



People's Democratic Republic of Algeria  
Ministry of higher education and scientific research  
University of Mohamed Khider - Biskra  
Faculty of Economics, Commerce and Management  
Sciences Management Sciences Department



## Thesis Title

**Administrative diseases of Employees caused by organizational Impression  
management: An empirical study in Algerie Telecom center**

**Thesis Submitted in Partial Fulfilment of the Requirements for the degree of  
LMD MASTER**

**Section of: Management Sciences  
Option: Human Resources Management**

**Supervised by:  
Pr. Djouhara AGTI**

**Submitted by:  
Kelala Assala**

### Board of Examiners

Members	Profession	Role	University
Izzrech Kamilia	Assoc Prof B	Chairperson	Mohamed Khider University of Biskra
AGTI Djouhara	Professor	Supervisor	Mohamed Khider University of Biskra
Cherroun Reguia	Professor	Examiner	Mohamed Khider University of Biskra

**Academic year 2023/2024**





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*To those who believed in me, and never let me down.*

*To my father who provided everything for me to be here today,*

*To my mother in heaven, thank you for always loving me and guiding me. Even though you are no longer here with me I can still feel your love and guidance you are always in my heart, and I miss you in every step of the way, this is for you mommy.*

*To my only brother my supporter who helped me and showed his patience and care, he guided me to the best of his knowledge sacrificing his precious time.*

*And I can't forget his kind wife and his adorable kids, their presence makes a great difference in my life and I'm grateful for that .*

*To my only sister my second mother the perfectionist who pays attention to all the little things I never seem to notice, thank you for your care and kindness throughout this work.*

*To my friends who were always ready to back me up whenever I was troubled To me, the strong girl who never wants to give up and always stands on her feet on her own, oh how I'm proud of her.*

*For everyone who appreciates knowledge and learning and offers it even with just a word*

*For those who trust that hope is life, and nothing is impossible with hope.*

*Thank you very much!*

# **ABSTRACT**

This study aimed to determine the extent to which organizational impression management causes administrative diseases at Algeria telecom Center in BISKRA, where organizational impression management was measured by six dimensions consist to assertiveness, intimidation, ingratiation, self-promotion, exemplification, supplication. While administrative diseases were measured through four dimensions which are fear at work, work alienation, work conflict and job burnout.

The questionnaire was used as a tool to gather the primary data from a convenience sample consists of (40) employees. After analyzing the data by statistical program for Social Sciences (SPSS) the study concluded that that:

- The level of impression management practices in Algeria telecom-BISKRA- is low and the same thing goes for the level of administrative diseases.
- There is a direct effect of organizational impression management on administrative diseases of employees.
- There is a direct effect of organizational impression management in term of ingratiation and supplication on workplace fear. While both intimidation and exemplification have a direct effect on organizational conflict and job alienation. Also, self-promotion has a direct effect on job burnout.

**Keywords:** *impression management, administrative diseases, Algeria telecom Center*

## ملخص:

هدفت هذه الدراسة إلى تحديد مدى تسبب إدارة الانطباع الوظيفي في حدوث أمراض إدارية بمركز اتصالات الجزائر في بسكرة حيث تم قياس إدارة الانطباع الوظيفي بستة أبعاد تتمثل في تأكيد الذات، الترهيب، التملق، تعزيز الذات، التمثيل والتضرع. وتم قياس الأمراض من خلال أربعة أبعاد هم الخوف في مكان العمل، الاغتراب في العمل، الصراع التنظيمي، الاحتراق الوظيفي.

وقد تم الاعتماد على الاستبيان كأداة لجمع البيانات الأولية من عينة ميسرة مكونة من (40) موظفاً. وبعد تحليل البيانات بواسطة البرنامج الإحصائي للعلوم الاجتماعية (SPSS) توصلت الدراسة إلى ما يأتي:

- وجود مستوى منخفض لكل من الأمراض الإدارية وإدارة الانطباع لدى عمال مؤسسة اتصالات الجزائر.
- يوجد أثر مباشر لإدارة الانطباع التنظيمي في الأمراض الإدارية للعاملين.
- يوجد أثر مباشر لإدارة الانطباع التنظيمي من حيث التملق والتضرع في الخوف في مكان العمل. بينما يؤثر كل من الترهيب والتمثيل في الصراع التنظيمي والاغتراب الوظيفي. كما يؤثر تعزيز الذات في الاحتراق الوظيفي.

**الكلمات المفتاحية:** إدارة الانطباع، أمراض الإدارية، مركز اتصالات الجزائر

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## **Introduction**

# **Introduction**

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## **1. Background of the Study**

In any society, it is required that people often have different interactions with other others. Due to these interactions, people would endeavor to influence the way others perceive them. In other words, impressions would be the results of these interactions. They would begin at the first meeting and continue to have a significant role in the growth of the relations between the parties involved. It was asserted that the directions any relations would take is influenced by previous impressions and how well they were managed. People would act certain way and adopt certain behaviors to generate the impressions they want others to have of them. That is to say, individuals often use techniques to influence the impression others have of them (Kurt, Managing impressions in the workplace: A research on Airport Professionals, 2022, p. 9)

Individuals often care of the impression they make on other people. It is quite important for them because it has a significant role in their lives. It impacts their interactions and many other aspects (Andrea & Di Bretherton, 2012, pp. 223-236). When individuals believe that their public images are essential when it comes to achieving certain goals, they will be more inclined to control the way others view and perceive them. In other words, managing their impressions and the way they present themselves could be of a great value and importance when these individuals seek to attain something they desire. More often than not, the impressions that individuals manage are impacted by their occupations and the norms in the social context. They could also be impacted by the values of others whose perceptions are of concern, the way individuals think others perceive them and many other factors (Smelser, 2001, pp. 7245-7251)

Impression management can be understood as the technique through which individuals govern the impressions others make of them. That is to say, it is the process in which individuals' control what other people think of them. Hence, it is a significant skill when it comes to managing interpersonal attitudes and relationships. It was determined by researchers, who explored the multifaceted nature of impression management, that it incorporates processing information, communication, and other goal-directed components (Alo, Imran, Nadia, Ahmed, & Ismail, 2023, p. 1\_13)

In organizations, impression management plays a significant role due to the fact that it has broad impact on the individuals and organizations. For example, if workers worried about their image and reputation, it may impact their performance on the job or how that performance and the actions of the individuals are perceived by others; they may hesitate to speak up, peruse information

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and feedback, or participate in any activity. Impression management is also important when it comes to molding the nature and the evolution of human resources within the organization. Therefore, it is vital for the survival and prosperity of the organization (Bolino, Long, & D. Turnley, 2016, pp. 377-406).

Administrative diseases, a concept that encapsulates the negative consequences of excessive impression management in organizations, can significantly impair both operational efficiency and employee morale. These issues often arise when administrators prioritize maintaining appearances over genuine performance, leading to a culture of superficiality and mistrust. A smart move to counteract these problems is to foster an environment that values authenticity and transparency. According to Goffman (1959), promoting open dialogue and ethical behavior, along with encouraging genuine leadership, can significantly mitigate the adverse effects of impression management by prioritizing these values, organizations can improve overall performance and enhance employee well-being. (Goffman, 1959, p. 58)

### **2. Statement of the Problem**

Indeed, impression management is a skill that is vital in various aspects of life. For example, people in relationships often alter their behaviors and manipulate the way others perceive them. In other words, people would implement certain tactics and strategies to influence the image other people have of them. Similarly, individuals use these tactics in work settings to get a better image or reputation. Impression management touches all aspects of life. Thus, it is considered a significant skill to have. Nonetheless, the use of impression management could be a double-edged sword; the overuse of impression management or focusing on some of the tactics could have a negative impact on the individual, their relations, or their performance on the job.

Impression management has an impact on both stress levels and the overall atmosphere within a business. Employees are anticipated to exhibit a high degree of performance and competence. IM encompasses three main forceful strategies: self-promotion, ingratiation, and exemplification. The frequency of impression management does not directly account for the stress level among workers; nevertheless, it can serve as a personal asset to confront obstacles. Moreover, it has the potential to generate exaggerated expectations, so increasing the burden on staff. Exemplification is a strategic approach in which personnel surpass expectations in order to demonstrate their dedication. This behavior has a major impact on stress levels, maybe because it leads to greater overtime and job

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instability. As a result, this ultimately results in job fatigue, organizational conflict, and a sense of fear within the workplace. (Zhang, Zhiqing, Yan , Chengbin , & Li , 2018, p. 1\_11).

administrative diseases have notably impacted the organization's efficiency and employee morale, Administrators often engage in impression management tactics to appear more competent and effective, which can lead to a culture of superficiality and mistrust. This behavior detracts from genuine performance, resulting in inefficiencies and reduced employee satisfaction. To address these challenges and examine administrative diseases and impression management at Algeria Telecom, the sample consisted of 40 employees from various departments within the organization, to allow a nuanced understanding of how impression management practices affect organizational dynamics and employee well-being at Algeria Telecom.

### **Research Questions**

To what extent does organizational impression management cause administrative diseases?

#### **Sub Questions**

- ❖ What is the level of impression management among Algeria Telecom employees?
- ❖ What is the level of administrative diseases among Algeria Telecom workers?
- ❖ What is the degree of influence of impression management strategies on the administrative diseases of employees in the Algeria Telecom Enterprise (workplace fear, organizational conflict, job alienation, and Also job burnout)?

### **3. Aims of the Study**

The general objective is to “explore and analyze the organizational impression management effect on administrative diseases”, and based on the main objective of this thesis, the following specific objectives were defined:

- Shed a light on the negative side of organizational impression management.
- Understand better the behavior of employees to try and limit the administrative diseases in the institution.
- Measure the level of impression management among Algeria Telecom employees.
- Measure the level of administrative diseases among Algeria Telecom workers.
- Determine the level of influence of impression management strategies on the administrative diseases of employees in the Algeria Telecom Enterprise (workplace fear, organizational conflict, job alienation, and Also job burnout).

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### 4. Previous studies:

In a study conducted “A Study of Impression Management Techniques Applied by Academicians in Select Educational Institutions of Dehradun” in which impression management tactics were applied to see their effectiveness and the aims from using these strategies. The study found that Impression management is a significant part of management that impacts performance ratings and self-presentation in an organization. Teachers frequently use intimidation, self-promotion, and ingratiation strategies, the last being the most effective. The essential motivation for impression management is job development, yet intellect and knowledge are seen as the most significant factors in impressing others. Impressions must be managed effectively in order to improve an organization's overall success. The study emphasizes the significance of effective impression management in meeting business goals (Chaubey & Bipin , 2017).

According to a study entitled “The effect of emotional labor and impression management on burnout: Example of Family Physicians” Individuals attempt to make the desired impression on both new acquaintances and their coworkers in the workplace. In this sense, they try to shape people's views of others in order to acquire or amplify their own power. People try to form and direct the opinions and actions of others as a result of this knowledge. The study revealed that family physicians had minimal levels of burnout. This outcome was in line with earlier studies that discovered emotional weariness was not significantly impacted by either detailed or surface-level behavior from the emotional labor dimensions. Additionally, there was a strong correlation between impression management and burnout in the organization. There could be several reasons for this outcome, including a more encouraging work atmosphere (Aysegul & Ferda, 2019).

There are several reasons that cause conflicts in workplace and misunderstandings. Organizational conflicts may emerge due to fight for dominance, leadership styles, or a lack of shared resources. This negatively impacts productivity, service quality, and employee satisfaction. Identifying conflicts and addressing them early on is crucial. Negotiation is the most effective way to resolve a problem, whereas utilizing force is not recommended. Managers who skillfully

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manage conflict receive both institutional and personal rewards, while those who try to eliminate it tend to fail quickly (Neupane, 2022).

A study entitled “The effects of work alienation on organizational commitment, work effort and work-to-family enrichment” studied the effects of work alienation feeling alienated from one's work severely impacts workers' effort, dedication to the organization, and work-family balance. This study suggests that the idea of alienation continues to be relevant in organizational studies. Research suggests that understanding alienation can shed light on the reasons workers may feel dissatisfied with their jobs (Tummers & Laura , 2013).

In his work, "Who's Fooling Who? Exploring the Impact of Impression Management in the Workplace, » Robert McHenry tackled the ways through which individuals alter their personalities or images at the workplace. The research was conducted across six European countries so that it would cover a larger area and distinguish whether there are differences when people implement impression management techniques. That is to say, this research sought to explore the impression management techniques used by people of different cultures and origins. This work aimed to find out the way impression management impacted individuals and organizations (McHenry).

Another study that addressed the use of impression management and its impact on individuals is "Impact of Impression Management on Performance Rating" by Ahmed Arif. This research identified that impression management strategies are used by employees in various organizations to achieve better performance ratings. Consequently, this research aimed to identify the impact of impression management on individuals and their performance in work settings. This research uncovered that the impact of impression management tactics can be positive or negative. That is to say, strategies like exemplification can be viewed in a positive light and have a positive impact on performance ratings. However, tactics like intimidation, supplication, and self-promotion have a negative impact on performance ratings (Arif, Rizvi, Abbas, & Akhtar, 2011).

In the study by Bordia et al. (2004) titled "Uncertainty During Organizational Change: Types, Consequences, and Management Strategies," the researchers examined the role of transparent communication and employee involvement in mitigating fear and resistance during organizational change. They found that when organizations proactively communicate the reasons for change and involve employees in the change process, it can significantly reduce fear and resistance among employees. They emphasize that addressing employee fears through effective communication and

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involvement not only facilitates the change process but also enhances overall organizational health by fostering a positive and supportive workplace culture. (Bordia, 2004)

### **5. Thesis hypotheses:**

To achieve the study objectives that we mentioned above, we outline the following hypotheses as a preliminary answer to the main problem and its sub-questions, to test its validity.

**H1:** There is a direct effect of organizational impression management on administrative diseases at Algeria telecom.

This hypothesis includes several sub-hypotheses:

**H1.a:** There is a direct effect of organizational impression management in its various dimensions (assertiveness, intimidation, ingratiation, self-promotion, exemplification, supplication) on workplace fear at Algeria telecom-BISKRA-

**H1.b:** There is a direct effect of organizational impression management in its various dimensions (assertiveness, intimidation, ingratiation, self-promotion, exemplification, supplication) on organizational conflict at Algeria telecom-BISKRA-

**H1.c:** There is a direct effect of organizational impression management in its various dimensions (assertiveness, intimidation, ingratiation, self-promotion, exemplification, supplication) on job burnout at Algeria telecom-BISKRA-

**H1.d:** There is a direct effect of organizational impression management in its various dimensions (assertiveness, intimidation, ingratiation, self-promotion, exemplification, supplication) on work alienation at Algeria telecom-BISKRA-

### **6. Structure of the thesis:**

This thesis is structured into two chapters, with each chapter featuring a unique typology that is aimed to accomplish the proposed objectives. Therefore, we have developed a brief research plan as the following:

**Chapter one:** Theoretical framework of the study includes the following subtitles: organizational impression management: definition and the history of it, the strategies of impression management (IM), its importance, administrative diseases: definition, some of the administrative diseases and then the relation between the two variables.

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**Chapter two:** Empirical study–Data analysis and results discussion: includes the following sub-titles; introducing Algeria telecom center: vision and value creation principles, data analyses: statistics descriptive of survey items, hypothesis test and interpreting the results, interpreting the Output of multiple regression analysis.

In the conclusion we conclude by summarizing the main findings, indicating the results of the empirical study, the limitations of this research, and suggestions for future outlines of research.

## **Chapter 1 Theoretical Framework**

## **Chapter one: Theoretical Framework**

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This chapter provides a literature review about variables study. It is structured into three parts, organizational impression management, administrative diseases, and the relation between the two, each contributing to understanding how organizational impression management causes administrative diseases. These factors are presented as drivers impacting organizational efficiency.

### **a. Impression Management**

Indeed, one of the things parents teach their children is not to lie. Nonetheless, as they grow, they discover that telling the entire truth could not be beneficial for them in some situations. That is to say, children would learn that being truthful in particular occupation might not be in their favor, or it would simply not get them what they want. Impression management could be viewed as the process through which individuals manipulate the truth to ensure that others are not offended or harmed by their words or actions. Individuals also put on an act and manage their impressions to project a positive light. therefore, it could be said that impression management is a significant skill in both social and professional situation (Anddison E. , 2019, p. 26)

Generally speaking, the term 'impression management' refers to any conscious or unconscious endeavor that is considered directed to a particular goal to influence the way other people perceive a person, object, or an event through the regulation and the control of information social interaction (Nickerson, 2024, p. 42). Impression management describes the process which individual use to manipulate and control the impressions that other individuals make of them. Individuals, who often engage in impression management, have mainly one object. That is to say, they engage in this particular process to ensure that others have a positive impression of them (DuBrin, 2011, p. 1\_25). Nonetheless, some people seek to form a negative impression. For example, a soldier, who endeavors to avoid combat, or one who seeks to be medically discharged, might desire to create an image where he is painted as an emotionally unstable individual. Thus, he would ultimately not be fit to complete his duty. Another example of creating a negative impression is an incarcerated person who spent a long person in prison. When the time for parole or his release, he might fear returning to society where he might face poverty due to the prospects of no employment, housing, or food. Hence, he might form an impression where he depicts himself as a danger to society and that he would return to crime if he were released. Creating a negative impression can also occur in work settings. For instance, a worker might project the impression of incompetence to evade a certain task. That is to say, a worker might diminish his skill sets and

## **Chapter one: Theoretical Framework**

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paint himself as an inadequate individual so that he would not be assigned a specific task (DuBrin, 2011, p. 1\_25).

The theory of impression management does not have a clear focus. It is rather a construction that represents the illustrations and the preservation of a social identity during any interaction. When this theory is discussed by scholars, they do not indicate that it reflects an artificial or a manipulative action. For them, that theory simply refers to the image a person adopts while interacting with other. Some scholars even use different terms like 'social' or 'public self' to differentiate between the identity individuals adopt during an interaction with their private identity. Individuals constitutes of endless characteristics such as needs, interests, habits, values, beliefs and many other things. Consequently, it is not logical that a person would display all facets of his person life. Individuals would therefore choose certain psychological and behavioral aspects they deem accurate to present their true self. People are often aware of what they do when the identity they display is of high importance. For instance, people who seek employment often adopt an identity to impress their interviewer. That is to say, they are aware that they only demonstrate the positive skills and qualities they possess. Nonetheless, it is safe to assume that all people manage their impression during conversations with friends, business meetings, dates etc. They all present a social identity they know would be accepted and appreciate with the social norms (Metts, 2009, pp. 397-422).

### **1. The History of Impression Management**

The roots of impression management could be detected thousands or years ago when people's lives had been in danger over what others thought of them and perceived them. That is to say, a long time, people had to adopt a positive attitude or persona because their lives literary depended on it. In the 1600, Shakespeare had once said, All the world's a stage, and all the men and women merely players. They have their exits and their entrances; And one man in his time many plays". This Shakespearean line has been used in many articles and books and could be found closely associated to impression management (Strauser, 2013, p. 162). The origin of impression management could trace to several theories in the 1960s, 1970s and 1980s in other fields of social sciences (Metts, 2009, p. 506).

Later on, a sociologist named Erving Goffman introduced a new scientific study on impression management to the social science field through his 'dramaturgical table of social interaction'. For Goffman, the main objective behind impression management is form an identity

## **Chapter one: Theoretical Framework**

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when 'actors' perform for an audience. The impression that was created would significantly part of one's identity. That impression would reveal your true identity to others. The scholar noted that the display from the 'actors' rely on aspects of both the circumstances and the present audiences. Individuals strive to control the illustration the display for others to secure psychological, material, or social objectives such as securing more benefits at work. Goffman declared that one a person manages their impressions, said impressions would impact the construction of their reality through the establishment of norms, tasks, and attitudes. Individuals would feel in control of any situation when they can steer the tone and flow of social exchange (Strauser, 2013, p. 205\_210).

### **2. Organizational Impression Management**

Impression management in organizations is often viewed by researchers as the attitude's employees, who are commonly known as actors, adopt to alter the image other had of them. Employees mostly manage their impressions when they interact with their superiors and coworkers. Nonetheless, sometimes, they feel the need to illustrate a better image with their subordinates and when they deal with customers. Impression management is the process of establishing a new, more coveted one, or simply attempting to protect a current one. Therefore, the use of this skill might be a conscious decision for the workers. That is to say, when employees manage their impressions, they have a motive behind their act. Nonetheless, sometimes, their act might not be a deliberate act. It could simply be an unconscious effort or a habit (Bolino, Long., & D.Turnley, 2016, p. 378).

Impression management is an instrument whose use impact all aspect of life. That is to say, people often manage their impressions in social, personal, or work settings. Indeed, like many other areas of life, impression management has been a vital element that impacted and prompted people's lives within Organizations. In their working lives, individuals often seek to establish a well-respected image and to control the perception other people has of them. Hence, they manage their impressions to achieve that goal. In other words, people use this particular tactic to paint them and their skills in a positive light (Kurt, Managing impressions in the workplace: A research on Airport Professionals, 2022, p. 9).

Despite the significance of impression management, many view it as a construction that is closely related to deception. Researchers, however, pointed out that managing one's impression does not inevitably signify that the impression that are formed are fake. When employees manage their impressions, it is not certain they would adopt positive qualities they do not possess. Those who agreeable, accomplished, and loyal may simply adopt other tactics that is closely linked with

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their true image. When the strategies of impression management are used to solidify certain aspects, the employees already possess, impression management is genuine. Nevertheless, the authenticity of impression management and its impact have been scarce in literature. In the recent times, researchers began to explore the ethical significance of impression management. One particular scholar argued that the practice in authentic impression management can sometime impact other coworkers in a negative way. Regardless of the fact that impression management is not necessarily authentic or deceptive, the individuals who use this skill can use it however they wish (Bolino, Long, & D. Turnley, 2016, p. 380). That is to say, they could be truthful to themselves, or they could create a fake person.

### **3. Strategies of Impression Management**

Impression management is a significant tool that most individuals practice on a daily basis. Similarly, many employees often engage in the process where they adopt one or more of its strategies.

#### **a/ Assertiveness**

Assertiveness refers to a form of behavior that has specific markers. This technique is distinguished by confident or affirming statements where proof is not required. That is to say, an assertive individual would be a confident person whose statements would not be taken for granted through these techniques; individuals would affirm their rights or opinions without dominating others and threatening their rights or allowing others to deny their rights and points of view. As an impression management strategy, assertiveness allows individuals to demonstrate themselves as capable individuals with suitable abilities, expertise, and talents (Strauser, 2013, p. 166).

#### **b/ Intimidation**

Another strategy of impression management is intimidation. This technique is used when individuals endeavor to create a persona that they would make it difficult for others if they are pushed to their limits. Individuals who use this technique are firm and harsh when others interfere in their affairs or result to violent to get their coworkers act accordingly (Arif, Rizvi, Abbas, & Akhtar, 2011, p. 720). That is to say, through intimidation, people often coercion or fear to influence or intimidate others. Intimidation can be detected through various aspects such as being forceful, threatening, or manipulative. Individuals use this tactic to create bond with others where they are in control. The main purpose behind the use of such technique is to use other's fear against. In other words, the intimidator would gain control or advantage from those who fear him or her.

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Individuals who opt for this method often seek to affirm their authority or exploit power dynamics. Individuals who use intimidation often gain what they desire. However, the use of this technique often has negative outcomes (G, 2024, p. 45).

### **c/ Ingratiation**

Individuals use this particular strategy to appear pleasant. They achieve this image through flattering, favor-doing, and conforming to other people's opinions (Bolino, Klotz, & Daniels, 2014, p. 1). That is to say, ingratiation can be detected through the individual's attitude. For instance, when the employees' goal is to conform to another's opinion, they would simply act in a certain way that consists with what the other had said or done. They would grant favor to other workers, or simply seek to self-enhance others through praising and commending their actions and skills (Bolino, Long,, & D.Turnley, 2016, p. 383). Also, it was found out that individuals who implement this tactic often have successful carrier and are more likeable according to the ratings of their supervisors. That is to say, integration have influence on people and their working lives (Bolino, Klotz, & Daniels, 2014, p. 1).

### **d/ Self-promotion**

Individuals who seek to manage their impressions might result to promoting their selves. This strategy is often used when employees strive to present a competent image. They seek to claim credit and make other coworkers aware of their accomplishments (Bolino, Klotz, & Daniels, 2014, p. 1\_2). Unlike other people who manage their impressions, those who use this tactic chose the direct path to create their image. When individuals use this strategy, they are relentless in their goal. They never get bored or tired of informing anyone who listens about their many and different achievements. They are deeply concerned of other people's opinions of their competence and skills. Self-promotion heavily relies on the cues during a social interaction. For example, during a sports competition, the athletes should be modest and humble about their skills and achievements. Therefore, it is not the place for a person to promote their accomplishments. Instead of bragging about themselves, they should attribute their achievements to their team and coaches for instance. This way, modesty would be considered a positive impression management tool (Larsen, Ommundsen, & der, 2015, p. 128). Self-promotion can paint a person's image negatively. Indeed, studies show that during job interviews, promoting oneself is quite efficient. Yet, unlike the technique that was previously mentioned, self-promotion influences the success of an individual's career and likability in a negative way (Bolino, Klotz, & Daniels, 2014, p. 266).

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### **e/ Exemplification**

Exemplification is an impression management technique that is used when an individual wants to appear perfect so that others idealize him or her. That is to say, the self-presenter wants others to think highly of them and their worth. Individuals who implement this tactic endeavor to be regarded as "honest, disciplined, charitable, and self-abnegating". Exemplifiers wish to be appreciated and respected for their morality and decency. The people who use this technique desire to be an example others would follow. The exemplifier could be the boss for instance. A punctual person is the first to arrive at work and the last to leave. It could also be a coworker who was never took a holiday from work. Individuals who use exemplification are prepared to endure hardships to aid others. Nonetheless, their actions would make other feel guilty which is what exemplifiers wish as well. In other words, these individuals seek to make their colleagues or acquaintances feel ashamed because they are not putting as much effort and acting the same way (Anddison E. , 2019, p. 28)

### **f/ Supplication**

Individuals who use this strategy wish to appear incompetent to others. In other words, this tactic helps these people promote their weaknesses to gain sympathy. This technique allows its user to appear as helpless and vulnerable. Thus, others might be inclined to help them. Through this technique, individuals would opt for actions that would make them appear humble. Supplication is regarded as a passive yet powerful impression management strategy. When this tool is implemented, it was remarked that individual supplicated holds more power over the person who performed the supplication. Also, this impression management technique is viewed as the most negative one among the others. This method not only allows employees to appear incompetent but also permits them to 'look down' at their work. Not only that, but the image also presented through supplication is often linked to being lazy. Hence, it provides it users with negative connotations (Arif, Rizvi, Abbas, & Akhtar, 2011, p. 721).

### **g/ Blaming**

Blaming is an incident that casts suspicion on the actor's history, character, actions, skills, or motivations. When someone places the blame elsewhere, they are acknowledging that their actions were wrong but not taking ownership of them instead, the perpetrator places the blame or accountability elsewhere. This strategy is similar to an excuse in that the performer seeks to change

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people's perceptions of a negative incident instead of attempting to change the incident itself (Griffin, O'Leary-Kelly, & Pritchard, 2004, p. 261).

Lupton and Sarwar (2021) state that in an organization, placing blame can accomplish a number of goals, including managing conduct and output, upholding power structures, and fostering the psychological well-being of those assigning blame. On the other hand, there can be adverse effects as well, like a reduction in psychological health, a weakening of trust, and a rise in interpersonal conflict. This may result in increased labor turnover, difficulty filling positions, and decreased job satisfaction. Blame also hinders organizational learning since it might make people less likely to report mistakes and less likely to participate completely in learning opportunities. Cultures that place a lot of blame could make managers more likely to focus on individual mistakes rather than systemic issues, and they might also discourage innovation and taking risks (Lupton & Sarwar, 2021, p. 182).

### **h/ Apologies and Justifications**

These two tactics of impression management are often implemented to manage certain damage after the occurrence of a negative event. As scholars examined these techniques, it was found that they are efficient when dealing blame that is closely linked to failure, or simply attempting to enhance their supervisor's confidence that they would not fail again. That is to say, they would justify the actions that led to failure while promising of better improvements. Furthermore, it was remarked that apologizing is positively linked to other's perception of likability. Consequently, when this method is used efficiently by workers, it is more likely that they will be perceived as likable and competent by their supervisors and coworkers (Bolino, Klotz, & Daniels, 2014, p. 215).

### **4. The Importance of Impression Management**

Impression management has become crucial element in workplaces. All individuals and businesses use impression management in an effort to improve their chances of achieving their social and financial objectives, getting others' help or support, competing successfully with or discouraging competitors, and avoiding the fallout from poor choices (Connolly-Ahern & Broadway, 2007). Moreover, Individuals always keep an eye on how they influence other people and attempt to discern the opinions that others have of them. They frequently act in this way without

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making an effort to make a certain impression, but only to make sure their public image is untarnished. However, there are situations where people feel driven to manage how other people perceive them. This impression motivation process is linked to the desire to leave specific impressions on other people, although it cannot always show up as overt acts that are relevant to impressions. Generally speaking, the motivation behind impression management is the same as that behind any behavior: the desire to maximize projected benefits and reduce expected penalties (Leary & Kowalski, 1990, p. 43).

In order to influence one's professional image and credibility in a variety of work responsibilities, impression management is essential. Effective impression management is critical to boosting talent acquisition, project group collaboration, and job seeking. Building trust with employees and investors is another benefit that managers and companies may gain from impression management in remote work situations. Implementing good impression management strategies in remote work contexts is crucial (Kacinskas, 2022, p. 12).

### **b. Administrative Diseases**

#### **1. Administrative Diseases Definition**

Public administration at the state level plays a significant role in government investment management. It also seeks to ensure adhesive state policies and deliver excellent public services. Nonetheless, when said administrations fail to achieve their duties, they become a liability to society and the economy. Ineffectiveness in public administrations results in economic decline. That is to say, when administrations are inefficient, the economy will suffer due to curbing the resources assigned to investment, misusing them, and reducing the quality of public infrastructure. (Zaarour C. B., p. 3). Inadequate administration is a significant challenge for governmental institutions and is also considered a hindrance to their development and achievements. Public administrations struggle due to various widespread and deeply ingrained problems, some of which have remained for decades. This section determines five administrative diseases that are usually found in the framework of public administration (Zaarour C. B., p. 3)

Some raise important concerns about diseases associated with invasive management. A lot of these fears Legal and imposes a huge cost. But ignoring these diseases, or insisting on postponing their treatment, leads to the collapse of the entire system.

Poor management is considered one of the biggest obstacles facing government institutions, and it is one of the biggest diseases and obstacles to development that.

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Public administration suffers from many widespread and deep-rooted diseases, some of which go back decades.... The importance of public administration in leading economic and social development and confirmed that it suffers from diseases...An intractable problem that prevents it from performing its tasks in the required manner and quality. It also stressed that efficient management follows sound policies economies can achieve greater and faster developments that will enhance growth capabilities (Zaarour C. B., p. 3).

### **2. Work alienation**

Karl Marx defined work alienation in relation to capitalism. Marx maintained that because employees have little control over the production process or other employees, working in capitalism causes alienation. Their creative capacities are alienated and isolated in this competitive environment. Marx claimed that work should be an enjoyable and rewarding endeavor that lets people realize their full potential, but that under capitalism, employment frequently turns into a means of survival rather than a vehicle for personal expression (Marx, 2007, p. 299). On the other hand, the work of Blauner (1964), who developed operational measures for three dimensions: social isolation, meaninglessness, and helplessness represent a noteworthy study in this field. Workplace alienation is a complex concept that includes social isolation, meaninglessness and powerlessness. The perceived lack of freedom and control on the job is the definition of powerlessness. In other words, employees perceive themselves as a thing of an impersonal system or an item under the direction and control of others. Moreover, Meaninglessness is a term that can be used to describe how someone perceives their level of comprehension of the activities they are involved in. Meaninglessness can arise in the workplace "when employees are unable to comprehend the intricate system of objectives within the company and how it relates to their own work (Tummers & Den Dulk, 2011, p. 4). Workplace isolation, which is characterized by people feeling parted off from a group due to a lack of understanding, emotional interaction, and support, is a prevalent issue in both traditional and modern work contexts. The concept of social isolation has been investigated in the domains of sociology, psychology, and epidemiology, it was given significant attention in organizational studies recently (Sahai, Ciby, & Kahwaji, 2021, p. 582).

Isolation at work is a result of an employee's feelings of being alienated to the group, missing out on possibilities for casual conversations with coworkers, and a lack of support and acknowledgment. Naturally, personnel at remote offices may have fewer opportunities for networking and contacts. It is suggested that isolation impressions originate from availability rather

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than merely spatial separation, even though physical distance naturally influences availability and would therefore probably worsen isolation views (Marshall, Michaels, & Mulki, 2007, p. 211).

### **3. Fear at workplace**

Cambridge dictionary identifies fear as an uncomfortable sensation or idea that you have when you are afraid or concerned about anything awful, terrible, or unsafe that is occurring or could occur (Fear, 2024). Fear is a state of being that usually has bad consequences. Fear is an emotional reaction to a specific, well-defined stimulus. Furthermore, is a negative emotional state that is associated by altered behavior, cognition, and physiology.

Anxiety results from fear's promotion of competitiveness. Fear also hinders creativity, inhibits social interaction, and erases pleasure in the workplace. Fear creates obstacles to individual and organizational performance at work, preventing people from realizing their full potential (Suárez, 1993, p. 42). Fear is a motivator, but it does not push people to take positive action, according to (Aguayo, 1990, p. 3) Although it might not yield superior outcomes, it might cause powerful, brief performance spurts. Considering that attempts are made to avoid perceived danger.

Suárez (1993) asserts that employee's fear can be a major problem in the workplace. Setting a good example and promoting candid communication are two things that leaders must do. Incentives for cooperation and encouragement for staff members to voice their opinions should be implemented. Leaders must also be conscious of the aspects of their role that cause fear and take action to reduce and control it. Leaders may make employees feel more at ease and inspired to make improvements to the workplace by creating a supportive environment (Suárez, 1993, p. 6)

According to Barry Glassner, fear is a complicated phenomenon that is impacted by political goals, media sensationalism, and societal issues. As stated by Glassner, fear is frequently exaggerated in comparison to real dangers, leading people and society at large to become fixated on imagined threats that might not be supported by empirical data. He contends that fear is frequently used as a tool to forward goals, such as promoting political candidates or boosting sales, creating a society in which unjustified worries are accepted and anxieties are exaggerated. In general, Glassner's viewpoint highlights how fear is socially constructed and used to manipulate people's beliefs and actions (Glassner, 1999, p. 232).

### **4. Organizational Conflict**

It might be challenging to give a complete definition of conflict at work because it can take many different forms. The process view of conflict, on the other hand, is multilayered and

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applicable to all parties involved, including official or informal groups, entire organizations, and individual employees. According to this perspective, conflict is distinct from other "dark side" concepts including bullying, deviance, violence, and incivility. Because conflict in businesses is mediated by communication processes, including nonverbal and vocal communication, as well as technology, conflict can have good results across various levels of analysis. Understanding the different types of conflict and how they may affect organizational dynamics requires a thorough grasp of this term (Dreu & Gelfand, 2007, p. 149).

Oxenstierna et al. (2011) argues that Conflicts in working environments take many forms depending on the reasons behind them and the conditions that facilitated their occurrence. Workplace interpersonal disagreements are frequently classified as factual or interpersonal and can have detrimental effects. These disputes may arise between groups, within a work group, or on an intrapersonal level. They can have different effects on health and are frequently linked to conflict, meddling, and unpleasant emotions. Organizational structure and other variables within the organization can also contribute to the creation of disputes, even though psychological causes account for the majority of them (Oxenstierna, et al., 2011, p. 508).

Riaz & Junaid (2011) note that unresolved disputes have numerous detrimental effects that are costly both in terms of money and human lives. Frustration, tension, low morale, missing deadlines, low self-confidence, low trust, communication issues, absenteeism, and legal actions are all possible outcomes of conflict (Riaz & Junaid, 2011, p. 605).

Levine (1998) identifies four costs associated with conflict: continuity cost, which is the loss of an ongoing relationship; productivity cost, which is the value of wasted time and opportunity; and emotional cost, which is the suffering associated with holding onto emotions (Levine, 1998, p. 85). Eight hidden costs of conflict were highlighted by Dana (2001) and include time wasted, poor decision-making, losing talented workers, inefficient restructuring, decreased job motivation, disruption, absenteeism, and medical expenses (Dana, 2001, p. 77).

### **5. Job Burnout**

Korunka, Tement, Zdrehus & Borza, (2010) state that when the workplace lacks resources and is very demanding, employees' motivation or ability to work may gradually diminish. Physical, emotional, and mental exhaustion that is difficult to recover from will set in at the final stage. The most commonly reported and in-depth feature of burnout is weariness, which is a complicated illness. It is the syndrome's most overt expression and frequently the main contributor to burnout.

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Nevertheless, the essential components of people's engagement with their work are not adequately captured by tiredness. It makes one want to take steps to emotionally and mentally remove themselves from their work, maybe as a coping mechanism for work overload. Emotional pressures can make it difficult for human services personnel to engage with and attend to clients (Korunka, Tement, Zdrehus, & Borza, 2010, p. 6). Depersonalization refers to the act of trying to put oneself in a distance from service recipients, whereas cognitive distancing is the process of becoming cynical or indifferent when one is worn out and disheartened. Reduced personal performance, or inefficacy, is a more nuanced interaction between tiredness, pessimism, and inefficacy. Uselessness is eroded by chronic, overwhelming demands, while exhaustion and cynicism arise from work overload and social conflict (Maslach, Schaufeli, & Leiter, 2001, p. 405)

### **c. Administrative Diseases Caused by Impression Management**

#### **1. Fear caused by organizational impression management**

There is very little proof that the relation between life satisfaction felt by individuals and impression management has negative connotation. However, some evidence, which highlighted this relation, was found. Supervisors have role when it comes to job performances. They are required to assess their subordinates' performance on their jobs. Hence, the relation between this particular role of supervisors and impression management is found to be negative, which consequently lead subordinates feel unsatisfied. To exemplify, employees often manage their impressions to create or protect certain images they sought to cultivate. These individuals fear that their supervisor's negative evolution might ruin their social image. Moreover, it was detected that fear was directly linked to impression management. That is to say, impression managers live in constant fear and are in under psychological pressure due to their continuous thinking of what other people thought of them (Wang, Zhou, Yu, & Li, 2020, p. 411).

In additions, individuals can experience fear at their jobs when supervisors or other subordinates use intimidation tactics. That is to say, those who opt for the intimidation impression management strategy strive to make others fear them and do their bidding. These individuals would be feared because they are perceived as threats (Griffin, O'Leary-Kelly, & Pritchard, 2004, p. 786).

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Consequently, other employees' fear would make them unsatisfied at their jobs. Hence, it would impact their work productivity.

### **2. Work Conflict Caused by organizational impression management**

Impression management is often regarded as deceptions for some ethics' specialist. specifically, when it comes to some of the strategies that are used. Hence, they believe these methods should be avoided. More often than not, the employees that overuse certain tactics of impression management are distrusted by others. This would ultimately cause to poor communication in the organization. Also, miscommunication might occur when an employee rely on themselves entirely without asking for help even when they need it just to illustrate a positive impression (DuBrin, 2011, p. 373). According to Khan, issues in communications in work settings often results in tensions between the workers, which might steer them to have work conflicts. Tensions that were caused due to miscommunication might not be clear. However, they could have other negative impacts and destroy the communication between the employees even more (Khan, 2024, p. 68).

### **3. Job Burnout caused by organizational impression management**

Meydan investigated the relationship between burnout and impression management dimensions. Meydan stated that individuals who experience burnout and who are trying to get rid of the psychological health problems they have created can use different impression tactics to manage their relationships within the organization. Individuals are trying to create the impression they want on their colleagues in the organization as well as on the people they meet in private life. In this respect, they try to control the way that individuals perceive others, to gain power, or to increase their power Individuals, as a result of this information, are in an effort to influence and direct other's perceptions and behaviors. Even if people are not aware of their impressions, impression management is emerging as a strategic behavior Individuals use tactics of defensive (like innocence, finding an excuse) or aggressive impression management (like ingratiation, personal advertising). Thus, it can manage the image of other individuals who, while trying to create a positive image of themselves on others, may actually affect their own image.<sup>11</sup> Burnout, as a concept, was first mentioned in an article by Freudenberger who described burnout as an occupational hazard There are many personal and organizational reasons for burnout the main reason being the excessive work load It is known that there is a relationship between burnout

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syndrome and working conditions and environmental conditions. As the most important factors causing exhaustion. (2021, خليف, p. 35)

### **4. Work alienation caused by organizational impression management**

There is an effect of methods of managing organizational impressions on job alienation, from Al- Hadrawi's study which pointed out the importance of the self- enhancement method in improving workers' morale .also from Alwan's study and the Type from Al- Hadrawi's study, which pointed out the importance of the self- enhancement method in improving workers' morale .also from Alwan's study and the Type study in which we explained that workers use personal promotion, appreciation of others, and ideals to enhance their sense of belonging whether with registrars, colleagues, or bosses. At other times, they also use role models to improve work relationships and climate, which helps them feel belonged to the workplace in which we explained that workers use self-promotion, appreciation of others, and ideals to enhance their sense of belonging, which makes employees resort to using intimidation to defend the rights of the workplace whether with registrars, colleagues, or bosses. At other times, they also use role models to improve work relationships and climate, which helps them feel belonged to the workplace (Zaarour C. B., p. 6).

### **d. Chapter Summary**

Impression management is skill that has significant effect on different behaviors on organization. Individuals often manage their impressions in order to create or protect an image they have cultivated for specific purposes. Through impression management people would attempt to control or influence the way others think and perceive them. Thus, it could be said that they value their social image greatly. Similarly, Employees seek to illustrate an image of competence when they implement certain impression management strategies. They might flatter others and conform to their opinions to appear likable. They might boast about their accomplishments, or simply assume the image that they do everything in a perfect manner. However, some employees opt to use negative impression management techniques such as intimidation and simplification. For instance, intimidators would make others fear them so that they would be easily controlled to do their bidding while those who use simplification would advertise their weaknesses to gain sympathy and help. This however would result in them having a negative impression instead of a positive one. Also, the overuse of certain methods of impression management can cause issued in

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administrations. For instance, individuals often experience fear while working. It might be due to their worry over the impressions or the image they strive to keep. It could also be due to aggression caused by those who use intimidators who wish to keep other in line. Stress is another problem for employees. The individuals struggle with the constant thinking about the way others perceive them and their skills, which would eventually lead to psychological and physical risks. Another aspect that worth mentioning is conflicts in work settings. This could be the result of a variety of reasons. However, when workers overuse certain techniques of impression management, it might lead to mistrust and miscommunication. Consequently, these individuals might have conflicts and altercations.

## **Chapter 2 Empirical study (Field Study at Algerian Telecom Center - Biskra)**

## **Chapter two: Empirical study (Field Study at Algeria Telecom Center - Biskra)**

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After addressing some of the most important theoretical frameworks of organizational impression management and administrative diseases; as well as the relationship between organizational impression management and administrative diseases, the topic must be moved from the theoretical stage to the realistic research stage, which offers direct answers to the research questions. While verifying its proposed hypotheses in order to approve it or reject it, as the methodological procedures of the empirical study are considered the best method to confirm the value of the starting points (the problem and hypotheses), and based on it, the quality of the results obtained is determined, since The topic of study is administrative diseases of employees caused by organizational impression management, we chose Algeria telecom center for the empirical study. To achieve this, the chapter was divided into:

### **I. Study methodology**

1. Study approach
2. Data collection
3. Study population and sample
4. Reliability and validity of the study tool

### **II. Presentation of the results of the study**

1. Description of the study sample
2. Diagnose the variables of the study at Algeria telecom center - BISKRA-
3. Test the study hypotheses

### **III. Discuss the results of the study**

1. Discuss the results of testing the study variables
2. Discuss the results of hypothesis testing
3. Suggestions and prospects for future research

## **I. Study methodology**

This part will discuss the study's methodology and the sources of data collection for the study in addition to data analysis methods

### **1. Study approach**

The Orientalist descriptive method means studies that are concerned with collecting, summarizing, and classifying the studied information and facts related to heritage, which the Orientalist researcher wishes to study for the purpose of analyzing and interpreting it. The descriptive research method is an investigation or extrapolation that focuses on the studied scientific material, what it is, with the intention of describing it, diagnosing it, and revealing a relationship between the elements.

It is noted that the descriptive approach in Orientalist studies is not limited to collecting data and information, and classifying and classifying them, but rather goes on to analyze and interpret them, and description is often accompanied by comparison, and the process of descriptive Orientalist research is not complete except by organizing the information and data extracted from manuscripts, or the materials to be studied, analyzed, and interpreting their conclusions. (Ghanem, 2018, p. 56\_31)

In this study the quantitative approach also was relied upon, as the questionnaire was used to collect data from respondents that we coded in quantitative form and analyzed it statistically.

### **2. Data Collection**

#### **Types of data collection sources**

There are two types of data collection sources: primary sources and secondary sources. Based on these sources, the data was classified into two types: primary data and secondary data.

#### **Primary data:**

They were obtained by designing a questionnaire, distributing it to the research sample, then collecting and sorting it. It was transcribed and analyzed using SPSS.V26, a statistical analysis program for social sciences.

The research questionnaire was designed initially after reviewing previous relevant studies on the subject of the study, it was prepared as follows:

- ✓ Preparing a preliminary questionnaire for use in collecting data and information.

## Chapter two: Empirical study (Field Study at Algeria Telecom Center - Biskra)

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- ✓ Present the questionnaire to the supervisor in order to test it and measure its suitability for collecting data required.
- ✓ Modify the questionnaire according to what the supervisor deems appropriate.
- ✓ Distributing the questionnaire to the arbitrators.
- ✓ Finally, after taking into account the opinions of the arbitrators, the questionnaire was distributed to the sample members to collect the necessary data.

### ✓ **The questionnaire**

Questionnaire is a practical tool widely relied upon in studies characterized by a large population, as it is an essential tool for data collection (Creswell, 2014, pp. 155-158) the questionnaire was distributed during the period from May13 to May 15, 2024.

The questionnaire was divided into two parts:

#### **One: General data**

It relates to some personal and functional variables of the study items in terms of: (gender, Age category qualification, years of working).

#### **Two: variables study**

It included two axes; the first axis was devoted to the independent variable “impression management”. It included Twenty-nine items measure six dimensions, assertiveness (four items), intimidation (five items), Ingratiation (five items), Self-promotion (five items), exemplification (five items), supplication (five items).

The second axis relates to the dependent variable “administrative diseases.” It contained twenty-nine items to measure four dimensions: Workplace Fear (nine items), Organizational Conflict (six items), and Job Alienation (eight items), Job Burnout (six items). (See Appendix 1)

The questionnaire was designed on the basis of a five-dimensional Likert scale, which is widely used in the field of measuring because it shows the degree of the respondent’s agreement with a statement that expresses an attitude toward an issue, where answer alternatives included a five-point Likert scale, where 1 indicated strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 strongly agree.

If the arithmetic average of the variable ranges between 1 and 1.79, it is very low, and if the arithmetic average ranges between 1.80 and 2.59, it is low, and if the average ranges between 2.60 and 3.39 is average, and if the average ranges between 3.40 and 4.19 then it is high, and if the average ranges between 4.20 and 5 it is very high.

### Secondary data:

Secondary data refers to information that has been collected by someone else for a purpose other than the current research study. It includes data from various sources such as published literature, government reports, academic journals, websites, and databases. (Sekaran, 2016, p. 119) In the current study, reliance was placed to a large extent on everything related to the following variables: Organizational impression management, administrative diseases. The aim of resorting to secondary sources in this regard to identify the methods for writing studies, as well as to take a general view about the latest developments that have occurred and are occurring in our current field of research.

### Analysis methods:

We used the (Statistical Package for Social Sciences) SPSS in analysis, and it is considered as one of the most important ready-made statistical programs in the world that is used to analyze all types of statistical data for various sciences, especially administrative economic sciences, social and humanitarian, as this system is used to calculate tendency measures. centrality, dispersion, correlation coefficient, and regression equations...etc. In this study, we will use the following methods:

- **Arithmetic Mean:** The arithmetic mean is a measure of central tendency that represents the average of a set of numbers. It is calculated by summing up all the values in a dataset and dividing the sum by the total number of values. (Sekaran, 2016, p. 151)
- **Standard Deviation:** The standard deviation is a measure of the dispersion or variability of a set of values around the mean. It quantifies the amount of variation or spread in the dataset. (Field, 2013, p. 32)
- **Pearson Correlation Coefficient:** The Pearson correlation coefficient is a measure of the strength and direction of the linear relationship between two variables. It ranges from -1 to +1, where -1 indicates a perfect negative correlation, +1 indicates a perfect positive correlation, and 0 indicates no correlation. (Hair, 2019, p. 91)
- **Cronbach's Coefficient Alpha:** Cronbach's coefficient alpha is a measure of the internal consistency or reliability of a scale or questionnaire. It quantifies the extent to which all the items in a scale measure the same underlying construct. (Sekaran, 2016, p. 322)

- **Multiple Regression Analysis:** Multiple regression analysis is a statistical technique used to analyze the relationship between one dependent variable and two or more independent variables. It estimates the impact of each independent variable on the dependent variable while controlling for the effects of other variables. (Johnson, 2007, p. 61)
- **Simple regression analysis:** Simple regression analysis is a statistical technique used to analyze the relationship between one independent variable and one dependent variable. It estimates the impact of the independent variable on the dependent variable. (Hair, 2019, p. 115)
- **Kolmogorov-Smirnov test:** The Kolmogorov-Smirnov test is a nonparametric test used to determine whether a sample comes from a specific distribution. It compares the cumulative distribution function of the sample data with the cumulative distribution function of the hypothesized distribution (Field, 2013, p. 128)

### 3. Study population and sample

#### Study population

The study population refers to the entire group of individuals or subjects that researchers aim to study and generalize findings to. It is the target population from which the study sample is drawn and represents the broader group to which the study's results are intended to apply. (Sekaran, 2016, p. 170) These traits distinguish the study population from others and the case study population consists of the employees of Algeria telecom center - BISKRA - whose number is estimated at 331 workers.

Below there's brief information about the organization:

#### Definition of Algeria telecom:

The rapid and widespread spread of communication technologies has brought about major changes at the level of institutions specialized in this field, which has an impact on lifestyle. So that telephone devices are no longer just devices for transferring calls, but rather minds. An electronic device programmed to send information, That is why the Algerian state took upon itself the responsibility of developing communication networks in Algeria, raising the challenge to keep pace with the amazing growth Achieved at the global level.

### **Establishment of Algeria telecom:**

Since 1999, it has undertaken profound reforms in the postal and transportation sector. These reforms were embodied in the enactment of Law 03/2000, through which the Algeria Telecom operator was established, which was entrusted with the tasks of building and developing the infrastructure of communication networks at the national level and strengthening its information network structure in implementation of the strategy of introducing technologies. Media and Communication. These reforms were embodied in the enactment of Sector Law No. 03/2000 dated August 5, 2000, which sets out the general rules related to postal and telecommunications, ending the state's monopoly on postal and telecommunications activities. Which established the principle of separation between the activities of organization, exploitation and management of networks and the independence of the postal and transportation sector After this decision, Algeria Telecom became independent in its management from the Ministry of Posts and Information and Communication Technologies, the latter of which was entrusted with the task of monitoring. In addition to implementing the regulations of the minutes of the meeting of the National Council for State Contributions (CNPE) held on March 1, 2001, which stipulated the establishment of a public economic institution called "Algeria Telecom." In implementation of this, an administratively and financially independent control authority and two dealers were created, one of which is responsible for postal activities and postal financial services, represented by the Algeria Post Corporation, and the second for communications, represented by Algeria Telecom, a public corporation with capital shares active in the network market and wired communications services. And wireless in Algeria. The latter, which is the subject of our topic, creates, exploits and develops Public telecommunications networks, as well as the provision of all other telecommunications services And carry out all activities directly or indirectly related to its subject , It includes establishing branches or contributing to companies, groups or institutions, and this is done with financing Communications departments to allow the transmission of images, sound, written messages and digital data, and the development, continuation and management of public and private communications networks, and the establishment and investment of internal communications with all customer's Telecommunications. (Based on the organization's archive)

### **Objectives of Algeria Telecom Enterprise**

The official launch of Algeria Telecom was on January 1, 2003, which determined the company's headquarters in Algiers, the capital, Diar Khoms El Harrach, and the company's management included in its program from the beginning three basic goals on which Algeria Telecom is based, which are quality effectiveness and quality of services. These three goals set by Algeria Telecom have allowed it to remain in leadership and make it as number one operator in the telecommunications market. If it is better As a confirmation from the Algerian state and its endeavor to keep pace with the tremendous development taking place in the field of information technologies at the global level, in which information and technologies are developing significantly and rapidly, as well as with the aspiration and ambitions of Algeria Telecom Company to strive and achieve a high level of effectiveness and advanced technological technology to ensure a permanent position as a leader in the market in which She is active in it, while keeping pace and taking into account her reality which knows openness and great competition. For this reason, the Ministry of Post, Information and Communication Technologies prepared a new law, in contrast to Law No. 03/2000, which aims to take into account the transformations that have occurred in this field. This preliminary law, which defines the general rules related to mail and electronic communications, was approved by the Council of ministers Which was held on 12/28/2016 during a meeting chaired by the President of the Republic This is related to the development of electronic communications by adopting the principle of dismantling circuits Local connectivity (a technical process that allows the fixed telephone network to be opened to competition).

And sharing the basic facilities for electronic communications with the aim of optimal exploitation of these Equipment The text also enshrined users' rights by focusing on strengthening mail protection and user communications as well as cybersecurity measures to protect children Maintaining public order and security .On the other hand, the project proposed strengthening the exercise of public authority in Electronic communications, as well as strengthening the powers of the Post and Telecommunications control Authority Electronic and tightening the penalties applied to violating the relevant regulation By mail and electronic communications. This project was embodied in the issuance of the new Law No. 18-04 dated May 10, 2018, which defines the general rules related to mail and electronic communications. Amending and supplementing Law No.2000-03 In order to keep pace with developments in the field of telecommunications Algeria Telecom has created branches with a branch specialized in mobile phones. There is a branch specialized in

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satellite communications and a branch specialized in telephone Internet constant, which led to its conversion to a real complex, and the following figure shows this: (Based on the organization's archive)



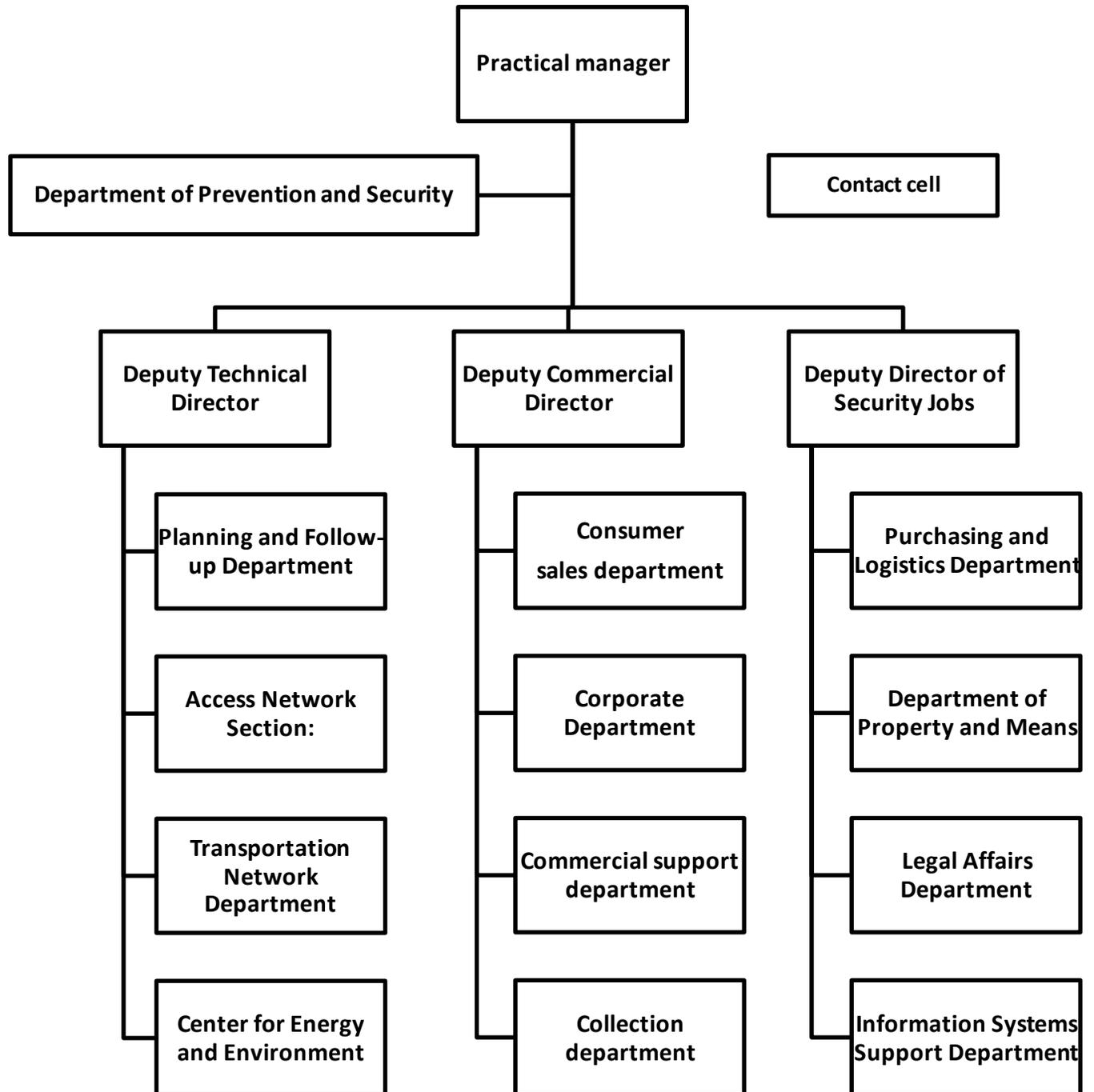
**Figure 1 A picture of the Algeria telecom complex**

An organizational chart has been developed for each branch, distributing the tasks assigned to it to achieve the set goals. Algeria Telecom for the Internet and fixed telephone has been organized administratively into a general directorate in Algeria, headed by the general director, regional directorates, practical directorates in each state, commercial agencies, and technical centers distributed across the territory of each state to approximate Services to citizens and accelerating the rapid spread of communication technologies.

### **Organizational structure of Algeria telecom**

Organizational Structure of the BISKRA State Operations Directorate These practical directorates include commercial agencies and branches of commercial agencies distributed throughout the state's territory in order to bring telecommunications and Internet services closer to the fixed telephone network and technical centers to address the problems facing the institution's customers Daily, and this is what we will discuss in the training report related to the Operations Directorate Algeria Telecom (BISKRA). This practical directorate was established in the state of BISKRA pursuant to Law 03/2000, which established the operators of Algeria Telecom and Algeria Post, whose social headquarters are located. On Khashmi Ahmed Street, Al- Mujahideen neighborhood, BISKRA. The number of its employees is in all specializations, including those holding University certificates, as well as institute graduates and professional workforce: 331 permanent workers Many of them undergo training and training courses to improve human competencies According to the objectives set within the framework of an action plan, as well as 19 measures All workers of the Operations Directorate of Communications are subject to the organization's internal regulations Which defines their rights and duties within the professional field and also stipulates Professional errors and the penalties resulting from them. In order to achieve its goals, Algeria Telecom established an administrative organizational structure for its directorates The process is to achieve the goals set out according to the following plan: (Based on the organization's archive)

Figure 2 Organizational structure of Algeria Telecom



The General Directorate of Communications is currently preparing a new structural organization for it in order to activate the dynamic of growth and renewal and strive to catch up with the rapid development of communication technologies. What is happening and what is not stopping in the world.

**The studies sample**

What is meant by a sample is that it's a part of the community that is taken randomly in most cases to be representative of the community and unbiased for the purpose of obtaining results that can be generalized on the community from which it was taken from.

(Khalid, 2024, p. 53)in this study we used a sample consists of a group of workers, where the study sample was (40) employees. Questionnaires were distributed to all of them, and all (40) valid questionnaires were recovered for statistical analysis.

**4. Reliability and validity of the study tool:**

**Reliability of study:**

Reliability in a study refers to the consistency or dependability of the measurement or data collection methods employed. It assesses the extent to which the results obtained from the study are stable and reproducible when the study is conducted under similar conditions. (Gravetter, 2018, p. 125)

The results were as shown in the tables next:

**1. Reliability of the variable organizational impression management**

Based on results of questionnaire analysis through SPSS Software:

*Table 2-1 reliability coefficient for assertiveness's items*

<b>Number of items</b>	<b>Cronbach's alpha</b>
<b>4</b>	<b>0,648</b>

The data in the table indicates that the reliability coefficient for the assertiveness items exceeds (60%), which was its percentage (64,8%). Therefore, the reliability for the items in this dimension is good.

*Table 2-2 reliability coefficient for intimidation's items*

Number of items	Cronbach's alpha
5	0,620

The data in the table indicates that the reliability coefficient for the assertiveness items exceeds (60%), which was its percentage (62%) Therefore, the reliability for the items in this dimension is good.

*Table 2-3 reliability coefficient for ingratiation's items*

Number of items	Cronbach's alpha
5	0,610

The data in the table indicates that the reliability coefficient for the assertiveness items exceeds (60%), which was its percentage (61%). Therefore, the reliability for the items in this dimension is good.

*Table 2-4 reliability coefficient for self-promotion's item*

Number of items	Cronbach's alpha
5	0,692

The data in the table indicates that the reliability coefficient for the assertiveness item exceeds (60%), which was its percentage (69,2%). Therefore, the reliability for the item in this dimension is good.

*Table 2-5 reliability coefficient for exemplification's items*

Number of items	Cronbach's alpha
5	0,628

The data in the table indicates that the reliability coefficient for the assertiveness items exceeds (60%), which was its percentage (62,8%). Therefore, the reliability for the items in this dimension is good.

*Table 2-6 reliability coefficient for supplication's items*

Number of items	Cronbach's alpha
5	0,613

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The data in the table indicates that the reliability coefficient for the assertiveness items exceeds (60%), which was its percentage (61,3%). Therefore, the reliability for the items in this dimension is good.

*Table 2-7 reliability coefficient for items of organizational impression management*

Number of items	Cronbach's alpha
29	0,775

The data in the table indicates that the reliability coefficient for the variable administrative diseases of Employees items exceeds (60%), which was its percentage (77,5%) Therefore, the reliability for the items in this dimension is good.

### Reliability of the variable administrative diseases

*Table 2-8 reliability coefficient for items of fear at workplace*

Number of items	Cronbach's alpha
9	0,650

The data in the table indicates that the reliability coefficient for the workplace fear items exceeds (60%), which was its percentage (65%). Therefore, the reliability for the items in this dimension is good.

*Table 2-9 reliability coefficient for items of organizational conflict*

Number of items	Cronbach's alpha
6	0,655

The data in the table indicates that the reliability coefficient for the organizational conflict items exceeds (60%), which was its percentage (65,5%). Therefore, the reliability for the items in this dimension is good.

*Table 2-10 reliability coefficient for items of job alienation*

Number of items	Cronbach's alpha
8	0,696

The data in the table indicates that the reliability coefficient for the job alienation items exceeds (60%), which was its percentage (69,6%). Therefore, the reliability for the items in this dimension is good.

*Table 2-11 reliability coefficient for items of job burnout*

Number of items	Cronbach's alpha
6	0,622

The data in the table indicates that the reliability coefficient for the job burnout items exceeds (60%), which was its percentage (62,2%). Therefore, the reliability for the items in this dimension is good.

*Table 2-12 reliability coefficient for items of administrative diseases*

Number of items	Cronbach's alpha
29	0,636

The data in the table indicates that the reliability coefficient for the variable administrative disease's items exceeds (60%), which was its percentage (63,6%). Therefore, the reliability for the items in this dimension is good.

### **Validity of study tool**

Validity of a study refers to the extent to which the study accurately measures or assesses what it claims to measure or assess. It indicates the degree to which the study's findings are meaningful, accurate, and applicable to the intended population or phenomenon. (Sekaran, 2016, p. 304) Two types of validity were relied upon in this study apparent validity and self-validity will be explained in detail below:

#### **2. Apparent validity:**

Apparent validity of a study refers to the superficial or initial appearance of validity that may be inferred based on the study's design, measures, or procedures. However, apparent validity does not necessarily guarantee that the study accurately measures what it claims to measure. (Levin, 2009, p. 24) (see Appendix No. 02).

#### **3. Self-validity**

Self-validity in the context of psychological measurement and test development refers to the degree to which a test accurately measures the construct it is intended to measure, as perceived by the test taker. It involves the test taker's subjective evaluation of the test items and their relevance

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to the construct being assessed. (American Educational Research Association, American Psychological Association, & National Council on Measurement in Education, 2014, p. 31) In order to measure structural validity, we measured The Pearson correlation coefficient between each item and the dimension to which it belongs, as statisticians suggest that If the correlation is statistically significant, then the item achieves self-validity , while others believe that achieving its Significance is not enough, but the correlation coefficient must exceed 50%, and others estimate the percentage 70%, and any condition that is accomplished regarding the questionnaire items in this study will be accepted.

We will explain the results obtained in the following tables: based on results of questionnaire analysis through SPSS Software:

*Table 2-13 Self-validity of the assertiveness*

Items	Statistics	
item 1	Pearson Correlation	,681**
	Sig	,000
item 2	Pearson Correlation	,633**
	Sig	,000
item 3	Pearson Correlation	,581**
	Sig	,000
item 4	Pearson Correlation	,577*
	Sig	,000

\*\* . Correlation is significant at the 0.01 level, \* . Correlation is significant at the 0.05 level

It is clear from the previous table that the correlation coefficients between each item and the dimension ranged between 57,7% and 68,1%, as all of them were greater than 50% at the 1% significance level, where the significance levels are 0.000, which is less than 0.05, and this confirms the self-validity of the dimension assertiveness's items

*Table 2-14 Self-validity of the intimidation*

items	Statistics	
item 1	Pearson Correlation	,593**
	Sig	,000
item 2	Pearson Correlation	,588**
	Sig	,000
item 3	Pearson Correlation	,533*
	Sig	,000
item 4	Pearson Correlation	,535**
	Sig	,000
item 5	Pearson Correlation	,608**
	Sig	,000

\*\* . Correlation is significant at the 0.01 level, \* . Correlation is significant at the 0.05 level

It is clear from the previous table that the correlation coefficients between each item and the dimension ranged between 53,3% and 60,8%, as all of them were greater than 50% at the 1% significance level, where the significance levels are 0.000, which is less than 0.05, and this confirms the self-validity of the dimension intimidation's items

*Table 2-15 Self-validity of the dimension ingratiation of the variable impression management*

Items	Statistics	
item 1	Pearson Correlation	,525**
	Sig	,006
item 2	Pearson Correlation	,634**
	Sig	,000
item 3	Pearson Correlation	,578**
	Sig	,000
item 4	Pearson Correlation	,501*
	Sig	,010
item 5	Pearson Correlation	,695**
	Sig	,000

\*\* . Correlation is significant at the 0.01 level, \* . Correlation is significant at the 0.05 level

It is clear from the previous table that the correlation coefficients between each item and the dimension ranged between 50,1% and 69,5%, as all of them were greater than 50% at the 5% significance level, where the significance levels were less than 0.05, and this confirms the self-validity of the dimension ingratiation's items

*Table 2-16 Self-validity of the self-promotion*

Items	Statistics	
item 1	Pearson Correlation	,644 **
	Sig	,000
item 2	Pearson Correlation	,538**
	Sig	,000
item 3	Pearson Correlation	,506**
	Sig	,001
item 4	Pearson Correlation	,555**
	Sig	,003
item 5	Pearson Correlation	,718**
	Sig	,000

\*\* . Correlation is significant at the 0.01 level, \* . Correlation is significant at the 0.05 level

It is clear from the previous table that the correlation coefficients between each item and the dimension ranged between 50,6% and 71,8 %, as all of them were greater than 50% at the 5% significance level, where the significance levels were less than 0.05, and this confirms the self-validity of the dimension self-promotion's items.

*Table 2-17 Self-validity of the exemplification*

Items	Statistics	
item 1	Pearson Correlation	,535 **
	Sig	,000
item 2	Pearson Correlation	,527**
	Sig	,006
item 3	Pearson Correlation	,542 **
	Sig	,001
item 4	Pearson Correlation	,576 **
	Sig	,000
item 5	Pearson Correlation	,679**
	sig	,000

\*\* . Correlation is significant at the 0.01 level, \* . Correlation is significant at the 0.05 level

It is clear from the previous table that the correlation coefficients between each item and the dimension ranged between 52,7% and 67,9 %, as all of them were greater than 50% at 5% significance level, and this confirms the self-validity of the dimension exemplification's items.

*Table 2-18 Self-validity of the supplication*

Items	Statistics	
item 1	Pearson Correlation	,522**
	sig	,001
item 2	Pearson Correlation	,511*
	Sig	,031
item 3	Pearson Correlation	,599**
	Sig	,001
item 4	Pearson Correlation	,526 **
	Sig	,000
item 5	Pearson Correlation	,595**
	Sig	,000

\*\* . Correlation is significant at the 0.01 level, \* . Correlation is significant at the 0.05 level

It is clear from the previous table that the correlation coefficients between each item and the dimension ranged between 51,1% and 59,9%, as all of them were greater than 50% at the 5% significance level, where the significance levels were less than 0.05, and this confirms the self-validity of the dimension supplication's item.

*Table 2-19 Self-validity of the workplace fear*

Items	Statistics	
item 1	Pearson Correlation	,589*
	Sig	,013
item 2	Pearson Correlation	,517*
	sig	,046
item 3	Pearson Correlation	,600*
	sig	,011
item 4	Pearson Correlation	,511**
	sig	,009
item 5	Pearson Correlation	,513**
	sig	,001
item 6	Pearson Correlation	,539**
	Sig	,005

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item 7	Pearson Correlation	,560**
	Sig	,003
item 8	Pearson Correlation	,531**
	Sig	,005
item 9	Pearson Correlation	,522**
	sig	,001

\*\* . Correlation is significant at the 0.01 level, \* . Correlation is significant at the 0.05 level

It is clear from the previous table that the correlation coefficients between each item and the dimension ranged between 51,1% and 60 %, as all of them were greater than 50% at the 5% significance level, where the significance levels were less than 0.05, and this confirms the self-validity of the dimension workplace fear 's items.

**Table 2-20 Self-validity of the organizational conflict**

Items	Statistics	
item 1	Pearson Correlation	,575*
	Sig	,017
item 2	Pearson Correlation	,504*
	Sig	,021
item 3	Pearson Correlation	,543**
	Sig	,000
item 4	Pearson Correlation	,508**
	Sig	,001
item 5	Pearson Correlation	,563**
	Sig	,003
item 6	Pearson Correlation	,515**
	Sig	,001

\*\* . Correlation is significant at the 0.01 level, \* . Correlation is significant at the 0.05 level

It is clear from the previous table that the correlation coefficients between each item and the dimension ranged between 51,1% and 60 %, as all of them were greater than 50% at the 5% significance level, where the significance levels were less than 0.05, and this confirms the self-validity of the dimension organizational conflict 's items.

*Table 2-21 Self-validity of the job*

Items	Statistics	
item 1	Pearson Correlation	,501*
	sig	,016
item 2	Pearson Correlation	,509**
	sig	,001
item 3	Pearson Correlation	,630**
	sig	,000
item 4	Pearson Correlation	,532**
	sig	,005
item 5	Pearson Correlation	,563**
	sig	,003
item 6	Pearson Correlation	,536**
	Sig	,005
item 7	Pearson Correlation	,515*
	Sig	,015
item 8	Pearson Correlation	,576**
	Sig	,009
item 9	Pearson Correlation	,554*
	Sig	,025

\*\* . Correlation is significant at the 0.01 level, \* . Correlation is significant at the 0.05 level

It is clear from the previous table that the correlation coefficients between each item and the dimension ranged between 50,1% and 63 %, as all of them were greater than 50% at the 5% significance level, where the significance levels were less than 0.05, and this confirms the self-validity of the dimension job alienation 's items.

*Table 2-22 Self-validity of the job burnout diseases*

Items	Statistics	
item 1	Pearson Correlation	,565**
	sig	,000
item 2	Pearson Correlation	,543**
	sig	,004
item 3	Pearson Correlation	,564**
	sig	,003
item 4	Pearson Correlation	,532*
	sig	,037
item 5	Pearson Correlation	,504**
	sig	,001
item 6	Pearson Correlation	,531**
	Sig	,005

\*\* . Correlation is significant at the 0.01 level, \* . Correlation is significant at the 0.05 level

It is clear from the previous table that the correlation coefficients between each item and the dimension ranged between 50,4% and 56,5%, as all of them were greater than 50% at the 5% significance level, where the significance levels were less than 0.05, and this confirms the self-validity of the dimension job burnout 's items.

## II. Presentation of the results of the study:

### 1. Description of the study sample:

According to the respondents' data statistical analysis using the SPSS V.26, the following table summarizes the demographic, educational, and experience characteristics of the study sample:

*Table 2-23 The demographic profile and descriptive statistics of the respondents*

	<i>Variable</i>	<b>percentage</b>	<b>frequency</b>
<i>Gender</i>	Male	35%	14
	Female	65 %	26
	Total	100 %	40
<i>Age</i>	20-30	47 ,5 %	19
	30-40	27,5 %	11
	40-50	15 %	6
	>50	10 %	4
	Total	100 %	40
<i>Academic qualification</i>	University (license-master)	60 %	24
	Postgraduate	10 %	4
	Technical	25 %	10
	Other	5 %	2
	Total	100 %	40
<i>Years of working</i>	Total	100%	40
	<5	57,5%	23
	5-10	27,5%	11
	10-15	5%	2
	>15	10%	4
	Total	100 %	40

In terms of gender, the majority of the respondents were females, with a percentage of (65 %), while the percentage of males was (35 %). This is primarily due to the nature of the economic activity of the firm.

In terms of age, we note that the highest percentage is the youth employees. We find that the age range of (20-30 years old) occupied the highest percentage of (47.5 %), the age range of (30-40 years old), with a percentage of (27.5 %), and this indicates that most of the respondents are from the youth category, and the firm is interested in the process of attracting employing in this range, while the percentage of respondents for the range of (40-50 years old) was (15 %) and for

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the range ( 50 and more ) the percentage was (10 %) and no employees over this age due to the retirement age. Thus, it should be noted that the percentage (10 %) is low, as it is due to the referral of many employees to retirement in the past few years, especially as this range is approaching the retirement age, which leads to the exit of human resources from the firm and those are the experienced, especially if the firm does not have any kind of plans manage the professional career of these human resources or to re-contract with them, to obtain their human capital.

Regarding academic qualification, the largest percentage was for university graduates with a percentage of (60 %), followed by technician degree holders at (25%) then postgraduates at (10 %) and others at (5 %). This indicates that the majority of the respondents have academic degrees that qualify them to occupy positions at various organizational levels, which enables them to be considered as human capital – not a condition but can address the HC-, sharing the making strategy and taking strategic decisions.

According to the years of working; it is clear that the largest percentage is in the range of (<5 years) with a percentage of (57.5 %) of respondents, then the range of (5-10 years) with a percentage of (27.5 %) which is close to the first range, then the range of (10-15 years) with a percentage of (5%) then the respondents with more than 15 years of working are (10 %). This confirms the orientation of Algeria telecom to hire and retain human resources with long experience, as this strategy can attract and motivate the human resources in and outside the firm which is crucial to develop IC within the firm and achieving its strategic goals effectively

### **2. Diagnose the variables of the study at Algeria telecom center - Biskra-**

For the purpose of diagnosing the study variables (organizational impression management and administrative diseases) in Algeria telecom, the arithmetic mean and standard deviation, frequencies and percentages of agreement will be gone through in respondents' answers.

#### **a) Diagnosis of the independent variable: organizational impression management**

Based on results of questionnaire analysis through SPSS Software:

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*Table 2-24 Frequencies, percentages, and arithmetic means for organizational impression management items*

N <sup>o</sup>	IC dimensions & items	Mean	Std. Deviation	frequency percentage	Strongly disagree	disagree	neutral	agree	Strongly agree	Relative importance
01	You are careful to avoid hurting other people's feelings, even when you feel that you have been wronged.	1,6750	1,14102	frequency	27	5	3	4	1	Very low
				percentage	67,5	12,5	7,5	10	2,5	
02	You have a hard time controlling your emotions when you disagree with someone.	2,3000	1,06699	frequency	9	18	6	6	1	low
				percentage	22,5	45	15	15	2,5	
03	You avoid attacking someone's intelligence when you disagree with their ideas	2,3500	1,21000	frequency	13	8	14	2	3	low
				percentage	32,5	20	35	4	7.5	
04	You listen to other people's opinions, even if you disagree with them	2,7000	1,39963	frequency	11	7	11	5	6	medium
				percentage	27,5	17,5	27,5	12,5	15	
<b>Assertiveness</b>		2,2562	,67103							low

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<b>05</b>	You make it clear that your decisions are to be followed without question	1,800 0	1,13680	frequency	23	8	4	4	1	low
				percentage	57,5	20	10	10	2,5	
<b>06</b>	You threaten severe sanctions for anyone who defies your directives	2,725 0	1,13199	frequency	6	11	14	6	3	medium
				percentage	15	27,5	35	15	7,5	
<b>07</b>	You demand respect from your colleagues	2,650 0	1,27199	frequency	9	10	11	6	4	medium
				percentage	22,5	25	27,5	15	10	
<b>08</b>	You publicly ridicule persons who oppose you	2,325 0	1,20655	frequency	14	7	13	4	2	low
				percentage	35	17,5	32,5	10	5	
<b>09</b>	You make threats to persons who do not meet your expectations	2,525 0	1,61702	frequency	18	3	7	4	8	low
				percentage	45	7,5	17,5	10	20	
<b>Intimidation</b>		2,405 0	,63325							low
<b>10</b>	You offer assistance to your colleagues even if they do not ask for it	1,725 0	1,13199	frequency	25	7	3	4	1	Very low
				percentage	62,5	17,5	7,5	10	2,5	

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11	You compliment your colleagues and offer them compliments	2,700 0	,99228	frequency	4	13	16	5	2	medium
				percentage	10	32,5	40	12,5	5	
12	You care about the personal lives of your colleagues	2,525 0	1,35850	frequency	11	12	7	5	5	low
				percentage	27,5	30	17,5	12,5	12,5	
13	You imitate the behaviors and ways of dealing with others	2,250 0	1,19293	frequency	14	10	10	4	2	low
				percentage	35	25	25	10	5	
14	You seek to leave an impression on your colleagues that you are a distinguished and kind person by praising their achievements	2,675 0	1,30850	frequency	9	10	11	5	5	medium
				percentage	22,5	25	27,5	12,5	12,5	
<b>ingratiation</b>		2,375 0	,65662							low
15	You show yourself to be of value to the organization	1,925 0	1,07148	frequency	18	12	6	3	1	low
				percentage	45	30	15	7,5	2,5	

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16	You attempt to exaggerate the magnitude of the positive event that you were responsible for its occurrence	2,950 0	1,25983	frequency	5	10	14	4	7	medium
				percentage	12,5	25	35	10	17,5	
17	You distance yourself from negative events, even if you are a part of them	2,450 0	1,28002	frequency	12	9	12	3	4	low
				percentage	30	22,5	30	7,5	10	
18	You speak proudly about your past achievements	2,500 0	,96077	frequency	7	11	18	3	1	low
				percentage	17,5	27,5	45	7,5	2,5	
19	You strive to tell the truth	2,875 0	1,39940	frequency	9	8	8	9	6	medium
				percentage	22,5	20	20	22,5	15	
<b>Self-promotion</b>		2,540 0	,69164							low
20	You lead by example whenever possible	2,275 0	1,37724	frequency	15	12	5	3	5	low
				percentage	37,5	30	12,5	7,5	12,5	
21	You are generous with your time and energy in helping others	2,725 0	1,10911	frequency	5	13	13	6	3	medium
				percentage	12,5	32,5	32,5	15	7,5	

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22	You are willing to make personal sacrifices for the benefit of others	2,250 0	1,40967	frequency	18	7	6	5	4	low
				percentage	45	17,5	15	12,5	10	
23	You hold your performance up to high standards	1,925 0	1,04728	frequency	17	13	8	0	2	low
				percentage	42,5	32,5	20	0	5	
24	You demonstrate a high level of personal integrity	1,925 0	1,04728	frequency	11	9	10	5	5	low
				percentage	27,5	22,5	25	12,5	12,5	
<b>exemplification</b>		2,355 0	,69943							low
25	You downplay your abilities to secure help from others	1,625 0	,83781	frequency	23	10	6	1	0	Very low
				percentage	57,5	25	15	2,5	0	
26	You point out your task related limitations in asking others for help	2,350 0	1,02657	frequency	9	13	15	1	2	low
				percentage	22,5	32,5	37,5	2,5	5	
27	You "play dumb" to secure aid from others	2,150 0	1,12204	frequency	13	15	7	3	2	low
				percentage	32,5	37,5	17,5	7,5	5	
28	You emphasize your shortcomings at a task during	2,550 0	1,19722	frequency	8	13	12	3	4	low
				percentage	20	32,5	30	7,5	10	

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	appeals for help									
29	You stress your dependence on others for assistance	2,1750	1,33757	frequency	17	10	6	3	4	low
				percentage	42,5	25	15	7,5	10	
<b>Supplication</b>		2,1700	,54828							low
<b>Organizational impression management</b>		2,3534	,38301							low

Through the statistical reading of the previous table, we find that the respondents disagree about the independent variable impression management in all its dimensions assertiveness, intimidation, ingratiation, self-promotion, exemplification, supplication, where the arithmetic mean was 2.35 and its standard deviation was 0,38, which means that the level of impression management practices in Algeria telecom BISKRA is low. The following is a detailed explanation of the results associated with each dimension:

- ❖ **The dimension assertiveness:** Its arithmetic mean was 2.25, which means a good degree of disagreement. According to the study scale, this dimension indicates that the general tendency of individuals was to disagree with the majority of the items of this dimension, and the standard deviation was 0.67, Below we go through the Statistics results for items of this dimension:

**Item 01** (You are careful to avoid hurting other people's feelings, even when you feel that you have been wronged):

The arithmetic mean value reached 1,67 which means a high degree of disagreement, and its standard deviation is 1.14, meaning there is dispersion in the answers, we found that 80% disagree with them being careful to avoid hurting other people's feelings, even when they feel that they have been wronged, some are neutral with a rate of 7,5%, while 12,5% of the employees agree.

**Item 02** (You have a hard time controlling your emotions when you disagree with someone.):

The arithmetic mean value reached 2,30 which means a high degree of disagreement, and its standard deviation is 1.06, meaning There is dispersion in the answers, we found that 67.5%

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disagree with having a hard time controlling their emotions when they disagree with someone , while some are neutral with a rate of 15%, while 17,5% of the employees agree.

**Item 03** (You avoid attacking someone's intelligence when you disagree with their ideas.):

The arithmetic mean value reached 2,35 which means a high degree of disagreement, and its standard deviation is 1.21, meaning there is dispersion in the answers, we found that 52.5% disagree that they avoid attacking someone's intelligence when they disagree with their ideas, while some are neutral with a rate of 35%, while 11,5% of the employees agree.

**Item 04** (You listen to other people's opinions, even if you disagree with them.):

The arithmetic mean value reached 2,7 which means a high degree of disagreement, and its standard deviation is 1.39, meaning there is dispersion in the answers, we found that 45% disagree that they listen to other people's opinions, even if they disagree with them, while some are neutral with a rate of 27,5% while 27,5% of the employees agree.

- ❖ **The dimension intimidation:** Its arithmetic mean was 2.40, which means a good degree of disagreement. According to the study scale, this dimension indicates that the general tendency of individuals was to disagree with the majority of the items of this dimension, and the standard deviation was 0.63. Below we go through the Statistics results for items of this dimension:

**Item 01** (You make it clear that your decisions are to be followed without question)

The arithmetic mean value reached 1,80 which means a high degree of disagreement, and its standard deviation is 1,13, meaning There is dispersion in the answers, we found that 77,5% disagree that they make it clear that their decisions are to be followed without question, while some Are neutral with a rate of 10% while 12,5% of the employees agree.

**Item 02** (You threaten severe sanctions for anyone who defies your directives)

The arithmetic mean value reached 2,72 which means a high degree of disagreement, and its standard deviation is 1,13, meaning There is dispersion in the answers, we found that 42,5% disagree that they make it clear that their decisions are to be followed without question, while some Are neutral with a rate of 35% while 22,5% of the employees agree.

**Item 03** (You demand respect from your colleagues)

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The arithmetic mean value reached 2,65 which means a high degree of disagreement, and its standard deviation is 1,27, meaning There is dispersion in the answers we found that 47,5% disagree that they demand respect from their colleagues while some Are neutral with a rate of 27,5% while 25% of the employees agree.

### **Item 04** (You publicly ridicule persons who oppose you)

The arithmetic mean value reached 2,32 which means a high degree of disagreement, and its standard deviation is 1,20 , meaning There is dispersion in the answers, we found that 52,5% disagree that they publicly ridicule persons who oppose them ,while some Are neutral with a rate of 32,5% while 15% of the employees agree.

### **Item 05** (You make threats to persons who do not meet your expectations)

The arithmetic mean value reached 2,52 which means a high degree of disagreement, and its standard deviation is 1,61, meaning There is dispersion in the answers, we found that 52,5% disagree that they make threats to persons who do not meet their expectations while some Are neutral with a rate of 17,5% while 30% of the employees agree.

- ❖ **The dimension ingratiation:** Its arithmetic mean was 2.37, which means a good degree of disagreement. According to the study scale, this dimension indicates that the general tendency of individuals was to disagree with the majority of the items of this dimension, and the standard deviation was 0.65, Below we go through the Statistics results for items of this dimension:

### **Item 01** (You offer assistance to your colleagues even if they do not ask for it)

The arithmetic mean value reached 1,72 which means a high degree of disagreement, and its standard deviation is 1,13, meaning There is dispersion in the answers, we found that 80% disagree that they offer assistance to their colleagues even if they do not ask for it, while some Are neutral with a rate of 7,5% while 12,5% of the employees agree.

### **Item 02** (You compliment your colleagues and offer them compliments)

The arithmetic mean value reached 2,70 which means a high degree of disagreement, and its standard deviation is 0,99, meaning There is dispersion in the answers, we found that 42,5% disagree that they offer their colleagues compliments, while some Are neutral with a rate of 40% while 17,5% of the employees agree.

### **Item 03** (You care about the personal lives of your colleagues)

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The arithmetic mean value reached 2,51 which means a high degree of disagreement, and its standard deviation is 1,35 , meaning There is dispersion in the answers, we found that 57,5% disagree that they care about the personal lives of their colleagues, while some Are neutral with a rate of 17,5% while 25% of the employees agree.

**Item 04** (You imitate the behaviors and ways of dealing with others

The arithmetic mean value reached 2,25 which means a high degree of disagreement, and its standard deviation is 1,19, meaning There is dispersion in the answers, we found that 60% disagree that they imitate the behaviors and ways of dealing with others, while some Are neutral with a rate of 25% while 15% of the employees agree.

**Item 05** (You seek to leave an impression on your colleagues that you are a distinguished and kind person by praising their achievements)

The arithmetic mean value reached 2,67 which means a high degree of disagreement, and its standard deviation is 1,30, meaning There is dispersion in the answers, we found that 47,5% disagree that they seek to leave an impression on their colleagues that they are a distinguished and kind person by praising their achievements, while some Are neutral with a rate of 27,5% while 25% of the employees agree.

- ❖ **The dimension self-promotion:** Its arithmetic mean was 2.54, which means a good degree of disagreement. According to the study scale, this dimension indicates that the general tendency of individuals was to disagree with the majority of the items of this dimension, and the standard deviation was 0.69, Below we go through the Statistics results for items of this dimension:

**Item 01**(You show yourself to be of value to the organization)

The arithmetic mean value reached 1,92 which means a high degree of disagreement, and its standard deviation is 1,07 , meaning There is dispersion in the answers, we found that 75% disagree that they show themselves to be of value to the organization, while some Are neutral with a rate of 15% while 10% of the employees agree.)

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**Item 02**(You attempt to exaggerate the magnitude of the positive event that you were responsible for its occurrence)

The arithmetic mean value reached 2,95 which means a high degree of disagreement, and its standard deviation is 1,25, meaning There is dispersion in the answers, we found that 37,5% disagree that they attempt to exaggerate the magnitude of the positive event that they were responsible for its occurrence, while some Are neutral with a rate of 35% while 27,5% of The employees agree.

**Item 03**(You distance yourself from negative events, even if you are a part of them)

The arithmetic mean value reached 2,45 which means a high degree of disagreement, and its standard deviation is 1,28, meaning There is dispersion in the answers, we found that 52,5% disagree that they distance themselves from negative events, even if they are a part of them, while some Are neutral with a rate of 30% while 17,5% of the employees agree.

**Item 04**(You speak proudly about your past achievements)

The arithmetic mean value reached 2,50 which means a high degree of disagreement, and its standard deviation is 0,96 , meaning There is dispersion in the answers, we found that 45% disagree that they speak proudly about your past achievements, while some Are neutral with a rate of 45% while 10% of the employees agree.

**Item 05**(You strive to tell the truth)

The arithmetic mean value reached 2,87 which means a high degree of disagreement, and its standard deviation is 1,39, meaning There is dispersion in the answers, we found that 42,5% disagree that they strive to tell the truth, while some Are neutral with a rate of 20% while 37,5% of the employees agree.

- ❖ **The dimension exemplification:** Its arithmetic mean was 2.35, which means a good degree of disagreement. According to the study scale, this dimension indicates that the general tendency of individuals was to disagree with the majority of the items of this dimension, and the standard deviation was 0.69, Below we go through the Statistics results for items of this dimension:

**Item 01**(You lead by example whenever possible)

The arithmetic mean value reached 2,27 which means a high degree of disagreement, and its standard deviation is 1,37, meaning There is dispersion in the answers, we found that 67,5%

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disagree that they lead by example whenever possible, while some Are neutral with a rate of 12,5% while 20% of the employees agree.

### **Item 02**(You are generous with your time and energy in helping others)

The arithmetic mean value reached 2,72 which means a high degree of disagreement, and its standard deviation is 1,10, meaning There is dispersion in the answers, we found that 45% disagree that they are generous with their time and energy in helping others, while some Are neutral with a rate of 32,5% while 22,5% of the employees agree.

### **Item 03**(You are willing to make personal sacrifices for the benefit of others)

The arithmetic mean value reached 2,25 which means a high degree of disagreement, and its standard deviation is 1,40, meaning There is dispersion in the answers, we found that 62,5% disagree that they are generous with their time and energy in helping others, while some Are neutral with a rate of 15% while 22,5% of the employees agree.

### **Item 04**(You hold your performance up to high standards)

The arithmetic mean value reached 1,92 which means a high degree of disagreement, and its standard deviation is 1,04, meaning There is dispersion in the answers, we found that 75% disagree that they hold their performance up to high standards, while some Are neutral with a rate of 20% while 5% of the employees agree

### **Item 05**(You demonstrate a high level of personal integrity)

The arithmetic mean value reached 1,92 which means a high degree of disagreement, and its standard deviation is 1,04, meaning There is dispersion in the answers, we found that 50% disagree that they demonstrate a high level of personal integrity, while some Are neutral with a rate of 25% while 25% of the employees agree

- ❖ **The dimension supplication:** Its arithmetic mean was 2.17, which means a good degree of disagreement. According to the study scale, this dimension indicates that the general tendency of individuals was to disagree with the majority of the items of this dimension, and the standard deviation was 0.54, Below we go through the Statistics results for items of this dimension:

### **Item 01**(You downplay your abilities to secure help from others)

The arithmetic mean value reached 1,62 which means a high degree of disagreement, and its standard deviation is 0,83, meaning There is dispersion in the answers, we found that 82,5%

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disagree that they downplay their abilities to secure help from others, while some Are neutral with a rate of 15% while 2,5% of the employees agree

### **Item 02**(You point out your task related limitations in asking others for help)

The arithmetic mean value reached 2,35 which means a high degree of disagreement, and its standard deviation is 1,02, meaning There is dispersion in the answers, we found that 55% disagree that they point out their task related limitations in asking others for help, while some Are neutral with a rate of 37,5% while 7,5% of the employees agree

### **Item 03**(You "play dumb" to secure aid from others)

The arithmetic mean value reached 2,15 which means a high degree of disagreement, and its standard deviation is 1,12, meaning There is dispersion in the answers, we found that 70% disagree that they "play dumb" to secure aid from others, while some Are neutral with a rate of 17,5% while 12,5% of the employees agree

### **Item 04**(You emphasize your shortcomings at a task during appeals for help)

The arithmetic mean value reached 2,55 which means a high degree of disagreement, and its standard deviation is 1,19, meaning There is dispersion in the answers, we found that 52,5% disagree that they emphasize their shortcomings at a task during appeals for help, while some Are neutral with a rate of 30% while 17,5% of the employees agree

### **Item 05**(You stress your dependence on others for assistance)

The arithmetic mean value reached 2,17 which means a high degree of disagreement, and its standard deviation is 1,33, meaning There is dispersion in the answers, we found that 67,5% disagree that they stress their dependence on others for assistance, while some Are neutral with a rate of 15% while 17,5% of the employees agree

## **b) Diagnosis of the dependent variable: Administrative diseases of employees**

Based on results of questionnaire analysis through SPSS Software:

*Table 2-25 Frequencies, percentages, and arithmetic means for administrative diseases items with the Likert five-point*

N°	IC dimensions & items	Mean	Std. Deviation	frequency percentage	Strongly disagree	disagree	neutral	agree	Strongly agree	Relative importance
01	Your superior is harassing you	1,4750	,75064	frequency	26	10	3	1	0	Very low

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				percentage	65	25	7,5	2,5	0	
<b>02</b>	Your colleagues are harassing you	2,7750	1,07387	frequency	1	20	11	3	5	medium
				percentage	2,5	50	27,5	7,5	12,5	
<b>03</b>	At the workplace, you have got problems with one or more colleagues.	2,2500	1,05612	frequency	12	11	13	3	1	low
				percentage	30	27,5	32,5	7,5	2,5	
<b>04</b>	You experienced a terrible event at the workplace which is still present in your mind and makes you feel frightened at work. (for example, an accident, attack, fire or other catastrophe, sudden death of a person)	2,0000	,93370	frequency	14	14	11	0	1	low
				percentage	35	35	27,5	0	2,5	
<b>05</b>	You have re-experienced this event in the past month in a troubling manner (for example in repeating dreams, intensified memories, flashbacks or physical reactions)	2,0750	1,04728	frequency	13	16	8	1	2	low
				percentage	32,5	40	20	2,5	5	
<b>06</b>	You have avoided activities, places or persons which could remind you of the event	2,1000	1,03280	frequency	15	10	11	4	0	low
				percentage	37,5	25	27,5	10	0	
<b>07</b>	When imagining having to pass a complete working day at this workplace, you get feelings of panic.	2,1250	1,04237	frequency	13	14	9	3	1	low
				percentage	32,5	35	22,5	7,5	2,5	
<b>08</b>	You fear that the company will close because of you .and that you will lose the job and salary needed for your family.	2,3750	1,27475	frequency	13	10	9	5	3	low
				percentage	32,5	25	22,5	12,5	7,5	

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09	You Fear of receiving a negative evaluation from the company rather than from co-workers	2,5000	1,32045	frequency	12	8	13	2	5	low
				percentage	30	20	32,5	5	12,5	
<b>Workplace fear</b>		2,1861	,46080							
10	Your needs and the needs of the organization doesn't match	1,9250	1,14102	frequency	19	11	6	2	2	low
				percentage	47,5	27,5	15	5	5	
11	There is a little match between the tasks that you perform and your first task preferences when you took the job	2,5250	,96044	frequency	5	16	13	5	1	low
				percentage	12,5	40	32,5	12,5	2,5	
12	You engage in work that of little interest to you	2,1500	1,21000	frequency	16	10	8	4	2	low
				percentage	40	25	20	10	5	
13	In our group, we have lots of bickering over who should do what job	2,4750	1,01242	frequency	8	11	16	4	1	low
				percentage	20	27,5	40	10	2,5	
14	There are clashes between subgroups of your group	1,7750	1,09749	frequency	21	13	2	2	2	Very low
				percentage	52,5	32,5	5	5	5	
15	There are disputes between your group and the other groups	2,1250	,99195	frequency	9	24	1	5	1	low
				percentage	22,5	60	2,5	12,5	2,5	
<b>Organizational conflict</b>		2,1625	,46911							
16	You do not enjoy your work	1,9250	1,22762	frequency	22	6	7	3	2	low
				percentage	55	15	17,5	7,5	5	

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17	Facing your daily tasks is a painful and boring experience	2,5750	1,35661	frequency	10	12	9	3	6	low
				percentage	25	30	22,5	7,5	15	
18	Work to you is more like a chore or burden	2,3500	1,27199	frequency	14	9	8	7	2	low
				percentage	35	22,5	20	7,5	5	
19	You feel estranged/disconnected from yourself	2,3750	1,19158	frequency	11	13	8	6	2	low
				percentage	27,5	32,5	20	15	5	
20	You often wish you were doing something else	2,1000	1,12774	frequency	17	7	12	3	1	low
				percentage	42,5	17,5	30	7,5	2,5	
21	Over the years you have become disillusioned about your work	2,1000	1,03280	frequency	14	12	11	2	1	low
				percentage	35	30	27,5	5	2,5	
22	You do not want to put in your best effort at work	2,1750	1,08338	frequency	13	12	12	1	2	low
				percentage	32,5	30	30	2,5	5	
23	You do not feel connected to the events in your workplace	2,5500	1,37654	frequency	12	8	12	2	6	low
				percentage	30	20	30	5	15	
<b>Job alienation</b>		2,2687	,47159							low
24	You feel emotionally drained from your work.	2,0500	1,28002	frequency	19	9	6	3	3	low
				percentage	47,5	22,5	15	7,5	7,5	
25	You feel tired when you get up in the morning and must face another day on the job	2,6000	1,10477	frequency	6	14	13	4	3	medium
				percentage	15	35	32,5	10	7,5	

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26	You have become less interested in your work since you started this job	2,2750	1,13199	frequency	12	12	11	3	2	low
				percentage	30	35	27,5	7,5	5	
27	You have become less enthusiastic about your job	2,2750	1,13199	frequency	13	9	14	2	2	low
				percentage	32,5	22,5	35	5	5	
28	You have become more cynical about whether your work contributes anything	1,9500	,98580	frequency	16	13	9	1	1	low
				percentage	40	32,5	22,5	2,5	2,5	
29	You doubt the significance of your work	2,4250	1,50021	frequency	17	5	8	4	6	low
				percentage	42,5	12,5	20	10	15	
<b>Job burnout</b>		2,2625	,54287							low
<b>Administrative diseases</b>		2,2198	,27803							low

Through the statistical reading of the previous table, we find that the respondents disagree about the dependent variable administrative diseases in all its dimensions workplace fear, organizational conflict, job alienation, job burnout. Where the arithmetic mean was 2.21 and its standard deviation was 0,27, which means that the level of administrative diseases in Algeria telecom BISKRA is low. The following is a detailed explanation of the results associated with each dimension:

- ❖ **The dimension workplace fear:** Its arithmetic mean was 2.18, which means a good degree of disagreement. According to the study scale, this dimension shows that the general tendency of individuals was to disagree with the majority of the items of this dimension, and the standard deviation was 0.46, Below we go through the Statistics results for items of this dimension:

### **Items 01** (Your superior is harassing you):

The arithmetic mean value reached 1,47 which means a high degree of disagreement, and its standard deviation is 0.75, meaning there is dispersion in the answers, we found that 90%

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disagree about their superior is harassing them, some are neutral with a rate of 7,5% while 2,5% of the employees agree.

**Item 02**(Your colleagues are harassing you):

The arithmetic mean value reached 2,77 which means a high degree of disagreement, and its standard deviation is 1.07, meaning There is dispersion in the answers, we found that 52,5% disagree about if their colleagues are harassing them, some Are neutral with a rate of 27,5% while 20% of the employees agree.

**Item 03**(At the workplace, you have problems with one or more colleagues.):

The arithmetic mean value reached 2,25 which means a high degree of disagreement, and its standard deviation is 1.05, meaning There is dispersion in the answers, we found that 57,5% disagree about if at the workplace, they have got problems with one or more colleagues, some Are neutral with a rate of 32,5% while 10% of The employees agree.

**Item 04**(You experienced a terrible event at the workplace which is still present in your mind and makes you feel frightened at work. (for example, an accident, attack, fire or other catastrophe, sudden death of a person):

The arithmetic mean value reached 2,00 which means a high degree of disagreement, and its standard deviation is 0.93, meaning There is dispersion in the answers, we found that 70% disagree about if they experienced a terrible event at the workplace which is still present in their minds and makes them feel frightened at work. (for example, an accident, attack, fire or other catastrophe, sudden death of a person), some Are neutral with a rate of 27,5% while 2,5% of the employees agree.

**Item 05**(You have re-experienced this event in the past month in a troubling manner (for example in repeating dreams, intensified memories, flashbacks or physical reactions):

The arithmetic mean value reached 2,07 which means a high degree of disagreement, and its standard deviation is 1.04, meaning There is dispersion in the answers, we found that 72,5% disagree about if they have re-experienced this event in the past month in a troubling manner (for example in repeating dreams, intensified memories, flashbacks or physical reactions, some Are neutral with a rate of 20% while 7,5% of the employees agree.

**Item 06**(You have avoided activities, places or persons which could remind you of the event):

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The arithmetic mean value reached 2,1 which means a high degree of disagreement, and its standard deviation is 1.03, meaning There is dispersion in the answers, we found that 62,5% disagree about if they have avoided activities, places or persons which could remind them of the event, some Are neutral with a rate of 27,5% while 10% of the employees agree.

**Item 07**(When imagining having to pass a complete working day at this workplace, you get feelings of panic): The arithmetic mean value reached 2,12 which means a high degree of disagreement, and its standard deviation is 1.04, meaning There is dispersion in the answers, we found that 67,5% disagree about if when imagining having to pass a complete working day at this workplace, they get feelings of panic, some Are neutral with a rate of 22,5% while 10% of the employees agree.

**Item 08**(You fear that the company will close because of you .and that you will lose the job and salary needed for your family.): The arithmetic mean value reached 2,37 which means a high degree of disagreement, and its standard deviation is 1.27, meaning There is dispersion in the answers, we found that 57,5% disagree about if they fear that the company will close because of them .and that they will lose the job and salary needed for their family., some Are neutral with a rate of 22,5% while 20% of the employees agree.

**Item 09**(You Fear of receiving a negative evaluation from the company rather than from co-workers.): The arithmetic mean value reached 2,5 which means a high degree of disagreement, and its standard deviation is 1.32, meaning There is dispersion in the answers we found that 50% disagree about if they fear of receiving a negative evaluation from the company rather than from co-workers., some Are neutral with a rate of 32,5% while 17,5% of the employees agree.

- ❖ **The dimension organizational conflict:** Its arithmetic mean was 2.16, which means a good degree of disagreement. According to the study scale, this dimension shows that the general tendency of individuals was to disagree with the majority of the items of this dimension, and the standard deviation was 0.46, Below we go through the Statistics results for items of this dimension:

**Item 01**(Your needs and the needs of the organization doesn't match.): The arithmetic mean value reached 1,92 which means a high degree of disagreement, and its standard deviation is 1.14, meaning There is dispersion in the answers, we found that 75% disagree about if their needs and the

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needs of the organization doesn't match some Are neutral with a rate of 15% while 10% of the employees agree.

**Item 02**(There is a little match between the tasks that you perform and your first task preferences when you took the job.): The arithmetic mean value reached 2,52 which means a high degree of disagreement, and its standard deviation is 0.96, meaning There is dispersion in the answers, we found that 52,5% disagree about if there is a little match between the tasks that they perform and their initial task preferences when they took the job, some Are neutral with a rate of 32,5% while 15% of the employees agree.

**Item 03**(You engage in work that of little interest to you): The arithmetic mean value reached 2,15 which means a high degree of disagreement, and its standard deviation is 1.21, meaning There is dispersion in the answers, we found that 65% disagree about if they engage in work that of little interest to them, some Are neutral with a rate of 20% while 15% of the employees agree.

**Item 04**(In our group, we have lots of bickering over who should do what job.): The arithmetic mean value reached 2,47 which means a high degree of disagreement, and its standard deviation is 1.01, meaning There is dispersion in the answers, we found that 47,5% disagree about if in their group, they have lots of bickering over who should do what job, some Are neutral with a rate of 40 % while 12,5% of the employees agree.

**Item 05**(There are clashes between subgroups of your group.): The arithmetic mean value reached 1,77 which means a high degree of disagreement, and its standard deviation is 1.09, meaning There is dispersion in the answers, we found that 85% disagree about if there are clashes between subgroups of their group, some Are neutral with a rate of 5% while 10% of The employees agree.

**Item 06**(There are disputes between your group and the other groups.): The arithmetic mean value reached 2,12 which means a high degree of disagreement, and its standard deviation is 0.99, meaning There is dispersion in the answers, we found that 82,5% disagree about if they fear of receiving a negative evaluation from the company rather than from co-workers., some Are neutral with a rate of 2,5% while 15% of the employees agree.

- ❖ **The dimension job alienation:** Its arithmetic mean was 2.26, which means a good degree of disagreement. According to the study scale, this dimension shows that the general

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tendency of individuals was to disagree with the majority of the items of this dimension, and the standard deviation was 0.47 Below we go through the Statistics results for items of this dimension:

**Item 01**(You do not enjoy your work.): The arithmetic mean value reached 1,92 which means a high degree of disagreement, and its standard deviation is 1.22, meaning There is dispersion in the answers, we found that 70% disagree about if they do not enjoy your work, some Are neutral with a rate of 17,5% while 12,5% of the employees agree.

**Item 02**(Facing your daily tasks is a painful and boring experience.): The arithmetic mean value reached 2,57 which means a high degree of disagreement, and its standard deviation is 1.35, meaning There is dispersion in the answers, we found that 55% disagree about if facing their daily tasks is a painful and boring experience, some Are neutral with a rate of 22,5% while 22,5% of The employees agree.

**Item 03**(Work to you is more like a chore or burden.): The arithmetic mean value reached 2,35 which means a high degree of disagreement, and its standard deviation is 1.27, meaning There is dispersion in the answers, we found that 57,5% disagree about if work to them is more like a chore or burden., some Are neutral with a rate of 20% while 12,5% of The employees agree.

**Item 04**(You feel estranged/disconnected from yourself): The arithmetic mean value reached 2,37 which means a high degree of disagreement, and its standard deviation is 1.19, meaning There is dispersion in the answers, we found that 60% disagree about if they feel estranged/disconnected from Themselves., some Are neutral with a rate of 20% while 20% of the employees agree.

**Item 05**(You often wish you were doing something else) The arithmetic mean value reached 2,10 which means a high degree of disagreement, and its standard deviation is 1.12, meaning There is dispersion in the answers, we found that 60% disagree about if they often wish they were doing something else, some Are neutral with a rate of 30% while 10% of The employees agree.

**Item 06**(Over the years you have become disillusioned about your work.): The arithmetic mean value reached 2,10 which means a high degree of disagreement, and its standard deviation is 1.03, meaning There is dispersion in the answers, we found that 65% disagree about if over the years they have become disillusioned about their work., some Are neutral with a rate of 27,5% while 7,5% of the employees agree.

**Item 07**(You do not want to put in your best effort at work): The arithmetic mean value reached 2,17 which means a high degree of disagreement, and its standard deviation is 1.08, meaning There is

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dispersion in the answers, we found that 62,5% disagree about if they do not feel like putting in their best effort at work., some Are neutral with a rate of 30% while 7,5% of the employees agree.

**Item 08**(You do not feel connected to the events in your workplace.): The arithmetic mean value reached 2,55 which means a high degree of disagreement, and its standard deviation is 1.37, meaning There is dispersion in the answers, we found that 50% disagree about if they do not feel connected to the events in their workplace, some Are neutral with a rate of 30% while 20% of The employees agree.

❖ **The dimension job burnout:** Its arithmetic mean was 2.26, which means a good degree of disagreement. According to the study scale, this dimension shows that the general tendency of individuals was to disagree with the majority of the items of this dimension, and the standard deviation was 0,54, Below we go through the Statistics results for items of this dimension:

**Item 01**(You feel emotionally drained from your work.): The arithmetic mean value reached 2,05 which means a high degree of disagreement, and its standard deviation is 1.28, meaning There is dispersion in the answers, we found that 70% disagree about if they feel emotionally drained from your work, some Are neutral with a rate of 15% while 15% of the employees agree

**Item 02**(You feel tired when you get up in the morning and must face another day on the job.): The arithmetic mean value reached 2,6 which means a high degree of disagreement, and its standard deviation is 1.1, meaning There is dispersion in the answers, we found that 50% disagree about if they feel tired when they get up in the morning and have to face another day on the job., some Are neutral with a rate of 32,5% while 17,5% of the employees agree.

**Item 03**(You have become less interested in your work since you started this job): The arithmetic mean value reached 2,27 which means a high degree of disagreement, and its standard deviation is 1.13, meaning There is dispersion in the answers, we found that 65% disagree about if they have become less interested in their work since they started this job, some Are neutral with a rate of 27,5% while 12,5% of the employees agree.

**Item 04**(You have become less enthusiastic about your job): The arithmetic mean value reached 2,27 which means a high degree of disagreement, and its standard deviation is 1.13, meaning There is

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dispersion in the answers, we found that 55% disagree about if they have become less enthusiastic about their job, some Are neutral with a rate of 35% while 10% of The employees agree.

**Item 05**(You have become more cynical about whether your work contributes anything.): The arithmetic mean value reached 1,95 which means a high degree of disagreement, and its standard deviation is 0,98, meaning There is dispersion in the answers, we found that 72,5% disagree about if they have become more cynical about whether their work contributes anything., some Are neutral with a rate of 22,5% while 5% of the employees agree.

**Item 06**(You doubt the significance of your work.): The arithmetic mean value reached 2,42 which means a high degree of disagreement, and its standard deviation is 1.5, meaning There is dispersion in the answers, we found that 65% disagree about if they doubt the significance of their work, some Are neutral with a rate of 20% while 25% of the employees agree.

### 3. Test the study hypotheses:

The study table will be tested through a regression table, so we will test the availability of its conditions with the statistics as follows:

#### a) Testing the main hypothesis:

- ❖ **Main hypothesis: There is a direct effect of impression management in its various dimensions (assertiveness, intimidation, ingratiation, self-promotion, exemplification, supplication) on administrative diseases in Algeria telecom-BISKRA-**

#### 1. The overall significance of the regression model

It is represented by a significant value of F, which reached 000, which is less than 0.05, and this is what Table No. (2-29) shows

#### 2. Partial significance of the model

It is represented by the value of t, so that it must be statistically significant, unlike the constant, and through Table No. (2-26) We find that the significance level is 000, which is less than 0.05.

Based on results of questionnaire analysis through SPSS Software:

**Table 2-26 Results of simple regression analysis to Test the effect of impression management on administrative diseases**

Table	Unstandardized Coefficients	Standardized Coefficients Beta	T	Sig.
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	B	Std. Error			
Constant	1.319	.239	.527	5,531	.000
Impression management	.383	.100		3.824	.000

**3. The extent to which the conditions of the method used in estimating the parameters of the regression table are met (the small squares method).**

**Normal distribution –moderation of the probability distribution of the residuals (Normality test):**

That is, the extent to which the condition for the equality of the probability distribution of the residuals in the regression table is met, to ensure this mathematically from the normal distribution of the residuals, we rely on the (Kolmogorov-Smirnov) and (Shapiro-wilk), where their significance levels reached 0.200 and 0.880, both of which are greater than 0.05 it confirms the normal distribution of the residuals in the simple regression table.

Table Based on results of questionnaire analysis through SPSS Software:

*Table 2-27 Results of testing the normal distribution of residuals in a simple regression table*

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Standardized Residual	,074	40	,200	,986	40	,880

**Autonomy of the residuals (Durbin-Watson):**

It Concerns the autocorrelation of the residuals, it confirms its value of 2,042, as it explains Table (2-28) and by comparing them in the statistical tables for the sample size of 40 and the number of independent variables 1, We find  $d_l = 1.442$  and  $d_u = 1.544$  so the independence of the residuals is judged in two cases: If  $(2 < DW < 4 - d_u)$  or if  $(d_u < DW < 2)$  then the DW (20.42) is limited between 2 and, which 2,558 confirms the autonomy of the residuals.

The following table is based on results of questionnaire analysis through SPSS Software:

*Table 2-28 Results of simple regression analysis of variance*

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Table	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,527 <sup>a</sup>	,278	,259	,23935	2,042

a. Predictor: (Constant), Impression Management

This table provides a summary of the regression analysis results, with the dependent variable being "Administrative Diseases of Employees" and the predictor variable being "Impression Management." Let's analyze each component:

### 1. R (Multiple Correlation Coefficient)

**R = 0.527**: This value represents the correlation between the observed values of the dependent variable ("Administrative Diseases of Employees") and the values predicted by the regression equation. An R value of 0.527 indicates a moderate positive correlation, suggesting that "Impression Management" has a moderate relationship with "Administrative Diseases of Employees."

### 2. R Square (Coefficient of Determination)

**R Square = 0.278**: This value indicates that approximately 27.8% of the variance in "Administrative Diseases of Employees" is explained by "Impression Management." While this is a moderate proportion, it also suggests that a significant portion of the variance is unexplained by the predictor variable.

### 3. Adjusted R Square

**Adjusted R Square = 0.259**: This value adjusts the R Square for the number of predictors in the regression equation. It is a more accurate measure of the explanatory power of the table when multiple predictors are used. Here, the Adjusted R Square is slightly lower than the R Square, indicating that about 25.9% of the variance in "Administrative Diseases of Employees" is explained by "Impression Management," accounting for the number of predictors. This slight reduction suggests that the predictor has a meaningful, though not overwhelming, contribution.

### 4. Standard Error of the Estimate

**Std. Error of the Estimate = 0.23935**: This value represents the average distance that the observed values fall from the regression line. A lower value indicates a better fit of the regression equation. Here, a standard error of 0.23935 suggests a moderate level of accuracy in the predictions.

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### Summary:

The table's summary indicates that "Impression Management" is a moderate predictor of "Administrative Diseases of Employees," explaining about 27.8% of the variance. The table fits the data reasonably well, and there is no significant autocorrelation in the residuals. This suggests that the relationship identified by the regression analysis is reliable and meaningful within the context of the data provided.

The following table is based on results of questionnaire analysis through SPSS Software:

*Table 2-29 Results of simple regression analysis*

Table	Sum of Squares	df	Mean Square	Sig. F
Regression	,838	1	,838	,000 <sup>a</sup>
Residual	2,177	38	,057	
Total	3,015	39		

a. Predictors: (Constant), Impression Management

The ANOVA (Analysis of Variance) table provides information about the overall significance of the regression equation, where the dependent variable is "Administrative Diseases of Employees», and the predictor is "Impression Management." Here's a detailed analysis of each component:

#### ANOVA Table Components

**Regression Sum of Squares (0.838):** This value represents the total variation in "Administrative Diseases of Employees" that is explained by "Impression Management." It indicates how much of the variability in the dependent variable is accounted for by the predictor.

**Residual Sum of Squares (2.177):** This value represents the total variation in "Administrative Diseases of Employees" that is not explained by the regression equation. It is the sum of the squared differences between the observed values and the values predicted by the regression equation.

**Total Sum of Squares (3.015):** This value is the sum of the Regression Sum of Squares and the Residual Sum of Squares. It represents the total variability in "Administrative Diseases of Employees."

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**Regression df (1):** This value represents the number of predictors in the regression equation. Since we have only one predictor ("Impression Management"), the regression degree of freedom is 1.

**Residual df (38):** This value represents the total number of observations minus the number of parameters estimated (including the intercept). Here, there are 39 observations and 1 predictor plus one intercept, so the residual degrees of freedom are  $39 - 1 - 1 = 38$ .

**Total df (39):** This is the total number of observations minus one.

**Regression Mean Square (0.838):** This is calculated by dividing the Regression Sum of Squares by the regression degrees of freedom ( $0.838 / 1 = 0.838$ ). It represents the average variation explained by the predictor.

**Residual Mean Square (0.057):** This is calculated by dividing the Residual Sum of Squares by the residual degrees of freedom ( $2.177 / 38 = 0.057$ ). It represents the average variation not explained by the regression equation.

**F = 14.625:** This value is the ratio of the Regression Mean Square to the Residual Mean Square ( $0.838 / 0.057 = 14.625$ ). It is used to determine whether the predictor explains a significant portion of the variance in the dependent variable. A higher F-value indicates a more significant regression equation.

**Sig. = 0.000:** This p-value tests the null hypothesis that the regression equation with no predictors fits the data as well as the regression equation with the predictor. A p-value less than 0.05 typically indicates that the regression equation is statistically significant. Here, the p-value is 0.000, which is much less than 0.05, suggesting that the regression equation is highly statistically significant, and that the predictor explains a significant portion of the variance in "Administrative Diseases of Employees."

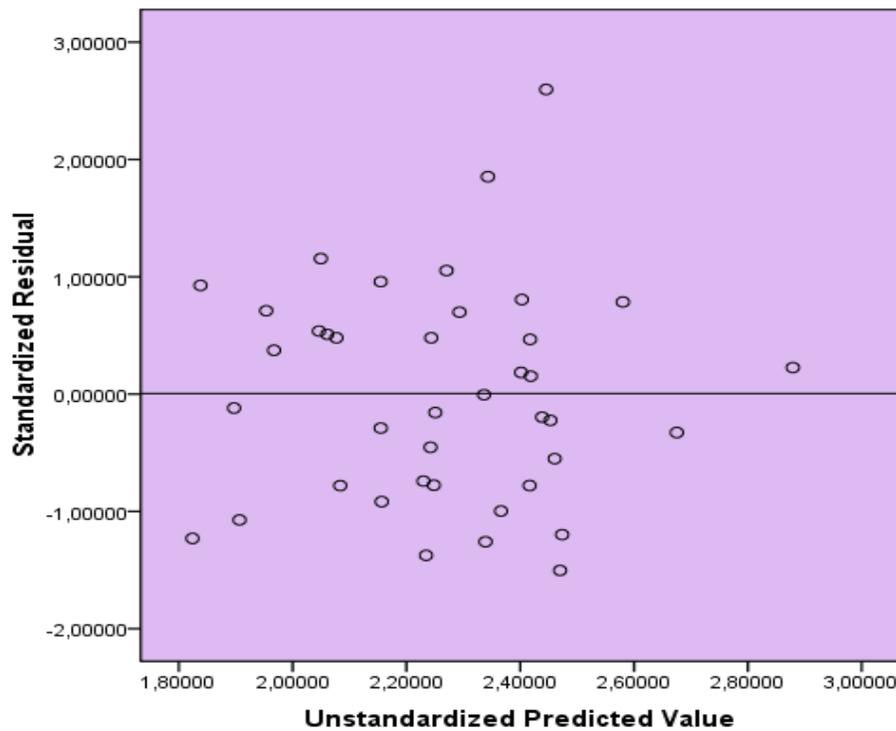
Summary:

This ANOVA table supports the conclusion that the regression equation is a statistically significant predictor of "Administrative Diseases of Employees." The predictor "Impression Management" explains a meaningful portion of the variability in the dependent variable, and the model fit is confirmed to be significant.

### **Homoscedasticity test:**

The following figure shows based on results of questionnaire analysis through SPSS Software:

*Figure 3 Test of homogeneity of residuals for simple regression*



It is noted that the spread and the distribution of the residuals takes a random form on both sides of the line representing zero (It is the line that separates the negative residuals from the positive ones), since we cannot observe a pattern or the variance of these residuals has a certain shape, which means that there is homogeneity or stability in the variance of the errors.

After ensuring that the regression conditions are met, and through the results shown in Table No (2-28), There is an effect of impression management on administrative diseases in Algeria telecom-BISKRA-, the correlation reached 0.278 and the value of the adjusted coefficient of determination  $R^2$  indicates that only (25,9%) of the administrative diseases are explained by organizational impression management.

This means there's a direct effect of organizational impression management on administrative diseases but at a low rate. Therefore, the main hypothesis is accepted.

**b) Testing the First Sub-hypotheses**

- ❖ **The first sub-hypothesis:** There is a direct effect of organizational impression management in its various dimensions (assertiveness, intimidation, ingratiation, self-promotion, exemplification, supplication) on workplace fear at Algeria telecom -BISKRA-
- ❖ **The second sub-hypothesis:** There is a direct effect of organizational impression management in its various dimensions (assertiveness, intimidation, ingratiation, self-promotion, exemplification, supplication) on organizational conflict at Algeria telecom-BISKRA-
- ❖ **The third sub-hypothesis:** There is a direct effect of organizational impression management in its various dimensions (assertiveness, intimidation, ingratiation, self-promotion, exemplification, supplication) on job alienation at Algeria telecom-BISKRA-
- ❖ **The fourth sub-hypothesis:** There is a direct effect of organizational impression management in its various dimensions (assertiveness, intimidation, ingratiation, self-promotion, exemplification, supplication) on job burnout at Algeria telecom-BISKRA-

**1. The overall significance of the regression table:**

It is represented by the significance value of the F table, which was 0.009, which is less than 0.05, and this is what table No. (2-31) shows.

**2. Partial significance of the table**

It is represented by the value of (t) which means at least one of the coefficients must be statistically significant unlike the constant, the significance levels reached 0.037 for the variable of interest in sustainability, and 0.023 for the ingratiation variable, and 0.042 for the supplication variable.

Table No. (2-30): Results of multiple regression analysis to test the dimensions of impression management in workplace fear. it based on results of questionnaire analysis through SPSS Software:

*Table 2-30 Results of multiple linear regression analysis of variance (dependent variable workplace fear)*

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Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,621 <sup>a</sup>	,386	<b>,274</b>	,39251	<b>1,869</b>

a. Predictors: (Constant), Supplication, Intimidation, Ingratiation, Self-promotion, Assertiveness, Exemplification

**R = 0.621:** This value represents the correlation between the observed values and the values predicted by the table. An R value of 0.621 indicates a moderate positive correlation, suggesting that the table's predictors have a reasonable relationship with the dependent variable (Workplace Fear).

**R Square = 0.386:** This value indicates that approximately 38.6% of the variance in Workplace Fear is explained by the table. While this is a moderate proportion, it also suggests that a substantial amount of the variance is unexplained by the predictors included in the table.

**Adjusted R Square = 0.274:** This value adjusts the R Square for the number of predictors. It is a more accurate measure when multiple predictors are used. An Adjusted R Square of 0.274 means that about 27.4% of the variance in workplace fear is explained by the table, considering the number of predictors. This decrease from the R Square value indicates that some predictors may not be contributing much to the table.

**Std. Error of the Estimate = 0.39251:** This value represents the average distance that the observed values fall from the regression line. A lower value indicates a better fit. Here, a standard error of 0.39251 suggests a moderate level of dispersion around the fitted regression line.

The following table is based on results of questionnaire analysis through SPSS Software:

*Table 2-31 Results of the overall significance of the regression table (dependent variable workplace fear)*

Table	Sum of Squares	df	Mean Square	Sig. F
1 Regression	3,197	6	,533	,009 <sup>a</sup>
Residual	5,084	33	,154	
Total	8,281	39		

b. Dependent Variable: Workplace Fear

**Regression Equation Sum of Squares (3.197):** This value represents the total variation in the dependent variable (Workplace Fear) that is explained by the regression equation. It indicates how much of the variability in Workplace Fear is accounted for by the predictors.

**Residual Sum of Squares (5.084):** This value represents the total variation in the dependent variable that is not explained by the regression equation. It is the sum of the squared differences between the observed values and the values predicted by the regression equation.

**Total Sum of Squares (8.281):** This value is the sum of the Regression Equation Sum of Squares and the Residual Sum of Squares. It represents the total variability in the dependent variable.

## 2. Degrees of Freedom (df)

**Regression Equation df (6):** This value represents the number of predictors in the regression equation plus one for the intercept. In this case, there are 6 predictors, so the regression equation degree of freedom is 6.

**Residual df (33):** This value represents the total number of observations minus the number of parameters estimated (including the intercept). Here, there are 39 observations and 6 predictors plus one intercept, so the residual degrees of freedom are  $39 - 7 = 33$ .

**Total df (39):** This is the total number of observations minus one.

## 3. Mean Square

**Regression Equation Mean Square (0.533):** This is calculated by dividing the Regression Equation Sum of Squares by the regression equation degrees of freedom ( $3.197 / 6 = 0.533$ ). It represents the average variation explained by each predictor.

**Residual Mean Square (0.154):** This is calculated by dividing the Residual Sum of Squares by the residual degrees of freedom ( $5.084 / 33 = 0.154$ ). It represents the average variation not explained by the regression equation.

#### 4. F-Statistic

**F = 3.459:** This value is the ratio of the Regression Equation Mean Square to the Residual Mean Square ( $0.533 / 0.154 = 3.459$ ). It is used to determine whether the predictors explain a significant portion of the variance in the dependent variable. A higher F-value indicates a more significant regression equation.

#### 5. Significance Level (Sig.)

**Sig. = 0.009:** This p-value tests the null hypothesis that the regression equation with no predictors fits the data as well as the regression equation with predictors. A p-value less than 0.05 typically indicates that the regression equation is statistically significant. Here, the p-value is 0.009, which is less than 0.05, suggesting that the regression equation is statistically significant and that the predictors explain a significant portion of the variance in Workplace Fear.

### 3. **The extent to which the conditions of the method used in estimating the parameters of the regression table are met (the small squares method).**

#### a) **Normal distribution –moderation of the probability distribution of the residuals (Normality test):**

That is, the extent to which the condition for the equality of the probability distribution of the residuals in the regression table is met, to ensure this mathematically from the normal distribution of the residuals, we rely on the (Kolmogorov-Smirnov) and (Shapiro-wilk), where their significance levels reached 0.200 and 0.276, both of which are greater than 0.05 it confirms the normal distribution of the residuals in the multiple regression table.

**Table 2-32 Results of testing the normal distribution of residuals in multiple linear regression table (dependent variable workplace fear)**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Standardized Residual	,099	40	,200*	,966	40	,276

a. Lilliefors Significance Correction

\*. This is a lower bound of the true significance.

**b) Autonomy of the residuals (Durbin-Watson):**

It Concerns the autocorrelation of the residuals, it confirms its value of 1,869, as it explains Table (2-30) and by comparing them in the statistical tables for the sample size of 40 and the number of independent variables 6, We find  $d_l = 1.175$  and  $d_u = 1.859$  so the independence of the residuals is judged in two cases: If  $(2 < DW < 4 - d_u)$  or if  $(d_u < DW < 2)$  then the DW (20.42) is limited between 1.859 and, which 2 confirms the autonomy of the residuals.

The following table is based on results of questionnaire analysis through SPSS Software:

**Table 2-33 Results of multiple linear regression analysis of variance (dependent variable workplace fear)**

Table	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	<b>,784</b>	<b>,427</b>		<b>1,836</b>	<b>,075</b>		
Assertiveness	-,084	,106	-,123	-,796	,432	,781	1,280
Intimidation	-,053	,105	-,073	-,505	,617	,897	1,115
Ingratiation	<b>,268</b>	<b>,112</b>	<b>,381</b>	<b>2,380</b>	<b>,023</b>	,725	1,380
Self-promotion	,074	,099	,112	,751	,458	,841	1,189
Exemplification	,156	,115	,236	1,347	,187	,606	1,650
Supplication	<b>,244</b>	<b>,140</b>	<b>,290</b>	<b>2,073</b>	<b>,042</b>	,666	1,502

Analysis of Predictors according to above table:

**Assertiveness:**

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$B = -0.084$ , Std. Error = 0.106, Beta = -0.123,  $t = -0.796$ , Sig. = 0.432

The negative coefficient suggests that higher assertiveness is associated with lower workplace fear, but this effect is not statistically significant ( $p > 0.05$ ).

### **Intimidation:**

$B = -0.053$ , Std. Error = 0.105, Beta = -0.073,  $t = -0.505$ , Sig. = 0.617

The negative coefficient suggests a slight reduction in workplace fear with increased intimidation, but this effect is not significant.

### **Ingratiation:**

$B = 0.268$ , Std. Error = 0.112, Beta = 0.381,  $t = 2.380$ , Sig. = 0.023

This positive coefficient indicates that higher ingratiation is significantly associated with increased workplace fear.

### **Self-promotion:**

$B = 0.074$ , Std. Error = 0.099, Beta = 0.112,  $t = 0.751$ , Sig. = 0.458

The positive coefficient suggests that higher self-promotion is associated with increased workplace fear, but this effect is not significant.

### **Exemplification:**

$B = 0.156$ , Std. Error = 0.115, Beta = 0.236,  $t = 1.347$ , Sig. = 0.187

This positive coefficient suggests that higher exemplification is associated with increased workplace fear, but this effect is not significant.

### **Supplication:**

$B = 0.244$ , Std. Error = 0.140, Beta = 0.290,  $t = 2.073$ , Sig. = 0.042

This positive coefficient indicates that higher supplication is significantly associated with increased workplace fear.

### c) **Collinearity between independent variables:**

It can be verified that there is no collinearity between the independent variables depending on the values of Tolerance and VIF:

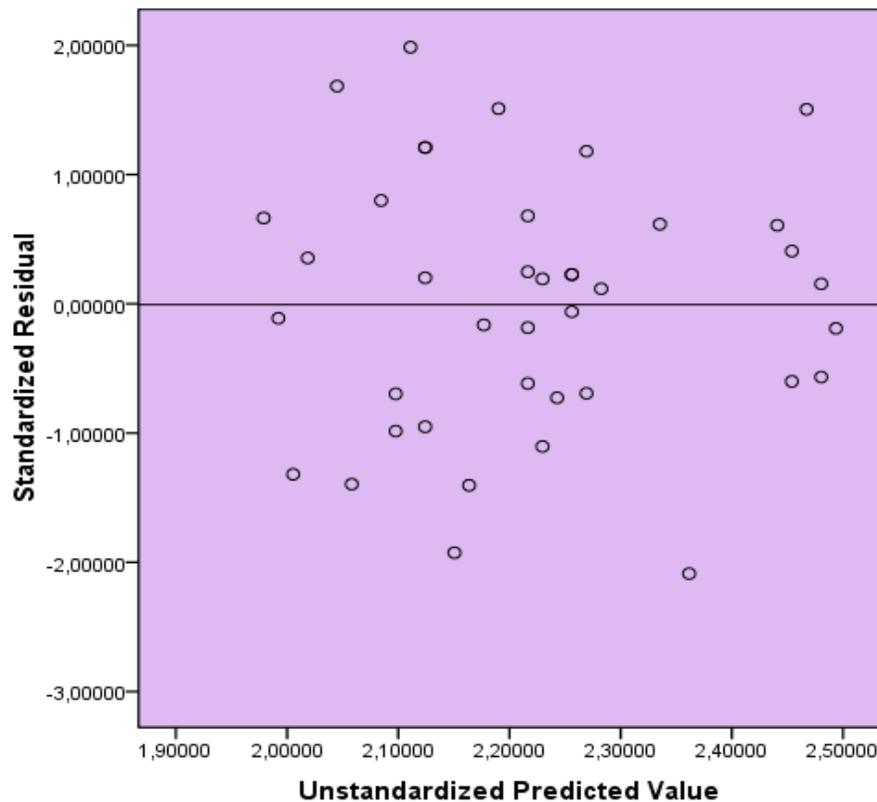
**Tolerance:** Measures the proportion of the variance in a predictor that is not explained by other predictors. A low tolerance (less than 0.1) indicates high multicollinearity. According to content of table (2-33) all the values of Tolerance more than 0.1, so there is no problem of collinearity in this model.

**VIF (Variance Inflation Factor):** The inverse of tolerance. Values above 10 indicate high multicollinearity. According to content of table (2-33) all the values of Tolerance less than 10, so there is no problem of collinearity in this model.

d) **Homoscedasticity test:**

The following figure shows based on results of questionnaire analysis through SPSS Software:

*Figure 4 Test of homogeneity of residuals for multiple regression (dependent variable is workplace fear)*



It is noted that the spread and the distribution of the residuals takes a random form on both sides of the line representing zero (It is the line that separates the negative residuals from the positive ones), since we cannot observe a pattern or the variance of these residuals has a certain shape, which means that there is homogeneity or stability in the variance of the errors.

After ensuring that the regression conditions are met and through the results shown in Table No. (2-30) There is a direct effect of impression management in term of Ingratiation and Supplication on workplace fear in Algeria telecom -BISKRA-, the correlation reached 0,386 and

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the value of the adjusted coefficient of determination  $R^2$  indicates that Only (27,4 %) of the administrative diseases are explained by fear at workplace.

This means there's a direct effect of organizational impression management in term of Ingratiation and Supplication on fear at workplace. Therefore, the first hypothesis is accepted.

### c) Testing the second sub-hypothesis:

#### 1. The overall significance of the regression table:

It is represented by the significance value of the F table, which was 0.018, which is less than 0.05, and this is what table No. (2-35) shows.

#### 2. Partial significance of the table

It is represented by the value of (t) which means at least one of the coefficients must be statistically significant unlike the constant, the significance levels reached 0.026 for the variable of intimidation, and 0.029 for the exemplification variable.

The following table is based on results of questionnaire analysis through SPSS Software:

*Table 2-34 Results of multiple linear regression analysis (dependent variable is organizational conflict)*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,474 <sup>a</sup>	,225	<b>,184</b>	,44898	2,055

a. Predictors: (Constant), Supplication, Intimidation, Ingratiation, Self-promotion, Assertiveness, Exemplification

The model summary table provides information about the overall fit and explanatory power of the regression model, where the dependent variable is "Organizational Conflict" and the predictors are "Supplication," "Intimidation," "Ingratiation," "Self-promotion," "Assertiveness," and "Exemplification." Let's analyze each component:

**R = 0.474:** This value represents the correlation between the observed values of "Organizational Conflict" and the values predicted by the regression model. An R value of 0.474 indicates a moderate positive correlation, suggesting that the predictors collectively have a moderate relationship with "Organizational Conflict."

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**R Square = 0.225:** This value indicates that approximately 22.5% of the variance in "Organizational Conflict" is explained by the six predictors. This suggests that while the predictors explain a portion of the variability, a significant amount of the variance is still unexplained by the model.

**Adjusted R Square = 0.184:** This value adjusts the R Square for the number of predictors in the model. It is a more accurate measure of the explanatory power of the model when multiple predictors are used. Here, the Adjusted R Square is slightly lower than the R Square, indicating that about 18.4% of the variance in "Organizational Conflict" is explained by the predictors, accounting for the number of predictors.

**Std. Error of the Estimate = 0.44898:** This value represents the average distance that the observed values fall from the regression line. A lower value indicates a better fit of the regression model. Here, a standard error of 0.44898 suggests a moderate level of accuracy in the predictions.

*Table 2-35 Results of the overall significance of the regression model (dependent variable is organizational conflict)*

Model		Sum of Squares	df	Mean Square	Sig.F
1	Regression	1,930	6	,322	,018 <sup>a</sup>
	Residual	6,652	33	,202	
	Total	8,583	39		

The ANOVA (Analysis of Variance) table provides a detailed look at the overall significance of the regression model, where the dependent variable is "Organizational Conflict" and the predictors are "Supplication," "Intimidation," "Ingratiation," "Self-promotion," "Assertiveness," and "Exemplification." Let's break down and analyze the components of this table:

**ANOVA Table Components**

**Regression Sum of Squares (1.930):** This value represents the total variation in "Organizational Conflict" that is explained by the six predictors. It shows how much of the variability in the dependent variable is accounted for by the regression model.

**Residual Sum of Squares (6.652):** This value represents the total variation in "Organizational Conflict" that is not explained by the regression model. It is the sum of the squared differences between the observed values and the values predicted by the regression equation.

**Total Sum of Squares (8.583):** This value is the sum of the Regression Sum of Squares and the Residual Sum of Squares. It represents the total variability in "Organizational Conflict."

**Regression df (6):** This value represents the number of predictors in the regression equation. Since there are six predictors, the regression degrees of freedom are 6.

**Residual df (33):** This value represents the total number of observations minus the number of parameters estimated (including the intercept). With 40 observations and six predictors plus one intercept, the residual degrees of freedom are  $40 - 7 = 33$ .

**Total df (39):** This is the total number of observations minus one.

**Regression Mean Square (0.322):** This is calculated by dividing the Regression Sum of Squares by the regression degrees of freedom ( $1.930 / 6 = 0.322$ ). It represents the average variation explained by each predictor.

**Residual Mean Square (0.202):** This is calculated by dividing the Residual Sum of Squares by the residual degrees of freedom ( $6.652 / 33 = 0.202$ ). It represents the average variation not explained by the regression model.

**F = 3.160:** This value is the ratio of the Regression Mean Square to the Residual Mean Square ( $0.322 / 0.202 = 3.160$ ). The F-statistic tests whether the explained variance (by the regression model) is significantly greater than the unexplained variance.

**Sig. = 0.018:** This p-value tests the null hypothesis that the regression model with the predictors does not explain more variance than a model without predictors. A p-value less than 0.05 indicates that the regression model is statistically significant. Here, the p-value is 0.018, which is less than 0.05, suggesting that the model is significant.

**3. The extent to which the conditions of the method used in estimating the parameters of the regression table are met (the small squares method).**

**a) Normal distribution –moderation of the probability distribution of the residuals (Normality test):**

That is, the extent to which the condition for the equality of the probability distribution of the residuals in the regression table is met, to ensure this mathematically from the normal

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distribution of the residuals, we rely on the (Kolmogorov-Smirnov) and (Shapiro-wilk), where their significance levels reached 0.200 and 0.276, both of which are greater than 0.05 it confirms the normal distribution of the residuals in the multiple regression table.

**Table 2-36 Results of testing the normal distribution of residuals in multiple linear regression table (dependent variable is organizational conflict)**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Standardized Residual	,099	40	,200*	,966	40	,276

\*. This is a lower bound of the true significance.

### b) Autonomy of the residuals (Durbin-Watson):

It Concerns the autocorrelation of the residuals, it confirms its value of 2,055, as it explains Table (2-34) and by comparing them in the statistical tables for the sample size of 40 and the number of independent variables 6, We find  $d_l = 1.175$  and  $d_u = 1.859$  so the independence of the residuals is judged in two cases: If  $(2 < DW < 4 - d_u)$  or if  $(d_u < DW < 2)$  then the DW (2.005) is limited between 2 and, which 2.141 confirms the autonomy of the residuals.

The following table is based on results of questionnaire analysis through SPSS Software:

**Table 2-37 Results of multiple linear regression analysis of variance (dependent variable is organizational conflict)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1,610	,488		3,297	,002		
Assertiveness	,106	,121	,151	,872	,389	,781	1,280
Intimidation	,171	,120	,231	2,428	,026	,897	1,115
Ingratiation	,033	,129	,046	,254	,801	,725	1,380
Self-promotion	-,208	,113	-,306	-1,832	,076	,841	1,189
Exemplification	,214	,132	,319	2,162	,029	,606	1,650
Supplication	-,070	,161	-,082	-,436	,666	,666	1,502

The coefficients table provides detailed information about the regression analysis results, including the impact of each predictor variable on the dependent variable "Organizational Conflict." Here is an analysis of each component:

**Components of the Coefficients Table**

**B = 1.610, t = 3.297, Sig. = 0.002:** The constant is significant, indicating the baseline level of organizational conflict when all predictors are zero.

**Assertiveness**

**B = 0.106, Beta = 0.151, t = 0.872, Sig. = 0.389:** Assertiveness has a positive but not significant impact on organizational conflict ( $p > 0.05$ ). The low t-value and high p-value suggest this predictor is not a strong contributor to the model.

**Intimidation**

**B = 0.171, Beta = 0.231, t = 2.428, Sig. = 0.026:** Intimidation has a positive and significant impact on organizational conflict ( $p < 0.05$ ). The significant t-value indicates this predictor is a meaningful contributor to the model.

**Ingratiation**

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**B = 0.033, Beta = 0.046, t = 0.254, Sig. = 0.801**: Ingratiation has a positive but not significant impact on organizational conflict ( $p > 0.05$ ). This predictor does not appear to be a significant contributor.

### Self-promotion

**B = -0.208, Beta = -0.306, t = -1.832, Sig. = 0.076**: Self-promotion has a negative but not significant impact on organizational conflict ( $p > 0.05$ ). However, it is close to being significant and might warrant further investigation.

### Exemplification

**B = 0.214, Beta = 0.319, t = 2.162, Sig. = 0.029**: Exemplification has a positive and significant impact on organizational conflict ( $p < 0.05$ ). The significant t-value indicates this predictor is a meaningful contributor to the model.

### Supplication

**B = -0.070, Beta = -0.082, t = -0.436, Sig. = 0.666**: Supplication has a negative but not significant impact on organizational conflict ( $p > 0.05$ ). This predictor does not appear to be a significant contributor.

#### c) Collinearity between independent variables:

It can be verified that there is no collinearity between the independent variables depending on the values of Tolerance and VIF:

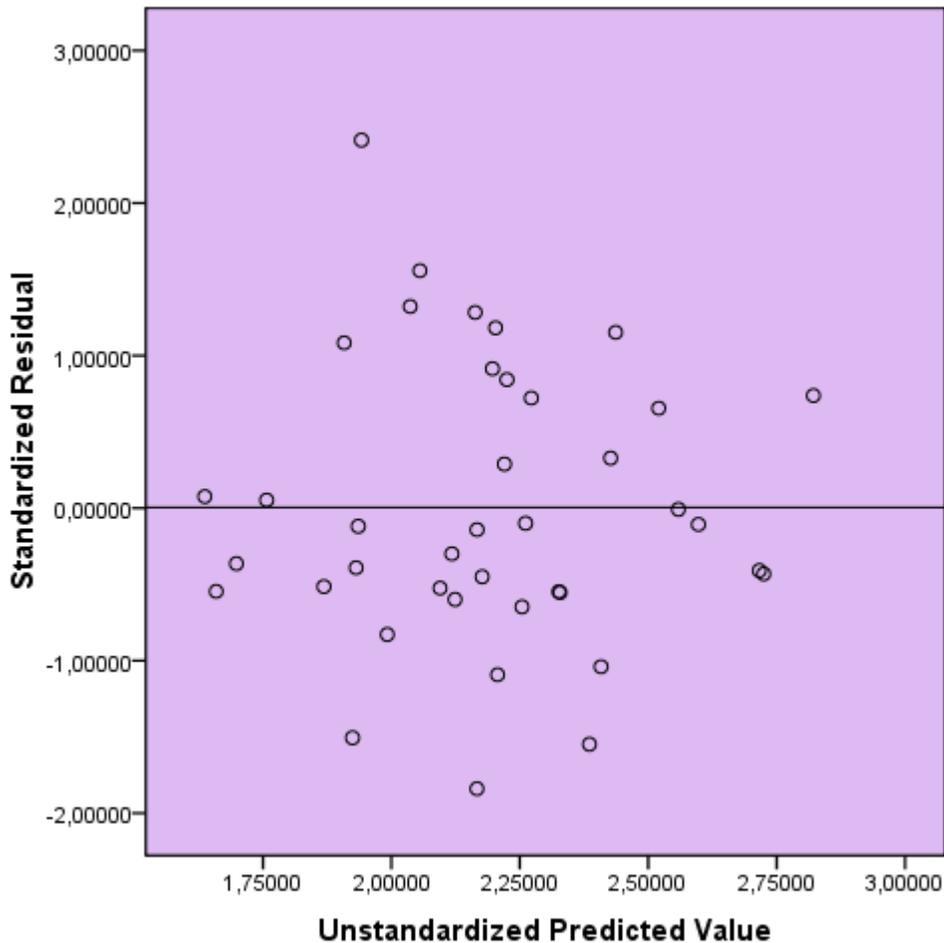
**Tolerance**: Measures the proportion of the variance in a predictor that is not explained by other predictors. A low tolerance (less than 0.1) indicates high multicollinearity. According to content of table (2-37) all the values of Tolerance more than 0.1, so there is no problem of collinearity in this model.

**VIF (Variance Inflation Factor)**: The inverse of tolerance. Values above 10 indicate high multicollinearity. According to content of table (2-37) all the values of Tolerance less than 10, so there is no problem of collinearity in this model.

#### d) Homoscedasticity test:

The following figure shows based on results of questionnaire analysis through SPSS Software:

*Figure 5 Test of homogeneity of residuals for multiple linear regression (dependent variable is organizational conflict)*



It is noted that the spread and the distribution of the residuals takes a random form on both sides of the line representing zero (It is the line that separates the negative residuals from the positive ones), since we cannot observe a pattern or the variance of these residuals has a certain shape, which means that there is homogeneity or stability in the variance of the errors.

After ensuring that the regression conditions are met and through the results shown in Table No. (2-34) There is a direct effect of impression management in term of intimidation and exemplification on administrative diseases in Algeria telecom -BISKRA-, the correlation reached 0.225 and the value of the adjusted coefficient of determination  $R^2$  indicates that Only (18,4 %) of the organizational conflicts explained by impression management .

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This means there's a direct effect of organizational Impression management in terms of intimidation and exemplification on organizational conflict but at a low rate. Therefore, the second hypothesis is accepted.

### d) Testing the third sub-hypothesis:

#### 1. The overall significance of the regression table:

It is represented by the significance value of the F table, which was 0.046, which is less than 0.05, and this is what table No. (2-39) shows.

#### 2. Partial significance of the table

It is represented by the value of (t) which means at least one of the coefficients must be statistically significant unlike the constant, the significance levels reached 0.042 for the variable of intimidation, and 0.045 for the exemplification variable.

The following table is based on results of questionnaire analysis through SPSS Software:

*Table 2-38 Results of multiple linear regression analysis (dependent variable is job alienation)*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,529 <sup>a</sup>	,280	<b>,149</b>	,43517	2,139

a. Predictors: (Constant), Supplication, Intimidation, Ingratiation, Self-promotion, Assertiveness, Exemplification

The model summary table provides information about the overall fit and explanatory power of the regression model, where the dependent variable is "Job Alienation" and the predictors are "Supplication," "Intimidation," "Ingratiation," "Self-promotion," "Assertiveness," and "Exemplification." Let's analyze each component of this table:

**R = 0.529:** This value represents the correlation between the observed values of "Job Alienation" and the values predicted by the regression model. An R value of 0.529 indicates a moderate positive correlation, suggesting that the predictors collectively have a moderate relationship with "Job Alienation."

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**R Square = 0.280:** This value indicates that approximately 28.0% of the variance in "Job Alienation" is explained by the six predictors. This suggests that while the predictors explain a portion of the variability, a significant amount of the variance is still unexplained by the model.

**Adjusted R Square = 0.149:** This value adjusts the R Square for the number of predictors in the model. It is a more accurate measure of the explanatory power of the model when multiple predictors are used. Here, the Adjusted R Square is notably lower than the R Square, indicating that only about 14.9% of the variance in "Job Alienation" is explained by the predictors, accounting for the number of predictors and the sample size.

**Std. Error of the Estimate = 0.43517:** This value represents the average distance that the observed values fall from the regression line. A lower value indicates a better fit of the regression model. Here, a standard error of 0.43517 suggests a moderate level of accuracy in the predictions.

The following table is based on results of questionnaire analysis through SPSS Software:

*Table 2-39 Results of the overall significance of the regression model (dependent variable is job alienation)*

Model	Sum of Squares	df	Mean Square	Sig. F
1 Regression	2,424	6	,404	,046 <sup>a</sup>
Residual	6,249	33	,189	
Total	8,673	39		

a. Predictors: (Constant), Supplication, Intimidation, Ingratiation, Self-promotion, Assertiveness, Exemplification

The ANOVA (Analysis of Variance) table provides information about the overall significance of the regression model, where the dependent variable is "Job Alienation" and the predictors are "Supplication," "Intimidation," "Ingratiation," "Self-promotion," "Assertiveness," and "Exemplification." Here is a detailed analysis of the table:

**Overall Regression Equation Significance:** The ANOVA table indicates that the regression model is statistically significant ( $p = 0.046$ ), meaning that the six predictors collectively explain a significant portion of the variance in "Job Alienation."

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**Variability Explained:** The Regression Sum of Squares (2.424) indicates that a portion of the total variability in "Job Alienation" is explained by the predictors, while the Residual Sum of Squares (6.249) indicates the portion that is not explained.

**Model Fit:** The F-statistic (2.913) and the corresponding significance level (0.046) show that the regression model fits the data better than a model with no predictors.

\_this ANOVA table supports the conclusion that the regression model is statistically significant in explaining the variability in "Job Alienation." The predictors "Supplication," "Intimidation," "Ingratiation," "Self-promotion," "Assertiveness," and "Exemplification" together provide meaningful insights into the factors contributing to job alienation, as evidenced by the significant F-statistic and p-value.

### 3. The extent to which the conditions of the method used in estimating the parameters of the regression table are met (the small squares method).

#### a) Normal distribution –moderation of the probability distribution of the residuals (Normality test):

That is, the extent to which the condition for the equality of the probability distribution of the residuals in the regression table is met, to ensure this mathematically from the normal distribution of the residuals, we rely on the (Kolmogorov-Smirnov) and (Shapiro-wilk), where their significance levels reached 0.054 and 0.161, both of which are greater than 0.05 it confirms the normal distribution of the residuals in the multiple regression table.

*Table 2-40 Results of testing the normal distribution of residuals in multiple linear regression table (dependent variable is job alienation)*

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Standardized Residual	,138	40	,054	,959	40	,161

a. Lilliefors Significance Correction

#### b) Autonomy of the residuals (Durbin-Watson):

It Concerns the autocorrelation of the residuals, it confirms its value of 2,139, as it explains Table (2-38) and by comparing them in the statistical tables for the sample size of 40 and the number of independent variables 6, We find  $d_l = 1.175$  and  $d_u = 1.859$  so the independence of the residuals is

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judged in two cases: If ( $2 < DW < 4 - du$ ) or if ( $du < DW < 2$ ) then the DW (2.139) is limited between 2 and, which 2.141 confirms the autonomy of the residuals.

The following table is based on results of questionnaire analysis through SPSS Software:

**Table 2-41 Results of multiple linear regression analysis of variance (dependent variable is job alienation)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1,369	,473		2,891	,007		
Assertiveness	,017	,117	,025	,147	,884	,781	1,280
Intimidation	<b>,169</b>	<b>,116</b>	<b>,227</b>	<b>2,146</b>	<b>,042</b>	,897	1,115
Ingratiation	-,174	,125	-,242	-1,393	,173	,725	1,380
Self-promotion	,075	,110	,110	,683	,500	,841	1,189
Exemplification	<b>,267</b>	<b>,128</b>	<b>,396</b>	<b>2,087</b>	<b>,045</b>	,606	1,650
Supplication	,021	,156	,025	,138	,891	,666	1,502

a. Dependent Variable: Job Alienation

**B = 1.369, t = 2.891, Sig. = 0.007:** The constant is significant, indicating the baseline level of job alienation when all predictors are zero.

### Assertiveness

**B = 0.017, Beta = 0.025, t = 0.147, Sig. = 0.884:** Assertiveness has a positive but not significant impact on job alienation ( $p > 0.05$ ). The low t-value and high p-value suggest this predictor is not a strong contributor to the model.

### Intimidation

**B = 0.169, Beta = 0.227, t = 2.146, Sig. = 0.042:** Intimidation has a positive and significant impact on job alienation ( $p < 0.05$ ). The significant t-value indicates this predictor is a meaningful contributor to the model.

### Ingratiation

**B = -0.174, Beta = -0.242, t = -1.393, Sig. = 0.173:** Ingratiation has a negative but not significant impact on job alienation ( $p > 0.05$ ). This predictor does not appear to be a significant contributor.

**Self-promotion**

**B = 0.075, Beta = 0.110, t = 0.683, Sig. = 0.500**: Self-promotion has a positive but not significant impact on job alienation ( $p > 0.05$ ). The high p-value indicates this predictor is not significant.

**Exemplification**

**B = 0.267, Beta = 0.396, t = 2.087, Sig. = 0.045**: Exemplification has a positive and significant impact on job alienation ( $p < 0.05$ ). The significant t-value indicates this predictor is a meaningful contributor to the model.

**Supplication**

**B = 0.021, Beta = 0.025, t = 0.138, Sig. = 0.891**: Supplication has a positive but not significant impact on job alienation ( $p > 0.05$ ). This predictor does not appear to be a significant contributor.

c) **Collinearity between independent variables:**

It can be verified that there is no collinearity between the independent variables depending on the values of Tolerance and VIF:

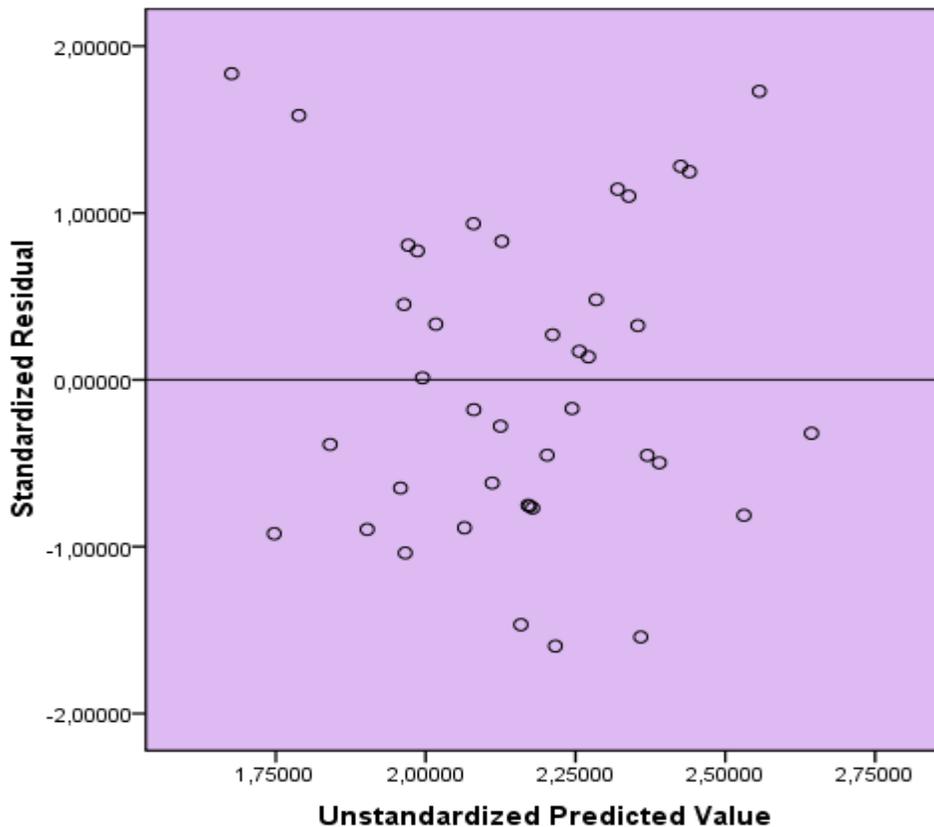
**Tolerance**: Measures the proportion of the variance in a predictor that is not explained by other predictors. A low tolerance (less than 0.1) indicates high multicollinearity. According to content of table (2-41) all the values of Tolerance more than 0.1, so there is no problem of collinearity in this model.

**VIF (Variance Inflation Factor)**: The inverse of tolerance. Values above 10 indicate high multicollinearity. According to content of table (2-41) all the values of Tolerance less than 10, so there is no problem of collinearity in this model.

d) **Homoscedasticity test:**

The following figure shows based on results of questionnaire analysis through SPSS Software:

*Figure 6 Test of homogeneity of residuals for multiple linear regression (dependent variable is job alienation)*



It is noted that the spread and the distribution of the residuals takes a random form on both sides of the line representing zero (It is the line that separates the negative residuals from the positive ones), since we cannot observe a pattern or the variance of these residuals has a certain shape, which means that there is homogeneity or stability in the variance of the errors.

After ensuring that the regression conditions are met and through the results shown in Table No. (2-38) There is a direct effect of impression management in term intimidation and exemplification on administrative diseases in Algeria telecom -BISKRA-, the correlation reached 0.280 and the value of the adjusted coefficient of determination  $R^2$  indicates that Only (14,9 %) of the job alienation is explained by impression management

This means there's a direct effect of organizational Impression management in term intimidation and exemplification on job alienation but at a low rate. Therefore, the third hypothesis is accepted.

e) **Testing the fourth sub-hypothesis:**

1. **The overall significance of the regression table:**

It is represented by the significance value of the F table, which was 0.033, which is less than 0.05, and this is what table No. (2-43) shows.

2. **Partial significance of the table**

It is represented by the value of (t) which means at least one of the coefficients must be statistically significant unlike the constant, the significance levels reached 0.18 for the variable of self-promotion.

The following table is based on results of questionnaire analysis through SPSS Software:

*Table 2-42 Results of multiple linear regression analysis (dependent variable is job burnout)*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,425 <sup>a</sup>	,180	<b>,131</b>	,53434	2,100

a. Predictors: (Constant), Supplication, Intimidation, Ingratiation, Self-promotion, Assertiveness, Exemplification

The model summary table provides information about the overall fit and explanatory power of the regression model, where the dependent variable is "Job Burnout" and the predictors are "Supplication," "Intimidation," "Ingratiation," "Self-promotion," "Assertiveness," and "Exemplification." Let's analyze each component of this table:

Components of the Model Summary

**R = 0.425:** This value represents the correlation between the observed values of "Job Burnout" and the values predicted by the regression model. An R value of 0.425 indicates a moderate positive correlation, suggesting that the predictors collectively have a moderate relationship with "Job Burnout."

**Adjusted R Square = 0.131:** This value adjusts the R Square for the number of predictors in the model. It is a more accurate measure of the explanatory power of the model when multiple predictors are used. Here, the Adjusted R Square is slightly lower than the R Square, indicating

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that about 13.1% of the variance in "Job Burnout" is explained by the predictors, accounting for the number of predictors and the sample size.

**Std. Error of the Estimate = 0.53434:** This value represents the average distance that the observed values fall from the regression line. A lower value indicates a better fit of the regression model. Here, a standard error of 0.53434 suggests a moderate level of accuracy in the predictions.

*Table 2-43 Results of the overall significance of the regression model (dependent variable is job burnout)*

Model	Sum of Squares	df	Mean Square	Sig. F
1 Regression	2,072	6	,345	,033 <sup>a</sup>
Residual	9,422	33	,286	
Total	11,494	39		

The ANOVA (Analysis of Variance) table provides information about the overall significance of the regression model, where the dependent variable is "Job Burnout" and the predictors are "Supplication," "Intimidation," "Ingratiation," "Self-promotion," "Assertiveness," and "Exemplification." Let's break down and analyze the key components of this table:

**Regression Sum of Squares (2.072):** This value represents the total variation in "Job Burnout" explained by the six predictors in the model. It quantifies the extent to which the regression model accounts for the variability in the dependent variable.

**Residual Sum of Squares (9.422):** This value represents the total variation in "Job Burnout" that is not explained by the regression model. It is the sum of the squared differences between the observed values and the predicted values by the model.

**Total Sum of Squares (11.494):** This is the sum of the Regression Sum of Squares and the Residual Sum of Squares. It represents the total variability in the dependent variable "Job Burnout."

**Regression df (6):** This is the number of predictors in the regression model.

**Residual df (33):** This is the total number of observations minus the number of parameters estimated (including the intercept). With 40 observations and 6 predictors plus the intercept, the residual degrees of freedom are  $40 - 7 = 33$ .

**Total df (39):** This is the total number of observations minus one.

**Regression Mean Square (0.345):** This is calculated by dividing the Regression Sum of Squares by the regression degrees of freedom ( $2.072 / 6 = 0.345$ ). It represents the average variation explained by each predictor.

**Residual Mean Square (0.286):** This is calculated by dividing the Residual Sum of Squares by the residual degrees of freedom ( $9.422 / 33 = 0.286$ ). It represents the average variation not explained by the regression model.

**F = 2.821:** This value is the ratio of the Regression Mean Square to the Residual Mean Square ( $0.345 / 0.286 = 2.821$ ). The F-statistic tests whether the explained variance (by the regression model) is significantly greater than the unexplained variance.

**Sig. = 0.033:** This p-value tests the null hypothesis that the regression model with the predictors does not explain more variance than a model with no predictors. A p-value less than 0.05 indicates that the regression model is statistically significant. Here, the p-value is 0.033, suggesting that the model is significant.

**3. The extent to which the conditions of the method used in estimating the parameters of the regression table are met (the small squares method).**

**a) Normal distribution –moderation of the probability distribution of the residuals (Normality test):**

That is, the extent to which the condition for the equality of the probability distribution of the residuals in the regression table is met, to ensure this mathematically from the normal distribution of the residuals, we rely on the (Kolmogorov-Smirnov) and (Shapiro-wilk), where their significance levels reached 0.200 and 0.274, both of which are greater than 0.05 it confirms the normal distribution of the residuals in the multiple regression table.

**Table 2-44 Results of testing the normal distribution of residuals in multiple linear regression table (dependent variable is job burnout)**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Standardized Residual	,090	40	,200*	,966	40	,274

a. Lilliefors Significance Correction

\*. This is a lower bound of the true significance.

**b) Autonomy of the residuals (Durbin-Watson):**

It Concerns the autocorrelation of the residuals, it confirms its value of 2,100, as it explains Table (2-42) and by comparing them in the statistical tables for the sample size of 40 and the number of independent variables 6, We find  $d_l = 1.175$  and  $d_u = 1.859$  so the independence of the residuals is judged in two cases: If  $(2 < DW < 4 - d_u)$  or if  $(d_u < DW < 2)$  then the DW (2.100) is limited between 2 and, which 2.141 confirms the autonomy of the residuals.

The following table is based on results of questionnaire analysis through SPSS Software:

**Table 2-45 Results of multiple linear regression analysis of variance (dependent variable is job burnout)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2,110	,581		3,629	,001		
Assertiveness	,040	,144	,049	,275	,785	,781	1,280
Intimidation	-,002	,143	-,003	-,016	,987	,897	1,115
Ingratiation	-,147	,153	-,178	-,959	,345	,725	1,380
Self-promotion	<b>,336</b>	<b>,135</b>	<b>,428</b>	<b>2,488</b>	<b>,018</b>	<b>,841</b>	<b>1,189</b>
Exemplification	-,102	,157	-,131	-,647	,522	,606	1,650
Supplication	-,090	,191	-,091	-,471	,641	,666	1,502

a. Dependent Variable: Job Burnout

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The coefficients table provides detailed information about the individual predictors' contributions to the dependent variable "Job Burnout" in the regression model. Here's a breakdown and analysis of each component:

### Components of the Coefficients Table

**(Constant) = 2,110**: This is the intercept of the regression model. It represents the expected value of "Job Burnout" when all predictors are zero.

**Assertiveness (B = 0.040)**: For each unit increase in assertiveness, "Job Burnout" is expected to increase by 0.040 units, holding all other variables constant.

**Intimidation (B = -0.002)**: For each unit increase in intimidation, "Job Burnout" is expected to decrease by 0.002 units, holding all other variables constant.

**Ingratiation (B = -0.147)**: For each unit increase in ingratiation, "Job Burnout" is expected to decrease by 0.147 units, holding all other variables constant.

**Self-promotion (B = 0.336)**: For each unit increase in self-promotion, "Job Burnout" is expected to increase by 0.336 units, holding all other variables constant.

**Exemplification (B = -0.102)**: For each unit increase in exemplification, "Job Burnout" is expected to decrease by 0.102 units, holding all other variables constant.

**Supplication (B = -0.090)**: For each unit increase in supplication, "Job Burnout" is expected to decrease by 0.090 units, holding all other variables constant.

**These coefficients indicate the relative importance of each predictor in the model by standardizing the units of measurement:**

**Assertiveness (Beta = 0.049)**

**Intimidation (Beta = -0.003)**

**Ingratiation (Beta = -0.178)**

**Self-promotion (Beta = 0.428)**

**Exemplification (Beta = -0.131)**

**Supplication (Beta = -0.091)**

**(t = 3.629, Sig. = 0.001)**: The constant is statistically significant.

**Assertiveness (t = 0.275, Sig. = 0.785)**: Not statistically significant.

**Intimidation (t = -0.016, Sig. = 0.987)**: Not statistically significant.

**Ingratiation (t = -0.959, Sig. = 0.345)**: Not statistically significant.

**Self-promotion** ( $t = 2.488$ ,  $\text{Sig.} = 0.018$ ): Statistically significant.

**Exemplification** ( $t = -0.647$ ,  $\text{Sig.} = 0.522$ ): Not statistically significant.

**Supplication** ( $t = -0.471$ ,  $\text{Sig.} = 0.641$ ): Not statistically significant.

**Significance of Predictors:** Among the predictors, only self-promotion is statistically significant ( $p = 0.018$ ). This indicates that self-promotion has a meaningful impact on job burnout. The other predictors (assertiveness, intimidation, ingratiation, exemplification, and supplication) are not statistically significant, meaning their contributions to the model are not strong enough to be distinguished from zero.

**Impact of Self-Promotion:** The positive coefficient for self-promotion ( $B = 0.336$ ) and its significance indicate that as self-promotion increases, job burnout tends to increase.

The analysis suggests that among the predictors, self-promotion is the only significant factor affecting job burnout, with higher levels of self-promotion associated with increased job burnout. The other factors (assertiveness, intimidation, ingratiation, exemplification, and supplication) do not show a significant impact on job burnout in this model. The model does not suffer from multicollinearity issues, which supports the reliability of the regression coefficients.

c) **Collinearity between independent variables:**

It can be verified that there is no collinearity between the independent variables depending on the values of Tolerance and VIF:

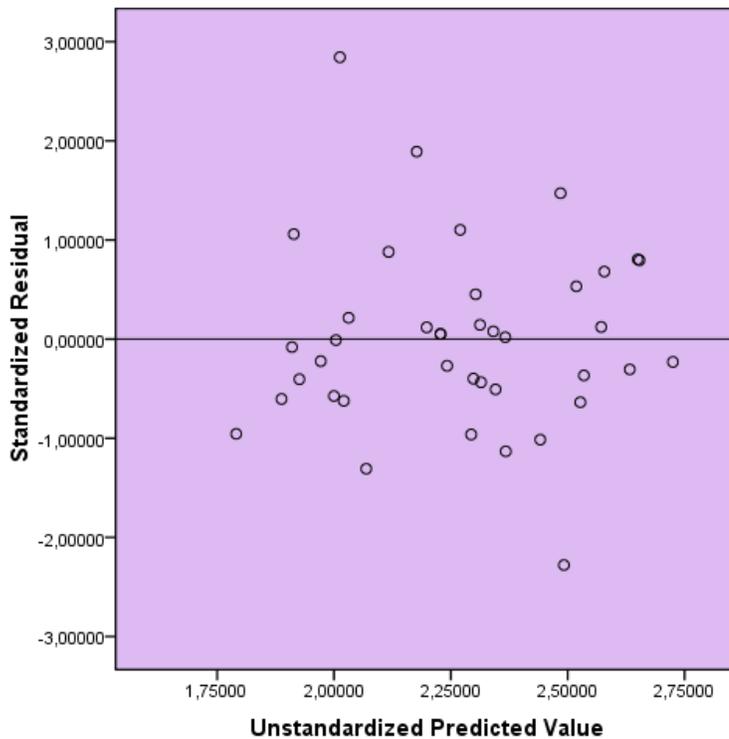
**Tolerance:** Measures the proportion of the variance in a predictor that is not explained by other predictors. A low tolerance (less than 0.1) indicates high multicollinearity. According to content of table (2-45) all the values of Tolerance more than 0.1, so there is no problem of collinearity in this model.

**VIF (Variance Inflation Factor):** The inverse of tolerance. Values above 10 indicate high multicollinearity. According to content of table (2-45) all the values of Tolerance less than 10, so there is no problem of collinearity in this model.

d) **Homoscedasticity test:**

The following figure shows based on results of questionnaire analysis through SPSS Software:

*Figure 7 Test of homogeneity of residuals for multiple linear regression (dependent variable is job burnout)*



It is noted that the spread and the distribution of the residuals takes a random form on both sides of the line representing zero (It is the line that separates the negative residuals from the positive ones), since we cannot observe a pattern or the variance of these residuals has a certain shape, which means that there is homogeneity or stability in the variance of the errors.

After ensuring that the regression conditions are met and through the results shown in Table No. (2-42) There is a direct effect of impression management in term of self-promotion on job burnout in Algeria telecom -BISKRA-, the correlation reached 0.180 and the value of the adjusted coefficient of determination  $R^2$  indicates that Only (13,1 %) of the job burnout is explained by impression management.

This means there's a direct effect of organizational Impression management in term of self-promotion on job burnout but at a low rate. Therefore, the fourth hypothesis is accepted.

### III. Discuss the results of the study

#### 1. Discuss the results of testing the study variables

Regarding the results of the study on impression management (assertiveness, intimidation, ingratiation, self-promotion, exemplification, supplication) the level of its practices is low, and the results for each dimension of organizational impression management will be explained below

- The results of the study confirmed the level of assertiveness practiced by employees in Algeria telecom The vote was low, as approval was low for all indicators of this dimension, as

Respondents assert that they are not careful to avoid hurting other people's feelings, even when they feel that they have been wronged, they don't have a hard time controlling their emotions when they disagree with someone., they don't avoid attacking someone's intelligence when they disagree with their ideas. They don't listen to other people's opinions when they disagree with them

- The results of the study confirmed that the degree of intimidation was also low, as confirmed by the respondents

Employees tend to use intimidation to make their orders implemented within the organization

They make it clear that their decisions are to be followed without question, they threaten severe sanctions for anyone who defies their directives; They demand respect from their colleagues They publicly ridicule persons who oppose them; They make threats to persons who do not meet their expectations

- In addition, ingratiation came to a low degree according to the results of the study, as he believes

They offer assistance to their colleagues even if they do not ask for it; They complement their colleagues and offer them compliments: They care about the personal lives of their colleagues; They imitate the behaviors and ways of dealing with others: They seek to leave an impression on their colleagues that they are a distinguished and kind person by praising their achievements

## Chapter two: Empirical study (Field Study at Algeria Telecom Center - Biskra)

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- The results of the study also confirmed that the degree of self-promotion among leaders is low , as the respondents confirm

They show themselves to be of value to the organization; They attempt to exaggerate the magnitude of the positive event that they were responsible for its occurrence: They distance themselves from negative events, even if they are a part of them.; They speak proudly about their past achievements; They strive to tell the truth ; They are willing to make personal sacrifices for the benefit of others; They "play dumb" to secure aid from others;

In addition to the study results confirming that the degree of exemplification was low, as he believes

Respondents said that They strive to tell the truth: They are generous with their time and energy in helping others; They hold their performance up to high standards: They demonstrate a high level of personal integrity

- The results of the study also confirmed that the degree of supplication was also low, as it is seen

They downplay their abilities to secure help from others; They point out their task related limitations in asking others for help; They emphasize their shortcomings at a task during appeals for help, they stress their dependence on others for assistance.

- As for the results of the study on **Administrative Diseases of Employees** (workplace fear , organizational conflict , job alienation , job burnout ) were low and are as follows

Explain the results for each dimension of administrative diseases behaviors .

- The results showed that the degree of workplace fear was low, as agreement was low for each Indicators of this dimension and this is due to a number of reasons. Based on the analysis of the answers of the respondents, we find Their superior is harassing they , Their colleagues are harassing they; At the workplace, they have got problems with one or more colleagues.; They experienced a terrible event at the workplace which is still present in their mind and makes they feel frightened at work. (for example an accident, attack, fire or other catastrophe, sudden death of a person); They have re-experienced this event in the past month in a troubling manner (for example in repeating dreams, intensified memories, flashbacks or physical reactions; They have avoided activities, places or persons which could remind they of the event, When imagining having to pass a complete working day at this workplace, they get feelings of panic. They fear that the company

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will close because of they .and that they will lose the job and salary needed for their family., They Fear of receiving a negative evaluation from the company rather than from co-workers ,

- The results of the study also showed a low level of organizational conflict at Algeria telecom

Their needs and the needs of the organization doesn't match; There is a little match between the tasks that they perform and their initial task preferences when they took the job, They engage in work that of little interest to they; In our group, we have lots of bickering over who should do what job, There are clashes between subgroups of their group., There are disputes between their group and the other groups.

- The results of the study also confirmed the presence of a low level of job alienation, which was agreed upon

Low for all indicators of this dimension, as the respondents confirm that They do not enjoy their work, Facing their daily tasks is a painful and boring experience, Work to they is more like a chore or burden, They feel estranged/disconnected from themselves , They often wish they were doing something else; Over the years they have become disillusioned about their work;

They do not feel like putting in their best effort at work, they do not feel connected to the events in their workplace

- The results also showed a low level of job burnout where there was consent

Low for all indicators of this dimension, as respondents confirmed that They feel emotionally drained from their work. feel tired when they get up in the morning and have to face another day on the job; have become less interested in their work since they started this job , have become less enthusiastic about their job , They have become more cynical about whether their work contributes anything. ; They doubt the significance of their work

In general, and from the previous results, it can be said that organizational impression management practices in Algeria telecom the branch of Biskra is low , and the administrative diseases in the organization is also not significant

### 2. Discuss the results of hypothesis testing

- there's a direct effect of organizational impression management on administrative diseases but at a low rate
- higher assertiveness is associated with lower workplace fear
- higher ingratiation is significantly associated with increased workplace fear.
- higher self-promotion is associated with increased workplace fear
- exemplification is associated with increased workplace fear
- higher supplication is significantly associated with increased workplace fear
- a direct effect of impression management in term of Ingratiation and Supplication on workplace fear
- Assertiveness has a positive but not significant impact on organizational conflict
- Intimidation has a positive and significant impact on organizational conflict
- 
- Ingratiation has a positive but not significant impact on organizational conflict
- Self-promotion has a negative but not significant impact on organizational conflict
- Exemplification has a positive and significant impact on organizational conflict
- Supplication has a negative but not significant impact on organizational conflict
- There is a direct effect of impression management in term of intimidation and exemplification on administrative diseases in Algeria telecom
- This means there's a direct effect of organizational Impression management in terms of intimidation and exemplification on organizational conflict but at a low rate
- Assertiveness has a positive but not significant impact on job alienation
- Intimidation has a positive and significant impact on job alienation
- Ingratiation has a negative but not significant impact on job alienation
- Self-promotion has a positive but not significant impact on job alienation
- Exemplification has a positive and significant impact on job alienation
- Supplication has a positive but not significant impact on job alienation
- there's a direct effect of organizational Impression management in term intimidation and exemplification on job alienation but at a low rate

- self-promotion has a meaningful impact on job burnout. The other predictors (assertiveness, intimidation, ingratiation, exemplification, and supplication) are not statistically significant
- with higher levels of self-promotion associated with increased job burnout. The other factors (assertiveness, intimidation, ingratiation, exemplification, and supplication) do not show a significant impact on job burnout
- there's a direct effect of organizational Impression management in term of self-promotion on job burnout but at a low rate
- there's a direct effect of intimidation and exemplification on organizational conflict and job alienation
- there's a direct effect of self-promotion on job burnout
- a direct effect of impression management in term of Ingratiation and Supplication on workplace fear

### 3. Suggestions and prospects for future studies

#### a) first, suggestions

- Encourage organizational leaders to cultivate an environment where authenticity is valued and rewarded. This can involve modeling genuine communication, transparency, and ethical behavior in leadership practices.
- Implement training programs to enhance administrators' communication skills, emotional intelligence, and self-awareness. These programs can help administrators navigate impression management challenges effectively while promoting genuine and authentic interactions with stakeholders.
- Develop clear guidelines and policies for communication within the organization, emphasizing the importance of honesty, transparency, and integrity. Provide administrators with tools and resources to communicate effectively while maintaining authenticity.
- Foster a culture of open feedback and dialogue where administrators feel comfortable sharing their concerns and seeking support. Encourage regular feedback sessions between administrators and their supervisors to address any issues related to impression management.

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- Establish support networks or mentorship programs where administrators can seek guidance and advice from experienced peers or mentors. These networks can provide a safe space for administrators to discuss challenges related to impression management and share strategies for overcoming them.
- Regularly assess the organizational culture to identify any signs of toxic behaviors or unhealthy dynamics related to impression management. Take proactive measures to address any issues and promote a positive and supportive work environment.
- Encourage organizational leaders to lead by example by demonstrating authenticity, integrity, and ethical behavior in their own interactions. This can help set a positive tone for the entire organization and reinforce the importance of genuine communication.
- Continuously Test the effectiveness of strategies implemented to address impression management challenges and make adjustments as needed. Solicit feedback from administrators and other stakeholders to identify areas for improvement and refine approaches over time.

- Empowering workers by giving them the freedom to work and make decisions regarding jobs

Those assigned to it.

- Cooperation of leaders and subordinates, working in a team spirit, loyalty, trust, and advancement towards

The best.

By incorporating these practical recommendations into the thesis, you can provide valuable insights for organizations looking to mitigate the negative effects of administrative diseases caused by impression management.

### **b) Second, prospects for future studies**

- Research could delve into how impression management strategies utilized by administrators impact various facets of organizational performance like productivity, employee contentment, and financial outcomes. Longitudinal studies might offer insights into the enduring effects of impression management on organizational achievements.
- Investigate the ethical aspects of impression management tactics employed by administrators. Studies could scrutinize the fine line between ethical and unethical strategies and their repercussions on individuals, organizations, and broader societal contexts.

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- Examine how cultural disparities and contextual elements influence the prevalence and efficacy of impression management within administrative settings. Comparative studies across different cultures and institutions might shed light on the nuanced variations in impression management practices.
- Explore the psychological mechanisms driving impression management behaviors among administrators. This could involve probing into factors like motives for self-presentation, vigilance in managing impressions, and the impact of social norms on impression management approaches.
- Analyze the interplay between impression management, leadership styles, and power dynamics within organizations. Research endeavors might focus on how leaders utilize impression management to assert authority, influence stakeholders, and navigate organizational politics.
- Investigate the effects of impression management on employee well-being, job satisfaction, and burnout. Research could delve into the emotional labor associated with impression management and its implications for employee mental health and work-life equilibrium.
- Develop and assess interventions and training initiatives aimed at fostering authentic communication and reducing dependence on impression management tactics in administrative roles. This could involve educational initiatives emphasizing the importance of genuine communication and fostering a supportive organizational culture that values transparency and authenticity.
- Explore the influence of technology and social media on impression management practices within administrative settings. Research could examine how digital communication platforms shape administrators' management of their professional image and in

## **Chapter Summary**

In this chapter, the field study conducted at Algeria Telecom in Biskra was discussed, which Addressing their definition, values, objectives, organizational structure, and slogans, then we analyzed the data obtained from the questionnaire that was relied upon and distributed, under study in order to complete this work, which contained two axes "ethical leadership" and "unproductive work behavior", and our goal was to answer the problem of our study, which is: **To what extent does ethical leadership lead to reducing unproductive work behavior among employees of Algeria Telecom in Biskra ?**

After retrieving the questionnaire, we unloaded it and analyzed its data using many statistical methods such as the arithmetic mean, standard deviation and Cronbach alpha test, then we presented and interpreted the results of the field study and hypothesis testing, and we reached several results, the most important of which is that there is a direct effect of impression management on administrative diseases in Algeria Telecom in Biskra. For the dimension of assertiveness , intimidation, ingratiation , self-promotion, supplication, exemplification on the administrative diseases at Algeria Telecom Biskra.

# Conclusion

Through what we have discussed in this memorandum, it has become clear to us the extreme importance of organizational impression management in Institutions, in light of the changes taking place in the environment, institutions at the present time strive to achieve a good reputation and conquer the market by overcoming and overcoming many crises

And the obstacles that you may face, but the different behaviors of workers within that organization can become an obstacle that prevents them from achieving their goals through administrative diseases during work periods, and we find that impression management is an ideal method for reducing administrative diseases , as it containsThe characteristics and behaviors of workers who change their outlook towards others at the workplace , and based on all of the above, This research should be one of the researches that provided an addition in the field of scientific research in view of the study it speaks about Two important and recent topics in human resources management.

We have been able to answer the main problem posed at the beginning of this study, which is:

There is a direct effect of impression management in its various dimensions (assertiveness, intimidation, ingratiation, self-promotion, exemplification, supplication) on administrative diseases in Algeria telecom-BISKRA

In algeria telecom , which were the subject of the field study we conducted, for

Projecting the theoretical aspect into practical reality. In this study, we relied on a questionnaire that was designed

Based on previous studies, it consists of (58) statements divided into two parts, and it has been verified Through the reliability and validity coefficient, the results proved their validity and stability, and a number of.Statistical methods include percentages, arithmetic mean, standard deviation, and regression coefficients to analyze results and test hypotheses.

The results of the field investigation resulted in a set of results, which we summarize as follows:

- The employees of Algeria telecom exercise a low level of impression management
- exemplification and self promotion have the higher impression management practices practices in algeria telecom
- The level of administrative diseases among employees of algeria telecom is low.
- job alienation and job burnout is considered the most negative behavior among employees in algeria telecom .
- fear at workplace and organizational conflict are the lowest level of behaviors among employees of algeria telecom

## Conclusion

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- organizational impression management practices contribute to reduce administrative diseases at algeria telecom

The results of this study yielded some suggestions, the most important of which are enhancing rewards and valuing efforts Employees who work hard and actively, so that they feel that management is interested in them and appreciates their efforts , thus helping employees not deal with administrative diseases , establishing a healthy workplace within the organization

Establishing criteria for selecting leaders who possess ethical leadership traits and training current leaders

In conclusion, we faced some obstacles and difficulties during the completion of this study, which we can summarize as follows:

follows:

- Lack of books and studies in english related to impression management and administrative diseases .
- The lack of studies within our knowledge that have addressed the issue of the effect of impression management on administrative diseases

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**Appendices List**

# Appendices List

# Appendix 1



الجمهورية الجزائرية الديمقراطية الشعبية  
وزارة التعليم العالي والبحث العلمي  
جامعة محمد خيضر – بسكرة-  
كلية العلوم الاقتصادية والتجارية وعلوم التسيير  
قسم: علوم التسيير  
تخصص: إدارة موارد بشرية  
السنة الجامعية: 2024/2023



## استبانة البحث

سيدي الفاضل ...، سيدتي الفاضلة ...  
يسرنا أن نضع بين أيديكم هذه الاستبانة التي صممت لجمع المعلومات اللازمة للدراسة التي نقوم بإعدادها استكمالاً للحصول على شهادة الماستر في علوم التسيير – تخصص إدارة الموارد البشرية، بعنوان: الأمراض الإدارية للعاملين الناجمة عن إدارة الانطباع الوظيفي: دراسة تطبيقية في مؤسسة اتصالات الجزائر – بسكرة-.  
ونظراً لأهمية رأيكم في هذا المجال، نأمل منكم التكرم بالإجابة على أسئلة الاستبانة بدقة، حيث أن صحة النتائج تعتمد بدرجة كبيرة على صحة إجاباتكم، لذلك نهيب بكم أن تولوا هذه الاستبانة اهتمامكم، فمشاركتمكم ضرورية ورأيكم عامل أساسي من عوامل نجاحها. نحيطكم علماً أن جميع إجاباتكم لن تستخدم إلا لأغراض البحث العلمي فقط.  
وتفضلوا بقبول فائق التقدير والاحترام

إشراف: أ.د. جوهرة

أقطي، أستاذ، جامعة بسكرة

من إعداد الطالبة: قلالة أصالة

## القسم الأول: البيانات الشخصية والوظيفية

(1) نوع الجنس:  ذكر  أنثى

## Appendices List

(2) العمر: 20-30 □ 31-40 □ 41-50 □ أكثر من 50 □

(3) المؤهلات: مستوى جامعي (ليسانس، ماستر) □ الدراسات العليا □ تقني □ آخر يرجى تحديده ..... □

(4) سنوات العمل: أقل من خمس سنوات □ من 5 إلى 10 سنوات □

من 10 إلى 15 سنة □ أكثر من 15 سنة □

## القسم الثاني: إدارة الانطباع الوظيفي والأمراض الإدارية للعاملين

فيما يلي مجموعة من العبارات، والمرجو تحديد درجة موافقتك أو عدم موافقتك عنها، وذلك بوضع علامة (√) في المربع المناسب لاختيارك.

الرقم	العبارة	غير موافق تماما	غير موافق	محايد	موافق	موافق تماما
<b>إدارة الانطباع</b>						
<b>1. تأكيد الذات</b>						
01	أنت حريص على تجنب إيذاء مشاعر الآخرين، حتى عندما تشعر أنك تعرضت للظلم.					
02	تواجه صعوبة في التحكم في مشاعرك عندما تختلف مع شخص ما					
03	تتجنب مهاجمة ذكاء شخص ما عندما تختلف مع أفكاره					
04	تستمع إلى آراء الآخرين، حتى لو كنت تختلف معهم					
<b>2. الترهيب</b>						
05	توضح أن قراراتك يجب اتباعها دون شك					
06	تهدد بعقوبات شديدة لأي شخص يتحدى توجيهاتك					
07	تطالب زملائك باحترامك					

## Appendices List

					تسخر علنا من الأشخاص الذين يعارضونك	08
					تهدد الأشخاص الذين لا يلبون توقعاتك	09
<b>3. التكامل أو التملق</b>						
					تقدم المساعدة لزملائك حتى لو لم يطلبوها	10
					تثني كثيرا على زملائك	11
					تهتم بالحياة الشخصية لزملائك	12
					تقلد السلوكيات وطرق التعامل مع الآخرين	13
					تسعى إلى ترك انطباع لدى زملائك بأنك شخص متميز ولطيف من خلال الإشادة بإنجازاتهم	14
<b>4. تعزيز الذات</b>						
					تحاول إظهار قيمتك للمنظمة	15
					تبالغ في حجم الحدث الإيجابي الذي كنت مسئولا عن حدوثه	16
					تتجنب الإفصاح عن الأحداث السلبية، حتى لو كنت جزءا منها	17
					تتحدث بفخر عن إنجازاتك السابقة	18
					تسعى جاهدا لقول الحقيقة	19
<b>5. التمثيل أو التجسيد</b>						
					تحاول وضع نفسك كقدوة كلما أمكن ذلك	20
					تتكرم بوقتك وطاقتك في مساعدة الآخرين	21
					أنت على استعداد لتقديم تضحيات شخصية لصالح الآخرين	22
					ترفع أداءك إلى معايير عالية أمام الآخرين	23
					تظهر مستوى عالٍ من النزاهة الشخصية	24
<b>6. التضرع</b>						
					تقلل من قدرتك لتحصل على المساعدة من الآخرين	25
					تشتكي من قيود إنجاز مهامك كطريقة لطلب المساعدة من الآخرين	26
					تلعب دور الساذج لتضمن تعاون الآخرين	27
					تُشيدُ على نقاط ضعفك في إنجاز مهامك عند طلب المساعدة	28
					تُشيدُ على اعتمادك على الآخرين من أجل تلقي المساعدة	29
<b>الأمراض الإدارية للعاملين</b>						
<b>1. الخوف في مكان العمل</b>						
					يضايقك رئيسك في العمل	30
					يضايقونك زملائك	31
					لديك مشاكل مع زميل أو أكثر في مكان العمل	32
					واجهت حدثا مروعا في مكان العمل لا يزال موجودا في ذهنك ويجعلك تشعر بالخوف من العمل. (على سبيل المثال حادث أو هجوم أو حريق أو كارثة أخرى أو موت شخص مفاجئ)	33
					عشت هذا الحدث من جديد في الشهر الماضي بطريقة مقلقة (على سبيل المثال في تكرار الأحلام أو الذكريات المكثفة أو ذكريات الماضي أو ردود الفعل الجسدية)	34
					تجنبت الأنشطة أو الأماكن أو الأشخاص الذين يمكن أن يذكروك بالحدث	35
					عند تخيل نفسك مضطرا إلى اجتياز يوم عمل كامل في مكان عملك تشعر بالذعر.	36
					تخشى أن تعلق الشركة بسببك، وأنت ستفقد الوظيفة والراتب اللازمين لإعالة عائلتك.	37
					أنت تخشى تلقي تقييم سلبي من الشركة أو من زملاء العمل	38
<b>2. الصراع التنظيمي</b>						
					احتياجاتك واحتياجات المنظمة لا تتطابق	39
					هناك تطابق خفيف فقط بين المهام التي تؤديها الآن والمهام التي فضلت تأديتها في البداية عند توليك لهاته الوظيفة	40
					تؤدي في عمل لا تهتم به	41
					في مجموعتنا، توجد الكثير من المشاحنات حول من يجب أن يقوم بأي عمل	42
					توجد اشتباكات بين المجموعات الفرعية من مجموعتك.	43

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44	توجد خلافات بين مجموعتك ومجموعات العمل الأخرى.
<b>3. الاغتراب الوظيفي</b>	
45	أنت لا تستمتع بعملك
46	القيام بمهامك اليومية تجربة مؤلمة ومملة
47	العمل بالنسبة إليك أمر روتيني وعبء
48	تشعر بالابتعاد/الانفصال عن نفسك
49	غالبًا ما تتمنى لو كنت تفعل شيئًا آخر
50	على مر السنين أصبت بخيبة أمل بشأن عملك
51	لا ترغب في بذل قصارى جهدك في العمل
52	لا تشعر بالارتباط للأحداث في مكان عملك
<b>4. الاحتراق الوظيفي</b>	
53	تشعر بالاستنزاف العاطفي بسبب عملك.
54	تشعر بالتعب عندما تستيقظ في الصباح وتضطر إلى مواجهة يوم آخر في العمل
55	أصبحت أقل اهتمامًا بعملك منذ أن بدأت هذه الوظيفة
56	أصبحت أقل حماسًا لعملك
57	أصبحت أكثر تشاؤمًا بشأن ما إذا كان عملك يساهم في أي شيء.
58	أنت تشك في أهمية عملك

**شكرا لكم على حسن تعاونكم**

# Appendix 2

University Mohamed Khider of Biskra  
Department of Management



## Research Questionnaire

To company employees  
Dear Madam...Dear Sir,

It is an honor for us to put in your hands this survey, which was designed as a tool of collecting the primary data necessary for the research that we are preparing in order to complete the master thesis in Human Resources management entitled:

**Administrative diseases of Employees caused by organizational Impression management: An empirical study in Algeria's telecom center**

The objective behind this questionnaire is to complete a research about impression management and its negative impacts in administrative diseases of employees such as workplace fear, organizational conflict, job burnout, and job alienation. Your contribution to this research will be highly appreciated. Answer the questions to the best of your knowledge and thank you for your contribution. Your feedback and intake will be treated with utmost respect and discretion.

Student Name: **Assala Kelala**  
AGTI

Supervisor: Pr. Djouhara

41-50

51 and above

3) **Qualification:**

University (license-master)

Postgraduate

Technical

Other

4) **Years of working:**

Less than five years

from 5 to 10 years

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from 10 to 15 years

More than 15 years

### Part Two: Impression Management and Administrative Diseases of Employees

Please tick the choice as you see  $\surd$ , from among the available options that measure your degree of approval.

N	Items	Scale				
<b>Impression Management</b>						
<b>1. Assertiveness</b>						
<b>01</b>	You are careful to avoid hurting other people's feelings, even when you feel that you have been wronged.	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
<b>02</b>	You have a hard time controlling your emotions when you disagree with someone.	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
<b>03</b>	You avoid attacking someone's intelligence when you disagree with their ideas.	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
<b>04</b>	You listen to other people's opinions, even if you disagree with them	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
<b>2. Intimidation</b>						
<b>05</b>	You make it clear that your decisions are to be followed without question	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
<b>06</b>	You threaten severe sanctions for anyone who defies your directives	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
<b>07</b>	You demand respect from your colleagues	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
<b>08</b>	You publicly ridicule persons who oppose you	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
<b>09</b>	You make threats to persons who do not meet your expectations	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
<b>3. Ingratiation</b>						
<b>10</b>	You offer assistance to your colleagues even if they do not ask for it	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
<b>11</b>	You compliment your colleagues and offer them compliments	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
<b>12</b>	You care about the personal lives of your colleagues	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>

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13	You imitate the behaviors and ways of dealing with others	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
14	You seek to leave an impression on your colleagues that you are a distinguished and kind person by praising their achievements	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
<b>4. Self-promotion</b>						
15	You show yourself to be of value to the organization	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
16	You attempt to exaggerate the magnitude of the positive event that you were responsible for its occurrence	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
17	You distance yourself from negative events, even if you are a part of them	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
18	You speak proudly about your past achievements	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
19	You strive to tell the truth	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
<b>5. Exemplification</b>						
20	You lead by example whenever possible	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
21	You are generous with your time and energy in helping others	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
22	You are willing to make personal sacrifices for the benefit of others	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
23	You hold your performance up to high standards	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
24	You demonstrate a high level of personal integrity	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
<b>6. Supplication</b>						
25	You downplay your abilities to secure help from others	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
26	You point out your task related limitations in asking others for help	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
27	You "play dumb "to secure aid from others	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
28	You emphasize your shortcomings at a task during appeals for help	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>

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29	You stress your dependence on others for assistance	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
<b>Administrative Diseases of Employees</b>						
<b>1. Workplace Fear</b>						
30	Your superior is harassing you	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
31	Your colleagues are harassing you	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
32	At the workplace, you have got problems with one or more colleagues.	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
33	You experienced a terrible event at the workplace which is still present in your mind and makes you feel frightened at work. (for example an accident, attack, fire or other catastrophe, sudden death of a person)	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
34	You have re-experienced this event in the past month in a troubling manner (for example in repeating dreams, intensified memories, flashbacks or physical reactions)	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
35	You have avoided activities, places or persons which could remind you of the event	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
36	When imagining having to pass a complete working day at this workplace, you get feelings of panic.	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
37	You fear that the company will close because of you .and that you will lose the job and salary needed for your family.	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
38	You Fear of receiving a negative evaluation from the company rather than from co-workers	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
<b>2. Organizational Conflict</b>						
39	Your needs and the needs of the organization doesn't match	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
40	There is a little match between the tasks that you perform and your initial task preferences when you took the job	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
41	You engage in work that of little interest to you	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
42	In our group, we have lots of bickering over who should do what job	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>

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43	There are clashes between subgroups of your group.	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
44	There are disputes between your group and the other groups.	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
<b>3. Job Alienation</b>						
45	You do not enjoy your work	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
46	Facing your daily tasks is a painful and boring experience	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
47	Work to you is more like a chore or burden	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
48	You feel estranged/disconnected from yourself	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
49	You often wish you were doing something else	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
50	Over the years you have become disillusioned about your work	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
51	You do not feel like putting in your best effort at work	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
52	You do not feel connected to the events in your workplace	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
<b>4. Job Burnout</b>						
53	You feel emotionally drained from your work.	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
54	You feel tired when you get up in the morning and have to face another day on the job	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
55	You have become less interested in your work since you started this job	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
56	You have become less enthusiastic about your job	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
57	You have become more cynical about whether your work contributes anything.	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>
58	You doubt the significance of your work	Strongly disagree <input type="checkbox"/>	disagree <input type="checkbox"/>	neutral <input type="checkbox"/>	agree <input type="checkbox"/>	Strongly agree <input type="checkbox"/>

**Thank you for your effort**

## Appendices List

الجمهورية الجزائرية الديمقراطية الشعبية  
*République Algérienne Démocratique et Populaire*  
وزارة التعليم العالي والبحث العلمي  
*Ministère de l'Enseignement Supérieur et de la Recherche Scientifique*

جامعة محمد خيضر - بسكرة  
كلية العلوم الاقتصادية والتجارية وعلوم والتسيير  
عمادة الكلية

Université Mohamed Khider –Biskra  
Faculté des Sciences Economiques  
Commerciales et des Sciences de gestion

الرقم : 00705 /ك.ع.إ.ت.ع ت/ 2024

إلى السيد مدير: مؤسسة اتصالات الجزائر  
ولاية بسكرة

**طلب مساعدة لاستكمال مذكرة التخرج**

دعما منكم للبحث العلمي، نرجو من سيادتكم تقديم التسهيلات اللازمة للطلبة:

-1 قالة اصالة  
-2 /  
-3 /

المسجلون ب: قسم علوم التسيير  
بالسنة: ثانية ماستر إدارة الموارد البشرية  
وذلك لاستكمال الجانب الميداني لمذكرة التخرج المعنونة ب:

" الأمراض الإدارية للموظفين الناجمة عن إدارة الانطباع التنظيمي: دراسة تطبيقية في مؤسسة اتصالات الجزائر، بسكرة"

وفي الأخير تقبلوا منا فائق الاحترام والتقدير.

بسكرة في: 2024-05-13

ع/ عميد الكلية  
نائب العميد المكلف بالدراسات والبحوث  
المرتبطة بالدراسات والبحوث  
محمد سادي زويش  
بالعنوان

اتصالات الجزائر  
الولاية التعليمية  
الاتصالات  
بسكرة  
مؤسسة ذات استقلالية

تأشيرة المؤسسة المستقلة  
ALGERIE TELECOM  
Directeur Opérationnelle des  
Télécommunications wilaya de Biskra  
Med djamel eddine CHARBI

## Appendix 3

## Appendix 4

République Algérienne Démocratique et Populaire  
Ministère de l'Enseignement Supérieur et de la  
Recherche Scientifique  
Université Mohamed KHIDHER -Biskra  
Faculté des Sciences Economiques, Commerciales et  
des Sciences de Gestion  
Département des Sciences de Gestion



الجمهورية الجزائرية الديمقراطية الشعبية  
وزارة التعليم العالي و البحث العلمي  
جامعة محمد خيضر بسكرة  
كلية العلوم الاقتصادية و التجارية و علوم التسيير  
قسم علوم التسيير

### تصريح شرفي

#### خاص بالالتزام بقواعد النزاهة العلمية لانجاز بحث

(ملحق القرارالقرار 1082 المؤرخ في 27 ديسمبر 2020)

أنا الممضي أدناه: .....قلالة أصالة.....

الصفة: طالب

الحامل لبطاقة التعريف الوطنية رقم: 110010230000910008 الصادرة بتاريخ: 04/01/2018

المسجل بكلية: العلوم الاقتصادية والتجارية وعلوم التسيير. قسم: علوم التسيير.....

والمكلف بإنجاز: مذكرة ماستر

تحت عنوان: .....Administrative diseases of Employees caused by organizational  
Impression management: An empirical study in Algeria Telecom center.....

أصرح بشرفي أنني ألتزم بمراعاة المعايير العلمية والمنهجية ومعايير الأخلاقيات المهنية والنزاهة  
الأكاديمية المطلوبة في انجاز البحث وفق ما ينصه القرار رقم 1082 المؤرخ في 27 ديسمبر 2020 المحدد  
للقواعد المتعلقة بالوقاية من السرقة العلمية ومكافحتها.

التاريخ: .....04./06./2024.....

إمضاء المعني بالأمر