Examining the Influence of Innovative Work Behavior on Organizational Performance in Information Technology Firms: The Mediating Role of Impression Management Strategies

Khalid Alqarni

Department of Management Information Systems, Faculty of Economics and Administration, King Abdulaziz University, Jeddah 21589, Saudi Arabia

Abstract: Innovative work behavior (IWB) and impression management (IM) are essential to every social or commercial sector's global expansion and development. IWB and IM have evolved as a valuable notion that changes information technology practitioners' efficiency and performance. The aim of the current study is to investigate the effect of innovative work behavior on information technology organizations' performance taking into consideration the role of impression management strategies. A cluster sample of 20 information technology companies located in Jeddah were chosen. A total of 418 forms were collected. Only 362 questionnaires were acceptable for the final analysis reflecting 86.6 %. The study's findings confirmed that there is a significant correlation between IWB and organizational performance. On the other hand, the findings revealed that there is no significant relationship between innovative work behavior (IWB) and impression management strategies (IM). In addition, the findings revealed that there is a mediating role of impression management strategies (IM) on the relationship between innovative work behavior (IWB) and organizations' performance appraisal.

Keywords: Innovative work behavior (IWB); Impression Management (IM), information technology organizations; Performance Appraisal (PA).

Introduction

Any social or economic sector's global growth and development depends on innovative work behavior. Information technology practitioners' efficiency is altered by the concept of innovative work behavior (IWB). According to Kmieciak (2020), IWB entails using focused approaches that enable staff members to successfully implement novel concepts and modify operational plans to enhance outcomes. Saudi Arabian businesses can enhance operations and service delivery with the support of IWB (Kmieciak, 2020). According to Scott and Bruce (1994), innovative work behavior is crucial to a company's achievement because it helps the company move toward long-term success. According to Amabile et al. (1996), IWB produces innovative ideas such as effective multitasking procedures and management incentive tied to the working environment.

Many firms examine the different players that support them in developing workers' IB to activate the innovation process (Martins and Terblanche, 2003). Scholars contend that when workers are prepared to contribute in ways that go beyond their official job descriptions, companies advance more quickly (Podsakoff et al., 2000). Businesses expect their staff to progress into social innovators in the fast-paced, cutthroat business world of today (Bies et al., 2007). Additionally, staff members are positioned to develop and enhance methods within their companies by creating and carrying out facilities and customer satisfaction-boosting solutions (Dean and Kretschmer, 2007).

All individuals have a strong desire to control their perceptions, and they often do so to attain significant goals including lower intention to leave, increased performance reviews, job happiness, and less stress at work. One such result, employee performance, is the subject of this research. Employees must figure out how to make themselves seem more valuable to the company in the face of less resources, a more competitive workplace, and an unsteady economy. 2007). This requires one to act politically to establish oneself as an influential and strong figure. An audience is to be persuaded to regard someone in a certain way and to construct and maintain desirable pictures of themselves via the use of a certain sort of political conduct known as impression management (Schlenker, 1980).

Innovation is critical to the survival of organizations in the face of challenges like digitization, economic downturns, and pandemics. The subject of how to promote (IWB), or employees' entrepreneurial behavior in developing and implementing new ideas at work, arises since people are an important driver of innovation (Prieto and Pérez-Santana, 2014). Numerous organizations pattern that support innovation have been identified by studies on IWB and HRM (Bos-Nehles et al., 2017). Examples of these patterns include incentive programs (Hussain et al., 2019) and systems for high-performing work (Do et al., 2019). However, only a small number of studies have examined the connection between performance and IWB (Audenaert et al., 2019). This is even though some have concentrated on innovation in relation to specific practices of performance such as performance appraisal (e.g. Singh et al., 2021) or how to innovate (e.g. Anh Vu et al., 2022).

This is problematic, because organizational performance constitute a fundamental cornerstone of HRM in organizations (DeNisi and Murphy, 2017).Therefore the current paper aims to investigate the effect of innovative work behavior on information technology organizations' performance taking into consideration the role of impression management strategies as a mediator on the relationship between innovative work behavior and organizations' performance appraisal. Therefore, this study tries to answer the following questions:

1: Is there a relationship between innovative work behavior and information technology organizations' performance appraisal.
2: Is there a relationship between innovative work behavior and impression management strategies.
3: Is the impression management strategies mediate the relationship between innovative work behavior and organizations' performance appraisal.

2. Literature Review
2.1 Innovative work behavior

According to McLean (2005), innovation is the successful application of these innovative solutions inside the company, whereas IWB is the generation of useful ideas and creative solutions in many domains (McLean, 2005). Put differently, innovation-building (IWB) is defined as the process of generating new ideas to address issues in organizational practice (Carmeli et al., 2006). According to Jafri (2010), knowledge may be used to spark original ideas that can then be used to improve customer service and find innovative solutions to challenges. It is asserted that knowledge workers' combined abilities and individual IWB foster innovation inside companies (al., 2019). Various forms of innovation in businesses, such as originality, strategy renewal, and the creation of new joint ventures, are often classified as business and creativity. Most people agree that innovation is crucial to the company's long-term viability, expansion, and overall success. Innovation is now the primary source of competitive edge for businesses all around the world. According to Amabile et al. (1996), a company's capability to combine expertise with knowledge, such as employee inventiveness, is now a major factor in determining its success rather than just having access to traditional assets (Amabile et al., 1996). Innovative behavior can be described as a process in which new ideas are generated, created, developed, applied, promoted, realized, and modified by employees to benefit role performance (Thurlings et al., 2015). The foundations of sociopsychology propose that innovative actions increase job satisfaction by promoting a balance between workers' capabilities and perceived workloads (Janssen,2000).

2.2 Impression management strategies

2.2.1 EXEMPLIFICATION

The attempt by the staff to project a sense of moral worthiness is one of the three power-oriented interpersonal strategies arranged by Jones (1990). The staff will use exemplification strategies to attempt and establish a reputation for commitment, selflessness, and accountability. By employing impression management strategies, the staff members provide the appearance that they are prepared to suffer for a cause. According to Beames et al., 2021 and Rosenfeld et al. (1995), the workers' goal is to exert control and influence by assigning virtue or causing guilt. These actions are used by the

staff members to define themselves as Ideals workers (Kacmar et al.,2007). Respondents who show up early for work to appear committed are considered individuals. They also refrain from taking vacations. Although these people are prepared to suffer to aid others, they also actively try to make others feel bad about not acting in the same morally righteous or impartial way. The target can lessen their guilt by at least supporting the exemplifier's cause (Jones and Pittman, 1982).   Furthermore, to promote their conduct, the exemplifier always requires other people to know how hard they have been working (Rosenfeld Jones, et al., 1995). Jones (1990) and Picone (2015) suggested that to effectively employ exemplification, people should look for appropriate situations in which it makes sense to exhibit admirable or exemplary behavior.

2.2.2 INGRATIATION

According to Jones (1990) and Picone (2015), the most popular impression management technique is ingratiation, or "making notable one's most favorable attributes" to generate an impression of agreeability. When a person or user needs to cultivate an amiable disposition, appreciation is used. In addition, Gardner and Cleavenger (1998) proposed that communication strategies including acceptance, enticement, praise, kindness, and reciprocity can help people elicit pleasant emotions from their listeners.

2.2.3 SELF-PROMOTION

According to Higgins et al. (2003) and Bolino et al., (2016) choice interview settings are more conducive to the effective use of self-promotion methods than performance scenarios. The self-promotion strategies fall flat, and managers have plenty of chances to evaluate their employees' work regarding their professed areas of competence. Since self-promotion is typically linked to a masculine worldview, employing this tactic may benefit female employees more than it may harm them (Lim, 2008). The taxonomy of image management techniques examined by Jones and Pittman (1982) states that performers showcase their accomplishments through self-promotion to provide the impression that they are competent players. Self-promotion is a behavior pattern in which an individual engages in showcasing his skills and expertise, according to Sosik and Jung (2003). Most individuals think that self-promotion is a hostile strategy. Self-promoters make assertions to persuade people that they are capable. A favorable image of oneself will be presented by those who use this impression management strategy. Rosenfeld et al. (1995) and Picone (2015) stated that   self-promotion is typically employed when there is minimal chance that the assertions made would be contested or questioned.

2.2.4 SUPPLICATION

The taxonomy of image management techniques examined by Jones and Pittman (1982) and Picone (2015) stated that performers showcase their accomplishments through self-promotion to provide the impression that they are competent players. Self-promotion is a behavior pattern in which an individual engages in showcasing his skills and expertise, according to Sosik and Jung (2003). Most individuals think that self-promotion is a hostile strategy. Self-promoters make assertions to persuade people that they are capable. A favorable image of oneself will be presented by those who use this impression management strategy. According to Rosenfeld et al. (1995), self-promotion is typically employed when there is minimal chance that the assertions made would be contested or questioned. A person may employ the supplication technique to ask for assistance from

others out of respect for themselves (Wayne & Ferris, 1990; Bolino et al., 2016)). The skill of appearing inept for the greater good without irreparably harming one's reputation is what Rosenfeld et al. (1995) refer to as supplication. Jones (1990) and Al-Shaer (2022) noted that actors who employ the supplication approach may draw attention to their shortcomings in the hopes that others will be obligated to treat them more kindly and forgivingly due to societal conventions or regulations regulating leader-member interactions. Jones uses an old woman as an example, who can appear defenseless to get a friend to assist her carry her bags.

2.2.5 INTIMIDATION

One impression management tactic used to increase the legitimacy of one's threats is intimidation (Tedeschi & Riess, 1981). Jones (1990) and Makhlouf (2024) asserted that intimidators may succeed by portraying a willingness and ability to produce unfavorable outcomes. Since using this tactic carries a significant risk of coming off negatively, intimidation is most frequently observed in non-voluntary contacts. Jones (1990) and Krauss (2022) proposed that intimidation is a tactic for managing impressions that is focused on power. Using threats and other forms of power, intimidation is a tool used to establish one's control. The goal of an intimidator is to emanate danger and command awe. According to Rosenfeld et al. (1995), intimidation differs from ingratiation in that the intimidator uses a large stick bag.

In image management, defensive techniques like explanations, justifications, apologies, self-handicapping, and self-deprecation are employed, as Tedeschi and Melburg (1984) pointed out. Remarkably, assertive methods are not only a response to requests from the scenario; rather, they are purposefully employed to build a certain reputation with a target audience (Choi, 2024; Wayne and Liden, 1995). Defensive tactics weren't of interest because the study's focus isn't on subordinates' bad performance. The manner that workers strive to receive positive performance reviews was the subject of assertive techniques.

Assertive strategies, also known as the impulsive IM orientation, are employed to build an exact image with an intended audience rather than merely responding to specific circumstances. They usually involve exemplification, ingratiation, self-promotion, enhancements, and occasionally intimidation and supplication. Of these strategies, ingratiation has garnered the greatest amount of interest in theoretical studies (Bolino & Turnley, 1999; Choi, 2024).

It's interesting to note that defensive tactics, often known as the protective instant messaging orientation, entail using justifications, apologies, and encouragements to mend damaged characters (Rosenfeld et al., 2002). Justifications and accounts are specific kinds of accounts that offer explanations for unfavorable events in order to allay unhappiness.

The tactics of IM stated by Tedeschi & Melburg (1984) are summarized in Figure (1) as previously mentioned.
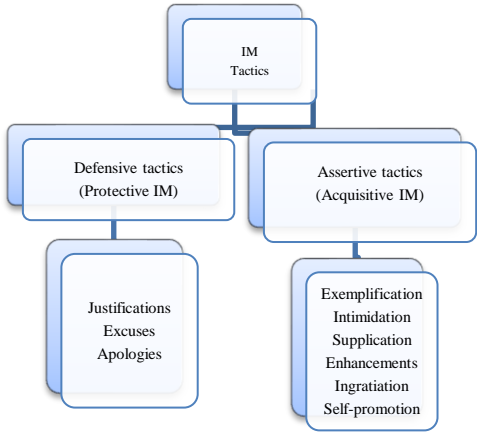
Figure (1) IM tactics according to Tedeschi & Melburg (1984)

2.3 Performance appraisal

The psychological and interpersonal procedure via which a manager evaluates a worker's conduct at work and provides the worker with ratings and feedback is known as performance appraisal PA (Murphy and Cleveland,1995). Randell (1994), Agina et al. (2017) and Pepple and Ambilichu, (2024) defined assessment of performance as "the process wherein present job performance is observed and discussed with the aim of raising the standard of performance. According to Edwards and Williams (1998), performance appraisals involve evaluating employees' conduct and performance in relation to their jobs. The behaviors under analysis must be concrete, objective aspects of the person's work; they shouldn't contain judgmental, subjective remarks that emphasize personality. However, Cummings and Worley (2001) and Agina (2020) define performance appraisal as an approach of assessment connected to the direct assessment of workers' or groups' behavior by an administrator.

PA was described by Wilkinson (1997) as "evaluating a task that might be done in two ways: evaluating social relationships and efficiency." A person in a hierarchical position (manager, supervisor, etc.) often appraises a person's scientific, community, or financial worth in relation to his or her job.

2.3.1 Performance Appraisal Uses

PA is used to establish criteria of contributions for each performance dimension step as well as to differentiate performance assessment (Henenman,1996; Agina et al.2017; Pepple and Ambilichu, 2024). Two responsibilities for PA in associations, according to Mathis and Jackson (1997). Developing the potential of everyone is the second function. The first role is to evaluate performance to award or make other organizational choices. Such choices, such as raises or layoffs, may occasionally depend upon these assessments. As several researchers have noted, different groups employ PA for different goals. Here

are a few instances: Management frequently hold the view that worker contributions to the organization's goal-achievement represent the most important PA result. A higher performing employee contributes to the objectives of the company by effectively carrying out their duties (Pepple and Ambilichu, 2024).

Performance assessment (PA) is a fundamental component of a larger range of HR practices. It is a tool used to assess how each employee's daily performance relates to the objectives set out by the company (Mullins,1996; Agina and Abuelnasr,2021; Pepple and Ambilichu,2024). Armstrong (2000) claims that the PA function is a transformative process that is ongoing and leads to performance improvements over time. It serves as the foundation for frequent and regular discussions about performance and development needs between managers and employees, based on the latter's self-assessment and feedback. While it primarily addresses individual performance, it can also be applied to teams. arrangement.

Furthermore, Mondy et al. (1999) and Ahmed et al (2023) noted that worldwide rivalry affects almost all commercial firms. These businesses must continue to be aggressive to succeed, survive, and achieve goals. According to Mondy et al. (1999), the goal of the PA is to provide performance evaluation information to personnel areas of operation including hiring and selecting, instruction and growth, career strategy and advancement, and rewards initiatives.

2.3.2 Objectives of Performance Appraisal
Everyone has different skills, dispositions, and knowledge. When two or more people collaborate on the same task, it can be challenging to determine the individual who is better suited for the position (Taneja,2024). Management is making efforts to make the best use of men, machines, and materials, but aside from labor, other assets remain nonliving. Complete utilization is achievable once they are use. However, in the case of labor, while individuals are hired, it might not constantly be practical to fully use them. As a result, it has become necessary to evaluate each person's contribution, which is known as performance appraisal (Taneja,2024; Spinks et al.,1999; Agina and Abdelhakim,2021).

Baruch (1996), Taneja (2024) and Alhemimah et al., (2024) asserts that PAs of workers are essential to comprehending each person's capabilities, worth, and relative merit for the company. Based on their performance standards, employees are rated in performance appraisals. PA evaluates a year's worth of performance and conducts a critical analysis of the provided performance, identifying its strengths and faults. The goal is for the employees' performance to improve going forward. PA displays an employee's relative worth. PA objectives are classified by Payne et al. (2009) and Taneja (2024) as follows: identify performance problems, communicate to the next phase of supervisory duty, establish norms for the coming evaluation period, lay out areas for growth for staff members, provide workers with responses to enhance or keep job performance, and understand job-related achievements. Additionally, PA aim to improve interaction and workplace interaction. According to Armstrong (2009) and Pepple and Ambilichu (2024) the standards for evaluating an employee's performance should consider their accomplishments in relation to their goals, their level of used expertise and abilities (related to technology competencies), how they act on the job and how it impacts their

performance (competences), and the extent to which their actions align with the fundamental principles of the company.

Based on the above literature review the study can propose the following hypotheses

H1: There is a significant relationship between innovative work behavior and information technology organizations' performance appraisal.

H2: There is a significant relationship between innovative work behavior and impression management strategies.

H3: The impression management strategies mediate the relationship between innovative work behavior and organizations' performance appraisal.

3. Methodology
3.1 Population and Sample
A questionnaire was developed to determine the impact of innovative work behavior on information technology organizations' performance appraisal taking into consideration the role of impression management strategies in the kingdom of Saudi Arabia. A well-structured questionnaire was designed and answered by employees. Participants were asked to rate each item on the scale to the extent to which each characteristic described them properly. A cluster sample of 20 information technology companies located in Riyadh and Jeddah were chosen. A total of 418 forms were collected. Only 362 questionnaires were acceptable for the final analysis reflecting 86.6 %.

3.2. Survey instrument development
Innovative work behavior was measured by scales developed by De Jong and Den Hartog (2010). the scale was modified to be in line with technology sector. The reliability coefficient of the scale is 0.94. Impression management behaviors it had twenty-two sentences broken down into five subsections: intimidation, exemplification, ingratiation, self-promotion, and supplication. In their search for additional validation of the Bolino and Turnley (1999) IM scales, Kacmar et al. (2007) attested to the empirical evidence supporting the validity of the scale and noted that all five subscales achieved acceptable internal consistency values that were more than 0.75. Among them was the creation of the impression management scale's items version, which can be used to look at these five strategies. The reliability coefficient of this scale is 0.96. This was a crucial step in creating a legitimate and trustworthy instrument to look at impression management practices in various organizational contexts. Finally, Employees Performance were measured by a scale created by Podsakoff and MacKenzie (1994). The reliability coefficient of this scale is 0.91.

4. Results and Discussion
4.1 Reliability analysis
The Cronbach' alpha coefficient, whose value ranges from 0 to 1 and higher values imply more reliability, was used to verify the scales' internal reliability. Table 1 shows that the study's Cronbach∫ alpha was 0.7.

Table (1) Reliability coefficient

Scale	No. of items	Alpha
Innovative work behavior	8	0.94
Performance Appraisal	10	0.91
Impression Management Behaviors	22	0.96

Table (2) Respondents profile

		Freq.	%
Gender	Male	262	74.5
	Female	100	25.5
	Less than 30 years	991	65.5
	30:40 years	131	32
Age	More than 40 years	32	2.5
Marital status	Single	112	29.8
	Married	250	70.2
	Technical	103	32
Educational level	Bachelor	228	66
	Master/PhD	31	2
	Front of the house	112	21.9
Work area	Back of the house	250	78.1
	Less than 5 year	244	75.8
	Between 5 to 10 year	73	22.2
Years of experience	More than 10 year	45	2
	Less than 5 year	251	74.5
Years of current job	Between 5 to 10 year	69	22.2
	More than 10 year	42	3.3

According to the statistics in table (2) 228 (66.2%) have a bachelor's degree, and 103 (32.1%) have a technical school degree. Additionally, 112 respondents (21.9%) work at the front of the home, whereas 250 respondents (78.1%) work in the back. Furthermore, 220 (72.8%), 244 (4.96%), and 45 (22.2) of the respondents had less than five years of experience, more than ten years, and between five and ten years of experience, respectively. Additionally, the figures show that the majority of 251 (74.5%) belong to less than five years in their current position, 69 (22.2) years in between five and ten years, and 42 (3.3%) years or more.

4.2 The relationship between Innovative work behavior and employee's performance

Table (3): The relationship between Innovative work behavior and employee's performance

Variable	Model	Coefficients	T	Sig.	R2
Innovative work behavior	Constant	6.688	22.658	.000	.076
	Performance Appraisal	354	3.658	.000	

Table (3) demonstrated that there is a significant relationship between impression relationship between IWB and organizations' performance appraisal while the P value was .000

4.3 The relationship between impression management and organizations' performance appraisal

Table (4): The relationship between impression management and organizations' performance appraisal

Variable	Model	Coefficients	T	Sig.	R2
Self-promotion	Constant	4.714	41.813	.000	.109
	Performance Appraisal	-.178	-6.071	.000	
Ingratiation	Constant	4.244	46.681	.000	.016
	Performance Appraisal	-.066	-2.204	.028	
Exemplification	Constant	4.233	39.381	.000	.010
	Performance Appraisal	-.076	-1.720	.087	
Intimidation	Constant	4.177	58.129	.000	.012
	Performance Appraisal	-.062	-1.887	.060	
Supplication	Constant	4.116	61.824	.000	.004

	Performance Appraisal	-.030	-1.137	.256	
Total IM behaviors	Constant	4.713	32.481	.668	.667
	Performance Appraisal	-.259	-4.639	.669	

Table (4) provided evidence that there is no statistically significant association between an organization's performance evaluation and impression management. According to Villenova and Bernardin (1989) and Choi (2024), performance review is an impression management event.in order for this theory to be accepted. The fact that impression management practices are generally frowned upon in the cultures of information technology businesses might be one reason for the negative association. Managers assign their subordinates poor performance when they recognize that they are engaging in these kinds of actions. According to Bolino & Turnley (2001) and Krauss (2022) women's performance assessments were adversely affected by impression control strategies. Additionally, different research conducted in 2003 by Bolino and Turnley discovered no connection between female employees' performance reviews and their use of IM intimidation techniques.

4.4 Mediation Analysis

Preacher and Hayes (2008) approach were adopted to examine the mediating role of impression management (IM), IWB→OP relationship (see Table 6). The study found a significant indirect of IM {β=-0.068 (0.250×-0.312), SE=0.012, P<0.01, t-value=-3.444; LL=-0.230, UL=-0.012} on the IWB→OP relationship, supporting the hypotheses of mediation (H3).

Table(5): Mediation analysis'

		Indirect Effect	SE	t-value	Bootstrapped Confidence Interval		
					95% LL	95% UL	
H.3	IM→ IWB→OP	0.068	0.012	3.444;	0.230,	0.012	Mediation

5 . Discussion and Conclusion

The aim of the current study was to investigate the effect of innovative work behavior on information technology organizations' performance taking into consideration the role of impression management strategies. This objective was addressed through the formulation of three hypotheses (H1, H2 and H3). The study's findings confirmed that there is a significant correlation between IWB and organizational performance while the P value was (0.000). Therefore, the hypothesis 1 was accepted. This result is corroborated by

earlier study investigations. Psychological needs vary in how the current work environment supports employee job satisfaction, which in turn boosts individual performance in the firm, according to Szulawski, Kazmierczak, and Prusik (2021). According to Fernet's (2013) offering psychological resources might affect workers' incentives to complete duties inside the company. But in an IT firm where managers are the only ones who can make well-informed judgments, it might raise the likelihood of errors and blunders (Fernet, 2013). However, employee involvement promotes IWB, which has an impact on the effectiveness of the business.

Many Researchers discovered a connection between creative labor and performance (Akram et al. ,2016; Asurakkody and Kim ,2020; Agina et al. 2017). They concluded that employee performance is influenced by an organization's policies around staff management, information exchange, and employee treatment. They also asserted that an employee's inventive conduct is influenced by their perception of their company (Asurakkody & Kim, 2020). When people get fair treatment, they become creative; when they experience unfair treatment, they are unable to share their expertise, which stifles creativity. Employees who share knowledge and innovations that impact their ideas and behavior become more creative, which improves performance (Asurakkody & Kim, 2020; Taneja,2024). IT firms should encourage managers to cultivate a high standard of communication with members (Liao et al., 2010). This is due to the fact that meeting customer expectations is the aim of the IT industry, and employees are more likely to produce high-quality services if they have highly reciprocal connections with their leaders (Wong and Ladkin, 2008). Above all, constructive connections between managers and staff members may inspire workers to approach their work in more innovative ways.

On the other hand, the findings revealed that there is no significant relationship between innovative work behavior and impression management strategies. while the P value was (.669). Therefore, the hypothesis 2 was rejected. This finding conflict with those of earlier research that found that impression management practices directly or indirectly improve employee performance. For instance, forceful IM techniques (self-promotion, ingratiation, intimidation, and pleading) have a beneficial impact on employees' performance (Wayne and Kacmar;1991). Additionally, Gundersen et al. (1996) discovered that employee performance is impacted by IM strategies. In their research, Wayne and Ferris (1990) and Agina et al., (2017) discovered that impression management raises employee performance by enhancing superior-subordinate communication.

Different research by Kacmar & Carlson (1999) and Krauss (2022) discovered a favorable correlation between workers' performance and their usage of impression control strategies. According to Watt's field research (1993) and Taneja (2024) bank workers who employed impression management strategies were seen as more capable and capable of leading others in addition to doing better on the job. Another explanation could be that employees become so preoccupied with deliberately engaging in impression management behaviors to sway the target audience (supervisors) that they neglect their regular responsibilities and spend time doing extra assignments to them. This impairs their performance and results in them being rated lower than those who do not engage in

these behaviors. In addition, the findings revealed that there is a mediating role of impression management on the relationship between innovative work behavior and organizations' performance appraisal. The study found a significant indirect of IM $\{\beta=-0.068\ (0.250\times-0.312),\ SE=0.012,\ P<0.01,\ t\text{-value}=-3.444;\ LL=-0.230,\ UL=-0.012\}$ on the IWB→OP relationship. So, the hypothesis of mediation (H3) was accepted.

6. Implications
Information technology executives may be able to better grasp the elements that stimulate employee creativity and idea production thanks to the implications of the study's results, which might result in the development of more evidence-based policies that offer long-term solutions to information technology problems. The study's findings offer information technology system HRM experts useful concrete assistance when they work to foster an atmosphere that will support IWB and improve company efficiency. Additionally, supervisors ought to restrict the use of other-focused strategies and teach staff members efficient self-promotion techniques. For instance, to enhance their perceived qualities and demonstrate their fit for the new role, employees should be able to speak more effectively and exhibit extraversion when given the chance to advance. Training programs should be set up to help supervisors and leaders become more adept at managing their impressions and develop their social skills. By practicing these actions, they may achieve positive results. However, managers shouldn't just concentrate on objective performance; they also need to recognize the significance of social and emotive factors in performance appraisal judgments. Managers should also be aware of the many image management strategies employed during interviews to guarantee a candidate's qualification. Lastly, HR management in IT firms must implement training programs to provide executives and supervisors the knowledge and abilities they need to understand various impression management tactics at varying degrees.

7. Limitations and Future Research
The current study concern only on Saudi Arabians information technology companies, therefore the conclusions can be narrow and inapplicable to other industries. Because of the nature of the information technology sector. It is, therefore, proposed that these findings might be examined in other organizations in different countries; the results were derived from data collected within a specific period 'June 2024'. therefore, extensive experimental prospective research needs to be conducted to get much more conclusive findings.

References

Agina, M. F. (2020). Impression Management Strategies and Employee Performance in Hotels: Is there a relationship? Journal of the Faculty of Tourism and Hotels-University of Sadat City, 4(2/1).

Agina, M., & Abdelhakim, H. (2021). The Impact of Organizational Politics on Employee Turnover Intentions in Hotels and Travel Agencies in Egypt. Journal of Association of Arab Universities for Tourism and Hospitality, 20(2), 178-197. DOI: 10.21608/jaauth.2021.60379.1127

Agina, M., & Abuelnasr, A. (2021). Presenteeism of Restaurants Employees: Interaction Effects of Responsible Leadership, Organizational Commitment and Turnover

Intentions. Journal of association of Arab universities for tourism and hospitality, 21(5), 131-155. 10.21608/JAAUTH.2021.105881.1263

Agina, M., Mohammed, M. A., & Omar, A. (2017). Role of Leader-Member Exchange and Impression Management in Employee Performance at Hotels. Journal of the Faculty of Tourism and Hotels-University of Sadat City Vol, 1(2/1).

Ahmed, M., Aliane, N., Khababa, N., Abdou, M. Y., & Agina, M. F. (2023). Eco-innovation drivers and their impact on tourism and the hospitality business in Egypt. Administrative Sciences, 13(7), 167. https://doi.org/10.3390/admsci13070167

Akram, T., Lei, S., & Haider, M. J. (2016). The impact of relational leadership on employee innovative work behavior in IT industry of China. Arab Economic and Business Journal, 11(2), 153–161

Alhemimah, A., Agina, M., Alotaibi, S., Semlali, Y., Aliane, N., Abdou, M., Hassan, T., Ahmed, M. (2024). The Impact of Climate Changes on Environmental Conservation in Coastal Tourism and Beach Resort. Rocznik Ochrona Środowiska, 26, 284-295. https://doi.org/10.54740/ros.2024.028

Al-Shaer, H., Malik, M. F., & Zaman, M. (2022). What do audit committees do? Transparency and impression management. Journal of Management and Governance, 26(4), 1443-1468.

Amabile, T.M., Conti, R., Coon, H., Lazenby, J. and Herron, M. (1996), "Assessing the work environment for creativity", Academy of Management Journal, Vol. 39 No. 5, pp. 1154-1184.

Anh Vu, T., Plimmer, G., Berman, E. and Ha, P. (2022), "Performance management in the Vietnam public sector: the role of institution, traditional culture and leadership", International Journal of Public Administration, Vol. 45 No. 1, pp. 49-63, doi: 10.1080/01900692.2021.1903499.

Armstrong, M. (2000). A handbook of personnel management practice. 7th Ed. London: Kogan Page Ltd

Armstrong, M. (2009). A handbook of personnel management practice. 11th Ed. London: Kogan Page Ltd

Asurakkody, T. A., & Kim, S. H. (2020). Effect of knowledge sharing behavior on innovative work behavior among nursing students: Mediating role of self- leadership. University of Colombo, Colombo, Sri Lanka. Available from: http://hdl.handle.net/70130/5379

Audenaert, M., Decramer, A., George, B., Verschuere, B. and Van Waeyenberg, T. (2019), "When employee performance management affects individual innovation in public organizations: the role of consistency and LMX", International Journal of Human Resource Management, Vol. 30 No. 5, pp. 815-834, doi: 10.1080/09585192.2016.1239220

Baruch, Y. (1996). Self-performance appraisal vs direct-manager appraisal: A case of congruence. Journal of Managerial Psychology, 11 (6), 50-65.

Baumeister, R. F., D. M. Tice, et al. (1989). "Self-Presentational Motivations and Personality Differences in Self-Esteem." Journal of Personality 57(2): 547-579.

Beames, S., Andkjær, S., & Radmann, A. (2021). Alone with goffman: impression management and the TV series. Frontiers in Communication, 6, 676555.

Bies, R.J., Bartunek, J.M., Fort, T.L. and Zald, M.N. (2007), "Corporations as social change agents: individual, interpersonal, institutional, and environmental dynamics", Academy of Management Review, Vol. 32 No. 3, pp. 788-793.

Bolino, M. and Turnley, W. (1999). Measuring Impression Management in Organizations: A Sale Development Based on the Jones and Pittman Taxonomy. Organizational Research Methods, 2, 187-206.

Bolino, M. C., & Turnley, W. H. (2001). Gender and the use of supplication and intimidation in organizations. Paper presented at the Academy of Management Meetings Washington, D.C

Bolino, M. C., & Turnley, W. H. (2003). More than one way to make an impression: Exploring profiles of impression management. Journal of Management, 29(2), 141-160.

Bolino, M., Long, D., & Turnley, W. (2016). Impression management in organizations: Critical questions, answers, and areas for future research. Annual Review of Organizational Psychology and Organizational Behavior, 3(1), 377-406.

Bolino, M.C., Varela, J.A., Bande, B. & Turnley, W.H. (2006). The impact of impression-management tactics on supervisor ratings of organizational citizenship behavior. Journal of Organizational Behavior, 27 , 281-97.

Bos-Nehles, A., Bondarouk, T. and Nijenhuis, K. (2017a), "Innovative work behaviour in knowledge intensive public sector organizations: the case of supervisors in The Netherlands fire services", International Journal Of Human Resource Management, Vol. 28 No. 2, pp. 379-398, doi: 10.1080/ 09585192.2016.1244894.

Carmeli, A., Meitar, R. and Weisberg, J. (2006), "Self-leadership skills and innovative behavior at work", International Journal of Manpower, Vol. 27 No. 1, pp. 75-90

Choi, H. (2024). Self-presentation and impression management: Understanding graphicon experience. Marketing Theory, 14705931241253408.

Cialdini, R. B. (1989). Indirect tactics of image management: Beyond Basking . In R. A. Giacalone & P. Rosenfeld (Eds.), Impression Management in the organization. (pp. 125-139). Hillsdale, NJ: Lawrence Erlbaum Associates.

Cummings, G. T., & Worley, G. C. (2001). Organization development & change . Cincinnati, OH: South-Western College.

Daggs, J. L. (2008). It"s Just Greek to You: A Qualitative Study of Impression Management Among Greek Alumni in Academics. (Doctoral Dissertation, Missouri University, 2008).

Dean, A. and Kretschmer, M. (2007), "Can ideas be capital? Factors of production in the postindustrial economy: a review and critique", Academy of Management Review, Vol. 32 No. 2, pp. 573-594.

DeNisi, A. and Murphy, K. (2017), "Performance appraisal and performance management: 100 years of progress?", Journal of Applied Psychology, Vol. 102 No. 3, pp. 421-433, doi: 10.1037/ apl0000085.

Do, H., Budhwar, P. and Patel, C. (2019), "High-performance work system practices in Vietnam: a study of managers' perceptions", Journal of Organizational Effectiveness, Vol. 6 No. 3, pp. 145-160, doi: 10.1108/JOEPP-07-2018-0048.

Edwards, R. G., & Williams, C. J. (1998). Performance appraisal in academic libraries: minor changes or major renovation? Library Review, 47 (1), 14–19.

Fernet, C. (2013). The role of work motivation in psychological health. Canadian Psychology/ Psychologie Canadienne, 54(1), 72.

Gardner, W. L., & Avolio, B. J. (1998). The charismatic relationship: A dramaturgical perspective. Academy of Management Review, 23, 32-58.

Gundersen, D. E., Tinsley, D. B., & Terpstra, D. E. (1996). Empirical assessment of impression management biases: the potential for performance appraisal error. Journal of Social Behavior & Personality, 11 , 57-76.

Higgins, A. C., Judge A. T., & Ferris R. G., (2003). Influence tactics and work outcomes: a meta-analysis. Journal of Organizational Behaviour, 24(1), 89-106.

Hussain, T., Iren, P. and Rice, J. (2019), "Determinants of innovative behaviors among self-initiated expatriates", Personnel Review, Vol. 49 No. 2, pp. 349-369, doi: 10.1108/PR-09-2018-0321.

Jafri, M.H. (2010), "Organizational commitment and employee's innovative behavior", Journal of Management Research, Vol. 10 No. 1, pp. 62-68.

Janssen, O. Job demands, perceptions of effort-reward fairness and innovative work behaviour. J. Occup. Organ. Psychol. 2000, 73, 287–302.

Jones, E. E., & Pittman, T. S. (1982). Toward a general theory of strategic self-presentation. In J. Suls (Ed.). Psychological perspectives on the self. (pp. 231-262). Hillsdale, NJ: Lawrence Erlbaum.

Jones, E. E., (1990). Interpersonal perception. New York: W. H. Freeman.

Jones,E.E.,&Wortman,C.B.1973.Ingratiation:ANAttributional approach. Morristown, NJ:General Learning Press.

Kacmar, K., Harris K. and Nagy, B. (2007). "Further validation of the Bolino and Turnley impression management scale," Journal of Behavioral and Applied Management, pp. 16-32.

Kmieciak, R. (2020). Trust, knowledge sharing, and innovative work behavior: Empirical evidence from Poland. European Journal of Innovation Management.

Krauss, R. M. (2022). Impression formation, impression management, and nonverbal behaviors. In Social cognition (pp. 323-342). Routledge.

Liao, H., Liu, D. and Loi, R. (2010), "Looking at both sides of the social exchange coin: A social cognitive perspective on the joint effects of relationship quality and differentiation on creativity", Academy of Management Journal, Vol.53 No.5, pp. 1090-1109.

Lim, J., Chidambaram, L., & Carte, C. (2008). "Impression management and leadershipemergence in virtual settings: the role of gender and media". Proceedings of JAIS Theory Development Workshop. Sprouts: Working Papers on Information Systems, 8(22).

Makhlouf, M. H. (2024). Audit committee and impression management in financial annual reports: evidence from Jordan. EuroMed Journal of Business, 19(3), 462-485.

Martins, E. and Terblanche, F. (2003), "Building organisational culture that stimulates creativity and innovation", European Journal of Innovation Management, Vol. 6 No. 1, pp. 64-74.

Mathis, Robert L. Jackson John H. (1997). Human Resource Management 8th ed. New York: West Publishing Company.

McLean, L.D. (2005), "Organizational culture's influence on creativity and innovation: a review of the literature and implications for human resource development", Advances in Developing Human Resources, Vol. 7 No. 2, pp. 226-246.

Mondy, Neo, Premeax. (1999). Human Resource Management. 4th ed. Allyn and Bacon, Boston. Moon, P. (1993). Appraising your staff. London: Kogan Page.

Mullins. G. T (1996). Management and Organizational Behavior, 8th ed. Great Britain, prentice Hall.

Payne, S. C., Horner, M. T., Boswell, W. R., Schroeder, A. N., and Stine-Painter, C.N.(1994). Ten steps for improved appraisals. Supervision, 55(10)35.

Pepple, D. G., & Ambilichu, C. A. (2024). Performance appraisal and employee commitment: The mediating role of job satisfaction. European Management Review, 21(1), 237-250.

Picone, I. (2015). Impression management in social media. The international encyclopedia of digital communication and society, 36, 469-476.

Podsakoff, P. M. & MacKenzie, S. B. (1994). Organizational citizenship behavior and sales unit effectiveness. Journal of Marketing Research, 31 , 351-363.

Podsakoff, P.M., MacKenzie, S.B., Paine, J.B. and Bachrach, D.G. (2000), "Organizational citizenship behaviors: a critical review of the theoretical and empirical literature and suggestions for future research", Journal of Management, Vol. 26 No. 3, pp. 513-563

Prieto, I. and Perez-Santana, M. (2014), "Managing innovative work behavior: the role of human resource practices", Personnel Review, Vol. 43 No. 2, pp. 184-208, doi: 10.1108/PR-11-2012-0199.

Randell, G. (1994). Employee appraisal . In Sisson, K. (Ed.). Personnel Management: A Comprehensive Guide to Theory and Practice in Britain . Oxford: Blackwell Publishers Ltd.

Rosenfeld, P. R., Giacalone, R. A., & Riordan, C. A. (1995). Impression management in organizations: Theory, measurement, and practice. New York: Routledge.

Rosenfeld, P., Giacalone, R. A., & Riordan, C. A. (2002). Impression Management: Building and Enhancing Reputations at Work. London: Thomson Learning.

Schlenker, B. R. (1980). Impression management: The self-concept, social identity, and interpersonal relations.

Schlenker, B. R., & Leary, M. R. (1982). Audiences" reactions to self-enhancing, self denigrating, and accurate self-presentations. Journal of Experimental Social Psychology,18, 89-104.

Scott, S.G.; Bruce, R.A. Determinants of innovative behavior: A path model of individual innovation in the workplace. Acad. Manag. J. 1994, 37, 580–607.

Singh, N., Bamel, U. and Vohra, V. (2021), "The mediating effect of meaningful work between human resource practices and innovative work behavior: a study of emerging market", Employee Relations, Vol. 43 No. 2, pp. 459-478, doi: 10.1108/ER-04-2020-0150.

Sosik, J.J. & Jung, D.I. (2003). Impression management strategies and performance in information technology consulting. The role of self-other rating agreement on charismatic leadership. Management Communication Quarterly, 17(2), 233-268.

Spinks, M., Wells, B., & Meche, M. (1999). Appraising the appraisals: computerized performance appraisal systems. Career Development International, 4(2), 94–100.

Szulawski, M., Kazmierczak, I., & Prusik, M. (2021). Is self-determination good for your effectiveness? A study of factors which influence performance within self-determination theory. PloS One, 16(9), e0256558.

Taneja, S., Srivastava, R., & Ravichandran, N. (2024). Employees' fairness perception towards performance appraisal system: Antecedents and consequences. Review of Managerial Science, 18(8), 2163-2196.

Tedeschi, J. T., & Melburg, V. (1984). Impression management and influence in the organization . In S. B. Bacharach, & E. J. Lawler (Eds.). Research in the sociology of organizations. (Vol. 3, pp. 31-58). Greenwich, CT: JAI Press.

Thurlings, M.; Evers, A.; Vermeulen, M. Toward a Model of Explaining Teachers' Innovative Behavior: A Literature Review. Rev. Educ. Res. 2015, 85, 430–471.

Wayne, S. J. & Ferris, G. R. (1990). Influence tactics, affect, and exchange quality in supervisor subordinate interactions: A laboratory experiment and field study. Journal of Applied Psychology, 75(5): 487-499.

Wayne, S. J., & Liden, R. C. (1995). Effect of impression management on performance ratings: a longitudinal study. Academy of Management Journal, 38, 232-60.

Wells, B. & Spinks, N. (1994). Organizational Communication: A Strategic Approach . (4th ed.). Dame, Houston, TX.

Wong, S. and Ladkin, A. (2008), "Exploring the relationship between employee creativity and job-related motivators in the Hong Kong hotel industry", International Journal of Hospitality Management, Vol.27 No.3, pp. 426-437.