

## **Hidden Side of the Employee Relations: The Relationship between Impression Management and Revenge Intention**

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**ABSTRACT:** *Individuals can exhibit different attitudes and behaviors in the working environment with the intention of executing their goals, but these attitudes and behaviors generally do not occur as positive behaviors but aggressive and harmful ones. This study examines the relationship between impression management, which is considered as a presentation strategy of employees in organizations, and intention of revenge, which is a negative attitude. The study was conducted with 400 people working in 12 different public institutions. Two different scales were used to determine the levels of impression management and revenge intentions of employees. The data obtained from the scales were analyzed by statistical package program. As a result of the research, a positive relationship was found between impression management and revenge intention. Suggestions have been developed in the light of the results obtained.*

**KEYWORDS:** *Impression Management, Impression Management Tactics, Revenge Intention, Organizational Revenge, Emotions at Work*

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### **I. INTRODUCTION**

A human who is a social being influences the environment and is influenced by it. This interaction continues both in the social life and the professional life of the person. The individual receives positive or negative feedbacks from this interaction. While positive feedbacks are motivating the individual as a sign of reaching his purpose, unpleasant negative emotions and attitudes can also emerge occasionally. In such cases, the individual may go into the effort of turning the picture into his or her own advantage -consciously or unconsciously- by applying different strategies. Impression management, one of these strategies, was put forward by Goffman towards the end of the 1950s. Impression management focuses on how individuals will obtain the results which are for their own benefit from their social interactions. Goffman defines the impression management as efforts for creating, changing and protecting the impression of a person or people on another person. By using an impression management strategy, an individual can often use different approaches, such as self-promotion, exemplification, supplication, ingratiation and intimidation. In the workplace or in other social environments, an individual sometimes creates emotional reactions to the elements that impede his or her efforts to reach his/her own goals, and exhibits attitudes and behaviors which are appropriate to this. Revenge, which is one of the situations that can be described as emotion management disorder, is also another strategy. Revenge occurs as something detrimental in interpersonal relationships and is generally one of the ignored phenomena at organizational level. However, although it is ignored at the individual and organizational level, its effects can usually be too big to be ignored. Whatever the reason is, the presence of employees who nurture revenge for each other in the organization undermines the organization's productivity and weakens the organization. If we assume that the sense of revenge will only end with the elimination of the injustice that the person who nurtures revenge exposed to, and assuming that it usually takes months, it is clear that the process will cause great harm to the business activities, communication between the employees and the team spirit in the first place. In this study, it is tried to understand how employees of the public institutions define the intent of revenge and how they turn their intentions into action. Moreover, it was attempted to determine which impression management tactics they use to determine the style of their actions and the relationship between these two variables.

### **II. LITERATURE REVIEW**

#### **2.1. IMPRESSION MANAGEMENT**

This study shows that there is a close relationship between the impression management which can be summarized as different approaches that an individual shows in order to influence the others in the working life and the employer's evaluation of the employees' performances and states that employees use impression management to be seen as a good employee by the employers [1]. In addition, people use impression

management tactics depending on the environment they are in and the attitudes of the manager play an important role in this election. People often see no need to apply impression management tactics if they think that their managers have a very objective performance appraisal approach [2]. Otherwise, if the manager does not use an objective performance assessment tool, people would want to apply various types of impression management tactics to get a higher performance score.

Bolino et al. (2006) dealt with three different types of impression management and described their roles in assessing organizational citizenship behaviors of the employees. The methods called job-focused, self-focused, and supervisor-focused impression management tactics were studied on a sample consisting of 122 managers and subordinates. As a result of the research, they concluded that the supervisor-based impression management had a positive relationship with the manager's assessment of employees' organizational citizenship behavior, while the job-focused impression management had a negative relationship with the evaluation of similar behavioral characteristics. Self-focused impression tactics aim to improve individuals' performances [3] while supervisor-focused impression management tactics often support a perception that manager is helpful and considers what is best for his subordinates [4]. Individuals implementing self-focused and supervisor-focused impression management tactics are seen as good employees, while individuals implementing job-focused impression management tactic are seen as weak organizational citizens [1]. People sometimes also exhibit organizational citizenship behaviors because they have to [5]. As a reason of this, employees are expected to act in line with the desires of the managers; thus, employees help their organizations and contribute to the improvement of their organization's performance. Another reason is employees' fear of losing their jobs. Especially in countries where unemployment rate is very high, companies want their employees to make extra effort, and employees face the threat of losing their jobs and existence of candidates that can replace them if they cannot perform the desired performance.

Another classification of impression management tactics is assertive tactics propounded by [4] with five different types: intimidation, ingratiation, self-promotion, supplication, exemplification [6]. The other is defensive tactics divided into two categories as excuses and apologies [7]. Ingratiation is an assertive tactic that is applied by an individual to win the favor of the person with him. According to [8], employees usually use ingratiation to influence their supervisors and gain their appreciation [6]. Self-promotion can be viewed as an effort of the individual to show his/her superiority to his/her supervisors, or as an effort to show that s/he is more knowledgeable and talented than his/her colleagues. Making an individual's own promotion can have some undesirable consequences. For example, according to [9], people who constantly promote themselves are not approved by the others and it may cause the individual to be less loved. Exemplification can be defined as individual's exhibiting behaviors that will be shown as an example in the society. Helping friends in a working environment or trying to look generous or coming early and getting out of work late could exemplify exemplification [6]. Supplication is a behavioral pattern for creating the impression that the person needs help. People who use this tactic expect to be helped, but those who use this tactic also lose their credibility after a while and are started to be criticized [10]. Intimidation can often be evaluated as a tactic that managers or the people who have the authority use against their subordinates. Here, people try to make an impression on their employees using their positions, and force them to act in the direction they want. Crane and Crane (2002: 31) stated that intimidation was mostly used in the army and that it was necessary for order and discipline in the army [6].

Although studies indicated that employees generally applied impression management tactics to make a good impression on other employees or managers, Becker and Martin (1995) looked at impression management from a different aspect and stated that employees sometimes try to create a poor impression knowingly and willfully. Poor impression behavior may be on one another or on the managers, and sometimes between managers themselves. Again they talked about five behavior forms for poor impression management: decreasing performance, not working to potential, withdrawal, displaying a bad attitude, and broadcasting limitations [11]. One of the purposes of leaving a poor impression for people is to avoid the work to be done [12]. Employees want to make a poor impression on their managers in terms of not being very diligent in the eyes of the managers or not being willing to do extra work that the managers will give. Working more than other employees but getting the same salary can lead employees to these kinds of behaviors.

Another topic that has emerged in recent researches is how people use social media while practicing their impression management tactics. For example, candidates seeking job may use social media to influence their managers [13]. It has also become a common practice that managers use social media to influence and improve their performance by using impression management tactics on their employees [14]. Paliszkiwicz and Madra-Sawicka (2016) gave an example of LinkedIn in a study they carried out and stated that recently both employees and managers are trying to control and influence each other by using LinkedIn. It can be seen that not only employees and managers but also companies are trying to create a positive impression in society by using social media [15]. According to Mohamed et al. (1999), companies apply four types of impression management tactics [15]:

- **Direct tactics:** Presenting information related to their talents, abilities and achievements.
- **Indirect tactics:** Improving their image by managing information about the people and events they are involved with.
- **Assertive tactics:** The tactics they use when they have the chance to improve their image.
- **Defensive tactics:** The tactics to minimize and fix the threat to their images.

## **2.2. REVENGE IN ORGANIZATIONS**

If employees feel happy in their position or in their organization; if they believe that the organization appreciate them adequately, then they will believe that they receive organizational support and as a result they will put forward behaviors being beneficial for both the organization and themselves. The most important indications of organizational support can be considered as justice in the workplace, managerial support, reward and favorable working conditions [16]. When employees receive organizational support, their organizational commitment increases, their performance rises, they tend to continue in the workplace they are in; in other words, they do not think to leave [16]. The theory of organizational support refers to the beliefs of employees related to the appreciation of their efforts or the value they add to the organization they work in by the organization, receiving a recompense for their work and the satisfaction of their material and spiritual needs by the organization.

When employees believe that there is no justice in their organization and cannot find managerial support and the working conditions do not meet their expectations, they can be involved in activities that reduce productivity and harm business activities. When people reveal organizational citizenship behavior, if they are not approved and appreciated enough by their organizations or think that they do not receive a recompense for their work, then they tend to exhibit counter-productive work behaviors [17]. Counter-productive work behaviors are generally examined under five main headings. These are abuse against others, production deviance, sabotage, theft and withdrawal [17]. It can be said that people have revenge intentions and reflect these intentions as counter-productive behaviors when they think that there is no justice in the workplace, organization does not give equal rights to everybody, and the rewards are not shared in a fair way [18]. According to Stuckless and Goranson (1992), revenge is an attempt to harm a person or a group to whom a person attributes a crime [19]. As a reason for their intention of revenge, people often assert injustice in the workplace. Employees await the injustice that they think the organization or managers create to be stopped, and as this expectation grows, the sense of revenge grows. Studies show that if the injustice is resolved, then the employees reconsider to take revenge and often give up taking revenge [20]. Employees are sometimes financially burdened to punish the person or organization they think are unfair [21]. The employee who has been treated unfairly usually holds responsible to the other person or the manager for the source of injustice. Generally the managers or the company owners are seen as the source of injustice. In either case, it can be said that the employee is self-conditioned to take revenge when the first opportunity he finds. The severity of revenge is directly proportional to the severity of the behavior that the person thinks is unfair [22]. In other words, the more severe the injustice the person is exposed to, the more he considers taking revenge. Individuals' power to take revenge varies depending on their position and personal characteristics. For example, a person in a high position in a workplace has more advantages at the point of taking revenge than someone in a lower position because with the power s/he has, s/he can create pressure on the other side or have the advantage of giving pecuniary and non-pecuniary damage by using his/her position. In his study, Jones (2004) found out that revenge intention plays a crucial role in the relationship between the manager and the procedural justice. Procedural justice means that business firms equally inform employees regarding the functioning of the organization, and the process is clear and understandable.

It is considered that assertive impression management tactics will be used predominantly in this study, which is based on the assumption that there is a positive relationship between the intention of revenge and the impression management. As stated in the literature, impression management is not only considered as a positive endeavor but sometimes it can be assertive and harmful to escape from work or to solve their own problems. This study aims to reveal the relationship between impression management and revenge behaviors displayed in public institutions. It is found out that there is no other study discussing two variables together and it is also thought that this study will shed light on the dark and often ignored side of the organizations.

## **III. MATERIAL AND METHOD**

### **3.1. Sampling of the Research**

The research was carried out in 12 public institutions serving in the center of Kırşehir. Within this scope, 400 questionnaire forms filled in by the employees who worked in the related institutions and accepted to participate in the survey were taken into consideration. A main population of 35,000 people in the 95% confidence interval at a significance level of 0.05 can be represented by the size of 321 samples according to [23] and 381 according to [24].

**3.2. Data Collection Tools**

The scale was developed by [25] based on the impression management tactics scale introduced by [4]. The scale developed by [25] was translated into Turkish by [26], and its adaptation, validity and reliability studies were also carried out by them. The scale is five-point Likert type scale, consists of 22 items including statements such as "I intimidate my colleagues if it helps me to do my job," "I go to work earlier to look committed to my work," and "I try to look busy even when I am not", and includes five factorial structure [27].

DimensionOrder	Dimension	ItemNumber in theScale
1	Self-promotion	1,6,11,16
2	Ingratiation	2, 7,12,17
3	Exemplification	3,8,13,18
4	Intimidation	4,9,14,19,21
5	Supplication	5,10,15,20,22

**Table 1:** Dimensions of Impression Management Tactics and Items Measuring the Dimensions

Source:[27].

In this study, the Cronbach alpha reliability coefficient of the scale was calculated as .883.

**Revenge Scale**

In the research, "the revenge scale" was used which was originally developed by Wade (1989: 59) and translated into Turkish by [28] and whose validity and reliability studies were also carried out by them in order to determine the revenge intention levels of the participants. The scale consists of 5 statements as in the form of "I want a bad thing to happen to the person who does evil to me". The scale has 5 points and 1 represents 'Never' and 5 represents 'Always'. The reliability of the scale was calculated to be 0.86.

**3.3. Data Analysis**

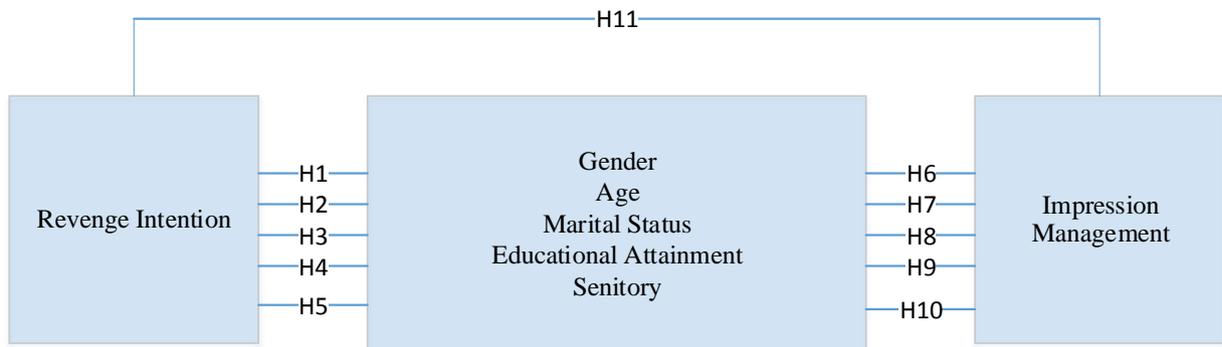
The obtained data were analyzed by the researchers in the statistical package program for social sciences. After determining whether there are missing data in the process, the factor loads of the scales were calculated. To test the research hypotheses, ANOVA, t test, M.W. U test and correlation analysis were carried out. Descriptive statistics were also used.

**3.4. Limitations of the Study**

The research is limited to the data collection tools used in the research, the institutions in which the research was conducted, and the dates on which the research was conducted.

**3.5. Hypotheses and Model of the Research**

The model of the research is given in Figure 1.



**Fig. 1:** The Model of the Research

**IV. RESEARCH FINDINGS AND DISCUSSION**

Findings obtained from the study are presented in this section. Socio-demographic findings related to the research participants are given in Table 2.

**Table 2: Socio-Demographic Findings Related to the Research Participants**

Variables	f	%	Variables	f	%
<b>Gender</b>			<b>Marital Status</b>		
Female	166	41.5	Married	317	79.3
Male	234	58.5	Single	83	20.8
<b>TOTAL</b>	400	100.0	<b>TOTAL</b>	400	100.0
<b>Age</b>			<b>Educational Attainment</b>		
25 -	21	5.3	Primary School	11	2.8
26-30	61	15.3	High School	90	22.5
31-35	72	18.0	Vocational School	101	25.3
36-40	65	16.3	Bachelor's Degree	157	39.3
41-45	68	17.0	Master's Degree	36	9.0
46-50	73	18.3	Doctorate	5	1.3
51 +	40	10.0	<b>TOTAL</b>	400	100.0
<b>TOTAL</b>	400	100.0			
<b>Seniority</b>					
1-5 year	80	20.0			
6-10 year	98	24.5			
11-15 year	63	15.8			
16-20 year	70	17.5			
21 +	89	22.3			
<b>TOTAL</b>	400	100.0			

According to the table, the majority of participants are male, married, aged between 31-35 and 46-50 years and has 6-10 years of seniority and a bachelor's degree. Difference statistics were made in the following sections with the relevant variables according to the research hypothesis and presented in tables.

**Table 3: Statistics Related to the Scales Used in the Study**

Variables	Total	Mean	Min-Max.	Standard Deviation
<b>Impression Management Tactics</b>				
Self-promotion	400	2.25	1-5	.96
Ingratiation	400	1.99	1-5	.83
Exemplification	400	1.60	1-5	.81
Intimidation	400	1.81	1-5	.82
Supplication	400	1.55	1-5	.74
<b>Revenge Intention</b>	400	2.66	1-5	1.18

The min-max, the mean and the standard deviations of the revenge and impression management scales used in the research are given in Table 4. According to the table, while "self-promotion" has the highest average, "supplication" has the lowest average. While self-promoting, individual wants to do things that others will perceive him/her as talented. Therefore, when individual's desire for promoting his/her qualities is high, his/her performance at work becomes higher. Despite being similar to ingratiation, it has different purposes. While ingratiation is used to seem sympathetic, the purpose of self-promotion is to be recognized as a sufficient person [29]. It is thought that this finding was obtained because more than half of the participants were male. This issue is discussed in detail under the table in which gender and impression management variables are analyzed.

**Table 4: Significance Test of the Difference between Scale Scores and Age Groups of the Participants**

VARIABLES	f	Mean	Standard Deviation	F	p
<b>Self-promotion</b>	25 -	21	1,9206	,924	,477
	26-30	61	2,3716		
	31-35	72	2,2639		
	36-40	65	2,1231		
	41-45	68	2,2745		
	46-50	73	2,2283		

	51 +	40	2,2500	,84984		
	Total	400	2,2333	,87032		
<b>Ingratiation</b>	25 -	21	1,7619	1,17918		
	26-30	61	2,4426	1,31053		
	31-35	72	2,2917	1,35769		
	36-40	65	1,9692	1,13150		
	41-45	68	2,2059	1,17890	2,132	,049*
	46-50	73	2,4110	1,21147		
	51+	40	2,6250	1,33373		
	Total	400	2,2750	1,25831		
<b>Exemplification</b>	25 -	21	1,4405	,54144		
	26-30	61	1,7131	,80988		
	31-35	72	1,7743	,97338		
	36-40	65	1,5846	,73723		
	41-45	68	1,3934	,65977	1,675	,126
	46-50	73	1,6404	,91571		
	51+	40	1,5750	,69844		
	Total	400	1,6075	,81092		
<b>Intimidation</b>	25 -	21	1,3492	,41468		
	26-30	61	1,6831	,91778		
	31-35	72	1,5694	,87647		
	36-40	65	1,4154	,62647		
	41-45	68	1,3529	,66138	1,470	,187
	46-50	73	1,5525	,77821		
	51 +	40	1,5500	,71032		
	Total	400	1,5083	,76139		
<b>Supplication</b>	25 -	21	1,3452	,60969		
	26-30	61	1,7172	,87378		
	31-35	72	1,5938	,88158		
	36-40	65	1,4692	,61636		
	41-45	68	1,3824	,64425	1,502	,176
	46-50	73	1,4829	,71483		
	51 +	40	1,5500	,72766		
	Total	400	1,5188	,74757		
<b>Revenge Intention</b>	25 -	21	2,9238	1,45942		
	26-30	61	2,8197	1,23758		
	31-35	72	2,7250	1,34957		
	36-40	65	2,7877	1,11348		
	41-45	68	2,4529	,99947	2,107	,052*
	46-50	73	2,7836	1,24175		
	51 +	40	2,1650	1,06303		
	Total	400	2,6685	1,20916		

\*Significant (p<.05) at 5% level

In Table 4, significance test results of the difference between scale scores and age groups of the participants are given. According to this, it was found out that there was a difference at .05 level of significance between the ages of the participants and "ingratiation" (F=2,132, p=.049). According to the LSD test, which is made to determine which groups cause the difference between the groups, it was found out that there was a significant difference between the age group of 25 year old and below and 51 year old and above and 26-30 year old in ingratiation sub-dimension. Participants who are 51 year old and above have the highest average in terms of ingratiation and this can be considered as a situation that occurs depending on work experience and decrease on the performance. It is stated in the literature that individuals use the strategy of supplication more as they get older [30]. In addition, the profession of the individuals can influence the strategy they use. It can be confronted with different results for the professions involving mental and academic activities. For example, in a study conducted with academicians, the behavior of self-promotion has been determined to be predominant especially in academicians who are 40-year-old and above [29].

In the study, it was determined that there was a significant difference between the revenge intentions of the participants and their ages ( $F=2,107$ ,  $p=,052$ ). As the average age of the participants increases, their revenge intention scores decrease. This finding is consistent with the literature ([31], [32]). People begin to use more forgiveness strategies as they get old and young people are lack of using problem-solving approaches and emotional management strategies, and these can be considered as the reason of this finding.

**Table 5: Significance Test of the Difference between Scale Scores and Educational Attainment of the Participants**

VARIABLES		f	Arithmetic Mean	Standard Deviation	Kruskal Wallis Test Result
<b>Self-promotion</b>	Primary School	11	2,5455	1,19511	,930
	High School	90	2,2037	,92502	
	Vocational School	101	2,2079	,93316	
	Bachelor's Degree	157	2,2314	,74312	
	Master's Degree	36	2,2778	,97427	
	Doctorate	5	2,3333	1,00000	
	Total	400	2,2333	,87032	
<b>Ingratiation</b>	Primary School	11	2,4545	1,12815	,592
	High School	90	2,3333	1,32394	
	Vocational School	101	2,1584	1,31706	
	Bachelor's Degree	157	2,2930	1,18355	
	Master's Degree	36	2,4167	1,36015	
	Doctorate	5	1,6000	,54772	
	Total	400	2,2750	1,25831	
<b>Exemplification</b>	Primary School	11	2,2273	1,17502	,027*
	High School	90	1,5861	,84564	
	Vocational School	101	1,5743	,85917	
	Bachelor's Degree	157	1,5398	,70228	
	Master's Degree	36	1,8194	,83155	
	Doctorate	5	1,9000	,84039	
	Total	400	1,6075	,81092	
<b>Intimidation</b>	Primary School	11	2,4545	1,30190	,009*
	High School	90	1,4556	,69858	
	Vocational School	101	1,5050	,76683	
	Bachelor's Degree	157	1,4607	,73335	
	Master's Degree	36	1,5556	,69465	
	Doctorate	5	1,6000	,43461	
	Total	400	1,5083	,76139	
<b>Supplication</b>	Primary School	11	2,0909	1,11396	,051
	High School	90	1,5361	,77583	
	Vocational School	101	1,4629	,74279	
	Bachelor's Degree	157	1,4904	,71493	
	Master's Degree	36	1,5764	,70158	
	Doctorate	5	1,5500	,41079	
	Total	400	1,5188	,74757	
<b>Revenge Intention</b>	Primary School	11	2,9636	1,46920	,342
	High School	90	2,6022	1,21248	
	Vocational School	101	2,5782	1,22634	

Bachelor's Degree	157	2,6573	1,14400
Master's Degree	36	3,1000	1,33994
Doctorate	5	2,2800	,98590
Total	400	2,6685	1,20916

\*Significant (p<.05) at 5% level

The significance test results of the difference between participants' educational attainment and scale scores are given in Table 5. According to the table, it was determined that there was a significant difference between the educational attainment and "exemplification" and "intimidation" dimensions of impression management. Score of exemplification is higher at the primary school and doctorate level of education. The difference is because they are two extreme levels of education. This can be considered as a substitution of an element, which is felt to be missing compared to other employees, of the strategy that primary school graduates socially have identified as an option for making themselves noticed. This group, who takes part in support services such as security, technical service and cleaning in public institutions, can exhibit itself as the main element of the institution. It was found out that there was no significant difference between intention to revenge and educational attainment.

**Table 6: Significance Test of the Difference between Scale Scores and Seniority of the Participants**

VARIABLES		f	Arithmetic Mean	Standard Deviation	F	p
<b>Self-promotion</b>	1-5 year	80	2,1750	,77763	1,777	,133
	6-10 year	98	2,4014	,95842		
	11-15 year	63	2,0529	,80145		
	16-20 year	70	2,1857	,97577		
	21 +	89	2,2659	,78686		
	Total	400	2,2333	,87032		
<b>Ingratiation</b>	1-5 year	80	1,9375	1,14011	2,980	,019*
	6-10 year	98	2,5816	1,36920		
	11-15 year	63	2,2222	1,18382		
	16-20 year	70	2,2714	1,20291		
	21 +	89	2,2809	1,27019		
	Total	400	2,2750	1,25831		
<b>Exemplification</b>	1-5 year	80	1,4625	,67517	4,027	,003*
	6-10 year	98	1,8648	,93759		
	11-15 year	63	1,5079	,72952		
	16-20 year	70	1,6571	,83316		
	21 +	89	1,4860	,75317		
	Total	400	1,6075	,81092		
<b>Intimidation</b>	1-5 year	80	1,3667	,65302	2,309	,057*
	6-10 year	98	1,6667	,87736		
	11-15 year	63	1,4392	,68215		
	16-20 year	70	1,5952	,80236		
	21 +	89	1,4419	,71027		
	Total	400	1,5083	,76139		
<b>Supplication</b>	1-5 year	80	1,3000	,50063	4,349	,002*
	6-10 year	98	1,7245	,92745		
	11-15 year	63	1,4762	,63613		
	16-20 year	70	1,6214	,80165		
	21 +	89	1,4382	,68183		
	Total	400	1,5188	,74757		
<b>Revenge Intention</b>	1-5 year	80	2,7125	1,19146	1,998	,094
	6-10 year	98	2,8959	1,30951		
	11-15 year	63	2,7460	1,13320		
	16-20 year	70	2,4943	1,17891		
	21 +	89	2,4607	1,15696		
	Total	400	2,6685	1,20916		

\* Significant (p<.05) at 5% level

Table 6 shows the results of the significance test for the difference between participants' seniority and scale scores. According to the table, it was found out that there was a meaningful difference between participants' seniority and "ingratiation", "exemplification", "intimidation" and "supplication" dimensions. The difference between the dimensions results from the employees working for 1-5 years and 6-10 years. It is thought that this comes out because employees who are still in initial years of their profession do not have adequate experience related to business life. In the study, it was determined that there was no significant difference between the intention of revenge and seniority.

**Table 7: Significance Test of the Difference between Scale Scores and Gender of the Participants**

VARIABLES		f	Arithmetic Mean	Standard Deviation	t	p
<b>Self-promotion</b>	Female	166	2,1345	,86611	-1,919	,056
	Male	234	2,3034	,86833		
<b>Ingratiation</b>	Female	166	2,1325	1,26751	-1,914	,056
	Male	234	2,3761	1,24457		
<b>Exemplification</b>	Female	166	1,5663	,73038	-,856	,392
	Male	234	1,6368	,86385		
<b>Intimidation</b>	Female	166	1,4197	,67960	-1,968	,043*
	Male	234	1,5712	,80999		
<b>Supplication</b>	Female	166	1,4744	,67455	-,999	,318
	Male	234	1,5502	,79523		
<b>Revenge Intention</b>	Female	166	2,7205	1,29967	,724	,470
	Male	234	2,6316	1,14203		

\*Significant (p<.05) at 5% level

In Table 7, the significance test results of the difference between the scale scores and the gender of the participants are given. According to this, it was found out that there was a significant difference between participants' gender and "intimidation" tactic of impression management tactics. According to the test results, between men and women, there was a difference only in "intimidation" dimension of impression management tactics (t=-1,968, p<0.05). This result is consistent with the literature indicating that women do not prefer to use impression management tactics involving artificial and aggressive attitudes. However, exemplification, ingratiation and self-promotion are the common tactics used by women. Exemplification and ingratiation are the tactics defined by Jones and Pittman (1982), and self-promotion is an impression management tactic propounded by Bolino et al. (2008). Women mostly tend to prefer protective and defensive tactics [33]. In a study conducted by Demir (2003) with the teachers, it was determined that male teachers prefer self-promotion, intimidation and supplication more than women. Heatherington et al. (1998) and Singh and Vinnicombe (2000) assert that this is because of the tendency of women to behave modestly and moderately in interpersonal relationships. While Heatherington et al. (1998) interpret this situation as women are more sensitive to the emotions of the individuals in their social relations and are more concerned about maintaining harmony and mutual satisfaction in social relations compared to men and are therefore afraid that emphasizing individual achievements threatens social relations, Singh and Vinnicombe (2000) interpret this as women are more modest, despise their skills and want to stay out of the team [34]. It was found out that there was no significant difference between the gender of the participants and the intention of revenge which is the other variable of the study. However, it is seen in the literature that there is a relationship between the revenge intention and the gender. Male employees' revenge intentions are more than female employees ([35], [31]).

**Table 8: Significance Test of the Difference between Scale Scores and Marital Status of the Participants**

VARIABLES		f	Arithmetic Mean	Standard Deviation	Mann-Whitney U Test
<b>Self-promotion</b>	Married	317	2,1903	,85636	

	Single	83	2,3976	,90834	,042*
<b>Ingratiation</b>	Married	317	2,2681	1,25311	,832
	Single	83	2,3012	1,28533	
<b>Exemplification</b>	Married	317	1,5552	,77574	
	Single	83	1,8072	,91091	,010*
<b>Intimidation</b>	Married	317	1,4763	,73338	
	Single	83	1,6305	,85383	,057
<b>Supplication</b>	Married	317	1,4724	,69086	
	Single	83	1,6958	,91652	,036*
<b>Revenge Intention</b>	Married	317	2,6297	1,15780	
	Single	83	2,8169	1,38571	,406

\*Significant (p<.05) at 5% level

Table 8 shows the significance test results of the difference between scale scores and marital status of the participants. According to this, it was found out that there were significant differences between the impression management tactics used by the participants and their marital status. It was determined that there was a difference between participants' marital status and "self-promotion", "exemplification" and "supplication" sub-dimensions. In all related sub-dimensions, single employees' level of using impression management tactics was high. If it is thought that being married is perceived as a prestige socially, it can be said that single employees exhibit exemplification or supplication behaviors as a substitute to this situation. However, although supplication is a tactic for unmarried employees and it is possible to get rid of the work and the responsibility thanks to this tactic, the possible image of being inadequate, lazy, weak, or unreliable can lead to negative opinions about them[36].

It was found out that there was no difference between the marital status and the revenge intention which was the other variable of the research. However, the average revenge intentions of single people are higher than married ones. This situation can be explained by the fact that the married employees are in a better condition in terms of psychosocial satisfaction. It is known that there is a negative relationship between revenge intention & behavior and personal well-being & life satisfaction. As reported by Soylu and Kabasakal (2016), it was found out that the scores individuals get related to the satisfaction they get from private areas are high when their overall life satisfaction is high, and this finding is seen mostly in the field of "individualism" and "social relations". Similar results have been obtained in the researches that similarly examine the relationships between marital status and personal well-being, a component of life satisfaction.

**Table 9: Correlation Test between the Scale Scores**

VARIABLES	Self-promotion	Ingratiation	Exemplification	Intimidation	Supplication	Revenge Intention	Impression Management
<b>Self-promotion</b>	1						
<b>Ingratiation</b>	,471**	1					
<b>Exemplification</b>	,544**	,396**	1				
<b>Intimidation</b>	,519**	,415**	,769**	1			
<b>Supplication</b>	,525**	,401**	,743**	,772**	1		
<b>Revenge Intention</b>	,128*	,082	,221**	,214**	,246**	1	
<b>Impression Management</b>	,765**	,740**	,830**	,834**	,823**	,210**	1

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

\* . Correlation is significant at the 0.05 level (2-tailed).

Table 9 shows the correlation test results between the scale scores. According to this, it was determined that there was a positive relationship between the impression management tactics used by the participants and the intentions of revenge. Furthermore, it was found out that there was a positive relationship between the revenge intentions of the participants and the impression management tactics: self-promotion, exemplification, intimidation and supplication except for ingratiation. While it has been found out that there is no study examining the revenge and impression management variables together in literature, there is a study on the use of assertion as an impression management tactic [37]. In this study, it is stated that the individual follows an assertive attitude in order to accomplish his goals and gain social status. However, the existence of a relationship between more assertive impression management tactics such as showing that s/he is superior to others (exemplification and self-promotion) and intimidation and the intent of revenge shows that it is the dark side of the working environment.

## V. CONCLUSION

The point of this study is the impression management and revenge intention are an issue often consciously or unconsciously perceived by everyone in the workplace but not expressed or cannot be expressed. In the study, the relationship between the impression management tactics and the revenge intention displayed by the employees working in different public institutions was presented and tested whether there was any difference between them and the determined independent variables.

According to the results of the research;

- The majority of participants are male, married, aged between 31-35 and 46-50 years and has 6-10 years of seniority and a bachelor's degree.

- There is a significant difference between only "ingratiation" and the participants' age.

- There is a significant difference between the revenge intentions of the participants and their ages. As the average age of the participants increase, their revenge intentions scores decrease.

- There is a significant difference between the participants' educational attainment and "exemplification" and "intimidation" dimensions of impression management.

- There is a significant difference between the participants' seniority and "ingratiation", "exemplification", "intimidation" and "supplication" dimensions of impression management tactics.

- There is a significant difference between the participants' gender and "intimidation" tactic of impression management tactics. According to the test results, between men and women, there is only a difference in "intimidation" dimension of impression management tactics.

- There is a significant difference between the participants' marital status and impression management tactics. It was found out that there is a difference between participants' marital status and "self-promotion", "exemplification" and "supplication" sub-dimensions.

- There is a positive relationship between participants' revenge intentions and self-promotion, exemplification, intimidation and supplication.

Considering the research results, the following suggestions have been developed:

- Implementing work programs in which the employees can demonstrate their own potential during the initial years of the profession, and giving importance to the harmony between work and employee.

- Providing employees who are in the last stage of their careers and especially cannot show high performance with the opportunity to demonstrate their potential with their business design methods such as rotation and business expansion,

- Developing and implementing interaction skills and emotional management programs for employees in their initial years of their careers,

- Increasing the motivation of the employees by emphasizing the employees' contribution to the organization at different times; thereby, minimizing people's effort to make people realize their importance,

- The absence of a sexist attitude in the working environment as much as possible and the performance of women and men is equally evaluated and rewarded by the management,

- Establishing universal and standard working conditions and environment for the elimination of social stereotypes regarding gender and marital status,

- It is recommended to do group work to improve all employees' skills related to problem solving and conflict management and to avoid revenge and other negative situations by this way. Moreover, in the following studies, the reasons for exhibiting an aggressive and vengeful attitude as an impression management tactic can be searched.

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