p<.01) more than their low neuroticism counterparts. This finding is in line with H_5 which posits that the individuals who are high in emotional stability would use persuasion tactics which was partly reflected in our results whereby those low in this personality factor chose to engage in influence tactics other than persuasion. Thus, **H_5** is partly accepted. In terms of the openness dimension, the participants who had lower scores were more likely to use coalition *($t_{288}=2,677$, p<.01)* and self-presentation *($t_{287}=2,485,p<.01$)* to influence their supervisors.

Table 6: Comparison of High and Low Score Groups of Personality Variables

Personality Trait	Median	Influence Tactic	t	df	p	Group	μ
Extraversion	4.14	Persuasion	-3,621	272,5	<.01	Low	3,23
						High	3,76
Agreeableness	4,75	Upward Appeal	2,586	278,6	<.01	Low	2,75
						High	2,34
		Self-Presentation	3,946	278,9	<.01	Low	3,46
						High	3,61
		Exchange of Favors	3,736	283	<.01	Low	2,57
						High	2,02
Conscientiousness	4,71	Coalition	2,777	288	<.01	Low	2,85
						High	2,44
		Ingratiation	3,004	284	<.01	Low	2,95
						High	2,53
		Upward Appeal	2,662	285	<.01	Low	2,76
						High	2,33
		Self-Presentation	3,646	276,6	<.01	Low	2,56
						High	2,07
		Exchange of Favors	4,288	269,14	<.01	Low	2,60
						High	1,98
Neuroticism	3,14	Coalition	-4,531	287,10	<.01	Low	2,29
						High	2,93
		Ingratiation	-3,472	284	<.01	Low	2,48
						High	2,96
		Upward Appeal	-3,339	285	<.01	Low	2,25
						High	2,79
		Self-Presentation	-3,435	285,4	<.01	Low	2,05
						High	2,53
		Exchange of Favors	-4,096	279,7	<.01	Low	1,97
						High	2,57
Openness	4,40	Coalition	2,677	288	<.01	Low	2,84
						High	2,45
		Self-Presentation	2,485	287	<.05	Low	2,50
						High	2,15

Values and Influence Tactics

The multiple regression analyses that were conducted to find out about the linear relationship between values and influence tactics yielded significant results regarding two of the main value dimensions of Self-Transcendence and Self-Enhancement. Self-Transcendence had negative associations with Upward Appeal *(β=-.125, t= -2.072, p<.05)*, Self-Presentation *(β=-.230, t=-3.711,p<.01)* and Exchange of Favors *(β=-.265, t= -4.395, p<.01)*, and whereas it was positively related with Persuasion *(β=.304, t= 5.277, p<.01)*. Self-Enhancement was found to be positively related to the two political tactics of Self-Presentation *(β=.170, t= 2.737, p<.05),* and Exchange of Favors *(β=.287, t= 4.748, p<.01).* These regression analyses results can be seen on Table 7. Hypothesis 6 stated that the effects of Conservation and Self-Enhancement work values on political tactics would be stronger than those of Openness to Change and Self-Transcendence values. Our results partly confirm **H_6** since Self-Enhancement values are positively related with the two political tactics of Self-Presentation and Exchange of Favors. However, the results depict no significant relationship between the Conservation values and political tactics, thus resulting in a partial acceptance of **H_6**.

Table 7: Values and Political Tactics

Dependent Variable	Independent Variables	R^2	F	P	β	t	p
Upward Appeal	Self-Transcendence	.02	4.293	.039	-.125	-2.072	.039
Persuasion	Self-Transcendence	.09	27.848	.000	.304	5.277	.000
Self-Presentation	Self-Transcendence	.06	8.310	.000	-.230	-3.711	.000
	Self-Enhancement				.170	2.737	.007
Exchange of Favors	Self-Enhancement	.11	16.256	.000	.287	4.748	.000
	Self-Transcendence				-.265	-4.395	.000

Values as Moderators

Moderation analyses were conducted to examine whether the Big Five personality dimensions and career concerns effects on political/influence tactics are moderated by the four main value dimensions of the Portrait Values Questionnaire. To determine the moderating role of values, first we centralized the independent variables (personality dimensions and career concerns), and the moderating variables (value dimensions). Then the interaction terms were calculated by multiplying the independent and moderated variables. The moderated regression analyses were conducted with the centralized dependent and moderating variables and including the interaction term as the third variable in each regression analysis. From the various moderated regression analyses conducted, five of them showed significant moderation effects. The moderating role of values and the related analysis results are depicted on Table 8.

Table 8: The Moderation Analysis Results

Dependent Variable	Independent Variables	R2	F	P	β	t	p
Coalition	Conscientiousness	.04	5.856	.003	-.156	-2.622	.009
	IntCons&self-enhan				-.129	-2.157	.032
Upward Appeal	Conscientiousness	.06	8.472	.000	-.199	-3.358	.001
	IntCons&self-enhan				-.139	-2.339	.020
Coalition	Skill-development	.05	.6.679	.001	.157	2.656	.008
	IntSkill-dev&self-enhan				.125	2.111	.036
Persuasion	Skill-development	.17	28.951	.000	.382	6.932	.000
	Intskill-dev&self-enhan				.115	2.087	.038
Persuasion	Autonomy	.09	13.294	.000	-.264	-4.549	.000
	IntAut&self-enhan				.172	2.957	.003

As depicted in Figure 3, the negative relationship between Coalition and Conscientiousness was moderated with the Self-Enhancement value. In other words, as the Conscientiousness of the participants increase, the application of Coalition tactics decrease and this diminishing effect of Conscientiousness was a little bit stronger when the Self-Enhancement value was higher ($R^2=.04$, F=5,856, p<.01 , $\beta_{intcons.selfen}:=-.129$, $t_{intcons.selfen} =-2.157$, p<.05).
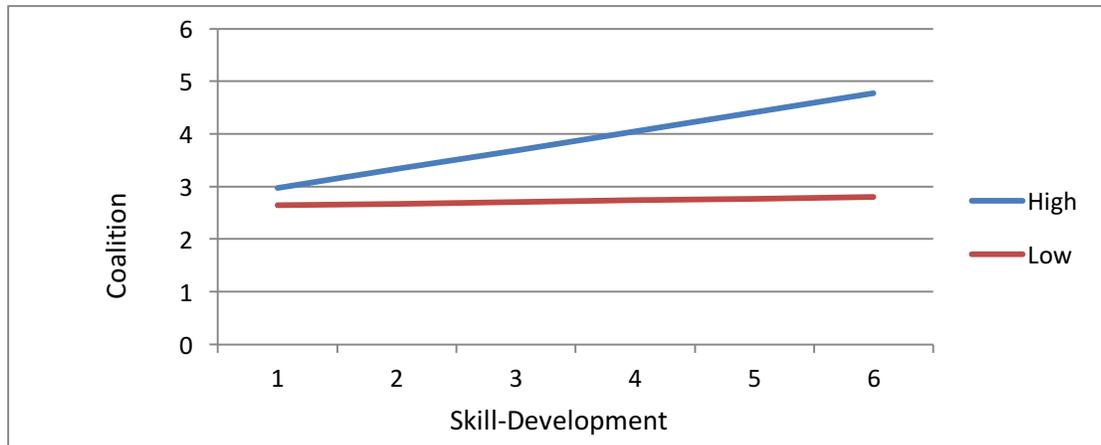
Figure 3: The Moderating Role of Self -Enhancement on the relationship between Conscientiousness and Coalition

The moderating effect of Self-Enhancement on the relationship between Conscientiousness and Upward Appeal can be seen in Figure 4. When Self-Enhancement was higher, the application of Upward Appeal diminishes with the increase in Conscientiousness, although the relationship seemed to be slightly positive for low self-enhancement (R^2:.06, F:8.472, p<.01, $\beta_{intcons.selfen}$ =-.139, $t_{intcons.selfen}$=-2.339, p<.05) .
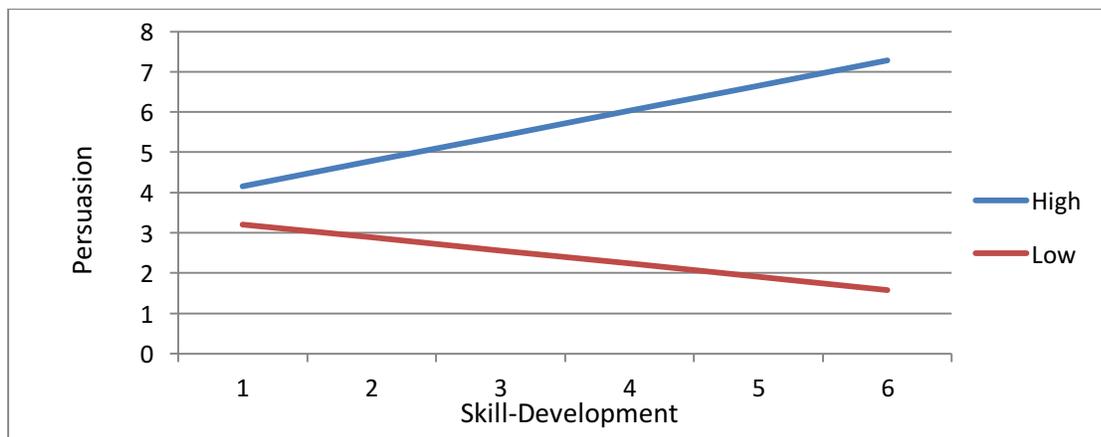

Figure 4: The Moderating Role of Self- Enhancement on the relationship between Conscientiousness and Upward Appeal

As can be seen in Figure 5, Self-Enhancement also moderated the relationship between Skill-Development and the Coalition influence tactic. The higher the Self-Enhancement value, the higher the positive effect of Skill-Development career concern on Coalition formation (R^2=.05, F=6.679, p<.01, $\beta_{intselfdevselfenh}$: .125, $t_{intselfdevselfenh}$=2.111, p<.05).
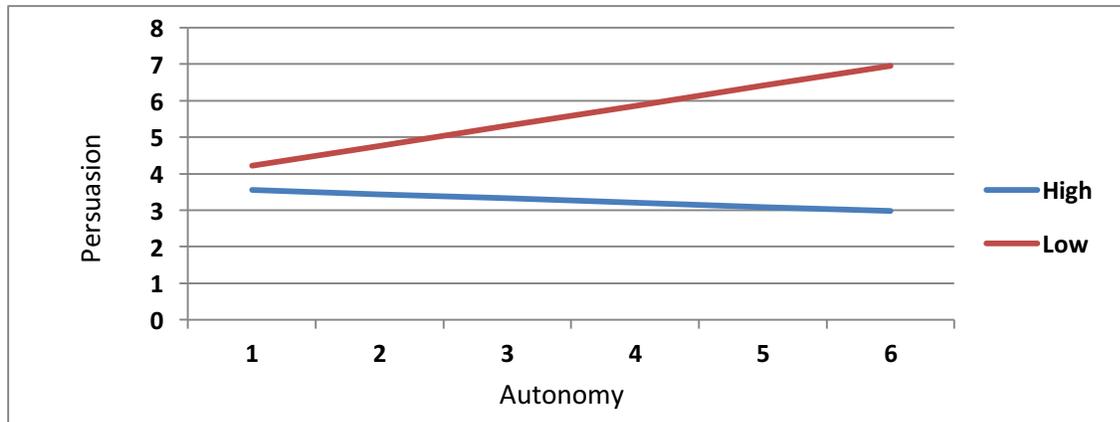
Figure 5: The Moderating Role of Self- Enhancement on the relationship between Skill-Development and Coalition

Self-enhancement was also found to moderate the relationship between Skill-Development and Persuasion ($R^2=.17$, $F=28.951$, $p<.01$; $\beta_{intselfdevselfenh}=.115$, $t_{intselfdevselfenh}=2.087$, $p<.05$). It was found that, for higher Self-Enhancement, the relationship between Skill-Development and Persuasion was positive; however for low self-enhancement the relationship was negative as it can be seen in Figure 6.

Figure 6: The Moderating Role of Self- Enhancement on the relationship between Skill-Development and Persuasion

Last of all, Self-Enhancement was also found to be a moderator between the Autonomy career concern and Persuasion ($R^2=.09$, $F=13.294$, $p<.01$, $\beta_{intselfenhanaouto}= -.264$, $t_{intselfenhanaouto}=-4,549$, $p<.01$). For those employees that had a higher Self-Enhancement value, the Autonomy career concern had an incremental effect on the use of Persuasion. However, for low self-enhancement this was not the case as can be viewed from Figure 7.

Figure 7: The Moderating Role of Self-Enhancement on the relationship between Autonomy and Persuasion

Discussion

Although there are some studies conducted on the dispositional characteristics of the influencers, they are only a few in number. In the literature, there are studies that have investigated the effects of personality traits or career concerns on influence tactics, however our study seems to be the first to explore the effects of these variables together. Moreover, the portrait values of the influencers was also taken into consideration in this study and tested as both an independent and moderating variable.

When the findings of this study are evaluated generally, we can say that we failed to accept *H₁* which assumed that external career concerns (promotion, high salaries, status, influencing others) were more strongly related with the use of influence tactics. Our results showed that, the internal career concern of skill development (learning new techniques, developing competencies, etc.) had stronger positive relations with the influence tactics of coalition and persuasion compared to the external career concerns (economic concerns) which had a weaker relationship with persuasion and an inverse relation with coalition building (Table 4). Our sample is composed of individuals who have a high education level (97 out of our 294 participants have a masters degree or higher), which may also explain the stronger relations between the skill development career concern and influence tactics. It seems plausible that individuals with a higher inclination towards continuous learning (as reflected by their advanced degrees) would demonstrate skill development as a career concern. Moreover, those employees in our sample that have a concern for skill development seem to be less likely to use exchange of favors tactics; however they are more likely to use rationalization and assertiveness (persuasion) tactics. Thus, it seems that, in order to develop their competencies and refine their skills and abilities at work, they are more inclined towards using persuasive tactics and building coalitions at work. At this point, it is worth remembering that our results point out that the influence tactics of rationalization and assertiveness cluster together for our sample. This finding is plausible since Turkey is a country high in power distance dimension (Hofstede, 1980). As our study focused on employees' upward influence tactics, using rational persuasion to a supervisor in a high power distance culture also requires being an assertive person. Moreover, autonomy development seems to be positively related with the use of exchange of favors and ingratiation. This might result from the tendency of employees who seek independence at work to have a willingness to deliver favors to their supervisors and engage in ingratiating behaviors in return of being autonomous.

For testing *H₂,* **H₃**, **H₄** and **H₅**, we conducted independent samples t-tests by categorizing the participants

according to median scores. The results point out that, the participants that have lower scores in the conscientiousness dimension were more likely to use coalition, ingratiation, upward appeal, self-presentation and exchange of favors. **H$_2$** posited that the individuals who are high in conscientiousness would use persuasion tactics which was partly reflected in our results whereby those low in this personality factor chose to engage in influence tactics other than persuasion, partially supporting our hypothesis. As mentioned previously, conscientiousness is associated with achievement and the desire to accomplish goals. There are some individuals, however, who value the achievement of organizational rewards and a favorable organizational image, but personally lack the traditional conscientious characteristics like industriousness and responsibility, in order to achieve the desired goals. These individuals may thus use various political tactics to reap the desired rewards (Phipps, Prieto & Deis, 2015).

The results of our analyses also showed that the participants who score high in the agreeableness dimension tend to use self-presentation tactics more and upward appeal and exchange of favors less than their less agreeable counterparts. **H$_3$** was thus refuted, since we expected that those high in agreeableness would engage more in ingratiation tactics. This shows that the agreeable participants of our study did not prefer indirect ways of politicking to solve their problems rather than actually focusing on finding solutions via self-presentation. It was mentioned previously that agreeable individuals like to "fit in" and be included and they appreciate being liked by others. Individuals may use self-presentation tactics to enable them to be seen through a favorable lens by their supervisors and/or colleagues and thus be viewed as likable.

The results of the analysis regarding extraverted employees revealed that, these individuals have a propensity to use rationalization and assertiveness and these findings are in partial support with **H$_4$**. Since extraverts tend to be more socially comfortable than their more reclusive counterparts, it is plausible that their outgoing nature makes them more prone to engage in assertive and rational influence tactics at work rather than displaying ingratiating behaviors.

Neuroticism seems to be one of the important dimensions affecting the use of influence tactics at work, being related with various influence tactics for our sample. The results revealed that, employees who have higher scores in neuroticism seem to be involved in political activities such as exchange of favors, self-presentation, ingratiation and upward-appeal significantly more. We did not find significant results between the two groups of neuroticism scores regarding the rationalization and assertiveness influence tactics, which renders partial support to **H$_5$**. Thus, it is fair to suggest that those individuals high in neuroticism and thus prone to worry and mistrust would display a substantial motive to drive them to impress their supervisors and/or colleagues by engaging in various influence tactics.

Finally, in terms of openness, our exploratory results convey that, the participants scoring low in this dimension tend to use self-presentation and coalition more. In a high power distance culture, these results are comprehensible since trying to influence supervisors directly through rational persuasion and assertiveness is a risky behavior and employees who have higher scores in openness to experience would more probably have a propensity to take this risk (Nicholson, Soane, Fenton-O'Creevy, and Willman, 2005).

When the effects of the portrait values were taken into consideration, our results conveyed that self-transcendence values which entail universalism and benevolence were inversely related to upward appeal, self-presentation and exchange of favors; whereas these values were positively related to persuasive influence tactics. These values have a social focus and thus as stated by Schwartz (2012) serve the interests of others. Therefore, it seems plausible that the individuals who prioritize self-transcendence values would be less liekly to employ hard tactics that involve putting pressure on others (such as exchange of favors). As stated before, for our sample, persuasion entails two influence tactics which are rationality (a soft tactic) and assertiveness (a hard tactic). Thus, a reason why

self-trancendence was positively related self-trancendence could thus be due to the dominance of the rationality factor within the persuasion influence tactic.

Moreover, regarding portrait values, self-enhancement was found to be positively related to the two influence tactics of self-presentation and exchange of favors. Self-enhancement values entail values related with status and power that emphasize being part of a company one is proud to work for as well as advancement and influence in the organisation. This finding which renders partial support for **H₆** is also in line with the above literature review which depicts that those individuals with a concern for external personal success are inclined to use political tactics at work. Moreover, as stated by Nonis and Logen (1995), those individuals with a need for power tend to use hard tactics to influence others. In line with this reasoning, in our study, exchange of favors was one such tactic that had a stronger relationship with self-enhancement.

It is interesting to note that, in line with our results, when self-transcendence is high (that is an individual values status, power, achievement etc.), having a conscientious personality trait decreases one's tendency to engage in influence tactics. This could result from the fact that, consciousness individuals' drive to achieve certain goals and their effort to do so doesn't necessitate using influence tactics to arrive at their desired goals. This brings to mind the effective versus successful amangers distinction of Luthans (1988). Perhaps, it is having a conscientious personality that renders one a candidate to be an effective manager. Moreover, our moderation results also yielded that, certain internal career concerns (skill development and autonomy in our case), when the self-enhancement value is high, lead to the usage of certain influence tactics such as persuasion and coalition building in this case. An interesting observation here is that, the self-enhancement value being standard, how a personality trait and internal career concerns lead to different tendencies to use influence tactics. This could be a crucial point that warrants future research attention.

Conclusion

Our findings helped to widen our perception of the reasons why individuals may use impression management at work, what their motives are and what kind of tactics these motives trigger. When searching for these antecedents, it is important to note that, the relationships between individual dispositions, career concerns, values and political behavior, do not exist in a vacuum. They occur within an organizational environment which is likely to affect them. Some of the employee characteristics are strongly linked with employee performance if the employee works independently. Barrick and Mount (1993) stated that the positive relationship between employees' personality traits like conscientiousness and extraversion and work performance increased if the employees had the chance to work autonomously. Similarly, certain organizational environments are likely to 'license' political behavior or provide opportunities for such behavior more than others. Among such characteristics are organizational size and structure. Research is warranted as to whether larger organizations can be assumed to provide more scope and opportunities for political behavior mainly because power in such organizations is less centralized and more people have control over resources (Pfeffer, 1981) or political behavior is more prevalent in organic organizations than in mechanistic ones (Zanzi,1987) since tasks are less clearly defined and lines of authority less clearly specified.

In line with other studies conducted in Turkey (Ergüder, Esmer, & Kalaycıoğlu, 1991; Imamoğlu & Karakitapoğlu Aygün, 1999), since the liberalism-oriented socioeconomic changes of the 1980s, in the studies conducted

regarding values, the results seem to emphasize a new pathway involving social power, status, recognition, and achievement-oriented self-enhancement. Such power-and achievement-related concerns can be regarded as transitional values in a society undergoing a change from traditionalism to modernism. Similarly, as a result of his study on moral values which encompasses many countries, Esmer (1998) stated that the Turkish society displays mixed and inconsistent values. Esmer's (1998) research results point out that, in Turkey individuals value both security and relationship building at work as well as achievement. This could explain the significance of the two antagonistically motivated values of self-transcendence and self-enhancement in our results.

Finally, we would like to note that, in organizations, managers and decision makers should be conscious of their emplyees' impression management patterns. It is important for the organizations to be fair in the selection and promotion systems and choose the most deserving employee when the time comes instead of the most savvy impression manager. Realizing this distinction would have crucial long term pay offs for organizational justice, work engagement, employee turnover and of course organizational performance depending on what type of people are offered a seat at the strategic levels.

Limitations

All data used in this study is based on self-reports, which means that the magnitudes of the effects that we reported may have been biased due to common method variance or the wish to answer consistently. Moreover, our study is situational and the results may not be applicable to other circumstances. Finally, because of the present study's cross-sectional design, the causal order between personality factors, values and political behavior remains to be addressed.

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