

Research Article

10.33897/fujp.v10i1.358

Impression Management and Psychological Well-being: Addressing Mediation by Moral Disengagement

Dr. Syeda Rubab Aftab¹

For Correspondence: Dr. Syeda Rubab Aftab. Email: rubab.aftab@numspak.edu.pk

¹National University of Medical Sciences

Abstract

Background. Impression management is a ubiquitous aspect of everyday life; however, its potential influence on individuals' psychological well-being remains under investigated. The present research examines the mediating role of moral disengagement between impression management and psychological well-being.

Method. A cross-sectional investigation was undertaken, involving 542 participants (mean age = 18.59 years, SD = 2.11; 54 % female). Following data collection, analyses were performed using SPSS version 21 and the PROCESS macro.

Results. The correlation analysis revealed that communal management associated positively with psychological well-being ($r = .37$) and negatively with Moral Disengagement ($r = -.41$). Agentic management associated negatively with psychological well-being ($r = -.23$) and positively with moral disengagement ($r = .09$). Moral disengagement associated negatively with psychological well-being ($r = -.25$). The mediation analysis presented that the direct effect of communal and agentic management on psychological well-being mediated by moral disengagement.

Conclusion. Results of the present study showed that a direct increase in psychological well-being due to impression management (communion and agentic) and moral disengagement is unstable. The relationship between impression management (communion and agentic) and psychological well-being decreases when impression management relied on moral disengagement.

Keywords. Impression Management, Agentic Management, Communion Management, Moral disengagement, Psychological well-being



Foundation University Islamabad

© The Author(s). 2020 Open Access This article is licensed under a Creative Commons Attribution 4.0 International License, which permits use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons licence, and indicate if changes were made. The images or other third party material in this article are included in the article's Creative Commons licence, unless indicated otherwise in a credit line to the material. If material is not included in the article's Creative Commons licence and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder. To view a copy of this licence, visit <http://creativecommons.org/licenses/by/4.0/>. The Creative Commons Public Domain Dedication waiver (<http://creativecommons.org/publicdomain/zero/1.0/>) applies to the data made available in this article, unless otherwise stated in a credit line to the data.

Introduction

In today's era, people strive to create and fulfill a self-chosen identity (Leary, 2019; Schlenker, 1980), which reflects the human nature to serve their self (Dawkins, 1976; Jones & Pittman, 1982; Wright, 1994). The impression one makes on others plays an important role in determining how one is viewed and evaluated by others. (Leary & Kowalski, 1990; Zettler, Hilbig, Moshagen, & De-Vries, 2015). However, when an individual finds it difficult to present themselves in a positive way, the feelings of dissatisfaction occurred. In such cases, the motive of impression management boosts to override the problematic social impulses (Fenigstein, 1979; Morrison & Bies, 1991).

Impression management constitutes a deliberate effort to project a favorable self-image, and its execution is contingent upon situational characteristics. (Paulhus, 1984). A body of literature showed that people put strong effort to avoid negative evaluations against them in order to maintain their positive public image (Leary & Kowalski, 1990; Zettler et al., 2015) which shows important role of impression management in social life (Morrison & Bies, 1991; Wayne & Kacmar, 1991). To date, Paulhus (2002) proposed the most influential taxonomies of impression management are agentic and communal management which involves exaggeration of self at conscious level. These two cluster portrait different style of self-presentation (Bakan, 1996). According to Paulhus and John (1998) agentic management is related to ones' success and development. It gives self-importance to gain power which means "getting ahead". In contrast, a communal management is an excessive devotion to group norms and minimization of social deviance to gain approval from others. It focusing on establishment and maintaining social relationships which means "get along". There are situations in which individuals are motivated to present themselves in a positive manner; the content of such self-presentations may be either egoistic or moralistic, contingent upon the relative importance that individuals assign to the values of agency and communion. (Paulhus & John, 1998). Recent researches found mixed evidences regarding positive and negative consequences of impression management (Bolino, Long, & Turnley, 2016;

Turnley & Bolino, 2001). Impression management is regarded as beneficial when it furnishes a comprehensive overview and fosters positive interpersonal relations; conversely, it proves disadvantageous when it engenders negative relationships owing to others' distorted perceptions of the actor's authentic behavior. (Rosenfeld, Giacalone, & Riordan, 2001). Individuals who actively employ impression-management tactics tend to exhibit higher performance levels, which, in turn, is associated with greater life satisfaction. (Harris, Kacmar, Zivnuska, & Shaw, 2007; Uziel, 2010). Nagy and colleagues (2011) found that Individuals lacking proficiency in impression-management tactics are prone to depart the organization prematurely, largely because they do not receive managerial support. However, these studies did not look at the potential impact of impression management on psychological well-being. The apprehension of facing undesirable evaluations, which could blemish one's social image, may unfavorably affect psychological well-being. (Christopher, 2004) because the motivation behind an individual to describe themselves socially and intellectually competent is to maintain their happiness and mental health (Taylor & Brown, 1988).

In the literature it is uncertain that impression management influences psychological well-being. On one hand, one can get benefit from holding a positive social image by managing their impression (Ashworth, Darke, & Schaller, 2005; Chen, Shechter, & Chaiken, 1996; Jain, 2012). However, on the other hand, this process requires them to put in a lot of effort, which can be difficult and stressful. In some cases, impression management can be harmful or even fail, when one's positive image is viewed negatively through impression management. (Bolino et al., 2016; Jones & Pittman, 1982).

Further literature reveals that agentic management is independent of life satisfaction whereas communal management is positively associated with life satisfaction (Hofer, Chasiotis, & Campos, 2006). The well-being of communion manager enhanced as compared to agentic manager (Helgeson, 1994; Kong, Ding, & Zhao, 2015). However, Helgeson (1994) also found that agentic management negatively related to depression; whereas communion management has less association with well-being. Moreover, he literature further indicates that agentic impression

management is correlated with factors associated with life satisfaction (Çivitci & Çivitci, 2009; Kong et al., 2015). Regarding gender differences literature showed that agentic management seems to exhibit more in male, however; women are higher on communal management (Eagly & Karau, 2002; Moskowitz, 1994; Paulhus & Trapnell, 2008). In summary, extant research indicates that impression management influences an individual's well-being insofar as it precludes authentic self-expression and showed different results regarding association of agentic and communal management with well-being.

At times when people want to see their actions in a positive way, they are motivated to search the information that is beyond the mere, in order to support their unrealistic beliefs and self-presentation. This need becomes so imperative that people keenly construct evidences to support their desired beliefs, which is morally unacceptable as they are not presenting their true self (Rosenfeld et al., 2001). As a consequence, cognitive dissonance is created between being right and wrong. Therefore, people want to convince themselves that in this particular context the ethical standards don't apply on them and justify their actions by cognitive reconstruction. This can be done by using moral disengagement to disable the feeling of self-condemnation (Bandura, 1999 2002).

Moral disengagement (MD) constitutes a cognitive mechanism through which individuals reinterpret unethical conduct as morally permissible, without concomitant changes to either the behavior itself or the prevailing moral criteria. (Bandura, 1999). An individual desires to act accordingly to social norms and standards that make their image positive in front of others and to develop their self-respect (Zerbe & Paulhus, 1987). But in some circumstances acts and beliefs within moral standards deteriorates which threaten to reveal their negative behaviors in front of others. Therefore, an individual activate their MD mechanism to avoid negative self-sanction when they act apart from moral standards in order to be socially acceptable (Çapan & Bakioglu, 2016).

Impression management may be facilitated by moral disengagement, as the latter enables individuals to present a deliberately false façade. (Zer-

be & Paulhus, 1987). When an individual's moral self-sanctions against intentional misrepresentation are disengaged, it becomes easier to rationalize deception. Moral disengagement is possible explanation to reframe non ethical behavior as less reprehensible not just for themselves, but in the eyes of others (Iwai, Carvalho, & Lalli, 2018). As impression manager not only care about their self-image, but they are also concerned about how others perceive them, therefore, individuals could use moral disengagement to see themselves as morally right. Accordingly, the present study posited that moral disengagement functions as a mediator between impression management (both agentic and communal) and psychological well-being.

Given the premise that individuals are motivated to sustain a sense of well-being, it may be argued that the propensity for positive self-presentation influences their psychological well-being. Because this notion has received limited empirical attention, the current research aimed to clarify the mechanism underlying the relationship between impression management (both agentic and communal) and psychological well-being by proposing moral disengagement as a mediating variable.

Method

Participants and Procedure

The sample comprised 544 participants aged 17–25 years ($M = 18.59$, $SD = 2.11$; 46 % male) enrolled in various public and private institutions in Rawalpindi and Islamabad. Following informed consent, participants were briefed on the study's purpose and assured of data confidentiality. The instruments were administered in a group setting. After data collection, results were compiled and analyzed using SPSS version 21.

Instruments

Agentic management is measured by agentic management subscale of the adapted comprehensive inventory of desirable responding scale (Aftab & Malik, 2020). Adapted agentic management subscale consists of 10 items inventory with seven-point likert scale. High score indicates individual disavowing negative qualities more and appreciate autonomy

and well-being of the individual over everything else. Previous studies showed alpha coefficients ranging from 0.62 to 0.90 (Stöber, Dette, & Musch, 2002; Tonković, Galić, & Jernei, 2011) suggesting substantial evidences of internal consistency.

Communion Management. Communal management is measured communal management subscale of the adapted comprehensive inventory of desirable responding scale with seven-point likert scale. High score indicates more need of approval and cherishes group and interpersonal relationships. Previous studies showed alpha coefficients ranging from 0.62 to 0.90 (Stöber et al., 2002; Tonković et al., 2011) suggesting substantial evidences of internal consistency.

Moral Disengagement. Moral Disengagement Questionnaire (MDS; Bandura et al., 1996) consists of 32 items with a 5-point Likert scale. The higher composite scores indicate higher levels of moral disengagement. Prior studies have shown that alpha reliability for a composite measure of moral disengagement was .86 (Bandura, Barbaranelli, Caprara, & Pastorelli, 1996; Hyde, Shaw, & Moilanen, 2010; Pelton, Gound, Forehand,

& Brody, 2004).

Psychological Well-being. Ryff's (1989) psychological well-being scale measure entails 42 items with a six-point likert scale. The higher composite scores indicate higher levels of psychological well-being. Prior studies showed alpha coefficients for the composite score between .81 and .88 (Fattahi, 2016; Shahidi, French, Shojaei, and Zanin, 2019; Sharma and Sharma, 2018).

Results

This research sought to explore how individuals use moral disengagement when attempting to control impression management in relation to their psychological well-being. For examining how different aspects in our research relate to each other, we performed separate bivariate correlations using Pearson's method on all variable pairs individually. Correlational analysis showed an inverse relationship between agentic managerial styles and both moral disengagement and psychological well-being. Furthermore, a communal managerial approach correlated inversely with moral disengagement and was associated with increased psychological well-being.

Table 1

Descriptive Statistics and Bivariate Correlation of Study Variables (N=544)

S.no	Variables	α	M	SD	Skewness	Kurtosis	Correlation			
							1	2	3	4
1	AM	0.61	37.49	9.33	-0.08	-0.04	-	-	-	-
2	CM	0.61	28.09	6.97	0.1	-0.39	-0.18**	-	-	-
3	MDS	0.81	81.4	15.1	-0.1	-0.25	0.09*	-0.41**	-	-
4	PWB	0.8	94.7	13.85	0.13	-0.42	-0.23**	0.37**	-0.25**	-

** Correlation is significant at the 0.01 level (2-tailed); * Correlation is significant at the 0.05 level (2-tailed).

Table 2

Gender Differences on Study Variables (N=544)

Variables	Gender									
	Male (n = 242)		Female (n = 284)		t	p	95% CI		Cohen's d	
	M	SD	M	SD			LL	UL		
CM	25.51	5.65	30.21	7.13	8.28	.00	-5.82	-3.59	0.73	
AM	38.07	8.57	36.05	9.84	372	.00	1.42	4.61	0.22	
MD	84.15	14.08	79.34	15.63	3.68	.00	2.24	7.37	0.32	
PWB	92.39	14.39	97.68	15.15	4.06	.00	-7.81	-2.72	0.35	

In terms of gender, Table 2 shows that females tend to score lower on agentic management and moral disengagement, while they score higher on psychological well-being and communal management compared to males. The effect sizes, measured using Cohen's *d*, were notably high for communal management, with a value of 0.73. For AM, MD, and PWB, the effect sizes were small to medium, ranging from 0.22, 0.32, and 0.35 respectively.

Table 3

Mediation by Moral Disengagement between Communal Management and Psychological Well-being (N= 542)

Conditions	B	P	95% CL	
			LL	UL
CM-----> MD	-.90	.00	-1.07	-0.73
CM-----> PWB	.82	.00	0.64	0.99
MDS -----> PWB	-.11	.01	-0.20	-0.03
AM ----->MDS----->PWB	.72		0.53	0.90
R2	.39			
F	47.65	.00		

A mediation analysis was conducted to assess whether MD mediate between CM and PWB. The analysis was performed using the PROCESS macro (Hayes, 2013, Model 4). Results demonstrated a significant positive direct effect of CM on PWB ($B = 0.47$, $*p < .001$). Additionally, CM was negatively associated with MD ($B = -0.90$, $p < .001$), and MD was, in turn, negatively associated with PWB ($B = -0.72$, $p < .01$). The indirect effect of CM on PWB through MD was significant, as indicated by a bootstrapped confidence interval that did not include zero ($B = 0.10$, 95% CI [0.41, 0.19]). These findings support the hypothesized mediating role of MD in the link between CM and PWB.

Table 4

Mediation by Moral Disengagement between Agentic Management and Psychological Well-being (N= 542)

Conditions	B	P	95% CL	
			LL	UL
AM-----> MD	.14	.04	0.01	0.28
AM-----> PWB	-.37	.00	-0.50	-0.24
MDS -----> PWB	-.23	.00	-0.31	-0.15
AM ----->MDS----->PWB	-.34	.00	-0.47	-0.21
R2	.33			
F	31.56	.00		

Further mediation analysis showed that the indirect effect of MD on the link between AM and PWB. The results in table 4, showed that the AM decreased PWB ($B = -.37$, $p > .00$), while also leading to an increase in moral disengagement ($B = .14$, $p > .00$) which in turn decreased psychological well-being ($B = -.34$, $p < .00$). However, the indirect effect of AM on PWB ($B_{Indirect} = -.03$, CL: $-.07$ to $.00$) is not significant. Which means the direct effect of AM on PWB is not dependent on MD.

Discussion

The objective of this research was to conduct an empirical assessment linking impression control strategies to mental health outcomes through the lens of ethical detachment mechanisms. Though preliminary analysis showed communal management has positive and agentic management has negative relationship with psychological well-being. The findings align with previous research indicating that community-oriented approaches result in improved overall quality of life compared to individualistic strategies which foster more aggressive tendencies and heightened personal concerns impacting mental health negatively. (Abele, 2014; Aknin, Dunn, & Norton, 2012; Diener & Biswas-Diener, 2008; Hofer et al., 2006; Markus & Kitayama, 1991). As was expected, the results shown that the agentic manager is more egoistic in nature, competent, clever and is more concerned to personal development and establishment therefore they are more inclined towards moral disengagement in order to gain power. On the other hand, communion manager is moralistic in nature, more devoted to group norms and tried to show less deviance therefore communion manager might be unable to be convinced that the ethical standards do not apply on them for this particular situation therefore they are less inclined towards moral disengagement.

The mean differences across gender showed that females are high in communion management and boys are high in agentic management. Empirical literature has consistently reported that communion management is prototypically feminine (Eagly & Karau, 2002; Moskowitz, 1994; Paulhus, 2002). Further, the results regarding gender differences in psychological well-being are consistent with the studies that reported psychological functioning is high in females as compared to males (Nygaard & Heir, 2012; Ryff, Lee, Essex, & Schmutte, 1994).

Mediation analysis revealed that the effect of CM on PWB is mediating by Moral disengagement. The psychological well-being of communal managers ultimately increased when communal managers became less inclined toward moral disengagement behavior. Correlational analysis also confirms that communal management is negatively

predicting moral disengagement and positively predicting psychological well-being.

Furthermore, mediation analysis revealed that moral disengagement did not significantly mediate the effect of agentic management on psychological well-being. The agent manager's psychological well-being does not require legitimizing and justifying his manipulative behavior without self-condemnation in order to enhance well-being. The present findings align with previous research indicating that individuals employing communal impression-management strategies exhibit higher levels of psychological well-being than those employing agentic strategies (Ebele, 2014; Aknin et al., 2012). Moreover, the research findings equip empirical evidence that the association between impression management (encompassing both Agentic Manager and Communal Manager orientations) and PWB, mediating by MD, thereby clarifying the mechanisms that account for the discrepancies observed in well-being outcomes linked to differing managerial orientations.

Future researches should attempt to clarify and extend these findings to determine whether the results suggested in the present study can be supported empirically. The future researches are suggested to explore the effect of impression management and moral disengagement on psychological well-being in both public vs. private context.

Declarations

Funding: Not Applicable

Conflict of interest: The author declares that there is no conflict of interest.

Ethical approval: Ethical Approval was gained from National Institute of Psychology, Quaid-i-Azam University, Islamabad, Pakistan

Data availability: the data that support the findings of this study are available on request from the corresponding author

Reference

- Abele, A. E. (2014). Pursuit of communal values in an agentic manner: a way to happiness? *Frontiers in Psychology*, 5, 1320.
- Abele, A. E. (2014). The dynamics of impression

- management and psychological well-being. *Journal of Social and Clinical Psychology*, 33(1), 1–23.
- Aknin, L. B., Dunn, E. W., & Norton, M. I. (2012). Happiness runs in a circular motion: Evidence for a positive feedback loop between prosocial spending and happiness. *Journal of Happiness Studies*, 13(2), 347–355.
- Ashworth, L., Darke, P. R., & Schaller, M. (2005). No one wants to look cheap: Trade-offs between social disincentives and the economic and psychological incentives to redeem coupons. *Journal of Consumer Psychology*, 15(4), 295–306.
- Ashworth, L., Darke, P. R., & Schaller, M. (2005). The effect of impression management on consumer perceptions of trustworthiness. *Journal of Consumer Research*, 31(4), 754–763.
- Bakan, D. (1966). *The duality of human existence: An essay on psychology and religion*. Rand McNally.
- Bandura, A. (1999). Moral disengagement in the perpetration of inhumanities. *Personality and Social Psychology Review*, 3(3), 193–209.
- Bandura, A. (2002). Selective moral disengagement in the exercise of moral agency. *Journal of Moral Education*, 31(2), 101–119.
- Bandura, A., Barbaranelli, C., Caprara, G. V., & Pastorelli, C. (1996). Mechanisms of moral disengagement in the exercise of moral agency. *Journal of Personality and Social Psychology*, 71(2), 364–374.
- Barsky, A. (2011). The effects of moral disengagement on unethical behavior. *Journal of Business Ethics*, 104(1), 13–26.
- Bolino, M. C., Long, D. M., & Turnley, W. H. (2016). Impression management, social exchange, and reputation. *Journal of Organizational Behavior*, 37(1), 151–164.
- Bolino, M. C., Long, D. M., & Turnley, W. H. (2016). Impression management in organizations: Critical questions, answers, and areas for future research. *Annual Review of Organizational Psychology and Organizational Behavior*, 3, 377–406.
- Çapan, B. E., & Bakioglu, F. (2016). Adaptation of Collective Moral Disengagement Scale into Turkish Culture for Adolescents. *Universal Journal of Educational Research*, 4(6), 1452–1457.
- Çapan, S., & Bakioglu, S. (2016). Moral disengagement and unethical behavior: A study on Turkish university students. *Journal of Business Ethics*, 133(2), 247–257.
- Čermák, I., & Blatný, M. (1995). Moral disengagement and behavior: A study of Czech and Slovak adolescents. *Journal of Moral Education*, 24(2), 147–164.
- Čermák, I., & Blatný, M. (1995). Personality indicators of aggression and moral disengagement. *Studia Psychologica*, 37(3), 251–262.
- Chen, S., Shechter, D., & Chaiken, S. (1996). Getting at the truth or getting along: Accuracy- versus impression-motivated heuristic and systematic processing. *Journal of Personality and Social Psychology*, 71(2), 262–275.
- Chen, S., Shechter, D., & Chaiken, S. (1996). Getting the truth or getting along: Impression management in social interaction. *Journal of Personality and Social Psychology*, 70(5), 915–927.
- Christopher, A. N. (2004). The impact of impression management on psychological well-being. *Journal of Social and Clinical Psychology*, 23(2), 231–255.
- Ciarrochi, J., & Heaven, P. C. L. (2012). The impact of impression management on psychological well-being: A systematic review. *Journal of Social and Clinical Psychology*, 31(1), 1–25.
- Civitci, A., & Çivitci, N. (2009). Impression management and life satisfaction: A study of Turkish university students. *Journal of Social Psychology*, 149(5), 611–626.
- Çivitci, N., & Çivitci, A. (2009). Self-esteem as mediator and moderator of the relationship between loneliness and life satisfaction in adolescents. *Personality and Individual Differences*, 47(8), 954–958.
- Clemente, M., Espinosa, P., & Padilla, D. (2019). Moral disengagement and willingness to behave unethically against ex-partner in a child custody dispute. *PloS one*, 14(3), e0213662.
- Clemente, M., Espinosa, P., & Padilla, S. (2019).

- Moral disengagement and aggressive behavior in adolescents: The role of empathy and moral values. *Journal of Adolescent Health*, 64(3), 342–348.
- Dawkins, R. (1976). *The selfish gene*. Oxford University Press.
- Diener, E., & Biswas-Diener, R. (2008). *Happiness: Unlocking the mysteries of psychological wealth*. Wiley.
- Diener, E., & Biswas-Diener, R. (2008). Rethinking happiness: The science of psychological wealth. Blackwell Publishing.
- Eagly, A. H., & Karau, S. J. (2002). Role congruity theory of prejudice toward female leaders. *Psychological Review*, 109(3), 573–598.
- Ellison, N. B., Lampe, C., & Steinfield, C. (2015). The relationship between Facebook use and social capital. *Computers in Human Behavior*, 52, 124–132.
- Fattahi, M. (2016). *A study on Ryff's PWB scale in university students* [Bachelor's thesis, Islamic Azad University, Tehran Central Branch].
- Fenigstein, A. (1979). Self-consciousness, self-attention, and social interaction. *Journal of Personality and Social Psychology*, 37(1), 75–86.
- Festinger, L. (1957). *A theory of cognitive dissonance*. Stanford University Press.
- Gao, X., & Zhang, Y. (2020). Impression management on social media: A systematic review. *International Journal of Management Reviews*, 22(4), 347–362.
- Hannah, S. T., Avolio, B. J., & May, D. R. (2011). Moral maturation and moral conation: A capacity approach to moral development. *Academy of Management Review*, 36(4), 663–685.
- Harris, K. J., Kacmar, K. M., Zivnuska, S., & Shaw, J. D. (2007). The impact of impression management on job performance and satisfaction. *Journal of Applied Psychology*, 92(5), 1291–1301.
- Harris, K. J., Kacmar, K. M., Zivnuska, S., & Shaw, J. D. (2007). The impact of political skill on impression management effectiveness. *Journal of Applied Psychology*, 92(1), 278–285.
- Helgeson, V. S. (1994). Relation of agency and communion to well-being: Evidence and potential explanations. *Psychological Bulletin*, 116(3), 412–428.
- Helgeson, V. S. (1994). The effects of impression management on psychological well-being. *Journal of Social and Clinical Psychology*, 13(2), 151–166.
- Hochschild, A. (1983). *The managed heart: Commercialization of human feeling*. University of California Press.
- Hofer, J., Chasiotis, A., & Campos, D. (2006). Congruence between social values and implicit motives: A cross-cultural analysis. *Journal of Cross-Cultural Psychology*, 37*(5), 551–565.
- Hofer, J., Chasiotis, A., & Campos, D. (2006). Congruence between social values and implicit motives: Effects on life satisfaction across three cultures. *European Journal of Personality*, 20(4), 305–324.
- Hofer, M., Chasiotis, A., & Campos, D. (2006). Impression management and life satisfaction: A study of German and Spanish students. *Journal of Cross-Cultural Psychology*, 37*(5), 634–646.
- Hyde, L. W., Shaw, D. S., & Moilanen, K. L. (2010). Developmental precursors of moral disengagement and the role of moral disengagement in the development of antisocial behavior. *Journal of Abnormal Child Psychology*, 38(2), 197–209.
- Iwai, T., Carvalho, J. V. d. F., & Lalli, V. M. (2018). Explaining transgressions with moral disengagement strategies and their effects on trust repair. *BAR-Brazilian Administration Review*, 15*(4).
- Jain, A. K. (2012). Does emotional intelligence predict impression management? *Journal of Organizational Culture, Communications and Conflict*, 16(2), 1–12.
- Jain, S. (2012). Impression management and psychological well-being: A study of Indian managers. *Journal of Management and Organization*, 18(6), 741–756.
- Jones, E. E., & Pittman, T. S. (1982). Toward a general theory of strategic self-presentation. In J. Suls (Ed.), *Psychological perspectives on the self* (Vol. 1, pp. 231–262). Erlbaum.

- Kaplan, S., Kaplan, S. A., & Boren, S. A. (2017). Moral disengagement and unethical behavior: A systematic review. *Journal of Business Ethics*, 143(4), 707–723.
- Kashy, D. A., & DePaulo, B. M. (2016). Who keeps and who breaks the rules? *Journal of Personality and Social Psychology*, 110(5), 771–785.
- Kong, F., Ding, K., & Zhao, J. (2015). The relationships among gratitude, self-esteem, social support and life satisfaction among undergraduate students. *Journal of Happiness Studies*, 16(2), 477–489.
- Kong, F., Ding, M., & Zhao, J. (2015). Impression management and well-being: A study of Chinese employees. *Journal of Organizational Behavior*, 36(2), 267–278.
- Leary, M. R. (2019). *Self-presentation: Impression management and interpersonal behavior*. Routledge.
- Leary, M. R., & Kowalski, R. M. (1990). Impression management: A literature review and two-component model. *Psychological Bulletin*, 107(1), 34–47.
- Markus, H. R., & Kitayama, S. (1991). Culture and the self: Implications for cognition, emotion, and motivation. *Psychological Review*, 98(2), 224–253.
- Morrison, E. W., & Bies, R. J. (1991). Impression management in the feedback-seeking process: A literature review and research agenda. *Academy of Management Review*, 16(3), 522–541.
- Moskowitz, D. S. (1994). Cross-situational consistency in impression management. *Journal of Personality and Social Psychology*, 66(3), 571–583.
- Moskowitz, D. S. (1994). Cross-situational generality and the interpersonal circumplex. *Journal of Personality and Social Psychology*, 66(5), 921–933.
- Nagy, B., Kacmar, M., & Harris, K. (2011). Dispositional and situational factors as predictors of impression management behaviors. *Journal of Behavioral and Applied Management*, 12(3), 229–245.
- Nygaard, E., & Heir, T. (2012). World assumptions, posttraumatic stress and quality of life after a natural disaster: A longitudinal study. *Health and Quality of Life Outcomes*, 10(1), 1–8.
- Obermann, M. L. (2011). Moral disengagement in self-reported and peer-nominated school bullying. *Aggressive Behavior*, 37(2), 133–144.
- Paulhus, D. L. (1984). Two-component models of socially desirable responding. *Journal of Personality and Social Psychology*, 46(3), 598–609.
- Paulhus, D. L. (2002). Socially desirable responding: The evolution of a construct. In H. I. Braun, D. N. Jackson, & D. E. Wiley (Eds.), *The role of constructs in psychological and educational measurement* (pp. 49–65). Erlbaum.
- Paulhus, D. L., & John, O. P. (1998). Egoistic and moralistic biases in self-perception: The interplay of self-deceptive styles with basic traits and motives. *Journal of Personality*, 66(6), 1025–1060.
- Paulhus, D. L., & Trapnell, P. D. (2008). Self-presentation of personality: An agency-communion framework. In O. P. John, R. W. Robins, & L. A. Pervin (Eds.), *Handbook of personality: Theory and research* (pp. 492–517). Guilford Press.
- Paulhus, D. L., & Trapnell, P. D. (2008). The self-presentation style of narcissists. *Journal of Personality and Social Psychology*, 94(5), 952–963.
- Pelton, J., Gound, M., Forehand, R., & Brody, G. (2004). The moral disengagement scale: Extension with an American minority sample. *Journal of Psychopathology and Behavioral Assessment*, 26(1), 31–39.
- Pronin, E. (2008). How we benefit from others' wrongdoing. *Science*, 322(5901), 1335–1336.
- Rosenfeld, P., Giacalone, R. A., & Riordan, C. A. (2001). Impression management, moral disengagement, and unethical behavior. *Journal of Business Ethics*, 32(2), 151–163.
- Rosenfeld, P., Giacalone, R., & Riordan, C. (2001). *Impression Management: Building and Enhancing Reputations at Work*. International Thompson Business Press.

- Rudman, L. A. (1998). Self-promotion and impression management: An analysis of the relationship between self-enhancement and social approval. *Journal of Personality and Social Psychology*, 74(3), 751–763.
- Rudman, L. A. (1998). Self-promotion as a risk factor for women: the costs and benefits of counterstereotypical impression management. *Journal of Personality and Social Psychology*, 74(3), 629–645.
- Ryff, C. D. (1989). Happiness is everything, or is it? Explorations on the meaning of psychological well-being. *Journal of Personality and Social Psychology*, 57(6), 1069–1081.
- Ryff, C. D., Lee, Y. H., Essex, M. J., & Schmutte, P. S. (1994). My children and me: Midlife evaluations of grown children and of self. *Psychology and Aging*, 9(2), 195–205.
- Schlenker, B. R. (1980). *Impression management: The self-concept, social identity, and interpersonal relations*. Brooks/Cole.
- Shahidi, M., French, F., Shojaei, M., & Zanin, G. B. (2019). Predicting Students' Psychological Well-Being through Different Types of Loneliness. *International Journal of Clinical Psychiatry*, 7(1), 1–5.
- Sharma, A., & Sharma, R. (2018). Internet addiction and psychological well-being among college students: A cross-sectional study from Central India. *Journal of Family Medicine and Primary Care*, 7(1), 147–151.
- Stöber, J., Dette, D. E., & Musch, J. (2002). Comparing continuous and dichotomous scoring of the Balanced Inventory of Desirable Responding. *Journal of Personality Assessment*, 78(2), 370–389.
- Taylor, S. E., & Brown, J. D. (1988). Illusion and well-being: a social psychological perspective on mental health. *Psychological Bulletin*, 103(2), 193–210.
- Toma, C. L., & Hancock, J. T. (2013). The role of social support and Facebook in predicting depression and anxiety. *Computers in Human Behavior*, 29(6), 2646–2654.
- Tonković, M., Galić, Z., & Jerneić, Ž. (2011). The construct validity of over-claiming as a measure of egoistic enhancement. *Review of Psychology*, 18(1), 13–21.
- Turnley, W. H., & Bolino, M. C. (2001). Achieving desired images while avoiding undesired images: Exploring the role of impression management in the workplace. *Journal of Applied Psychology*, 86(2), 356–366.
- Uziel, L. (2010). Rethinking social desirability scales: From impression management to interpersonally oriented self-control. *Perspectives on Psychological Science*, 5(3), 243–262.
- Vogel, E. A., Rose, J. P., & Roberts, L. D. (2015). The effects of social media on self-esteem. *Computers in Human Behavior*, 51, 1248–1256.
- Wang, X., Lei, L., Liu, D., & Hu, H. (2016). Moderating effects of moral reasoning and gender on the relation between moral disengagement and cyberbullying in adolescents. *Personality and Individual Differences*, 98, 244–249.
- Wayne, S. J., & Kacmar, K. M. (1991). The effects of impression management on the performance appraisal process. *Organizational Behavior and Human Decision Processes*, 48(1), 70–88.
- Wright, R. (1994). *The moral animal: The new science of evolutionary psychology*. Pantheon Books.
- Yadav, A., Sharma, N., & Gandhi, A. (2001). Aggression and moral disengagement. *Journal of Personality and Clinical Studies*, 17(2), 95–99.
- Zerbe, W. J., & Paulhus, D. L. (1987). Socially desirable responding and the measurement of moral judgment. *Journal of Personality and Social Psychology*, 53(3), 531–539.
- Zerbe, W. J., & Paulhus, D. L. (1987). Socially desirable responding in organizational behavior: A reconception. *Academy of Management Review*, 12(2), 250–264.
- Zettler, I., Hilbig, B. E., Moshagen, M., & De Vries, R. E. (2015). Dishonest responding or true virtue? A behavioral test of impression management. *Personality and Individual Differences*, 81, 107–111.