# Impact of Personal Branding on Career Development in Pakistan

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**Abstract**

Impression Management (IM) is well demarcated procedure through which individuals try to power the descriptions and opinions, which people perceive about them. Individuals ought to be thoughtful and vigilant in using IM schemes as it also involves the danger possibility that this would be observed destructively, on behalf of each anticipated appearance there is parallel unwanted appearance at stake. Impression management is an individualistic approach. Everyone has opportunity to be a trademark, if Impression management applied correctly can transform any individual into success in any field. The behavior of Impression management must not merely be understood as un-functional inside corporate world settings, this could too attain organizational objectives.The study was carried out through survey instrument, which was developed around five IM tactics. An analysis of about 189 professionals serving in different public and private universities locating in Islamabad and Rawalpindi. The gathered data was analyzed using descriptive and correlation analyses which revealed interesting trends related with impression management, career development and glass ceiling. The insights developed through this study are useful to many stakeholders in the local context, including professionals especially for women and minorities

**Keywords:** Career Development, impression management/personal branding, glass ceiling, self-promotion, ingratiation, exemplification, supplication. Intimidation

## 1.   Introduction
### 1.1      Background of the Study

Diverse figures of speech are used to define individuals which practice impression management strategies. For instance, among one of Shakespeare's best famed lines whispered by Jaques in Shakespeare's As You Like It: "All the world is a stage, and all the men and women merely players" (II.vii.139-42). The word 'person' origins from the Latin term 'persona' that defined a veil  disguise casted-off by a character in drama performance (Schlenker, 1980).In Philebus, Plato engraved in 'great stage of human life', that was going on viewpoint in era of Shakespeare (Burns, 1992). Similar philosophies exists in Horace and Seneca's workings and also in Christians (Curtius, 1967). Furthermore, William James (1890) claims, individuals devise several personalities among them, they exhibit changed views at different scenarios.

In last five decades, theatrocracy has also been functional & used practically on social processes and for organizational setting examination (Schreyögg et al., 2004). Goffman (1959) built his dramaturgical approach methodology in Shakespeare book 'Presentation of Self in Everyday Life', was viewed as the originating forefather of IM literature review in present societal psychology. Goffman (Sociologist) emphases mainly on behaviour which happens in open situations, in that way linking impression management and onstage behaviour to entire societal behaviour. He cites individuals as performers involving in enactments, in a number of situations which are viewed by spectators. The atmosphere offers the situation and background framework in which performers act out for spectators. In this spectators behaviour and atmosphere performer and characteristic features joined with environmental signs forms to motivations which are observed by the audience and actor (Gardner & Martinko, 1988). This ensures that the performer performing manner, on stage would yield the most favorable projection (Gardner, 1992).

Theorists alike Schlenker (1980) and Schneider (1981) create a difference in the middle of the terms self-presentation and impression management, although most literature uses these terms interchangeably.

In the 1970s period, the impression management side became very famous among social psychologists using laboratory-oriented experimentation and in the middle 1980s, further organizational research arose to practice the impression management basis. Till present, mostly empirical research on IM focus on the individual or situational elements that impact a specific IM behaviour or strategies which intrude results like career success, work assessments & promotions (Bolino et al., 2003).

### 1.2      Study Objective

This study is aimed at conducting a research survey on professionals employed in universities locating in Islamabad & Rawalpindi. In order to emphasize on the need and importance of impression management. To check the impact of glass ceiling on impression management and to verify the influence of glass ceiling on career development in Pakistan

### 1.3 Significance of the Study

Females and minorities are important part of our society. It helps female and minorities to excel in their careers and to enhance opportunities through application of impression management strategies.

### 1.4 Research Methodology

This study is empirical, cross-sectional and quantitative in nature. Structured close ended questionnaire are adapted. Structured questionnaire are be used to collect the data from different respondents in order to evaluate the dimensions of the study model. Data is gathered by hand, from professionals of all career level, working in universities. Universities include both private, government and semi-government. Individual opinion of employees are recorded which makes the unit of analysis as individual.

A sample of 200 professionals was selected by using proportional allocation However, due to poor incomplete response, hence the sample size was reduced to 189. Questionnaire comprises of 66 questions and all questions were close ended using Likert scale. The data is collected almost equally from male and female employees of education sector. The data has been collected simultaneously from three levels of management i.e. low, middle and top management

#### 1.4.1 Variables

Independent variable which is impression management has five dimensions which are self-promotion, supplication, exemplification, ingratiation and intimidation. The questionnaire for Impression management part is adapted from "Measuring Impression Management in Organizations: A Scale Development Based on the Jones and Pittman Taxonomy" by Bolino and Turnley (1999). The dependent variable of the study is Career development. The scale is adapted from the project titled "Assessing the impact of career development resources and practitioner support across the employability dimensions" done in 2013 by Canadian Career Development Foundation (CCDF) in partnership with Alberta Human Services, Life-Role Development Group Ltd., Manitoba Entrepreneurship, Training & Trade, and Per Man Consultants Ltd. Moderating variable of our study is glass ceiling. Measuring scale is taken from "Factors determining the presence of glass ceiling and influencing women career advancement in Bangladesh" by Afza & Newaz (2008).

### 2. Impression Management

IM is well demarcated procedure through which individuals try to power the descriptions and opinions, which people perceive about them (Rosenfeld, Giacalone & Riordan, 1995).

Leary and Kowalski (1990) acknowledged that some individuals are extremely unconscious of other people responses towards them, whereas on the other hand some individuals are extremely conscious about the characteristics of themselves that other people can observe and perceive, e.g. their behaviour and appearance. In the meantime IM behaviour could be routine, unconscious, and overlearned persons involve in IM behaviour with no thinking of what they are truly doing. According to Jones and Pittman (1982) individuals ought to be thoughtful and vigilant in using IM schemes as it also involves the danger possibility that this would be observed destructively, on behalf of each anticipated appearance there is parallel unwanted appearance at stake. If we take example, a person applying self-promotion would like to be perceived as proficient, but on the other hand the person risks to be observed as an egotistical. With reference to Schneider (1981) claims that fruitful & effective IM relies mainly on the talent of the performer to regulate a widespread behaviours. Individual have different intentions and motives underlying impression management. Buss et al. (1984) enlighten that societal behaviour mostly occur as a result of compromise amongst outside demands to preserve or orthodox appearance in terms of self-presentation and to create individuality.

Nonverbal impression management behavior covers gestures like yawns, frowns, smiles which could reveal the attitude, opinions, feelings and physical signs for example tiredness, rational statuses for instance command of the performer (DePaulo, 1992). In nonverbal behavior, encoding & decoding is very important since the context can change the meaning.

On the other hand, Verbal IM behavior is divided into two comprehensive classes: defensive and assertive strategies (e.g., Stevens & Kristoff, 1995; Tedeschi & Melburg, 1984). Individuals apply assertive strategies to form images which endorse desired qualities (Jones & Pittman, 1982), while to preserve a specific image, minimalize shortages, or shun seeing wicked in reply to a difficulty, defensive strategies are employed (Schlenker, 1980).

The IM classification of Jones and Pittman (1982) is applied in this research study. This charter of taxonomy is fit theoretical ideal which has been authenticated experimentally (Bolino & Turnley, 1999).Most common practice and studied skill is ingratiation. This technique points to group set of relevant grasping IM strategies which have one objective to brand the performer more attractive and liked to others. Self-promotion aims to be appreciated as capable and proficient, in contrary to ingratiation which emphases on being liked. Exemplification mainly systematizes handling the impersonations of reliability, selflessness, moral worthiness, and integrity. In supplication, individuals portray their bosses to sense superior when compared to others. The

persons who are involved in intimidation attempt to achieve societal supremacy by having scared and seeming risky.

## 3    Glass Ceiling

Glass ceiling is scandalous topic which is continuously in hot chase. The participation of women in the place of work across the globe overall and in Pakistan in specific has been on the rise. Women are now no more working in unskillful or partial-skilled careers. Entrance of women in education have enabled them to locate employment in all the domains of corporate world. Although female depiction at middle and lower positions is on the rise, the fashion is not identical at the top positions in organization. Women less appearance at high-ranking positions has been accredited to what numerous researchers have called the "glass ceiling". The idea of "glass ceiling" originated since US corporate commission, called the Glass Ceiling Commission (GCC, 1991) was established to examine the reason behind lack of participation at high-ranking management level by women working in USA. Furthermore, the glass ceiling was refined as an invisible unseen blockade alike a concrete ceiling that is impassable and stops the succession of females and minorities to higher ranks in organizations. Glass ceiling manifestation pathway varies between organizations and countries. How the glass ceiling is coped will decide the triumph of an unbiased place of work.

"Women at work" has been an imperative theme of dialogue and corporate policy for almost one century, and undoubtedly in the previous two eras. This approach is dedicated on breaching the glass ceiling. "The glass ceiling argument suggests that gender and race differentials are largest at higher organizational levels" Yap and Konrad (2009).

Numerous philosophies have been applied to enlighten glass ceiling concept that consist of: person centered theories, organization/situation theories, interaction theories, social role theories, human capital theories and social identity theory. In this research we will use social identity theory.

### 3.1    Social Identity Theory

Social Identity Theory (SIT) is a blend of the constructionist, interpersonal and serious models placed frontward via Bolden and Kirk (2003). The ancestries of Social Identity Theory initiated in the ground-breaking work effort of Turner (1982).  In the depth of this methodology to the research study of societal group clusters we discovered "social identity" concept that "an awareness that one belongs to a particular social group and that this group membership is important and meaningful".

Any person could determine why social identity is significant for this research theory, by questioning the query that front-runners of religiously group sets definitely desire to examine: Why do individuals come to be chunk of a cluster set? Now response to the query Tajfel et al. (1979) answered, human beings turn into chunk of a cluster on a personal basis as they truly desire to; and on cluster level, for the reason that they consider this is the correct thing to do.

## 4.    Career Development

Career is defined as the entire no. of the jobs a person carried out through his/her life. The individual's career is not only the jobs they take, but their training for accomplishing the goal, expectation, desires, and emotion related to their job role, and, as an outcome, progress developing in that workplace with the skill, quality, and knowledge and desire to do work. Career development has two diverse viewpoints one from organizational point and other of individual point (Godshlik et al.; 2000).

The individual's career is not only the jobs they take, but their training for accomplishing the goal, expectation, desires, and emotion related to their job role, and, as an outcome, progress developing in that workplace with the skill, quality, knowledge and desire to do work (Yalçın, 1994). Individual's Career is practice of the positions associated to their job sequentially during their personal lifespan (Kaynak, 1996).Career process is directly related to individual's personal and organizational goals, and builds an accumulation of experiences evolving from the jobs, tasks, positions of the individual or from the transitions like promotions which transforms person as goes through in these position phases (Yılmaz, 2006). This states that most of the successive or failure job experiences gained over time are related to each other, and it constitute and develop the career of the person at the same time.During career development phase all job experience interact with each other.

Career breeds the qualities & skills of the person and the relationship outside these abilities. Career process show the relationship between individual's and organization and up downs of this relation (Işık, 1993).

Career planning is prepared while keeping the person's professional interests & personality traits. Career Planning is well-defined as the ones own decision of a working individual during his or her career pathway. Another definition states that it includes the course of accomplishing one's career goals and the actions needed for obtaining these goals.From a wider viewpoint, it means the organized hard work spent by workers to recognize the outcomes of the consistency and incoherence between what they desire to do and what they have

done after evaluating their education in the past, in the present and wished-for the future, and also their personal traits, trainings, skills, experiences, expectations and choices (Geylan, et al., 2013, p. 96).Organizational Career Management has been stated as sequences of formal and informal actions of an organization linked to the career development of its workers (Baruch & Peiperl,2000, p. 349). Hence, both employee and organizational effectiveness are increased by organizational career management. Orpen (1994) has considered organization career management's distinctive and shared effects on the career success of employees and theorized the relationship between person individual career effectiveness & career management, and between shared responsibility and career effectiveness. Orpen (1994, p.28) emphasized that organizational career management consists of a diverse policies and practices that are deliberately made by organizations for the development of career efficiency of their workers.

With reference to Yalçın (1994), career management is conveyed as portion of the career development course of the business, and it comprises of activities and policies that must be steered by the organization career management, encompassing expectation, skill and interest exploration and it is a method that can't be done by just organization or person. In this procedure, human resources show active and dynamic role. Management decides career planning program, offers info about the vacant positions in the organization or the ones to be opened, notices and assesses the performances of the employees, builds training programs in line with the requirements of workers and concordantly, adds to the growth of the employees in workflow. Pearson and Ananthram (2008) say that improved results are to be projected by toning individual and institutional demands. Karakurum (2005, p. 83) opinions that higher levels of value resemblance between employee and the organization is linked with higher levels of job satisfaction. So, toning personal and organizational objectives may lead to higher satisfaction of employees; on the other side, dissimilarities between personal and organizational aims may lead to increase in dissatisfaction of employees.Career development includes numerous alternatives such as preserving current skills, developing abilities and getting prepared for the upcoming chances of receiving promotion.

## 5. Data Analysis and Findings

### 5.1 Cronbach Alpha

The Cronbach alpha of all the independent, dependent and moderating variable is calculated through statistical programming software. The first dimension of IM tactic called self-promotion has Cronbach alpha of 0.945 and total of 10 question items were used. Ingratiation IM tactic has Cronbach alpha of 0.801 with 8 question items. Exemplification IM tactic has Cronbach alpha of 0.952 and total of 8 items. The intimidation IM has Cronbach alpha value of 0.877 and no. items used for this tactic measurement is eight. Supplication IM tactic has 0.923 figure of Cronbach alpha, with 10 question items. While Glass ceiling result showed 0.874 Cronbach alpha value with 13 no. of items whereas career development has Cronbach alpha value of 0.958 utilizing 9 items. The reliability of the scales is determined through Cronbach's Alpha and all the variables are found reliable, that is, the value of alpha is greater than .7

### 5.2 Demographics

### 5.2.1 Gender

The research survey is conducted in public and private sector universities located in Rawalpindi/Islamabad, out of the sample size i.e. 189, 36.5 % were of female participant. And as per as males are concerned 63.5 % of male participated in the survey

### 5.2.2 Age

Demographics of the respondent's that is Age. The 16.4% of the participants belong to 20-25 years of age. The 43.4% of the participants were between 25-30 year age group. The 24.3% of the partakers were of age set of 30-35years. The 15.9% of the respondents were of 35 years or above.

### 5.2.3 Job Experience

The demographic of job experience showed these results. The 45.5% of the participants had a job experience between 0-5 years while 32.3% of the partakers had a job experience between 5-10 years. The 12.7% of the participants had a job experience between 10-15 years whereas 9.5% of the partakers had a job experience of 15 years or above.

### 5.2.4 Religion

Demographic factor is of religion, the result of the survey conducted are the following. From a total of 100 %, the 90.5 % of the participants had their religion as Islam. While 7.9% of the participants were found to be Christian and 1.6 were Hindus.

### 5.2.5 Domicile

When we talk about Domicile as a demographic factor, the results are as following. The 35.4 % of the participants had their domicile of province Punjab whereas the 20.6 % had the domicile from Sindh. The 9.5 % partakers were from Baluchistan province while 9.0% participants from province NWFP and 25.4 % respondents

had their domicile of Islamabad.

### 5.3 Descriptive Statistics

The table below shows the detailed result summary of descriptive statistics.

**Descriptive Statistics**

|  | N | Minimum | Maximum | Mean | Std. Deviation | Skewness | Kurtosis |
|---|---|---|---|---|---|---|---|
| SP | 189 | 1.56 | 4.78 | 3.3898 | .68461 | -.464 | .008 |
| INGRA | 189 | 1.63 | 4.75 | 3.5833 | .62765 | -.766 | 1.260 |
| EXEMP | 189 | 1.00 | 5.00 | 3.3697 | .70391 | -.521 | 1.015 |
| INTIMI | 189 | 1.00 | 4.75 | 2.7804 | .93509 | .185 | -.752 |
| SUPP | 189 | 1.30 | 4.40 | 2.8201 | .93928 | .231 | -1.345 |
| GC | 189 | 1.00 | 4.46 | 3.2023 | .75661 | -.676 | .242 |
| CD | 189 | 1.22 | 5.00 | 3.9347 | .75236 | -.959 | 1.698 |
| Valid N (listwise) | 189 | | | | | | |

In this study, five dimensions of impression management (IM) are used. Our first tactic of IM was Self Promotion which is measured on five point Likert scale as Strongly Agree (SA-5) to Strongly Disagree (SD-1). This IM tactic had achieved an average maximum of 4.78 points and an average minimum of 1.56 points on Likert scale reading. The mean value of Self Promotion tactic is 3.3898. The SD (Standard Deviation) of Self Promotion tactic is 0.68461. The Skewness value is -0.464 which is in the desired range (i.e. -1 to +1) to prove normality and validity of data collected for Self Promotion IM tactic. The Kurtosis value of this tactic is 0.008 which also proves the normality and validity of data because the kurtosis figure is in targeted range (i.e. +3 to -3). Ingratiation Tactic of IM is analyzed on five point Likert scale as Strongly Agree (SA-5) to Strongly Disagree (SD-1).Ingratiation had achieved an average maximum of 4.75 points and an average minimum of 1.63 points on Likert scale reading. The mean value of Ingratiation tactic is 3.5833. The SD (Standard Deviation) of Ingratiation tactic is 0.62765. The Skewness value is -0.766 which is in the desired range (i.e -1 to +1) to prove normality and validity of data collected for Ingratiation IM tactic. The Kurtosis value of this tactic is 1.260 which also proves the normality and validity of data because the kurtosis figure is in targeted range (i.e. +3 to -3). Exemplification Tactic of IM is assessed on five point Likert scale as Strongly Agree (SA-5) to Strongly Disagree (SD-1).Exemplification tactic had achieved a maximum of 5 points and an average minimum of 1 points on Likert scale reading. The mean value of Exemplification tactic is 3.3697. The SD (Standard Deviation) of Exemplification tactic is 0.70391. The Skewness value is -0.521 which is in the desired range (i.e. -1 to +1) to prove normality and validity of data collected for Exemplification IM tactic. The Kurtosis value of this tactic is 1.015 which also proves the normality and validity of data because the kurtosis figure is in targeted range (i.e. +3 to -3).

Intimidation tactic of IM is examined on five point Likert scale as Strongly Agree (SA-5) to Strongly Disagree (SD-1).Intimidation tactic had achieved a maximum of 4.75 points and an average minimum of 1 points in Likert scale reading. The mean value of Intimidation tactic is 2.7804. The SD (Standard Deviation) of Intimidation tactic is 0.93509. The Skewness value is 0.185 which is in the desired range (i.e. -1 to +1) to prove normality and validity of data collected for Intimidation IM tactic. The Kurtosis value of this tactic is -0.752 which also proves the normality and validity of data because the kurtosis figure is in targeted range (i.e. +3 to -3).

Supplication tactic of IM is evaluated on five point Likert scale as Strongly Agree (SA-5) to Strongly Disagree (SD-1). This tactic had achieved a maximum of 4.40 points and an average minimum of 1.30 points in Likert scale reading. The mean value of Supplication tactic is 2.8201. The SD (Standard Deviation) of Supplication tactic is 0.93928. The Skewness value is 0.231 which is in the desired range (i.e. -1 to +1) to prove normality and validity of data collected for Supplication IM tactic. The Kurtosis value of this tactic is -1.345 which also proves the normality and validity of data because the kurtosis figure is in aimed range (i.e. +3 to -3).

Glass ceiling is analyzed on five point Likert scale as Strongly Agree (SA-5) to strongly Disagree (SD-1). This had achieved a maximum of 4.46 points and an average minimum of 1 point in Likert scale reading. The mean value of Glass ceiling is 3.2023. The SD (Standard Deviation) of Glass ceiling is 0.75661. The Skewness value is -0.676 which is in the desired range (i.e. -1 to +1) to prove normality and validity of data collection. The Kurtosis value of this is 0.242 which also proves the normality and validity of data because the kurtosis figure is in directed range (i.e. +3 to -3).

Career Development is investigated on five point Likert scale as Strongly Agree (SA-5) to strongly Disagree (SD-1). Career development had achieved a maximum of 5 points and an average minimum of 1.22 points on Likert scale reading. The mean value of Career Development is 3.9347. The SD (Standard Deviation) of Career Development is 0.75236. The Skewness value is -.959 which is in the desired range (i.e. -1 to +1). The Kurtosis value is 1.698 which proves the normality and validity of data because the kurtosis figure is in targeted range (i.e. +3 to -3).

### 5.4 Correlation
The statistical results of this survey are as follows

| | SP | INGRA | EXEMP | INTIMI | SUPP | GC | CD |
|---|---|---|---|---|---|---|---|
| SP | 1 | | | | | | |
| INGRA | .614** | 1 | | | | | |
| EXEMP | .667** | .526** | 1 | | | | |
| INTIMI | .526** | .303** | .605** | 1 | | | |
| SUPP | .439** | .215** | .521** | .788** | 1 | | |
| GC | .428** | .267** | .507** | .579** | .597** | 1 | |
| CD | .408** | .518** | .349** | .055 | .040 | .208** | 1 |

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

The correlation results of this research study shows that self-promotion has significant positive correlation with career development having 0.408**.value. The relationship between Ingratiation IM tactic and career development has positive significant correlation as its value is 0.518** according to statistical analysis. The exemplification IM tactic has 0.349** correlation value with career development which shows it's significantly positively correlated. Next on the board comes intimidation IM tactic and career development shows positive correlation with 0.055 value. Supplication IM tactic has 0.040 correlation value with career development, means it's positively correlated. Career development and glass ceiling correlation shows significantly positive value of 0.208**. To conclude, the correlation value to be authentic and valid should come in the range of +1 to -1 and according to our research study statistical results all values are in the desired range.

### 5.5 Regression
The detailed regression analysis are as follows

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .573a | .328 | .309 | .62522 |

a. Predictors: (Constant), SUPP, INGRA, EXEMP, SP, INTIMI

**ANOVAa**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 34.882 | 5 | 6.976 | 17.847 | .000b |
| | Residual | 71.535 | 183 | .391 | | |
| | Total | 106.417 | 188 | | | |

a. Dependent Variable: CD

b. Predictors: (Constant), SUPP, INGRA, EXEMP, SP, INTIMI

**Coefficientsa**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Fraction Missing Info. | Relative Increase Variance | Relative Efficiency |
|---|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | | | |
| 1 | (Constant) | 1.519 | .288 | | 5.277 | .000 | | | |
| | SP | .213 | .101 | .194 | 2.102 | .037 | | | |
| | INGRA | .462 | .095 | .385 | 4.856 | .000 | | | |
| | EXEMP | .197 | .098 | .184 | 2.008 | .046 | | | |
| | INTIMI | -.210 | .086 | -.260 | -2.428 | .016 | | | |
| | SUPP | -.015 | .080 | -.018 | -.183 | .855 | | | |

a. Dependent Variable: CD

The statistical research analysis of our study shows that self-promotion has positive relationship with career development as its value of t is 2.102 which means our first hypothesis H1 is accepted. Next hypothesis of this study which was Ingratiation has positive relationship with Career Development, having t-value 4.856 proves acceptance of H2 hypothesis. Furthermore our H3 was, Exemplification has positive relationship with Career Development is accepted as it has 2.008 t-value. Next on the board H4 which was Intimidation has negative relationship with Career Development is approved because it has -2.428 t-value. On the other hand, our H5 which was Supplication has negative relationship with Career Development is rejected as its t-value is -.183. Impact of Glass Ceiling on Career Development was also tested statistically. The details of the statistics are given below

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .208[a] | .043 | .038 | .73789 |

a. Predictors: (Constant), GC

**ANOVA[a]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 4.599 | 1 | 4.599 | 8.446 | .004[b] |
| | Residual | 101.819 | 187 | .544 | | |
| | Total | 106.417 | 188 | | | |

a. Dependent Variable: CD
b. Predictors: (Constant), GC

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Fraction Missing Info. | Relative Increase Variance | Relative Efficiency |
|---|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | | | |
| 1 | (Constant) | 3.273 | .234 | | 13.986 | .000 | | | |
| | GC | .207 | .071 | .208 | 2.906 | .004 | | | |

a. Dependent Variable: CD

The results which were of, relationship between glass ceiling and career d development shows that there is very strong relation amongst these two variables as t value is 2.906. This clearly shows glass ceiling exists in Pakistan.

*5.6 Moderation*

This paragraph explains results of our moderating hypothesis. The detail of statistical moderation analysis of H6 are as follows.

| Steps | IV | DV | $R^2$ | B | f-test | t-test | p-value |
|---|---|---|---|---|---|---|---|
| 1 | SP | CD | 0.328 | .213 | 17.847 | 2.102 | .037 |
| 2 | SP | GC | 0.421 | 0.074 | 26.615 | 0.781 | .436 |
| 3 | GC | CD | .043 | .207 | 8.446 | 2.906 | .004 |
| 4 | SP*GC | CD | .208 | .052 | 9.588 | 1.585 | .115 |

Our hypothesis H6 which was Moderating effect of glass ceiling on relationship of Self Promotion & Career Development According to the statistical results shows there is no moderation exists as t value is 1.585.Hence H6 hypothesis is rejected.
Moving on to next H7 detail examination is given below.

| Steps | IV | DV | $R^2$ | B | f-test | t-test | p-value |
|---|---|---|---|---|---|---|---|
| 1 | INGRA | CD | 0.328 | .462 | 17.847 | 4.856 | .000 |
| 2 | INGRA | GC | 0.421 | .010 | 26.615 | .114 | .910 |
| 3 | GC | CD | .043 | .207 | 8.446 | 2.906 | .004 |
| 4 | INGRA*GC | CD | .208 | .081 | 9.588 | 2.615 | .010 |

The hypothesis H7 that was Moderating effect of glass ceiling on relationship of Ingratiation & Career Development. The statistical test shows that moderation exists as t value is 2.615.Hence, H7 hypothesis is accepted. Glass Ceiling affects the relationship between career development and ingratiation.
The summary of analysis of H8 is written in table below.

| Steps | IV | DV | $R^2$ | B | f-test | t-test | p-value |
|---|---|---|---|---|---|---|---|
| 1 | EXEMP | CD | 0.328 | .197 | 17.847 | 2.008 | .046 |
| 2 | EXEMP | GC | 0.421 | .195 | 26.615 | 2.134 | .034 |
| 3 | GC | CD | .043 | .207 | 8.446 | 2.906 | .004 |
| 4 | EXEMP*GC | CD | .208 | .045 | 9.588 | 1.291 | .198 |

Our H8 hypothesis which was Moderating effect of glass ceiling on relationship of Exemplification & Career Development The hypothesis H8 is rejected as t-value is 1.291. So therefore no moderation exists. There is no effect of glass ceiling with exemplification tactic relation with career development

The H9 statistical moderation details are given below.

| Steps | IV | DV | $R^2$ | B | f-test | t-test | p-value |
|---|---|---|---|---|---|---|---|
| 1 | INTIMI | CD | 0.328 | -.210 | 17.847 | -2.428 | .016 |
| 2 | INTIMI | GC | 0.421 | .129 | 26.615 | 1.596 | .112 |
| 3 | GC | CD | .043 | .207 | 8.446 | 2.906 | .004 |
| 4 | INTIMI*GC | CD | .208 | -.064 | 9.588 | -2.120 | .035 |

The hypothesis H9 that was Moderating effect of glass ceiling on relationship of Intimidation & Career Development, test results shows there exists moderation as t value is -2.120.Therfore our hypothesis H9 is accepted.

The Summary of analysis, H10 is written in table below

| Steps | IV | DV | $R^2$ | B | f-test | t-test | p-value |
|---|---|---|---|---|---|---|---|
| 1 | SUPP | CD | 0.328 | -.015 | 17.847 | -.183 | .855 |
| 2 | SUPP | GC | 0.421 | .278 | 26.615 | 3.746 | .000 |
| 3 | GC | CD | .043 | .207 | 8.446 | 2.906 | .004 |
| 4 | SUPP*GC | CD | .208 | -.036 | 9.588 | -1.365 | .174 |

Our H10: Moderating effect of glass ceiling on relationship of Supplication & Career Development is rejected as t-value is -1.365. So therefore no moderation exists.

### 5.7 Key *Findings*

1. Exploration of regression proposes that all elements of IM tactics taken into account are not a likely contributing towards career development of professionals working in public and private universities in Pakistan.
2. On the average, self-promotion, ingratiation and exemplification are the most contributing factors in career development
3. 'Intimidation and 'supplication' tactics, do not have major impact on career development.
4. According to moderation analysis of the factors, there is no effect of glass ceiling on self-promotion and exemplification IM tactics. Because of their very strong relationship with career development.
5. In moderation test, supplication is also not affected by glass ceiling, due to reason that it's very less practicing IM tactic & bear weak relation with career development.
6. Ingratiation & Intimidation IM tactics are affected by glass ceiling prevailing in Pakistan.
7. Those professionals who are more practising IM tactics have great careers in Pakistan.

### 6. Conclusion

Impression management occurs and it is very likely to occur in every walk of life. Generally, we all try to create & manage positive impressions on others, meanwhile we observe and assess impressions of people around us. This is very interesting research study via which way as it has provided insight about peoples approach to excel in their careers using impression management schemes. All five dimensions of IM when studied in Pakistani culture reveals that impression management is very important to excel and develop careers. The IM behavior has two comprehensive classes which are defensive and assertive strategies. It is statistically derived from our result that people use both strategies in their professional life In Pakistan, assertive strategies which are self-promotion, ingratiation, and exemplification are mostly preferred .For the reason that they have very strong positive significant effect on career development. On the other hand, defensive strategies which are supplication and intimidation are deployed to their minimum.

Self-promotion tactic of impression management has very strong relationship with career development. This relationship is directly positively associated. The use of self-promotion technique can greatly enhance career opportunities. The link between Ingratiation IM tactic and career development has positive significant association according to statistical analysis. This technique has very vital optimistic effect on career development of an individual. The results of the study shows that exemplification IM tactic has significantly positive directly proportional relation with career development. Next on the board comes relationship between intimidation IM tactic and career development shows affirmative relation but it's not preferred as compared to other tactics. Supplication IM tactic has also optimistic directly proportional relation with career development, yet it is not people's first choice. In this study it is concluded that IM strategies significantly take place in Pakistan.

The impression management variables were first time tested with glass ceiling as a moderator having career development as dependent variable. The Moderating effect of glass ceiling on relationship of Self Promotion & Career Development when tasted statistically showed no moderation. This shows that glass ceiling has no effect on the relation of career development and self-promotion.

The Moderating effect of glass ceiling on relationship of Ingratiation & Career Development, statistical test shows that moderation exists. This displays that glass ceiling has effect on the relation of career development and ingratiation. The Moderating effect of glass ceiling on relationship of Exemplification &

Career Development is rejected. It demonstrates that glass ceiling has no impact on the relation of career development and exemplification.

Whereas when it is analyzed Moderating effect of glass ceiling on relationship of Intimidation & Career Development, test results shows there exists moderation and hypothesis is accepted. This displays that glass ceiling has effect on the relation of career development and Intimidation. On the other hand, Moderating effect of glass ceiling on relationship of Supplication & Career Development is rejected. It proves that glass ceiling has no impact on the relation of career development and supplication.

Promotions are related to numerous significant outputs, race and gender effects on promotion results that indicate entrance disparity to vital source of resources, satisfaction and benefits. Sex discrimination can be straightly effected by past personnel verdicts about women, creating further problematic for them than for males to attain the essential training for higher career positions. Discussion with respect to glass ceiling and career development, in this research study it is examined glass ceiling prevails in Pakistan, with respect to social identity theory. Career development and glass ceiling shows significantly strong positive relationship. It is essential to break this glass ceiling culture prevailing in our upcoming generations and for growth of minorities and females to grow in their careers. Career development with respect to women and minorities needs to be further investigated. For instance individuals working in telecom, software and medical professions of Pakistan.

Our research study has wide managerial implications. It helps female and minorities to excel in their careers and to enhance opportunities through application of impression management strategies. As Females are important part of workforce in today's competitive environment. This study is beneficial for scholars in a way that they it give them a new insight towards how glass ceiling works in education sector. For instance, in this research study have only applied social identity theory of glass ceiling, other theories which are person centered theory, interaction theory and organizational theory etc. can be applied for further research in this domain.

It is recommended that further research should be conducted on impression management tactics by taking dependent & moderating variables of career development. As sample size was limited so the sample size should be increased. Our research examination was limited only to the individual which are working in Islamabad and Rawalpindi.

In a nut shell, IM is well demarcated procedure through which individuals try to power the descriptions and opinions, which people perceive about them. Individuals ought to be thoughtful and vigilant in using IM schemes as it also involves the danger possibility that this would be observed destructively, on behalf of each anticipated appearance there is parallel unwanted appearance at stake. Impression management is an individualistic approach. Everyone has opportunity to be a trademark, if Impression management applied correctly can transform any individual into success in any field. The behavior of Impression management must not merely be understood as un-functional inside corporate world settings, this could too attain organizational objectives.

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