UPWARD IMPRESSION MANAGEMENT AND CAREER COMMITMENT IN TERTIARY INSTITUTIONS IN EDO STATE

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Abstract: **This study is descriptive in nature and seeks to inspect the relationship between upward impression management and career commitment. The cross sectional survey design was adopted and the structured questionnaire used in generating data from the selected tertiary institutions in Edo State. Three hundred and seventy (370) questionnaires were administered, three hundred and fifty four (354) copies were retrieved, why the correct respondents were three hundred and twenty one (321) which was used for analysis. A total 10 hypotheses (nine bivariate and one multivariate) were postulated with analysis comprising of the demographic, the univariate, the bivariate and the multivariate. The Spearman's rank order correlation coefficient was utilized to test the hypotheses. The results revealed that upward impression management through its dimensions of exemplification, self-promotion and ingratiation is significantly associated with career commitment and enhances measures such as career planning, career identity and career resilience. Based on the foregoing findings, it was concluded that upward impression management is significantly associated with career commitment and that corporate culture significantly moderates the relationship between upward impression management and career commitment. The study recommended that university administrators should sustain and improve their present ways of recognizing staffs who performs well in duties to enable them to be more committed to their institutions.**

Keywords: **Upward Impression Management, Career Commitment, Corporate Culture, Exemplification, Self-Promotion, Ingration, Career Planning, Career Identity, Career Resilience.**

I.   INTRODUCTION

The world is currently changing and growing to accept that the economic progress and development of any country is tied directly to the nature and characteristic of their education systems that most important and prominent factor of production is the effort and contribution of human capital expressed in terms of acquired competencies, innovativeness, skills and creative tendencies as well as the abilities and moral qualities of various elements and members in the society. The growth in activities related to tertiary education is increasingly affecting the national agendas. This is as the increasing awareness that tertiary education is a primary catalyst for economic advantage in an ever growing and increasingly knowledge-driven globalized market has further pushed for higher-quality tertiary education as a priority in these times more than ever before. Thus it is a major requirement that in order for countries to effectively and efficiently raise human capital skills, it is imperative to sustain a globally competitive research premised on the development of knowledge acquisition and transfer to the benefit of society (Pavel 2012).

Education holds an imperative and key position in the development and growth of any given Nationality. If there be any desire to see the development of a Nation, then the educational and research institutions of that country would be expected to contribute substantially to the public by teaching the populace, and employing individuals into the organizations, thereby helping to enhance their living standard, also reduce the rate of unemployment in the Nation. The individuals employed as staff in such tertiary institutions will either be promoted as a result of educational qualification, or based on tenure and research publications, however employees who fail to do so could also achieve career growth through informal means such as office politicking and impression management strategies. Employees can adopt office politicking and impression management behaviour as a means to manipulating the behaviour and feelings of other employees (Jones & Pittman, 1982). Organizations that are well structured most often view their staff as their primary source of quality, productivity and performance (Harrison and Spoke; 1992). The level that employees is committed to their institution is therefore an important criterion in ascertaining the overall role performance of the staff. This is as the extent of employee commitment is consequential to the existing culture of that organization.

Deshpaude and Farley (1999), described employees' commitment to the organizations values and goals, as well as teamwork and socialization as being highly imperative and essential; they emphasized on the issue of the maintenance of the commitment of employees to their jobs as a result of the nature of the culture of the organization. They further emphasized also that the culture which comprises of the values, beliefs as well as behavioral pattern, is the core identity and form of organization which will further assists in the formation and shaping of the behaviour of employees.

Upward impression management can be described as control of information as a means to influencing the opinions of others to pursuit individual goals. Mullins (2000), opined that the corporate culture is the most important features that is strategically developed and formed in an organization. He further emphasized that the corporate culture of institution is like the culture of the people that is a motivating feature in the minimization of the value of employees and the staff of the organization which can be effectively managed for organizational performance and success. The primary, secondary and tertiary levels of the educational system are expected to have their own culture which has to be maintained and sustained for the overall achievement of the Nations educational goals and objectives. Therefore, it is imperative that the leadership of educational institutions need to have a deep understanding of the systems cultural values and patterns in order to effectively harness them to bring about high level of job commitment from employees.

As the association that involve subordinate with his supervisor grows and becomes powerful, it is that period the supervisor begin classifying subordinates very committed and most competent staff to be promoted in the organizational ladder. These opportunity can be considered adequate for subordinates in the adoption of impression management strategically in the course of events to accomplish personal goals and high performance appraisal ratings, promotion, and increased compensation; (Ligen & Feldman, 1983). Employees require impression management tactics as a means to know how they are committed to their institution (Schlenker, 1980). However, in spite of these observations, little empirical interest has been given to upward impression management and its impact on employee's career commitment.

Previous studies have examined and emphasized on the role of upward impression management with other constructs. For example, Bolino, (1999) conducted a research on the association between citizenship behavior and impression management. Wayne & Liden(1997); the role of upward impression management influence strategies in human resource decision. Rao, Schmidt & Murray (1995); studied the upward impression management, goals, influence, strategies and consequences. Alatrista & Arrowsmith, (2004), managing employee commitment is the not-for profit sector. Chang, (1996); Career commitment as a complex moderator of organizational commitment and turnover intention Deduced from the existing literature on upward impression management has not been the focus of most researchers.

Therefore, there is a gap in the literature which has informed our study the association between upward impression management and career commitment. This area of research becomes important for researchers to consider. Based on this background, this study set out to examine critically the relationship between upward impression management and career commitment in tertiary institutions in Edo State.

Statement of the Problem:

Tertiary institutions in Nigeria today are currently faced with various challenges. The effective and efficient running and maintenance of tertiary institutions as well as the staff, require specified and clearly defined goals as well as targeted and appropriate training. Given today's variables, most of the employees at various stages of their careers which are granted

opportunities to take on management responsibilities have rarely been trained for their new positions. Nwachukwu (1988), observed that employees who lack the necessary training are not only a threat to themselves but also to the organization as a whole. The lack of adequate training affects employee competency levels, technical abilities, and their self-esteem and confidence to perform their tasks, reducing employee turnover, and enhancing the employee's ability to cope with new technologies and method (Shaik, 2012). Similarly, Lowry, Simon and

Kimberley (2002), asserted that training is a key ingredient that enhances and amplifies employee commitment and maximizes the potential of the employees. The structures and activities of tertiary institutions are always faced with changes, it is therefore pertinent that professionalization be imbibed in tertiary education management, through targeted training activities, courses that emphasize and focus on the improvement of management skills in employees and staff of tertiary institutions.

Most research and educational institutions as well as learning systems in each stage depend on teachers and lecturers to carry out their academic plans, as well as the maintenance and improvement of its educational standards. The employees can be considered as the most indispensable resource in the educational system, they are the greatest aid to learning, and they must be train and assisted on their job.

According to Igbojekwe and Ugo-Okoro (2015), tertiary institutions activity involves teaching, research and service. Promotion is based on education or tenure and publications. To published paper and presentation of paper at symposiums is the major performance appraisal signal to higher institution lecturer without taken into consideration in class effectiveness.

Oranu (1983) asserted that teaching excellence in our country is very poor and in class commitment of lecturers is not been use for performance appraisal for their reward system. Rather emphasis is sited on paper publication Ofoegbu, (2001). According to Jekayinfa (2013), academic staffs hardly have time for their students; they come late to their lectures and leave the classroom early. Therefore, these study seeks to investigate the association between upward impression management and career commitment in tertiary institutions in Edo State.

II. SIGNIFICANCE OF THE STUDY

This study is carried out with a view to increase the wealth of knowledge on the subject matter of upward impression management and career commitment. It is important to school proprietor to separate and deject the obnoxious character that have been recognized not fit to work with kids from submitting application in their school. It will also help school leaders and members of Boards of Government to comply with safe recruitment and training practices for staffs. The study will have a great impact on the academics, research materials on this study will be added to the existing ones in the institution's library for future researchers' review.

Research Hypothesis:

The research hypotheses below will be tested for this study.

HO_1: There is no significant relationship between exemplification and career planning.

HO_2: There is no significant relationship between exemplification and career resilience.

HO_3: There is no significant relationship between exemplification and career identity.

HO_4: There is no significant relationship between self-promotion and career planning.

HO_5: There is no significant relationship between self-promotion and career resilience.

HO_6: There is no significant relationship between self-promotion and career identity.

HO_7: There is no significant relationship between ingratiation and career planning.

HO_8: There is no significant relationship between ingratiation and career resilience.

HO_9: There is no significant relationship between ingratiation and career identity.

HO_{10}: Corporate culture does not significantly moderate the relationship between upward impression management and career commitment.

III. REVIEW OF RELATED LITERATURE

RELEVANCE OF ORGANIZATIONAL BASELINE THEORY:

The relevancy of the expectancy theory in relationship with upward impression management and career commitment is base on mutual expectation between employer and employees. This can be related to psychological contract. According to Guest (2007), he asserted that is a mutual expectation between employer and employees. In respect to what employer and employees will benefit from each other if they enter into unwritten contract. Moreover, when employees are treated with farness any equity, adequate job security, training and development, involve in decision making, career expectation, promotion and believe in board members in the institution of keeping to their agreement in reciprocity, staffs will display their competence, effort, compliance, commitment, and loyalty (Guest el at, 1996).

CONCEPT OF IMPRESSION MANAGEMENT:

Every year people spend billions of naira on Cosmetic, wears, and expansive jewelry to aids physical attraction, to create a positive impression to the observer that is still use today. (Tedeschi, 1981). Sociologist Goffman (1959), is the first scholar to explained the use of impression management in public communication to know what the society expect from individual and what individuals expect from the in society. Impression management can be defined as the process control the images about the viewers have of them (Rosenfeld, 1995).

Schneider (1980), defined impression management as effort to personal identity that are expected in public interaction which projected personal identity of self-important

Exemplification:

This is a strategy that represent personal appearance that express impression of honesty, individual sacrifice and moral value (Jones & Pittman, 1982). Employee who come to office very early every day and take office work to his abode, such employee allow others to recognize that he is committed to his job. This character can be perceived by other employees as imposter, he does this to get favour from his superior, (Gilbert & Jones, 1986; Rosenfeld et al., 1995; McFarland et al., 2003). The terms exemplification advice employee who involves in these behaviours of working above official hours, calls his superior officer from his office or at late hour from his abode to inform him on job status in the office; to show others how he is committed (Bolino & Turnley, 1999).

Self-Promotion:

Individuals use these strategies for others to know of his proficiency in specific areas. Therefore, such individual's is extrovert and always have self-confident. If what he has claims is true it may create good impression. Employees with self-confident strategy they are very proactive, they identity a problem that could affect the achievement the organizational goal, and profile solution to the problem so that the organizational goal can be achieve (Stevens & Kristof, 1995).

Higgins, Judge and Ferris (2003), from their findings, in metal analysis self-advertising tactics produce good result during selection and interview of candidate to fill vacancy position in the organization. In any organization that the manager have enough time to determine employee performance of their job and compared to their metal competency, show that self-advertiser tactics proves not successful. (Higgins et al., 2003), Jones and Pittman (1982) observed that self-advertiser can be viewed in opposite direction, individuals who are competent do not need to show their self as competent. The observers my feel that individual's who involves in self-advertising may be seen as incompetence.

Ingratiation:

These involves individuals complementing other individual for their good appearance with some level of integrity. The process whereby individual agreed with other person ideology can also be referred as ingratiation. Rosenfeld et al., (1995) Buttressed ingratiation increase the cordial relationship between individual and strengthen team work among employees in the organization. As matter of fact, in any organization, subordinate use ingratiation strategy to persuade his supervisor, which enhance the relationship between supervisor and his subordinate (e.g. Wayne & Ferris, 1990; Wayne & Liden 1995) There is association between ingratiation and performance appraisal postulated by several researchers (Wayne & Ferris 1990; Wayne & Liden 1995). Employees use ingratiation strategy from lower level management to top management. (Allen et al., 1999) Gordon (1996) discovered that performance evaluation of an employee in an organization has a direct relationship with ingratiation strategies.

Intimidation:

It is the use of coercion to ensure employees perform their job they are assigned in the organization. Intimidation strategy used by supervisor to change the behaviour of their subordinate to ensure they behave in accordance to their expectation (Jones, 1990; Jones & Pittman,1982). Jones (1990) supervisors who used intimidation in organization can be view by his employees as oppressive.

According to Yukl and Tracey (1992); they stated even though intimidation can enable staffs to get their job completed, and to prove their commitment and they we be complimented by their supervisor. Contrary, organization that appreciate espirit de corp, during performance evaluation intimidating individuals have a very low scored (Falbe & Yukl, 1992).

Supplication:

Is also known as individual disadvantages, he used to publicizes his weak point to receive compassion. This individuals demonstrate that they are powerless and need assistant from another individual. According to (Turnley & Bokino, 2001), defined supplication as the tactic employee used to publicize his weaknesses for his coworker to see is limitation. Supplication referred to behaviour employee adopted so that he can be perceive by others how submissive and cooperative (Sosik & Jung, 2003). The reason why staffs used supplication strategy is to ask for personal assistant from their coworker (Wayne & Ferris, 1990).

CAREER COMMITMENT:

Career referred to several job done by person throughout his life period (Greenhaus, 1987). Commitment referred to individual's mindset which he accept as true and continue to involves in that activity. The reason why we are interested in our vocation and profession and we continue to involves in the activity even when the rewards is not understandable.

Career commitment involves the process whereby individual identify his personal career goals, develop and involve in those goals (Collarelli & Bishop, 1990). It is the ability of individual's motivation to do his job in selecting career responsibility. Colarelli (1990) and Hall (1971). Career commitment is the process which individuals is committed to their occupation in other to achieve their career goals. Inner drive is a sinequanon to career commitment through which individuals achieve their career goals. Myrtle, et al., (2008) from his finding, he stated that there is well-built between career commitment and employees related working experience. According to Hall, career is a life time series of responsibility associated with employees working experiences (Hall, 2002). Organization should support and direct employees career path through which they achieve career goals. In reciprocity they will not only displayed their loyalty, also committed to achieve organizational goal.

Career Planning:

Career planning involves identifying individual's career needs and desire harmonies its with available opportunities in that organization. Individuals wants and ambition must be connected with their career planning, with needs and opportunity present in the organization, assess, counsel, let the employees know their career plan. Individuals career planning is either vocation or profession that he climb like a ladder through discipline, self-sacrifices, training and development to achieve his career goal. Clark (1997), defined career planning as personal ideas with individuals findings and involvement with learning and require skill to achieve his career plan.

Career Identity:

Career identity can be seen as an aggregate of characteristic (self- representations) related to the work domain that people ascribe to themselves. Curries et al., (2006), when employees have identify his career interest needs and ambition with necessary support by organization through train and development that made employees to climb through organizational hierarchy to achieve organization goal and personal goal. Career identity has a strong emotional attachment to his job. Vacevich T. (1996), career identity, employees must conversant to their needs and future expectation. Also they should give answer to what they want to become in lifetime and how to achieve them.

Career Resilience:

Career resilience can be defined as the capability to be persistent and successful after individual's has experienced a complex situation. It can also be see as the process by which individual recovered from unexpected event, like sickness or difficult situation. From this explanation it shows the influence of our surroundings to resilience. Career resilience is the

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capability to adjust to dynamic situation of our environment even when the situation is dishearten, (Day & Allen, 2004). Career resilience encompasses three sub-features. Ability to engage in taking peril, desire for accomplishment and personal effectiveness (Grzeda, 1999)

INFLUENCE OF CORPORATE CULTURE ON UPWARD IMPRESSION MANAGEMENT AND CAREER COMMITMENT:

Corporate culture can be referred to norms and values which influence the behaviour of individuals in the society. Corporate culture can be defined as moral values, standard principle that is true, which influence the behaviour of employees in organization (Deal and Kennedy, 1982; Jones, 1983; Schein, 1992; Kotter and Heskett). The culture of organization help to influence the behaviour employees through which they achieve organizational and personal goal. The corporate culture of organization can be displayed through the following ways; myths, rituals or ceremony and symbol which is been used consistently in the organization (Pheysey, 1993). The corporate culture of organization shows the various methods of activities and how they carry out in the organization (Deal and Kennedy, 1982; Quinn, 1988). Culture direct and influence individual behaviours in the organization (Hofstede, Nevijen, Ohayv and Sanders, 1990). The culture of any organization is a sinequanon to employee's commitment. Career commitment of employees in an organization needs to be supported by the organization and they must be honest in all their activities. In reciprocity, employees will not only display their loyalty, but also committed to achieve the organization goal as they are trying to achieve individual goal.

IV. RESEARCH METHODOLOGY

Therefore, the researcher used cross sectional survey which is part of quasi-experimental designs. It was chosen because of the fact that the researcher does not have perfect control over the variable of the study.

Ahiauzu (2006), population means the total number of individuals, croup of human being or persons living within organization which the researcher wants to study. The target population is all the staffs in the tertiary institutions in Edo State, the accessible population refers to all the staff in this three tertiary institution; University of Benin, Ambrose Alli University and Federal Polytechnic Auchi in a Edo State, with a workforce of 4,900 this information was obtained from the management staff of the personnel department of these institutions in August, 2015. However, because of the large population size, there is need for sample.

To determine the sample size from the accessible population of these studies, the researcher used the Taro-yamen's statistics formula.

$$n = \frac{N}{1 + N(e)^2}$$

Where n = sample size sought

e = level of significance (0.05)

N = population size

$$\frac{4,900}{1 + 4900(0.0025)}$$

$$\frac{4,900}{1 + 12.25}$$

$$\frac{4.900}{13.25}$$

$$n = 369.8113$$

$$n = 370$$

The purposive sampling technique was used by the researcher intentionally to select sampling units to represent the accessible population.

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From the total simple size, the researcher is faced with additional task of determining the proportion of sample to allocate to these three institutions. The problem was solved by adopting bowley's proportional allocation formula (1964).

$$\text{nh} = \frac{nNh}{N}$$

nh   =   The units number given to each institution

n   =   Sample size

Nh   =   The number of employees in each institution

N   =   Population size.

TABLE 4.1: Showing the population and sample size of these Tertiary institutions.

S/No	Name of the institutions	Number of staffs in the institution	Total Sample Size
1	University of Benin	2600	196
2	Ambrose Alli University	1,400	106
3	Federal polytechnic Auchi	900	68
	Total	4,900	370

Sources: Conceptualized by the researcher, 2016

For University of Benin   nh1 $= \dfrac{370 x 2600}{4900} = \dfrac{962000}{4900} = 196$

For Ambrose Alli University nh2 $= \dfrac{370 \, x 1400}{4900} = \dfrac{518000}{4900} = 106$

For Federal Polytechnic Auchi nh3 $= \dfrac{370 x 900}{4900} = \dfrac{333000}{4900} = 67.9591 = 68$

The validity of scales to be used for the study was content and construct validity.

The validation of the questionnaire were given to my supervisors to add their own contribution. And they access all the questions that was raise necessary corrections were made.

To establish the reliability of this instrument, a test-retest method was used on a few of the same respondents, after a period of two weeks. Cronbach's alpha tests were used to determine the reliability of the scale measurement items. Ahiauzu (2006) reiterated that Cronbach Alpha is a good reliability coefficient that specify the way information of questionnaire completely interrelated to one another. By alpha of 0.7 or above is generally acceptable for a reliable instrument.

TABLE 4.2: Cronbach Reliability Coefficients

Variables	Dimensions/Measures	No. of Items	Alpha Values
Upward Impression Management	Exemplification	4	.932
	Self-promotion	4	.924
	Ingratiation	4	.925
Career Commitment	Career planning	4	.923
	Career identity	4	.872
	Career resilience	4	.892
Organizational culture		4	.931

Source: Research Data, 2016

The Spearman's rank order correlation coefficient is adopted in testing the null bivariate hypothetical statements at a 95% confidence interval and at a 0.05 level of significance (2–tailed). A total of 10 hypothetical assumptions are postulated with 9 being bivariate in nature.

The test comprise of empirically assessing the relationship between the dimensions of the predictor variable: upward impression management; and the measures of the criterion variable: career commitment.

The first set of hypothetical statements deals with the relationship between the exemplification dimension and the measures of career commitment. Table 4.3 below illustrates the result.

TABLE 4.3: Exemplification and career commitment

			Exem	Planning	Identity	Resil
Spearman's rho	Exem	Correlation Coefficient	1.000	.501**	.743**	.600**
		Sig. (2-tailed)	.	.000	.000	.000
		N	321	321	321	321
	Planning	Correlation Coefficient	.501**	1.000	.632**	.642**
		Sig. (2-tailed)	.000	.	.000	.000
		N	321	321	321	321
	Identity	Correlation Coefficient	.743**	.632**	1.000	.715**
		Sig. (2-tailed)	.000	.000	.	.000
		N	321	321	321	321
	Resil	Correlation Coefficient	.600**	.642**	.715**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	321	321	321	321

Source: Data output, 2016

The result of the test on the relationship between exemplification (the first dimension of upward impression management) and career commitment indicates a significant relationship between the dimension and the measures of the criterion where:

Exemplification and career planning: rho = .501 (where $p < 0.05$); Exemplification and career identity: rho = .743 (where $p < 0.05$); Exemplification and career resilience: rho = .600 (where $p < 0.05$). The results of the tests indicate a strong and highly significant relationship between the exemplification dimension and the measures (career planning, career identity and career resilience) of career commitment).

The second set of hypothetical statements deals with the relationship between the self-promotion dimension and the measures of career commitment. Table 4.4 below illustrates the result.

TABLE 4.4: Self-promotion and career commitment

			Self	Planning	Identity	Resil
Spearman's rho	Self	Correlation Coefficient	1.000	.604**	.668**	.765**
		Sig. (2-tailed)	.	.000	.000	.000
		N	321	321	321	321

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Planning	Correlation Coefficient	.604[**]	1.000	.632[**]	.642[**]
	Sig. (2-tailed)	.000	.	.000	.000
	N	321	321	321	321
Identity	Correlation Coefficient	.668[**]	.632[**]	1.000	.715[**]
	Sig. (2-tailed)	.000	.000	.	.000
	N	321	321	321	321
Resil	Correlation Coefficient	.765[**]	.642[**]	.715[**]	1.000
	Sig. (2-tailed)	.000	.000	.000	.
	N	321	321	321	321

Source: Data output, 2016

The result of the test on the relationship between self-promotion (the second dimension of upward impression management) and career commitment indicates a significant relationship between the dimension and the measures of the criterion where:

Self-promotion and career planning: rho = .604 (where $p < 0.05$); self-promotion and career identity: rho = .668 (where $p < 0.05$); self-promotion and career resilience: rho = .765 (where $p < 0.05$). The results of the tests indicate a strong and highly significant relationship between the self-promotion dimension and the measures (career planning, career identity and career resilience) of career commitment.

The third set of hypothetical statements deals with the relationship between the ingratiation dimension and the measures of career commitment. Table 4.5 below illustrates the result.

TABLE 4.5: Ingratiation and career commitment

			Ingratiate	Planning	Identity	Resil
Spearman's rho	Ingratiate	Correlation Coefficient	1.000	.603[**]	.641[**]	.629[**]
		Sig. (2-tailed)	.	.000	.000	.000
		N	321	321	321	321
	Planning	Correlation Coefficient	.603[**]	1.000	.632[**]	.642[**]
		Sig. (2-tailed)	.000	.	.000	.000
		N	321	321	321	321
	Identity	Correlation Coefficient	.641[**]	.632[**]	1.000	.715[**]
		Sig. (2-tailed)	.000	.000	.	.000
		N	321	321	321	321
	Resil	Correlation Coefficient	.629[**]	.642[**]	.715[**]	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	321	321	321	321

Source: Data output, 2016

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The result of the test on the relationship between ingratiation (the third dimension of upward impression management) and career commitment indicates a significant relationship between the dimension and the measures of the criterion where:

Ingratiation and career planning: rho = .603 (where $p < 0.05$); ingratiation and career identity: rho = .641 (where $p < 0.05$); ingratiation and career resilience: rho = .629 (where $p < 0.05$). The results of the tests indicate a strong and highly significant relationship between the ingratiation dimension and the measures (career planning, career identity and career resilience) of career commitment.

Decision:

The study adopts the $p < 0.05 < p$ criterion rule for the acceptance or rejection of hypothetical statements where $p < 0.05$ indicates a significant relationship at the specified 95% confidence therefore a rejection of the null hypotheses and $p > 0.05$ indicates an insignificant relationship at the specified 95% confidence therefore an acceptance of the null hypotheses; hence based on the aforementioned rule all previous null bivariate hypothetical statements are hereby rejected and restated as statements of findings in like manner:

i.   There is a significant relationship between exemplification and career planning.

ii. There is a significant relationship between exemplification and career resilience.

iii. There is a significant relationship between exemplification and career identity.

iv. There is a significant relationship between self-promotion and career planning.

v.   There is a significant relationship between self-promotion and career resilience.

vi. There is a significant relationship between self-promotion and career identity.

vii. There is a significant relationship between ingratiation and career planning.

viii. There is a significant relationship between ingratiation and career resilience.

ix. There is a significant relationship between ingratiation and career identity.

The partial correlation is adopted in testing the null multivariate hypothetical statement at a 95% confidence interval and at a 0.05 level of significance (2–tailed). The test empirically assesses the moderating role of corporate culture on the relationship between upward impression management and career commitment. The result for the relationship between the variables as well as the moderating effect of corporate culture in the study is illustrated in table 4.6 and table 4.7 below.

TABLE 4.6: Study variables

		Impression	Commitment	Culture
Impression	Correlation	1	.953**	.871**
	Sig. (2-tailed)		.000	.000
	N	321	321	321
Commitment	Correlation	.953**	1	.904**
	Sig. (2-tailed)	.000		.000
	N	321	321	321
Culture	Correlation	.871**	.904**	1
	Sig. (2-tailed)	.000	.000	
	N	321	321	321

Source: Data output, 2016

The table 4.6 above illustrates the relationship between the variables of the study with the coefficients in each instance indicating significant associations; hence the results reveal strong associations between upward impression management and career commitment (rho = .953; where p < 0.05); upward impression management and corporate culture (rho = .871; where p < 0.05) and corporate culture and career commitment (rho = .904; where p < 0.05).

TABLE 4.7: Control for the effect of corporate culture

Control Variables			Impression	Commitment
Culture	Impression	Correlation	1.000	.789
		Significance (2-tailed)	.	.000
		df	0	318
	Commitment	Correlation	.789	1.000
		Significance (2-tailed)	.000	.
		df	318	0

Source: Data output, 2016

Table 4.7 above illustrates the control for the moderating effect of corporate culture on the relationship between upward impression management and career commitment using the partial correlation technique. The result indicates a significant level of moderation and thus an indication that corporate culture is a significant moderating variable on the relationship between upward impression management and career commitment where $R_{.953} > R_{.789}$ and where p < 0.05; hence we restate that: Corporate culture does significantly moderate the relationship between upward impression management and career commitment in tertiary institutions in Edo State.

V.   CONCLUSION

Therefore, the results of the analysis revealed that upward impression management through its dimensions (exemplification, self-promotion and ingratiation) significantly impacts on career commitment; hence the study asserts as follows:

i. That exemplification as a dimension of upward impression management is strongly associated with career commitment and contributes to employee involvement through enhanced commitment attributes such as career planning, career identity and career resilience. This is as which is concerned with expressions of exemplary and model behaviour of the employee such as coming to work early, volunteering to work when the opportunity arises, indicating to others (peers and superiors the amount of time spent officially during work hours) and also expressing dedication and interest on the job or role is revealed to necessitate actions geared towards maintaining a status of success, representation and a reputation for exemplification in the studied tertiary institutions in Edo state; hence facilitating commitment on the part of the employees.

ii. That self-promotion as a dimension of upward impression management is significantly associated with career commitment and enhances its attributes in terms of career planning, career identity and career resilience. This is as observations of self-promotion such as desired recognition for competency and knowledge, claims of responsibility with regards to functions and activities within the organization, and the creation of awareness by employees about their accomplishments and achievements; are revealed to significantly enhance career commitment measures such as career planning, career identity and career resilience

iii. That ingratiation as a dimension of upward impression management is significantly associated with career commitment and facilitates its outcomes in terms of career planning, career identity and career resilience. This is as indicators of ingratiation concerned with praising other staff for their accomplishments, the display of interest in other co-workers life and affairs, carrying out personal and most often unwarranted favours for other staff as well as expressions of loyalty and support, have been revealed to significantly impact on career commitment and thus enhance career planning, career identity and career resilience.

That corporate culture is a significantly moderate of the relationship between upward impression management and career commitment of staff in tertiary institutions in Edo state. This is as observations of shared experiences, input and participation in decision making, values and belief systems of the organization, experiences of consistent communication between staff (vertical and horizontal), mutual cooperation as well as organizational support systems were revealed to effectively translate activities concerned with upward impression management such as exemplification, self-promotion, and ingratiation into desirable career commitment measures such as career planning, career identity and career resilience of the staff in Edo state tertiary institutions.

RECOMMENDATIONS

Base on the data analysis, findings and conclusions, the following recommendations were made.

i. Tertiary institutions administrators should sustain and improve their present ways of recognizing staffs that performs well in their jobs, to enable them to be more committed to their institutions.

ii. The school management should make it compulsory for their staffs to always go for professional training programme that will improve their skills and improve organizational productivity.

iii. Management of tertiary institutions in Edo state should improve on their present reward system of their staffs to improve staffs level of commitment to their duties as well as improve productivity.

They should intensify efforts to improve on the present level of communication existing in tertiary institutions by creating and building mutual trust through open communication and dialogue.

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