance. Furthermore, instead of relying solely on employees' rating their own use of ingratiation tactic, we used the observational measure to note the interactions employees made with customers.

Practical implication

Although weak evidence was found between employee impression management and owner perceptions, evidence was found between employee impression management and customer perceptions. Owners can benefit from this study by knowing that using ingratiation alone may not necessarily achieve desirable image in the eye of customers during service transactions. However, when using political skill and ingratiation tactic together, customers do not interpret service providers' ingratiating overtures as obvious obsequiousness or solely a business trick, and this tends to satisfy, retain customers.

Significant correlations between owner positive affect and customer service quality perception, owner positive affect and customer loyalty enable owners to recognize that those employees toward whom owners show positive affect are likely to provide satisfying service to customers. Chances are that it is the displayed owner positive affect

that motivates employees to improve their performance. Effects of employee displayed “friendly interactions” might be taken for granted by owners and employees. This study emphasized the potent role of employee “friendly interactions” in that it is perceived as a part of service by customers and influences customer attitudes toward an organization. Thus, owners can also benefit from this study in better training employees in both political skill and these detailed employee-customer interaction advices.

From the insignificant relationship between owner performance rating and customer service quality perception, owner performance rating and customer loyalty, owners can notice that their ratings of employee performance should take customer ratings into consideration. In small firms like *dépanneur*, since formal performance appraisal is rarely undertaken, taking customer ratings into consideration will enhance the objectivity of performance rating. Together with owners’ awareness of the impact of owner positive affect toward employee on owner performance ratings, fairness in performance evaluations will also be improved. These implications can generalize to organizational contexts such as retail sales service industries.

Future research

Future research needs to first focus on two variables, exemplification and owner-rated ingratiation, which had low internal consistency reliability. Exemplification is one of the less frequently researched impression management tactics. In order to better examine its influence in future studies, internal consistency of exemplification should be

focused on to see whether it is the specific dépanneur context causes the low reliability.

Concerning common method variance might contribute to the significant relationship between owner positive affect and owner performance ratings, future research need to measure the two variables in a separate time to exclude any possible spurious inflation.

Interesting inconsistent results found among employee ingratiation, political skill, and owner perceptions need to be further investigated. Although the positive impact of employee ingratiation on owners' liking of the employee and the moderating role of political skill on this impact have been demonstrated in previous studies for times, this study did not find out the significant correlations. Future research should include a larger sample to resolve the inconsistent findings.

CONCLUSION

This study examined the effect of employee impression management on owners and customers perceptions, including employee political skill as a moderator. The main findings of the study reinforced the moderating role of employee political skill. The result showed that employee ingratiation behavior had a significant effect on customer service quality perceptions and customer loyalty only when the employee had high political skills. Also, the result strengthened the relationship between owner positive affect toward the employee and owner performance rating of the employee. Moreover, empirical evidence

supported that employee displayed “friendly interaction” had a positive impact both on customer service quality perception and customer loyalty.

Future research was suggested to examine whether the insignificant findings of the effect of employee ingratiation and exemplification on owner positive affect are due to the small sample size or the specific context. Practical implications were discussed for organization managers, especially retail service organizations, to better train personnel in order to cater for customers’ needs and boom business. For owners, it is recommended that displaying liking towards employees frequently in order to motivate employees to improve performance. Moreover, when evaluating employees’ performance, owners need to exclude their personal emotion toward employees to maintain fairness and include customers’ judgments to remain objectivity. For example, putting a rating sheet in front of the counter and encouraging customers to assess the employees’ service quality quarterly to receive feedback from customers. Besides, owners need to remind employees the significance of “friendly interactions” in order to retain customers, repeat business and enhance sales. For employees, it is recommended that when using ingratiation to create a favorable image in the eyes of the customers, they should be adept at political skill. Otherwise, employees’ ingratiation behavior would be viewed as less favorably. For the employees who don’t have high political skills, they should avoid using the ingratiation tactic and they can take some political skill training.

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Appendix A

Cover Letter

Dear Participant,

I am a Master's student in Management at the John Molson School of Business at Concordia University. I am doing my thesis research on how employees, owners and customers interact, and the impact on performance and satisfaction. Small businesses like this are a vital part of the Montreal community, and I hope that my research can help both owners and employees to build a stronger business, and also to understand their customers' voice.

I would appreciate your help. The attached questionnaire should take approximately five minutes to complete. I am not asking you for any sensitive personal information and I assure you that your responses are **completely confidential**. No names of people or businesses will appear in the report, and only group level data will be presented. Please, therefore, feel free to answer the questions as frankly and honestly as possible. I would ask you to answer all the questions, as this will produce more accurate results. Finally, if for any reason you do not want to participate in this study, you should feel free to discontinue.

Once my research is completed, I would be happy to share and discuss my results with you. Please accept this Concordia pen as a gift to thank you for your participation. I also am giving you the opportunity to participate in a draw for \$200.

If you have any questions about the research, please contact principal investigator, *Dr. Linda Dyer, Professor of Management, John Molson School of Business, Concordia University*, dyer@jmsb.concordia.ca or MSc student *Huabo Zhou*, hu_zhou@jmsb.concordia.ca. If you have any questions about your rights as a research participant, please contact *Research Ethics and Compliance Advisor, Concordia University, Dr. Brigitte Des Rosiers*, at (514) 848-2424 ext. 7481 or bdesrosi@alcor.concordia.ca.

Thank you for your participation in my study.

Sincerely,
Huabo Zhou

Appendix B
Survey Questionnaires

A Survey of Employee Behaviors

Instruction: Please choose appropriate number to indicate how frequently in the last 6 months have you used each of these strategies while at work. 1 = never behave this way, 4 = sometimes behave this way, and 7 = almost always behave this way.

1	I praise my boss for his/her accomplishments so he/she will consider me a nice person.	1	2	3	4	5	6	7
2	I compliment my customers so they will see me as likeable.	1	2	3	4	5	6	7
3	I arrive at work early to look dedicated.	1	2	3	4	5	6	7
4	I do personal favors for my boss to show him/her that I am friendly.	1	2	3	4	5	6	7
5	I do personal favors for my customers to show them that I am friendly.	1	2	3	4	5	6	7
6	I praise my customers for their accomplishments so they will consider me a nice person.	1	2	3	4	5	6	7
7	I take an interest in my boss's personal life to show that I am friendly.	1	2	3	4	5	6	7
8	I try to appear busy, even at times when things are slower.	1	2	3	4	5	6	7
9	I take an interest in my customers' personal lives to show them that I am friendly.	1	2	3	4	5	6	7
10	I stay at work late so my boss will know I am hard working.	1	2	3	4	5	6	7
11	I compliment my boss so he/she will see me as likeable.	1	2	3	4	5	6	7

Instructions: Please use the following 7-point scale to describe how much you agree with each statement about yourself. 1 represents strongly disagree and 7 represents strongly agree.

strongly disagree → strongly agree								
12	I personally appreciate my boss.	1	2	3	4	5	6	7
13	I am proud to work with my boss.	1	2	3	4	5	6	7
14	I feel attached to my boss.	1	2	3	4	5	6	7

15	I have respect for my boss.	1	2	3	4	5	6	7
16	My boss means a lot to me.	1	2	3	4	5	6	7
17	I have a lot of admiration for my boss.	1	2	3	4	5	6	7
18	I spend a lot of time developing connections with others.	1	2	3	4	5	6	7
19	I am good at getting people to like me.	1	2	3	4	5	6	7
20	I pay close attention to people's facial expressions.	1	2	3	4	5	6	7
21	I have good intuition or savvy about how to present myself to others.	1	2	3	4	5	6	7
22	It is important that people believe I am sincere in what I say and do.	1	2	3	4	5	6	7
23	It is easy for me to develop good rapport with most people.	1	2	3	4	5	6	7
24	I am able to make most people feel comfortable and at ease around me.	1	2	3	4	5	6	7
25	I always seem to instinctively know the right things to say or do to influence others.	1	2	3	4	5	6	7
26	I am particularly good at sensing the motivations and hidden agendas of others.	1	2	3	4	5	6	7
27	I try to show a genuine interest in other people.	1	2	3	4	5	6	7
28	I have developed a large network of colleagues and associates whom I can call on for support when I really need to get things done.	1	2	3	4	5	6	7
29	I spend a lot of time and effort networking with others.	1	2	3	4	5	6	7
30	I am good at using my connections and network to make things happen.	1	2	3	4	5	6	7
31	When communicating with others, I try to be genuine in what I say and do.	1	2	3	4	5	6	7
32	I am able to communicate easily and effectively with others.	1	2	3	4	5	6	7
33	I understand people well.	1	2	3	4	5	6	7
34	I am good at building relationships with influential people.	1	2	3	4	5	6	7

35	I know a lot of important people and am well connected.	1	2	3	4	5	6	7
----	---	---	---	---	---	---	---	---

Demographic Information

How long have you worked for this dépanneur? _____ months	
What is the highest educational level you have achieved?	
Some high school <input type="checkbox"/>	High school diploma <input type="checkbox"/>
College diploma <input type="checkbox"/>	University degree <input type="checkbox"/>
<input type="checkbox"/> Graduate degree <input type="checkbox"/>	
Mother Tongue:	
Gender:	Male <input type="checkbox"/> Female <input type="checkbox"/>
Age:	

A Survey of Owners' Ratings

1. How long have you owned this Dépanneur?	_____years
2. How many employees do you have?	Full-time_____ Part-time_____
3. Is the employee that you are rating a relative? relationship)	Yes <input type="checkbox"/> _____(specify the No <input type="checkbox"/>

Instruction: Please choose appropriate number to indicate the degree to which you agree or disagree with each statement. 1 represents strongly disagree and 7 represents strongly agree.

strongly disagree → strongly agree

4	I feel attached to this employee.		1	2	3	4	5	6	7	
5	This employee acts very humbly to me while asking for what he/she wants.		1	2	3	4	5	6	7	
6	I have a lot of admiration for this employee.		1	2	3	4	5	6	7	
7	This employee tries to seem like a hardworking model employee.		1	2	3	4	5	6	7	
8	I have respect for this employee.		1	2	3	4	5	6	7	
9	This employee makes sure that I know when he/she stays at work late.		1	2	3	4	5	6	7	
10	I personally appreciate this employee.		1	2	3	4	5	6	7	
11	This employee acts in a friendly manner prior to asking for what he/she wants.		1	2	3	4	5	6	7	
12	I am proud to work with this employee.		1	2	3	4	5	6	7	
13	This employee attempts to make me feel good before asking for what he/she wants.		1	2	3	4	5	6	7	
14	This employee means a lot to me.		1	2	3	4	5	6	7	
15	This employee makes sure that I know when he/she arrives at work early.		1	2	3	4	5	6	7	

16	Rate the overall level of performance that you observe for this employee.	unaccept able	1	2	3	4	5	6	7	outstan ding
17	This employee is superior to other employees that I've supervised before.	strongly disagree	1	2	3	4	5	6	7	strongly agree
18	What is your personal view of your employee in terms of his or her overall effectiveness?	very ineffectiv e	1	2	3	4	5	6	7	very effective
19	Overall, to what extent do you feel your employee has been effectively fulfilling his or her roles and responsibilities?	not effectivel y at all	1	2	3	4	5	6	7	very effective ly

Demographic Information

Highest education level achieved:	Mother Tongue:
Gender: Male <input type="checkbox"/> Female <input type="checkbox"/>	Age:

A Survey of Customers' Perceptions

Instruction: Please choose appropriate number to indicate the degree to which you agree or disagree with each statement. 1 represents strongly disagree and 7 represents strongly agree.

strongly disagree → strongly agree

1	This employee is very reliable.	1	2	3	4	5	6	7
2	This employee understands my needs.	1	2	3	4	5	6	7
3	This employee communicates very well with me.	1	2	3	4	5	6	7
4	This employee is very responsive to my needs.	1	2	3	4	5	6	7
5	This employee is competent.	1	2	3	4	5	6	7
6	This employee is very courteous.	1	2	3	4	5	6	7

7	This dépanneur has good appearance.	1	2	3	4	5	6	7
8	This dépanneur has up-to-date equipment.	1	2	3	4	5	6	7
9	I say positive things about this dépanneur to other people.	1	2	3	4	5	6	7
10	I plan to do more business with this dépanneur in the next few years.	1	2	3	4	5	6	7
11	I would recommend this dépanneur to someone who seeks my advice.	1	2	3	4	5	6	7
12	I consider this dépanneur my first choice to buy basic everyday items and services.	1	2	3	4	5	6	7
13	I would encourage neighbors to do business with this dépanneur.	1	2	3	4	5	6	7

Demographic Information

Mother Tongue:							
Gender: Male <input type="checkbox"/> Female <input type="checkbox"/>							
Age: Under 20 <input type="checkbox"/> 20-30 <input type="checkbox"/> 31-40 <input type="checkbox"/> 41-50 <input type="checkbox"/> 51-60 <input type="checkbox"/> 61-70 <input type="checkbox"/>							
Over 70 <input type="checkbox"/>							

I have been a client of this dépanneur for _____years

Sondage sur le comportement des employés

Veillez choisir le nombre approprié pour indiquer à quelle fréquence vous avez utilisé chacune des stratégies suivantes dans le cadre de votre travail au cours des six derniers mois. 1 = je ne me comporte jamais de cette manière, 4 = je me comporte parfois de cette manière, et 7 = je me comporte presque toujours de cette manière.

1	Je félicite mon patron pour ses réalisations afin qu'il / elle me considère comme une personne gentille.	1	2	3	4	5	6	7
2	Je complimente mes clients afin qu'ils me trouvent aimable.	1	2	3	4	5	6	7
3	J'arrive tôt au travail afin d'avoir l'air dévoué.	1	2	3	4	5	6	7
4	Je fais des faveurs personnelles à mon patron afin de lui / elle démontrer que je suis aimable.	1	2	3	4	5	6	7
5	Je fais des faveurs personnelles à mes clients afin de leur démontrer que je suis aimable.	1	2	3	4	5	6	7
6	Je félicite mes clients pour leurs réalisations afin qu'ils me considèrent comme une personne gentille.	1	2	3	4	5	6	7
7	Je m'intéresse à la vie personnelle de mon patron pour lui démontrer que je suis aimable.	1	2	3	4	5	6	7
8	J'essaie de paraître occupé, même dans les moments plus tranquilles.	1	2	3	4	5	6	7
9	Je m'intéresse à la vie personnelle de mes clients pour leur démontrer que je suis aimable.	1	2	3	4	5	6	7
10	Je reste tard au travail donc mon patron saura que je travaille beaucoup.	1	2	3	4	5	6	7
11	Je complimente mon patron afin qu'il / elle me perçoive comme étant aimable.	1	2	3	4	5	6	7

Veillez utiliser l'échelle de 7 points ci-dessous pour décrire votre degré personnel d'approbation pour chacun des énoncés suivants. Le point 1 représente fortement en désaccord et 7 représente tout à fait d'accord.

Fortement en désaccord → Tout à fait d'accord

12	Personnellement, j'apprécie mon patron.	1	2	3	4	5	6	7
----	---	---	---	---	---	---	---	---

13	Je suis fier de travailler avec mon patron.	1	2	3	4	5	6	7
14	Je suis attaché à mon patron.	1	2	3	4	5	6	7
15	J'éprouve du respect pour mon patron.	1	2	3	4	5	6	7
16	Mon patron est important pour moi.	1	2	3	4	5	6	7
17	J'ai beaucoup d'admiration pour mon patron.	1	2	3	4	5	6	7
18	Je passe beaucoup de temps à établir des relations avec les autres.	1	2	3	4	5	6	7
19	J'ai de la facilité à me faire apprécier des autres.	1	2	3	4	5	6	7
20	Je porte une attention particulière aux expressions faciales des gens.	1	2	3	4	5	6	7
21	J'ai une bonne intuition et de l'habileté pour bien m'introduire auprès des gens.	1	2	3	4	5	6	7
22	Il est important que les gens croient à la sincérité de mes propos et de mes actes.	1	2	3	4	5	6	7
23	Il est facile pour moi d'établir de bons rapports avec la plupart des gens.	1	2	3	4	5	6	7
24	Je suis capable de rendre la plupart des gens confortables et à l'aise avec moi.	1	2	3	4	5	6	7
25	J'ai toujours l'impression de savoir instinctivement quoi faire ou quoi dire pour influencer les autres.	1	2	3	4	5	6	7
26	Je suis particulièrement doué pour détecter les motivations ou les intentions dissimulées des autres.	1	2	3	4	5	6	7
27	J'essaie de démontrer un véritable intérêt envers les autres personnes.	1	2	3	4	5	6	7
28	J'ai développé un vaste réseau de collègues et de connaissances auxquels je peux demander de l'aide lorsque c'est vraiment requis pour faire avancer les choses.	1	2	3	4	5	6	7
29	Je passe beaucoup de temps et d'effort à faire du réseautage avec les autres.	1	2	3	4	5	6	7
30	Je suis doué pour utiliser mes relations et mes réseaux afin que les choses se fassent.	1	2	3	4	5	6	7
31	Lorsque je communique avec les autres, j'essaie d'être authentique dans ce que je dis et fais.	1	2	3	4	5	6	7

32	Je suis capable de communiquer facilement et efficacement avec les autres.	1	2	3	4	5	6	7
33	Je comprends bien les gens.	1	2	3	4	5	6	7
34	Je suis doué pour établir des relations avec des personnes influentes.	1	2	3	4	5	6	7
35	Je connais beaucoup de gens importants et j'ai de bonnes relations.	1	2	3	4	5	6	7

Informations démographiques

Depuis combien de temps travaillez-vous pour ce dépanneur? _____ mois	
Quel est le plus haut niveau d'enseignement que vous avez obtenu? Certains diplômes d'études secondaires <input type="checkbox"/> École secondaire <input type="checkbox"/> Diplôme collégial <input type="checkbox"/> Diplôme universitaire <input type="checkbox"/> Diplôme d'études supérieures <input type="checkbox"/>	
Langue maternelle:	
Sexe: Homme <input type="checkbox"/> Femme <input type="checkbox"/>	
Âge:	

Évaluation des employés par les propriétaires

1. Depuis combien de temps possédez-vous ce dépanneur? _____ années
2. Combien d'employés avez-vous? Temps plein _____ Temps partiel _____
3. L'employé que vous évaluez est-il un parent? Oui ☐ _____ (préciser la relation) Non ☐

Veillez choisir le nombre correspondant à votre niveau de satisfaction pour chacun des énoncés ci-dessous. 1 représente fortement en désaccord et 7 représente tout à fait d'accord.

		Fortement en désaccord				→	Tout à fait d'accord			
4	Je suis attaché à cet employé.		1	2	3	4	5	6	7	
5	Cet employé est très humble lorsqu'il me demande ce qu'il / elle veut.		1	2	3	4	5	6	7	
6	J'ai beaucoup d'admiration pour cet employé.		1	2	3	4	5	6	7	
7	Cet employé tente de ressembler à un employé modèle qui travaille fort.		1	2	3	4	5	6	7	
8	J'éprouve du respect pour cet employé.		1	2	3	4	5	6	7	
9	Cet employé s'assure que je sais lorsqu'il / elle reste tard au travail.		1	2	3	4	5	6	7	
10	Personnellement, j'apprécie cet employé.		1	2	3	4	5	6	7	
11	Cet employé agit de manière amicale avant de me demander ce qu'il / elle veut.		1	2	3	4	5	6	7	
12	Je suis fier de travailler avec cet employé.		1	2	3	4	5	6	7	
13	Cet employé tente de me mettre à l'aise avant de me demander ce qu'il / elle veut.		1	2	3	4	5	6	7	
14	Cet employé est important pour moi.		1	2	3	4	5	6	7	
15	Cet employé s'assure que je sais lorsqu'il / elle arrive tôt au travail.		1	2	3	4	5	6	7	
16	Évaluez le niveau global des performances que vous observez pour cet employé.	Inacceptable	1	2	3	4	5	6	7	exceptionnel

17	Cet employé s'avère supérieur à d'autres que j'ai supervisés auparavant.	Fortement en désaccord	1	2	3	4	5	6	7	Tout à fait d'accord
18	Quelle est votre vision personnelle en ce qui concerne l'efficacité globale de cet employé?	Totalement inefficace	1	2	3	4	5	6	7	Très efficace
19	Globalement, dans quelle mesure sentez-vous que votre employé s'est efficacement acquitté de son rôle et de ses responsabilités?	De façon inefficace	1	2	3	4	5	6	7	Très efficacement

Informations démographiques

Plus haut niveau d'éducation atteint	Langue maternelle
Sexe Homme <input type="checkbox"/> Femme <input type="checkbox"/>	Âge:

Sondage sur la perception des clients

Veuillez choisir le nombre approprié pour indiquer votre niveau d'approbation par rapport aux énoncés ci-dessous. 1 représente fortement en désaccord et 7 représente tout à fait d'accord.

Fortement en désaccord → Tout à fait d'accord

1	Cet employé est très fiable.	1	2	3	4	5	6	7
2	Cet employé comprend mes besoins.	1	2	3	4	5	6	7
3	Cet employé communique très bien avec moi.	1	2	3	4	5	6	7
4	Cet employé répond très bien à mes besoins.	1	2	3	4	5	6	7
5	Cet employé est compétent.	1	2	3	4	5	6	7
6	Cet employé est très courtois.	1	2	3	4	5	6	7

7	Ce dépanneur a une belle apparence.	1	2	3	4	5	6	7
8	Les équipements de ce dépanneur sont modernes et récents.	1	2	3	4	5	6	7
9	Je fais des commentaires positifs aux autres personnes à propos de ce dépanneur.	1	2	3	4	5	6	7
10	Je planifie de commercer davantage avec ce dépanneur au cours des prochaines années.	1	2	3	4	5	6	7
11	Je recommanderais ce dépanneur à quelqu'un qui me demanderait mon avis.	1	2	3	4	5	6	7
12	Je considère ce dépanneur comme étant ma première option pour m'approvisionner au quotidien.	1	2	3	4	5	6	7
13	J'encouragerais mes voisins à faire affaire avec ce dépanneur.	1	2	3	4	5	6	7

Informations démographiques

Langue maternelle:						
Sexe: Homme <input type="checkbox"/> Femme <input type="checkbox"/>						
Âge: Moins de 20 <input type="checkbox"/> 20-30 <input type="checkbox"/> 31-40 <input type="checkbox"/> 41-50 <input type="checkbox"/> 51-60 <input type="checkbox"/> 61-70 <input type="checkbox"/>						

Plus de 70 <input type="checkbox"/>
Je suis un client de ce dépanneur depuis _____ ans.

雇员行为调查表

请选择适当的数字代表您在最近六个月的工作中表现了以下每项所描述的行为的频率。1 代表从来不以这种方式表现, 4 代表有时以这种方式表现, 7 代表总是以这种方式表现。

1	我通过称赞我的老板的成就以让他/她觉得我很友好.	1	2	3	4	5	6	7
2	我恭维我的顾客以让他们觉得我很友好.	1	2	3	4	5	6	7
3	我很早去工作以让自己看起来很敬业.	1	2	3	4	5	6	7
4	我在生活中帮助我老板以让我自己看起来友好.	1	2	3	4	5	6	7
5	我在生活中帮助我的顾客以让我自己看起来很友好.	1	2	3	4	5	6	7
6	我称赞我的顾客的成就以让他 / 她觉得我很友好.	1	2	3	4	5	6	7
7	我很关心我的老板的个人生活以显得我很友好.	1	2	3	4	5	6	7
8	我尽力表现得很忙, 即使在不忙的时候	1	2	3	4	5	6	7
9	我很关心我的顾客的个人生活以显得我很友好.	1	2	3	4	5	6	7
10	我工作到很晚让我的老板觉得我很努力工作.	1	2	3	4	5	6	7
11	我恭维我的老板以让他 / 她觉得我很友好.	1	2	3	4	5	6	7

请选择适当的数字代表您对以下每项描述的不同意或同意的程度。1 代表非常不同意, 7 代表非常同意。

非常不同意 → 非常同意

12	我个人很欣赏我的老板.	1	2	3	4	5	6	7
13	我很自豪可以和我的老板一起工作.	1	2	3	4	5	6	7
14	我很喜欢我的老板.	1	2	3	4	5	6	7
15	我很尊敬我的老板.	1	2	3	4	5	6	7

16	我的老板对我来说很重要.	1	2	3	4	5	6	7
17	我很敬佩我的老板.	1	2	3	4	5	6	7
18	我花很多时间跟其他人建立关系.	1	2	3	4	5	6	7
19	我很擅长让人们喜欢我.	1	2	3	4	5	6	7
20	我很关注人们的面部表情.	1	2	3	4	5	6	7
21	我在如何在人们面前表达自己的方面有很好的直觉和悟性.	1	2	3	4	5	6	7
22	让人们相信我所说的和做的是真诚的很重要.	1	2	3	4	5	6	7
23	和大多数人保持好关系对我来说很容易.	1	2	3	4	5	6	7
24	我可以让我周围的大多数人觉得舒服和自在.	1	2	3	4	5	6	7
25	我本能地知道去说或者做适当的事情来影响人们.	1	2	3	4	5	6	7
26	我很擅长意识到人们的动机和言下之意.	1	2	3	4	5	6	7
27	我试图真心关心人们.	1	2	3	4	5	6	7
28	当我遇到急事时,我可以联系到很多人来帮助我.	1	2	3	4	5	6	7
29	我花很多时间和精力跟人们进行沟通.	1	2	3	4	5	6	7
30	我很擅长利用我的关系来达到我的目的.	1	2	3	4	5	6	7
31	当我跟人们沟通时,我尽力表现得很真诚.	1	2	3	4	5	6	7
32	我可以很轻松而且有效地跟人们进行沟通.	1	2	3	4	5	6	7
33	我很善于理解人们.	1	2	3	4	5	6	7
34	我很擅长跟有权势的人搞好关系.	1	2	3	4	5	6	7
35	我认识很多有背景的人并且和他们关系很好.	1	2	3	4	5	6	7

人口统计信息

您在这家店工作有多长时间? ____月
您所接受过的最高学历是什么? 高中未毕业 <input type="checkbox"/> 高中文凭 <input type="checkbox"/> 专科文凭 <input type="checkbox"/> 本科学位 <input type="checkbox"/> 硕士学位 <input type="checkbox"/>
母语:
性别: 男 <input type="checkbox"/> 女 <input type="checkbox"/>
年龄:

店主对雇员业务评价调查表

1. 您开这家店有多长时间?	_____年
2. 您有多少名雇员?	全职_____ 兼职_____
3. 您要做业务评价的员工是您的亲属吗?	是 <input type="checkbox"/> _____ (如果是, 请注明关系)
	不是 <input type="checkbox"/>

请选择一个恰当的数字来代表您对以下每项的不同意或同意程度。1 代表非常不同意, 7 代表非常同意。

非常不同意 → 非常同意

4	我很喜欢这名雇员		1	2	3	4	5	6	7	
5	这名雇员在提出要求的时候对我表现得很谦恭.		1	2	3	4	5	6	7	
6	我对这名雇员很赞赏.		1	2	3	4	5	6	7	
7	这名雇员试图让自己看起来像一名勤奋的模范员工.		1	2	3	4	5	6	7	
8	我尊重这名雇员.		1	2	3	4	5	6	7	
9	这名雇员确保我知道他 / 她工作到很晚.		1	2	3	4	5	6	7	
10	我个人很欣赏这名雇员.		1	2	3	4	5	6	7	
11	这名雇员在提出要求前态度很友好.		1	2	3	4	5	6	7	
12	我和这名雇员一起工作感觉很自豪.		1	2	3	4	5	6	7	
13	这名雇员在提出要求前努力让我感觉很好		1	2	3	4	5	6	7	
14	这名雇员对我来说很重要.		1	2	3	4	5	6	7	
15	这名雇员确保我知道他 / 她提早来工作.		1	2	3	4	5	6	7	

16	请对这名雇员的整体业绩做评价.	不可接受	1	2	3	4	5	6	7	优秀
17	这名雇员比我以前雇用过的任何员工优秀.	非常不同意	1	2	3	4	5	6	7	非常同意
18	您觉得这名雇员发挥的整体的作用怎么样?	非常无效	1	2	3	4	5	6	7	非常有效
19	总体来说, 您觉得这名雇员的工作表现怎么样?	非常无效	1	2	3	4	5	6	7	非常有效

人口统计信息

您所受过的最高教育程度:	母语:
性别: 男 <input type="checkbox"/> 女 <input type="checkbox"/>	年龄:

顾客对员工服务评价调查表

请选择一个恰当的数字来代表您对以下每项的不同意或同意程度。1 代表非常不同意，7 代表非常同意。

		非常不同意			→	非常同意		
1	这名员工很可靠。	1	2	3	4	5	6	7
2	这名员工懂得我的需求。	1	2	3	4	5	6	7
3	这名员工很善于跟我沟通。	1	2	3	4	5	6	7
4	这名员工对我的需求很负责。	1	2	3	4	5	6	7
5	这名员工很有能力。	1	2	3	4	5	6	7
6	这名员工很有礼貌。	1	2	3	4	5	6	7

7	这家店的店面很宽敞明亮。	1	2	3	4	5	6	7
8	这家店有先进的设备。	1	2	3	4	5	6	7
9	我会跟人们说起这家店好的方面。	1	2	3	4	5	6	7
10	我计划在未来几年在这家店买更多东西。	1	2	3	4	5	6	7
11	我会向跟我咨询这家店的人推荐这家店。	1	2	3	4	5	6	7
12	我把这家店作为我买日常基本生活用品的首选。	1	2	3	4	5	6	7
13	我会鼓励我的邻居来这家店买东西。	1	2	3	4	5	6	7

人口统计信息

母语：	
性别：	男 <input type="checkbox"/> 女 <input type="checkbox"/>
年龄：	小于 20 <input type="checkbox"/> 20-30 <input type="checkbox"/> 31-40 <input type="checkbox"/> 41-50 <input type="checkbox"/> 51-60 <input type="checkbox"/> 61-70 <input type="checkbox"/> 70 以上 <input type="checkbox"/>
我光顾这家店已近有_____年了。	

