

## The strategy of managing the organizational impression and the relationship with the behaviors of the functional voice in private banks in Iraq.

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**Abstract:** The research focused on identifying versatility for research variables (organizational impression strategies, and functional behavior) for being important and modern in the Iraqi environment in general, and the banking sector, by posing a realistic problem embodied by several intellectual and applied questions. In Al Basra, Iraq, the Private Banks is representing them. The research focused on identifying versatility for research variables (organizational impression strategies, and functional behavior) for being important and modern in the Iraqi environment in general, and the banking sector, by posing a realistic problem embodied by several intellectual and applied questions. For techniques for controlling organizational impression and job habits, and from their search results. In order to acquire the essential data and information, the research used a case study technique for the Bank in the Governorate of Basra. The overall number of people who got the questionnaire and completed it was 117, accounting for 77% of the total research community (152). The study relied on a ready-made statistical program to analyses and process data using non-parametric statistical procedures (20 SPSS).

**Keywords:** Organizational impression management, Organizational impression management strategies, Ingratiation Strategy, Intimidation Strategy, Supplication Strategy, Direct form of sound and indirect form of sound:

### Introduction

Impression management is a significant organizational phenomenon with far-reaching repercussions for both individuals and businesses (Bolino et al. 2008). Employees' desire to speak out, seek information and feedback, or participate in other proactive activities may be harmed when they are concerned about their image. Employees' impression management behavior may also be harmed when they are concerned about their image. Also have an impact on their performance or how others perceive their performance and conduct (e.g., Morrison & Bies 1991, Morrison & Tsui 1991, Bolino 1999, Grant et al. 2009). Similarly, because how employees are perceived by others influences hiring decisions, performance evaluations, promotions, and other personnel activities (Bolino et al. 2008, Ferris et al. 1999), impression management plays an important role in shaping the nature and deployment of human resources within the organization, which may have an impact on the organization's ability to survive and

thrive (Becker & Gerhart 1996, Bowen & Ostroff 2004, Huselid 1995). For these reasons, organizational psychology and organizational behavior experts have taken a keen interest in impression management.

## Chapter1

### The problem of study

Organizational leaders are in place indefinitely. Their ability to exert influence and control over the organization's numerous resources, sometimes legitimately and sometimes illegally, in order to sway subordinates into achieving the needed goals. What they want to impose approved by professionals in the disciplines of leadership, organization theory, and organizational behavior is one of the significant and complicated dynamic topics that has garnered broad and numerous discussions. This method of influence is accomplished by employing a variety of techniques and strategies to sway people and steer them toward achieving the desired results. Organizational impression management tactics, in which individuals aim to demonstrate their accomplishments, are one of these strategies. Their talents and generating impressions about them in order to influence and steer the behavior of others. Positive motivators should be used by business executives. There are a variety of ways to improve the image of their internal organizations. Because Iraqi corporate organizations in general are very complex, which pushes leaders of businesses to seek out new tactics to maintain their influence on employees, the banking industry operates in a continually changing environment. In front of the researcher to test the problem of his research, which concerned the amount of and acceptance of these demands by workers. All of this served as a motivator for Banks' practice (research sample) tactics for controlling organizational image and their connection to work voice behaviors. Unquestionably, regulatory regimes that are unpredictable and turbulent create a climate

### Importance of the study

- The significance of the variables in issue as key administrative phenomena, as this study focuses on the relationships between impression management and job voice behavior in private banks in Basra, Iraq. The research will help to understand the attitudes of the workers of private banks in the research sample regarding the adoption of current intellectual and cognitive philosophies that improve individual-organizational integration.

### Objectives

- Identifying the current organizational impression management techniques in the banks that were studied. to establish
- The research sample banks of organizational impression management techniques' level of practice.
- Determining the type of professional vocal habits found in the bank research sample.
- Identifying the most common functional verbal behaviors in the banks under investigation.
- Determining how impression management tactics affect voice's functioning actions.

### Questions of the study

1 - What are the most widely used impression management tactics in banks in Al Basra?

2Which of the organizational impression management techniques do the research sample banks in Al Basra?

3What does "functional sound" imply?

4In the study sample banks, what are the most common functional voice behaviors?

5- How do organizational impression management techniques affect work voice behaviors?

## Methodology

The researcher employed the appropriate instruments to collect data on the research variables, which include:

## Hypothesis

- The first hypothesis is that there is a statistically significant correlation between organizational image management strategies and functional voice behaviors at the macro level, which leads to the following sub-hypotheses: - There is a statistically significant correlation between self-promotional strategies and functional voice behaviors.
  - The fawning approach and functional voice behavior have a statistically significant association.
  - The idealization method and functional voice habits have a statistically significant link.
  - The intimidation approach and the functional voice behaviors have a statistically significant association.
  - The pleading technique has a statistically significant relationship with the functional voice behaviors.
- The second hypothesis is that organizational impression management tactics in private banks will have a substantial influence on job voice behavior at the macro level, resulting in the following hypotheses:
- The self-promotion technique in private banks is predicted to have a substantial influence on the functional voice's behavior.
- Private banks' alignment approach is predicted to have a substantial influence on functional voice behavior.
- The optimal NCB technique should have a considerable influence on the voice's functioning behaviors.
- In private banks, the intimidation tactic is projected to have a considerable influence on the voice's functioning behaviors. The begging method in private banks is predicted to have a big influence on employment behavior.

## Limitations

Spatial boundaries: The current research included branches in Basra Governorate in Iraq.

Time limits: from October 2021 to March 2022

The duration of preparing the research in practice in the studied banks, which included the duration of the initial visits to diagnose the research problem, the duration of obtaining the data necessary for the research, and a distribution period. questionnaire"

Scientific limits:

The research is scientifically defined, including its objectives and questions.

### Several scientific sources:

The researcher reviewed a set of literature from books, periodicals, master's theses, doctoral theses, and research in the field of organizational behavior and areas related to the topic of research, information (internet; It contributes to building the theoretical framework of the research due to the abundance of data and information it provides).

#### - Individual interviews:

Several personal interviews were done with branch managers, their assistants, and workers of the investigated bank in order to explain what was written in the questionnaire list and to answer their questions about some of the variables contained within.

#### -Questionnaire

The questionnaire is the main source for collecting data and information approved in the research, as it consisted of (37) sentences that covered the two main research variables (strategies for managing organizational impression, and behaviors under the functional voice).

Community: The private banks in Basra in Iraq were chosen to be the sample population in this study

There are many assurances from the General Administration of Banks that it is necessary to listen to customers' opinions. The employees were selected from the director, assistant director, masters, chief observers, foremen, and treasurers out of 177 out of 152. We obtained the sample size from using the sample size table for researchers kre jcie7Morgan1970. Accordingly, the sample size should be  $109 \leq n$ , Therefore, the sample was chosen randomly, and the sample size became 117, which is an appropriate number for the required number

### The characteristics of the research sample: Table 1

Gender					
Male					
Female					
Number			Percentage		
Number	Percentage				
43			37%		
74	63%				
Age					
Less from 30		30-39		40-49	
More than 50					
Number	Percentage	Number	Percentage	Number	Percentage

Number	Percentage						
8	7	19	16	49	42		
41	35						
Master's Degree	Bachelor's	Institute	prep				
Medium and below							
Number	Percentage	Number	Percentage	Number	Percentage	Number	
Percentage	Number	Percentage					
0	0	54	46	42	36	18	
15.4	3	26					
Years of service							
Less than 5		5-15				16-25	
more than 25							
Number	Percentage	Number	Percentage	Number	Percentage		
Number	Percentage						
14	12	26	22	41	35		
36	31						

## Chapter 2

### First: The Independent Variable (Management of Organizational Impression):

#### A: The concept of organizational impression management:

Most scholars describe impression management in businesses as actions that individuals do to change how others see them. This can be purposeful and planned, with personnel consciously attempting to build a specific image (e.g., likeability, competence, or neediness) It can also be unconscious or habitual, for example, some people may have a reflexive desire to congratulate others.

Impression management, according to Merkl-Davies and Brennan (2010), is defined as managerial opportunism shown via behaviors such as discretion, reporting bias, self-serving bias, and controlling symbols and speech. This interpretation is compatible with the notion of (Tedeschi & Riess 1981) which defined impression management as "a way through which a person strives to influence or control the impressions and behavior of others" ..

## B: Organizational impression management strategies

### 1. Self-promotion Strategy

Self-promotion is defined as persons showcasing their talents or accomplishments for others to perceive them as knowledgeable and skilled (Gwal, 2015). Because performers who engage in self-promotion may lessen their affection for others and are perceived as arrogant or arrogant, (Jones 1990) warns that there are inherent hazards in employing this method. (Mclane,2012).

### 2. Ingratiation Strategy:

Individuals who perform things that authorities favor or laud them for the purpose of assigning them responsibility for a certain task (Gwal, 2015). Because it is primarily focused with making the individual liked and desirable to others, this method is dubbed "Attraction Management." The work and difficulty for this approach is to understand what people and the general public look for in competitors, as well as what they may give to draw individuals and the general public to them (Balkan & Soran,2013)

### 3. Exemplification Strategy:

In order to look committed to his profession in the eyes of spectators, an individual's self-sacrifice or going beyond the fulfilment of one's task is referred to as representation (Gwal, 2015). The individual uses this method to establish an identity of devotion, sacrifice, commitment, and moral excellence in order to demonstrate that he is prepared to suffer for a cause. (Mclane ,2012).

### 4. Intimidation Strategy:

Individuals who demonstrate their power or ability to punish others in order to be perceived as dangerous (Gwal, 2015). The intimidation approach is used to create an authority identity based on threats, remarks, angry words, and other strategies to impose authority and demand respect from employees via fear (Jones, 1990).

### 5. Supplication Strategy:

Individuals make their flaws and faults public in order to compel others to seek help and support (Gwal, 2015). The "Last Resort Method" is the name given to this strategy. In order to acquire the compassion of subordinates via humility and devaluation of themselves, actors employ begging and pleading in discussions as part of this method (Jones,1990).

## Second: The dependent variable (functional voice):

Employee voice is increasingly being used to refer to the wide range of methods and structures that enable workers to participate in decision-making in their businesses, both directly and indirectly. Employees' power to influence the employer's behavior is referred to as job voice. Employee employment opportunities, recording dissatisfactions, complaints, and outright grievances, and changing management power are all examples of this notion (Armstrong, 2009). Employee voice behaviors are divided into two categories: direct and indirect. Direct behaviors are focused on the employee's individual job performance, whilst indirect behaviors are channeled through workers' representatives. The employee's voice reflects the extent to which management may renegotiate performance, whether through an indirect collective bargaining approach or a negotiating process. The word employee voice is used to communicate desired thoughts, information, and views connected to work and is more integrative between employer

and employee individually (Bennett, 2010). Unsolicited communications that include information with the objective of enhancing workgroup or organizational operations and are not dependent on authority or hierarchy are referred to as functional voice (Makens, 2016). Any attempt to change, rather than escaping it, such as hated situations, whether by submitting individual or collective grievances to the administration directly in the position of responsibility, by appealing to a higher authority, with the intent of forcing a change in the administration, or through types of protest. The voluntary communication of ideas, recommendations, worries, or other issues is referred to as functional voice.

## Employment Voice Advantage

Management gains from functional voice through the educational role of utilizing employee ideas and information, as well as assisting to enhance performance (Wilkinson et al., 2004). Voice has the capacity to promote staff morale, which impacts employee engagement and creativity, and so increases workplace productivity. People are motivated to do something if they want to, feel they can do it, and believe it is feasible, according to Fromm's (1964) motivation theory. Managers that follow this approach will drive their staff to work harder by listening to them, enabling them to voice their thoughts, and rewarding them for their efforts (Sablok, 2014). Participation in decision-making improves bilateral communication between employees and senior management, creates a better working atmosphere in which employees are more dedicated to the business, and provides for a more open flow of information (Patrick, 2011). The functional voice has been demonstrated in most research to have three outcomes: increasing organizational unit effectiveness, assisting workers in changing their attitudes and views about work, and clarifying the reactions of beneficiaries in the company (Jung, 2014).

### 3- Behavior of Employment Voice

We can see from the follow-up literature on functional voice that it focuses on two basic types of sound: direct and indirect forms (Ben-Ner & Jones, 1995, Kim, et al., 2010; Bennett, 2010; Farzadnia. 2012) We will quickly describe the two types of direct and indirect speech that this study will use to construct a scale to measure functional voice behavior (Van Dyne & LePine, 1998; Sablok, 2014)

#### 4. Direct form of sound

Direct contact between employees and management is the most direct type of sound (Bryson et al. 2006). This form may be completed by individuals or groups, and it is frequently done through face-to-face dialogue. Employee participation, also known as employee participation in participatory management, refers to the extent to which employees share information, knowledge, rewards, and authority throughout the organization.. This sound may be found in both formal (oral or written) and informal (written material, employee engagement initiatives, or proposals) contexts (Farzadnia 2012).

#### 5. Indirect form of sound:

Employee representatives, who are typically chosen by employees or nominated by management, supervise indirect forms of the employee's voice in workplace-related matters (Farzadnia, 2012). The indirect form guarantees that staff representatives are included in joint consultation, partnership programs, and collective representation (Armstrong, 2010). Representative legal frameworks, such as unions and non-union negotiating structures, joint advisory committees, and business boards, can also provide indirect voice (Marginson et al., 2010) In the indirect form, a third party serves as a representation for employees in relaying their problems to management.



Employees are less likely to express their anxieties to management because they are afraid of being penalized, according to evidence (Sablok, 2014).

### Chapter 3



No.	Statements	Arithmetic mean	standard deviation	Relative importance	Paragraph order
1	The official brags about his hands-on experience.	4.299	.8122	0.859	1
NO					
1					
2	The official attempts to make his scientific qualifications known to his coworkers.	3.965	.968	0.793	3
3	The administrator tries to persuade his coworkers that he is important to the company.	3.965	.982	0.793	3
4	The official is always working to establish a reputation <sup>1</sup> in his sector. 786.	3.786	1.001	0.757	4
5	The official makes certain that his coworkers are aware of his accomplishments.	4.051	1.105	0.810	2
<b>Self-reinforcement strategy</b>		4.013	0.97	0.80	1
6	The official congratulates others on their accomplishments	3.940	.8437	0.788	3
7	Even if he is not requested, the official is prepared to do anything to an employee.	3.794	1.030	0.750	4
8	The official agrees with the employees' fundamental views or opinions.	3.752	1.113		5
9	The official takes the employees' own interests into account.	4.367	.772	0.873	1
10	Even if he or she is not involved in the employees' personal difficulties, the administrator spends time listening to them.	4.025	.8950	0.805	2
<b>Fawning strategy</b>		3.97	0.93	0.794	3
11	The official arrives at work early to appear dedicated.	3.863	1.181	0.772	2
12	The official stays at work late so that others can see that his work is hard.	4.196	.9024	0.839	1
13	The official tries to act like a dedicated employee.	3.042	1.354	0.608	3
14	The official pretends to be busy even if he isn't.	2.846	1.141	0.569	5
15	The official comes to work outside official working hours or on holidays to show that he	2.880	1.130	0.576	4
<b>Ideal strategy</b>		3.36	1.14	0.67	5

16	The official feels that using the threat will assist him in carrying out his duties.	2.878	1.148	0.574	5
17	The administrator convinces the staff that he has control over the issues that concern them.	4.068	.8276	0.813	1
18	When employees do not act in the manner that the official desires, he punishes them.	3.786	1.032	0.757	4
19	In order to do the duties, he desires, the official is aggressive with his staff.	4.051	.898	0.810	2
20	Employees and officials who interfere with the official's duties are subjected to force and violence.	3.948	.917	0.789	3
<b>Intimidation strategy</b>		3.746	0.964	0.74	4
21	The official tries to appear helpless or impotent to win the affection of others.	4.136	.860	.827	3
22	The official seeks agreement with others even when their opinions differ from his own.	4.333	.809	.866	1
23	The official acts as if he knows less than others are doing to get their help.	4.162	.964	0.832	2
24	The official tries to win the help or sympathy of others when he needs them in some field.	4.128	.978	0.825	4
25	The official pretends to know less than he was doing in order to avoid annoying tasks.	3.247	1.113	0.649	5
<b>Pleading strategies</b>		4.001	0.944	0.80	2
<b>AI dimensions</b>		3.820	0.991	0.763	-
<b>Table 3</b>					
26	On issues that influence my job, I formulate and offer suggestions to my supervisors.	2.7009	.99364	0.54018	2
27	I speak up on topics that influence our job, and I urge people in my business unit to do the same.	3.862	.89650	0.76924	
28	I am able to express my thoughts on work difficulties with people in my business unit, even if they differ from mine.	2.8803	1.14593	0.57606	
29	When my input is needed, I keep up	3.7265	1.17168	0.7453	

	to date on business concerns.				
30	In my work unit, I am interested in issues that influence the quality of life.	3.7179	1.15852	0.74358	
31	I speak with my boss directly about new project ideas or changes in work practices.	3.5812	1.26790	0.71624	
	<b>Direct voice behaviors</b>	<b>3.408</b>	<b>1.10</b>	<b>0.68</b>	
32	The Bank follows the hierarchy in communicating orders and instructions	3.4017	1.39618	0.68034	
33	The Bank discusses with employee representatives their views on the business, and management remains free	3.2821	1.484	0.65642	
34	The bank relies on the committees to solve the problems it faces during work.	3.22	1.480	0.64444	
35	The bank makes decisions about the employees' work after discussing with their representatives	3.5983	1.204	0.71966	
36	The bank relies on the committees to solve the problems it faces during work.	3.730	1.18	0.7543	
37	The Bank's management follows an open door policy with employees	3.6154	1.00727	0.72308	
	<b>indirect voice behaviors</b>	<b>3.47</b>	<b>1.29</b>	<b>0.69</b>	

### Self-reinforcement strategy:

### Organizational image management strategies include:

### Strategy for self-reinforcement:

The findings of the arithmetic mean and standard deviation of paragraphs (1-5) composing this dimension, as shown in Table (2), revealed a percentage of favorable agreement with (81 percent) of the respondents' opinions of the two respondents, the mean and the mean (401). C of (3), and a standard deviation that shows the research sample firms' leaders' desire for their staff to be aware of their accomplishments, abilities, and qualifications. In terms of the paragraphs' arithmetic means and standard deviations, paragraph (q1) had the highest mean of (4.22) and the lowest standard deviation of (0.81), implying that the leaders of the research sample organizations want to talk about their experiences and scientific level in order to make a good impression on them. While paragraph (q4) had the lowest arithmetic mean of (78.) and a standard deviation of (1), indicating that the leaders have little interest in exposing employees to their professional reputation.

### **Fawning strategy:**

In paragraphs 6-10, this method was identified as one of the impression management techniques included in Table (2), since the findings revealed that this strategy received a high level of agreement (79 percent) among the respondents' viewpoints, as well as an arithmetic mean of (97). It is higher than the hypothetical mean of (3) and has a standard deviation of (0.9), indicating that the leaders of the examined companies consider the interests of their employees in a relative way while attempting to establish a favorable opinion of them. The most notable paragraphs that contributed to the enrichment of this approach are (q9), which has an arithmetic mean of (4.6K) and a standard deviation of (4.6K) (0.77). Which implies that, in order to generate a pleasant impression around them, organizational leaders work on accomplishing the interests of employees. While paragraph (q8) had the lowest mean (3.75) and standard deviation (1.11), indicating a considerable divergence in the study sample's thoughts regarding the agreement of the examined organizations' leaders with the interviewees.

### **Ideal strategy:**

This technique encompassed paragraphs (11-15) in Table (2), as the optimal strategy generated a percentage of respondents' viewpoints that agreed (67%) and an arithmetic mean (6.) compared to the hypothetical mean (3) on a scale area study, and a standard deviation of (1.14). The employees of the studied firms are clearly aware of the strategies used by their leaders to create a favourable impression in their organisations, as evidenced by these values.

The most notable paragraphs that contributed to the enrichment of this technique are paragraphs (q12), which has an arithmetic mean of (4.12) and a standard deviation of (0.90), and contains the official remaining at his job for a long time. While paragraph (q14) had the lowest arithmetic mean of (2.84), with a standard deviation of (1.14), and said that the employees are aware that the authorities appear to be busy when they aren't, which is why this paragraph got the mean of the mean of the mean.

### **Intimidation strategy:**

The results showed that this strategy obtained an agreement percentage (74 percent) of the respondents' opinions, and with an arithmetic mean of (.74), which is higher than the average of Hypothetically significant (3), with a standard deviation (0.96), which means that the leaders of the surveyed organizations, when seeking to create a positive impression, should use this strategy.

The paragraph (q17), whose arithmetic mean was (4.068) and standard deviation was (0.8), which concentrates on the employees' knowledge that they could manage them, is the most notable paragraph that contributed to the enrichment of this method. While paragraph (q16) recorded a lower middle of an account (2.88) and a standard deviation (1.15), indicating that what is thought to be used to carry out the threat will assist him in carrying out jobs, and so leaves a favorable image. The findings of the study's sample.

### **Appeal strategy:**

Because the begging method acquired an agreement percentage (80%) of the respondents, an arithmetic mean (4) on the area of the Likert pentagonal scale, and a standard deviation of, this strategy covered the paragraphs (20-25) indicated in table(2) (1.14). Respondents engage in

courting with their employers' workers and agree with them on the majority of work-related issues.

The paragraph (q22), whose arithmetic mean is (.4) and standard deviation is (0.81), which involves leaders seeking agreement with others even when their beliefs differ from their orientations, is the most notable paragraph that contributed to enhancing this technique. While paragraph (q25) had the lowest arithmetic mean (24.) and a standard deviation of (1.11), it stressed that leaders pretend to be lacking in information and knowledge to avoid difficult jobs. It turns out that this strategy is ineffective and ineffective.

### Functional Voice Behaviors:

Direct Voice Behaviors: The results of the arithmetic mean and standard deviation of the paragraphs (26-31) that make up this dimension, as shown in Table (3), revealed a percentage of positive agreement about this dimension with (68 percent) of the respondents' opinions and the mean and correctness of the mean and correctness of the mean and correctness of the mean and correctness of the mean and correctness of the mean and correctness of the mean and correctness of the mean and correctness of the mean and correctness of (4). The mean will be (3), with a standard deviation of (1.1), reflecting the employees' eagerness to speak with their superiors and voice their views on matters that affect their jobs.

In terms of the paragraphs' arithmetic means and standard deviations, paragraph (q29) had the highest arithmetic mean (.726) and standard deviation (1.17), indicating that subordinates are eager to retain knowledge linked to work concerns when their opinions count. The paragraph (q26) had the lowest arithmetic mean (2.70), which is lower than the research scale's hypothetical mean, and a standard deviation (0.99), indicating the research sample's lack of interest in offering suggestions to authorities on issues that influence their job.

### Indirect Voice Behaviors:

The arithmetic means and standard deviation for the components (32-37) that make up this dimension were recorded and are displayed in Table (3) Positive agreement on this dimension at (69 percent) of the opinions of the research sample, as it obtained a median Strategies for managing organizational impression and its link to job voice behaviors, which is greater than my account. The hypothetical mean (3, with a standard deviation of 29.1) indicates the bank's eagerness to make choices on business workers after consulting with their representatives. In terms of the paragraphs' arithmetic means and standard deviations, the paragraph (q36) stands out (the greatest arithmetic mean is (73.3)). This demonstrates the employees' intention to give comments and proposals for improving their job to (14.1), which is a standard their representatives to be addressed with management, with a standard deviation of (18.1). In terms of paragraph (q34) The lowest mean of my calculations (22.3) was recorded, as well as a variation. What is the role of committees in resolving issues that arise during their work?

### The kind of bank certification

#### A-Analysis of Factors:

Second: Using the fundamental factors analysis approach, the strength of the questionnaire's list items will be shown in this study. as well as motivation. The proportions collected by the method of analysis of the fundamental elements were used in the study (Analysis Component Principals). Building a confirmatory factor analysis model to check the internal consistency of paragraphs

using the statistical application (SPSS (20.SPSS)Concerning the selection procedure. The questionnaire list, through which we may examine the validity of the sub-dimensions that measure the primary variable, as well as by 30.0 (Saturation percentages for each paragraph of the questionnaire, according to statisticians' view). Saturation percentages are statistically specific. The percentage of people that agreed to participate in the study

dimension	Paragrap h	Saturatio n percentag e	the paragraph characteriz es	dimension	Paragrap h	Saturatio n percentag e	the paragraph characteriz es
Self- promotion Strategy	1	0.486	featured	Supplicatio n Strategy	21	0.579	featured
	2	0.648	featured		22	0.456	featured
	3	0.462	featured		23	0.553	featured
	4	0.668	featured		24	0.552	featured
	5	0.501	featured		25	0.483	featured
Ingratiation Strategy	6	0.509	featured	Direct Voice Behaviors	26	0.529	featured
	7	0.617	featured		27	0.577	featured
	8	0.509	featured		28	0.475	featured
	9	0.404	featured		29	0.621	featured
	10	0.693	featured		30	0.428	featured
Exemplificati on Strategy	11	0.594	featured	Indirect Voice Behaviors:	31	0.465	featured
	12	0.545	featured		32	0.608	featured
	13	0.684	featured		33	0.597	featured
	14	0.126	not featured		34	0.696	featured
	15	0.236	not featured		35	0.518	featured
Intimidation Strategy	16	0.598	featured		36	0.563	featured
	17	0.517	featured		37	0.463	featured
	18	0.629	featured				
	19	0.571	featured				
	20	0.549	featured				

Table (4) shows that all the questionnaire list paragraphs achieved sufficient saturation rates for each of the research variables, apart from two paragraphs (q15, q14), which did not achieve the required saturation percentage and also failed to demonstrate their level of importance above all else, which is consistent with the results of the significance level analysis of the research variables. This indicates that the scale's paragraphs were consistent, and that the independent variable's saturation percentages (organizational impression management tactics) reflect its capacity to influence the dependent variable (functional voice behaviors)

### hypotheses: 1-The first hypothesis is that

This hypothesis states that the tactics for controlling the organizational impression (X) have a statistically significant impact on the functional voice's behavior (Y). Considering this hypothesis, the simple regression equation shows that impression management strategies (X) influence functional voice behaviors (Y), and that this influence assumes that there is a

significant relationship between the real value of impression management strategies and functional voice behaviors (Y). The following simple regression equation is written considering this relationship:  $a + X = Y$

Because (a) denotes a fixed quantity. The functional voice behaviors (Y) are a function of the true value of the impression management tactics, according to this connection. Functional voice behaviors = (1.2) + (0.884) organizational impression management techniques was the simple regression equation for the link between impression management strategies and voice behaviors. The table of influencing elements of the relationship between the search variables produced the values displayed in Table (5) within the context of this formulation.

No. Table (5)

Model parameters for impression control tactics on functional voice behaviors based on the influence relationship model.

Table 5

Variables	pointer	functional voice behaviors
<b>impression management strategies</b>	value (1)	411.621
	a value of alpha	1.25
	b beta value	0.884
	R2 coefficient of determination	0.782
	Adjusted R <sup>2</sup>	0.78

The value of (F) reached (411.621), which is a very significant value at a significant level (0.0), and considering the regression equation of the constant index ( $1.2 = a$ ), which suggests that the influence of impression management tactics on functional voice behaviors is considerable. When the value of impression management techniques (X) is zero, a functional voice (Y) behavior of (1.2) exists. As for the value of the marginal slope, it was ( $\beta = 0.884$ ), and it indicates that a change of (1) in the organizational impression management strategies will lead to a change of (0.884) in the behavior of the functional voice, and it is a significant and reliable change. Also, according to the value of (2of (0.782), the explanatory power of this model was high, indicating that impression management strategies explain (78.2 percent) of the changes in functional voice behaviors, and that (21.8 percent) of the non-explained variance is due to variables that did not enter the test model. Accept this Hypothesis. The statement that there is a link between the impacts of a statistical significance for the ways of controlling the organizational impression on the behavior of the voice functional based on these findings.

### The second hypothesis:

The behavioral and moral effects of the sub-strategies for controlling the organizational impression (self-promotional strategy, compromise strategy, role model strategy, begging strategy, and bullying strategy) are predicted.

Table (6) presents the analytical indicators at the sub-strategies level, as follows:



A- The self-promotion method had a considerable impact on the voice's job habits, as the value of (F) was significantly higher.

The estimated value is much more than the tabular value (0.0), and the value of the parameter () for this requirement was (4.411), whereas the value of (b6 0.4), resulting in the regression model equation: Self-reinforcement method = (4.411) + (0.436) functional voice behaviors

This suggests that a change in the self-promotional technique generates a change in the behavioral voice of 0.46, and that the independent variable (the self-promotional method) accounts for 19% of the variation in behavior (19 percent). Based on these findings, the coefficient of determination is 0.190. This theory has been confirmed. - Because the estimated (F) value was less than its tabular value at the level (0.0), and with a value () equal to (186.), while the (b) value was (0.049), the regression model equation is as follows:

Functional voice behaviors = (3.186) + (0.049) fawning strategy

This indicates that a change of (1) in the adoration strategy causes a change of (0.049) in the functional voice behaviors, and the independent variable (the adulation strategy) explains the change in the value of the functional voice behaviors (002 percent). This is an extremely shaky indication that should not be trusted. This theory is rejected as a result of these findings (R.).- Based on the estimated (F) value beyond its tabular value and the parameter values (.m) (4.9), which amounted to (.m) 26 (b) value, the optimum approach had a substantial influence in (functional voice behaviors) (4.9). As a result, the regression model equation looks like this:

Functional Voice Behaviors = (0.326) + (4.935) Ideal Strategy

This suggests that a change of (1) in the ideal strategy generates a change of (0.26) in the functional voice's actions, and thus the independent variable (the ideal strategy) accounts for (10.6%) of the changes in the corrective modifiers. (2 This theory is approved based on these findings. The intimidation technique had a considerable impact on functional voice behaviors, as seen by the computed (F) value above its tabular value, and parameter values () of (0.2) m-value (0.2b), which equals (0.2), (2.237), regression using the following formula:

Functional voice behaviors = (-0.224) + (2.237) intimidation strategy

This suggests that there is a substantial shift (1) in the Consultative Strategy (0.224) in the Career Sound behavior, and that the transfusion explains 0% of the changes in the variable of appropriation (functional sound behaviors) and Humans avia for the value of (R2). This theory is approved based on these findings. - The value of revealed that the begging method had no significant influence on (functional voice behaviors) (F). The computed value that did not exceed its tabular value, as well as the values of the parameter (), which totaled (609), followed by the value of the parameter (b) (-0.021). As a result, the regression model's equation is as follows:

Behavior strategy = (0.021) + (3.609) functional voice behaviors

This indicates that a change in its quantity (1) in the begging strategy produces a change of (0.021) in the functional voice's behaviors, and thus the independent variable (the beggar strategy) explains (44%) of the variable (R) of the dependent variable's variable behavior. This theory is rejected as a result of these findings.

Table6

	F	p	R <sup>2</sup>	$\alpha$	$\beta$	Hypothesis Accepted
Self-promotion Strategyx1	26.956	0.000	0.190	4.411	0.436	Accepted
Ingratiation Strategyx2	0.274	0.602	0.002	3.189	0.049	Reject
Exemplification Strategyx3	13.688	0.000	0.106	4.935	0.326	Accepted
Intimidation Strategyx4	6.083	0.015	0.050	2.237	0.224-	Accepted
Supplication Strategyx5	0.053	0.818	0.441	3.609	0.021	Reject

## Conclusion

First: Conclusions:

Among the rest of the regulatory impression techniques in banks, the self-reinforcement approach has been in the leading position of its use. Bank executives' actions about the "ideal" plan were not well received by the workforce. This indicates that some behaviors are perceived as unrealistic by the employees, and the goal is to get the approval of the observers. Bank CEOs employ the "fawning" tactic, boasting about their accomplishments and experiences in order to boost the research sample's favorable opinion of the banks. The "begging" strategy's methods do not compel employees to express their ideas directly or indirectly, implying that they are not serious. As a result, bank executives do not hear employee input on work-related concerns.

## Second: Recommendations

In order to improve their understanding of the contents of the research variables (strategies for controlling organizational impression, and job voice behaviors), banks must be aware of the intellectual and philosophical basis of these variables. Due to its lack of seriousness, a review of some of the methods implemented by Bank branches about the ideal approach, as well as dependence on real-world activities in which the employee is a true role model. Reconsidering the fawning strategy's tactics, as well as fostering thoughts, views, opinions, and proposals. Acceptance and support of new solutions through a proper approach. Direct professional voice actions because it instils confidence in the hearts of the employees and motivates them to share the truth.

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