

A Practical Proposal for Human Resource Impression Management: Toward Enhancing Job Enrichment in Organizations

مقترح عملي لإدارة الانطباع للموارد البشري:

نحو تعزيز الإثراء الوظيفي بالمنظمات

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Abstract:

This study proposes a practical approach to impression management, treating it as a strategic lever for strengthening job enrichment in organizations, with particular attention to the Algerian context. It examines how impression management and job enrichment intersect, and clarifies how this linkage can support stronger human resource performance while also improving job satisfaction. At the same time, the study considers the organizational and cultural constraints that often complicate the application of these concepts in practice. To address these obstacles, it advances concrete measures that include restructuring tasks and adopting digital strategies designed to improve the work environment. The results suggest that better impression management can reinforce organizational interaction, curb routinization, and stimulate innovation. In addition, the study offers an applied framework intended to help build a dynamic workplace that supports organizational objectives.

Keywords: impression management; job enrichment; job performance; human resources.

JEL Classification Codes: M12; M54; J24.

ملخص:

تهدف هذه الدراسة إلى تقديم مقترح عملي لإدارة الانطباع بوصفها أداة استراتيجية لتعزيز الإثراء الوظيفي داخل المنظمات، خصوصًا في البيئة الجزائرية. ركزت الدراسة على تحليل العلاقة بين إدارة الانطباع والإثراء الوظيفي، مع تسليط الضوء على دورها في تحسين أداء الموارد البشرية وتعزيز الرضا الوظيفي. وقد تناولت الدراسة التحديات التنظيمية والثقافية التي تواجه هذه المفاهيم، مقترحة حلولاً عملية تتضمن إعادة هيكلة المهام، وتطبيق استراتيجيات رقمية لتحسين بيئة العمل. وخلصت نتائج الدراسة إلى أن تحسين إدارة الانطباع يعزز التفاعل التنظيمي، ويقلل الروتين، ويدفع الابتكار. كما تقدم الدراسة إطاراً عملياً يُسهم في بناء بيئة عمل ديناميكية تدعم الأهداف التنظيمية.

كلمات مفتاحية: إدارة الانطباع، الإثراء الوظيفي، الأداء الوظيفي، الموارد البشرية.

تصنيفات JEL: M12; M54; J24.

INTRODUCTION:

Across sectors, contemporary organizations face increasingly complex pressures in human resource management and in the upgrading of job performance needed to deliver strategic goals. Within this landscape, job enrichment and impression management function as two operational levers that can help reconcile employee job satisfaction with performance efficiency. Their relevance is not merely technical. These constructs often converge in practice by shaping internal motivation and employee innovation, yet their effectiveness remains contingent on the cultural and organizational context that frames how they are implemented.

The expanding interest in “modern” workplace practices is therefore not a trend for its own sake. It reflects the practical limits of traditional human resource models that no longer respond adequately to institutions operating under fast-moving technological and social change. This shift makes it necessary to manage human resource requirements through the organization’s psychological, social, and cultural registers, including both enabling and constraining dynamics such as job enjoyment, work flow, employee silence, job stagnation, and related phenomena.

In this setting, impression management, approached as a strategic instrument, has become a central requirement in human resource governance. By improving the quality of interaction between employees and management, it can generate downstream gains in job enrichment and, by extension, job satisfaction.

Building on this premise, the present study examines the relationship between job enrichment and impression management, while also clarifying how the two can be integrated to strengthen organizational performance. It then turns to the organizational and cultural conditions that shape these strategies in real settings, and it advances practical recommendations designed to maximize their utility.

As a result, this study aims to contribute meaningfully to the human resource management literature. It proposes a structured scientific and methodological framework that integrates job enrichment and impression management in a coherent manner to support organizational objectives. It also seeks to consolidate a knowledge base that enhances the effectiveness of these practices in Algerian institutions, while taking seriously the specificity of the local organizational environment. The study’s findings, in turn, offer applied insights that can inform both researchers and practitioners. Finally, the work reflects a commitment to strengthening managerial practices and improving the work environment in ways that raise individual and collective performance, while supporting organizational engagement with sustainable development objectives.

a. Research Problem

Given the continuing challenges contemporary organizations face in managing human resources, the demand has grown for practical proposals that improve job performance while

consolidating job enrichment. Impression management is one strategic instrument that can be mobilized toward these ends, particularly insofar as it supports employees' professional image and strengthens their engagement with the work environment. With organizational systems becoming more complex and with the requirement of human resource sustainability gaining salience, it is increasingly necessary to embed impression management within job enrichment strategies in a more deliberate and effective manner.

The central problem lies in designing and implementing impression management in ways that align with the specificities of Algerian organizations, so that it strengthens job satisfaction while supporting task diversification and skill development. Meeting this requirement calls for applied models that can balance employee satisfaction with job demands, thereby creating room for sustained improvements in organizational performance. On this basis, the present study explores the relationship between impression management and job enrichment, and it proposes a practical framework intended to reinforce work dynamics and sustain human resources within organizations. The study addresses this issue through the following question:

- What practical model can be proposed to enhance the contribution of impression management to job enrichment among human resources in Algerian organizations?

b. Research Significance

This study:

- Demonstrates the value of integrating impression management and job enrichment to improve human resource efficiency.
- Provides an applied framework that Algerian institutions can use to address organizational and managerial constraints.
- Contributes to a more grounded understanding of the relationship between organizational dynamics and job satisfaction.
- Supports the development of innovative managerial instruments aligned with Algeria's cultural and organizational environment.
- Offers practical guidance for improving employee–management interaction.

c. Research Objectives

The study focuses on the need to:

- Clarify the conceptual basis through which impression management can strengthen job enrichment and improve human resource performance.
- Propose a practical impression management model that targets a dynamic work environment supportive of job satisfaction and creativity.
- Highlight the role of digital tools in upgrading impression management practices and improving the efficacy of job enrichment.
- Identify cultural and organizational barriers to implementation, while proposing sustainable solutions adapted to the Algerian context.

1. Literature Review

- Dennis, J., and Moberg (1981), "Job Enrichment through Symbol Management." The study examines how symbolic cues in the workplace shape employees' job perceptions. It concludes that effective symbol management can

function as a robust route to job enrichment. When organizational symbols are intentionally crafted and consistently managed, managers can influence employees' interpretations of their roles in ways that translate into higher job satisfaction and productivity, and, in turn, deeper job enrichment.

- Amy, L., and Kristof (1992), "Efficacious Impression Management in Minority Recruitment and Retention Practices." This work argues that impression management should not be treated as a uniform set of tactics applied to all employees. Instead, strategies need to be aligned with the needs of a diverse workforce, including access to job enrichment opportunities. When designed with this fit in mind, impression management can improve recruitment and retention by engaging the distinctive values and preferences of minority groups.

- Joseph, I., and Uduji (2013), "Job Enrichment: A Panacea to the Problem of the Demotivated Marketing Executives in the Banking Industry in Nigeria." The authors focus on job enrichment as a response to demotivation among marketing executives in the banking sector, treating demotivation as a variable that can also shape how employees engage in impression management. They emphasize that increasing responsibility, decision latitude, authority, and task variety tends to strengthen motivation and job performance. The implication is that impression management may also benefit when job design is structured to increase experienced meaningfulness.

- Kenneth, J., Harris, et al. (2013), "Impression Management (IM) Behaviors, IM Culture, and Job Outcomes." This study highlights the downside risk of privileging impression management tactics such as intimidation and exemplification within organizations. Such tactics can be associated with negative outcomes, including burnout and job-related strain, particularly when there is a misfit between individual IM behaviors and the organization's prevailing IM culture.

2. Impression Management

2.1. Historical overview

A number of studies locate the intellectual roots of impression management in two primary sources. The first is traced to the Greek term "Plato," presented as referring to a central stage in an individual's life. The second is linked to a well-known Shakespearean formulation: "All the world's a stage, and all the men and women merely players." (Jallab and Houssin, 2008, p. 10)

Within this genealogy, Erving Goffman (1955), drawing explicitly on Shakespeare's theatrical metaphor, is commonly credited with articulating the idea that individuals operate as performers in social interaction. Across settings, they manage conduct in front of an "audience," and Goffman's dramaturgical theory became foundational for later work on self-presentation and impression management. (Al-Amrawi and Mazhouda, 2022, p. 61)

Goffman's later work, particularly *The Presentation of Self in Everyday Life* (1956), shifts the discussion into an organizational register. He stresses that institutional work teams must attend closely to the information they convey to others. Reputation damage, in his view, is not always the product of explicit statements; it can also emerge from unintended cues, gestures, or minor slips that outsiders interpret negatively. This logic implies a practical

requirement: organizations should select a workforce that is competent, disciplined, and careful in client-facing interaction. It also implies a boundary-management principle. What takes place “backstage” should not be exposed to clients; instead, organizations should curate what is communicated externally so that impressions are formed on the basis of information that supports effective impression management. (Mona Mohamed Saleh, p. 417)

2.2. Definition of Impression Management (IM)

Impression management (IM) is defined as “the conscious or unconscious efforts individuals make to influence how they are perceived by others” (Korkmaz and Arlı, 2024). A related account describes IM as a repertoire of methods, including self-promotion, ingratiation (flattery), help-seeking displays, role modeling, and coercion, all of which shape workplace perceptions. These practices, in turn, have implications for organizational happiness, including job satisfaction and employee well-being. (IBRAHIM, 2024)

Hussain et al. (2023) conceptualize IM as a process through which individuals influence others’ perceptions by controlling information during social interaction. They specify tactics such as denial, intimidation, self-promotion, supplication, and exemplification/acting, and they emphasize that these tactics can shift job performance in either direction, depending on how they function within organizational contexts.

Friday Ogbu Edeh et al. (2023) extend the concept by focusing on managerial practice. For them, IM includes the tactics managers use to improve their image and shape subordinate perceptions. They identify core tactics such as self-promotion, denial, exemplification, intimidation, and supplication, deployed to strengthen favorable organizational dynamics and support employee performance.

Taken together, these formulations underscore why IM is especially salient in professional settings: individuals routinely rely on impression-shaping strategies that affect interactional patterns and, ultimately, work outcomes. The same logic can also carry into other environments, including healthcare, social media, and sports settings, among others.

2.3. Motives for Impression Management

Uziel and Schmidt-Barad (2023), in *Impression management in daily life: an experience sampling test for the expression of impression management as interpersonally oriented self-control* (2023), frame impression management (IM) as a form of socially oriented self-regulation driven by several motives and internal triggers. They emphasize self-control enacted in social contexts as a mechanism through which individuals adapt and shape how others perceive them. Empirically, the authors rely on an experience-sampling approach, collecting repeated real-time reports from participants about their immediate social situations and momentary self-control. This design allows a close-grained reading of IM as it unfolds in everyday life. Their results suggest that instant messaging is more strongly linked to self-control when individuals are in the presence of others, highlighting a distinct role for IM that is not reducible to self-deception or to stable, trait-level self-control.

Bolino (1999) proposes three core motives:

- **Goal utility of impressions:** motivation rises when managed impressions are instrumental for achieving personal or organizational goals.

- **Value of image enhancement:** the motive becomes particularly salient during **performance appraisal**, when individuals want to be seen as competent and high-performing.

- **Discrepancy between the current and desired image:** IM is activated when perceived performance falls short of an ideal standard, and it can also operate proactively to shift toward a preferred self-definition.

Bolino et al. (Bolino & Al, 2016) add that employees may turn to IM when they feel disliked or are perceived as incompetent. In response, they may engage in self-strengthening moves, highlighting achievements and making competence claims more explicit. (Mona Mohamed Saleh, 2023, p. 418)

2.4. Impression Management Strategies

Bolino and Turnley's (1999) scale outlines a set of widely used IM strategies:

- **Self-promotion:** A competence-signaling tactic aimed at producing an image of capability. Self-promoters typically rely on explicit verbal accounts to construct favorable impressions, often downplaying negative aspects of their background while foregrounding positive information. The expected effect is a more favorable evaluation by the target.

- **Ingratiation:** First formulated by the social psychologist **Edward Jones (Edwards Jones)**, ingratiation refers to modifying one's behavior to become more attractive and likable to others. It is also described as visible behaviors used by organizational actors to make the organization itself appear more appealing to external audiences.

- **Exemplification:** A moral signaling strategy through which individuals seek to appear ethically superior, virtuous, or righteous. In practice, exemplification may take the form of exaggeration, sometimes portraying oneself as suffering because of others' mistreatment.

- **Intimidation:** A power-based tactic in which an influential actor uses intimidation to signal toughness, obstinacy, and a strong personality. It is often deployed instrumentally to secure compliance and get tasks completed.

- **Supplication:** A strategy built on displaying weakness or deficits, presented here as an "ultimate" form of self-presentation. Leaders may overstate vulnerability to elicit assistance. More generally, individuals adopt help-seeking displays when they want others to compensate for perceived shortcomings. This strategy can also take a dysfunctional turn, such as feigning misunderstanding to avoid tasks one does not wish to perform. (Al-Amrawi and Mazhouda, 2022, p. 62)

3. Job Enrichment in Human Resources

3.1. Origins of Job Enrichment

The conceptual lineage of job enrichment is commonly traced to early managerial thought, particularly Frederick Taylor's (1911) scientific management, which treated work design as a primary route to productivity gains. In that period, jobs were often highly specialized, standardized, and operationally efficient. The same configuration, however, also intensified managerial control over workers, while its secondary effects, such as quality lapses and high turnover, were frequently sidelined. Taylor's logic tended to treat workers as

machine-like units, with limited attention to how their cognitions and affective responses shape their engagement with work. Many employees, consequently, experienced their jobs as impersonal, low in meaning, and physically or mentally taxing. Under strong simplification and narrow specialization, opportunities to develop new skills were also constrained because the job itself offered little space for learning.

In response to these limits, job enlargement and job rotation were developed by Thomas Watson and other corporate managers to preserve the efficiency benefits of specialization while mitigating its negative implications for employee satisfaction and performance. The distinction between the two approaches is central. Job enlargement increases the number of tasks assigned to an employee, whereas job rotation reallocates employees across tasks typically performed in others' roles. Both were intended to reduce monotony and boredom and, by doing so, improve how employees feel about their work.

Yet job enlargement and job rotation remain forms of horizontal task loading. With the expansion of modern information technology, jobs became less tightly bounded and more ambiguous, and employees' capacity to exercise control over their work became more consequential. In this context, job enrichment emerged as a response to the limits of job enlargement, particularly its weak ability to address the negative effects of excessive simplification. The core move in job enrichment is to increase the depth of the job as a means of strengthening satisfaction. This has strategic implications: satisfied employees are typically more committed, and performance can improve in ways that allow the organization to compete more effectively and efficiently in a global market.

Unlike job enlargement, which adds tasks horizontally, job enrichment loads the job vertically. It does not necessarily add more tasks; it adds more responsibility and accountability.

This stream was advanced further when Hackman and Oldham developed and systematized Herzberg's ideas¹ through the Job Characteristics Theory (JCT) model, later treated as a core theoretical foundation for job enrichment. Their model brings together horizontal loading (job enlargement) and vertical loading (job enrichment) within a single job design framework. It focuses on identifying job characteristics that can generate satisfaction through the work itself, while also accounting for the interaction between these characteristics and employees' growth needs. Hackman and Oldham (1975) argued that jobs can be designed so employees experience enjoyment and perceive their work as meaningful and valuable. On that basis, they proposed that job design should cultivate a work environment that motivates employees and supports self-fulfillment.

Empirical research has repeatedly highlighted key JCT dimensions: task identity, task variety, task significance, autonomy, and feedback. These dimensions shape motivation and

¹ Herzberg is best known for the Two-Factor Theory, which explains how employees evaluate their work by distinguishing between two categories of conditions that shape job attitudes and satisfaction:

- Motivators: These factors are tied to the content of the work itself. They include opportunities to complete meaningful tasks, see the results of one's effort, and solve problems with a degree of independence. In Herzberg's account, motivators are the primary drivers of positive job satisfaction.
- Hygiene factors: These factors relate to the context in which work is carried out, such as company policy, supervision quality, relationships with colleagues, and pay. When managed poorly, hygiene factors tend to produce dissatisfaction, even if motivation is present elsewhere.

job satisfaction directly and, through that pathway, influence performance. Hackman and Oldham (1980) further argued that Growth Need Strength (GNS) can strengthen the relationship between job characteristics and job satisfaction. (Misafi et al., 2022, pp. 51–52)

3.2. Defintion of Job Enrichment

Lynda King Taylor defines job enrichment, in general terms, as “a concept that aims to enhance job satisfaction by increasing the depth of job responsibilities” (Lynda King Taylor, 1981).

Operationally, job enrichment is described as “a job design approach that enhances motivation within the job by expanding job duties and responsibilities, with the aim of achieving positive behavioral outcomes. It focuses on components such as job policy-making, environmental factors, and employees’ psychological perceptions within organizations” (Vali Haddadi et al., 2022).

From a structural perspective, job enrichment centers on vertical expansion by increasing the degree of control employees hold over the stages of planning, execution, and evaluation. An “enriched job” enables integrated task performance, which strengthens perceived meaningfulness, expands responsibility, and provides feedback that supports self-evaluation and self-correction (Fikri Budi Aulia, 2022, p. 70).

Psychologically, job enrichment is associated with a positive impact on employees’ mental state. It contributes to perceived meaning in work, strengthens personal responsibility for outcomes, and increases knowledge of results (Misafi et al., 2022, p. 49).

In this sense, job enrichment can be framed through two complementary orientations:

- **Employee-experience orientation:** Job enrichment is often positioned as a mechanism for improving employee experience through higher job satisfaction and stronger intrinsic motivation (Parker and Carpini, 2023, p. 02).

- **Organizational-vision orientation:** Here, job enrichment is not treated solely as a satisfaction tool. It is approached as an organizational lever that can improve decision quality, support responsible autonomy, and enhance institutional outcomes by deepening the linkage between the individual, the work, and the organization (Hackman and Oldham, 1980; Herzberg et al., 1959). This orientation treats expanded discretion, meaningful feedback, and stronger task integration as a strategic investment in human capital, intended to convert individual behaviors into added value that advances the organizational vision and supports strategic objectives over the medium and long term (Leach and Wall, 2004).

3.4. Dimensions of Job Enrichment

Job enrichment has been discussed in the human resource management literature through several models that attempt to specify its operative dimensions. A frequently referenced formulation is **Hackman and Oldham (1974)**, presented here through three dimensions:

- **Task significance:** reflects the extent to which a job has an impact on others within the organization or in the external environment. When that impact is tangible, employees are more likely to experience a stronger sense of achievement.

- **Task identity:** concerns whether the employee completes a whole, identifiable piece of work rather than disconnected fragments, which makes outcomes easier to recognize and attribute to one's own effort.

- **Skill variety:** refers to the need to carry out varied activities that require different skills and capabilities, thereby making the job more engaging and more demanding in a constructive sense. (Fikri Budi Aulia, 2022, p. 70)

Hackman and Oldham's framework (1974) was later refined through an expanded version that specifies five core dimensions: skill variety, task identity, task significance, autonomy, and feedback from the job itself:

- **Skill variety:** the range of activities within the job that require multiple skills.

- **Task identity:** performing tasks that cover the full sequence of the work process, including its main stages.

- **Task significance:** the degree to which the work influences other people or the external environment.

- **Autonomy:** the level of discretion the employee has in scheduling, organizing, and executing job tasks.

- **Feedback:** performance-relevant information generated by the job itself that enables the employee to assess results and improve execution. (Fikri Budi Aulia, 2022, p. 68)

When these dimensions are substantively present, the job can be treated as having undergone an enrichment process.

3.5. Importance of Job Enrichment in Organizations

Job enrichment is typically framed in the job-design literature as a strategic route to strengthening role content. The underlying logic is straightforward: deepen responsibilities and, when the work allows it, expand the range of activities so the job carries more challenge and more meaning. In many organizations this redesign lifts intrinsic motivation and improves job satisfaction. Empirical work also associates job enrichment with higher employee engagement and stronger retention, although the size of these effects is not fixed. It tends to shift with context, and it can differ markedly across individuals.

Two claims recur with some consistency. First, job enrichment can serve as a performance lever. Herzberg's argument is that enriched jobs can push the current workforce to operate more effectively without immediate reliance on new hiring, which makes organizational improvement more efficient. Second, an enriched role increases responsibility while embedding feedback that helps employees regulate, correct, and develop their own performance over time. (Fikri Budi Aulia, 2022, p. 69)

Recent studies map these benefits across several domains:

- **Effects on job satisfaction:**

Job enrichment influences satisfaction through elements such as task identity, task significance, job autonomy, and the feedback exchanges employees develop among themselves in day-to-day work. (OLUSOJI and Fabian, 2023)

- **Effects on employee engagement:**

In some models, job enrichment operates as a mediating mechanism that links HR practices to employee engagement, particularly in sales-intensive environments. Evidence from Vietnam's

retail sector illustrates this pathway. (Nguyen et al., 2024) When perceived organizational support is stronger and HR practices are designed in a coherent manner, job enrichment tends to increase, and engagement rises downstream. (Nguyen et al., 2024)

- **Effects on retention:**

Job enrichment is also connected to improvements in Quality of Work Life (QWL), a central determinant of retention. By upgrading role content and making working conditions more desirable, job enrichment can encourage employees to remain in their positions. (Khudari et al., 2023)

3.6. Challenges of Job Enrichment in Organizations

Strengthening job enrichment while mobilizing impression management as part of HR practice exposes organizations to a set of intertwined constraints. Some are structural, others are cognitive, and many sit at the intersection of culture, organizational design, managerial practice, and employee psychology. These pressures are often sharper in developing contexts such as Algeria, where resources are limited, infrastructures are weaker, and sustained strategic leadership is not always present to carry reform from design into implementation.

Several obstacles appear repeatedly: a culture of formalism and secrecy; limited professional awareness of impression management; misalignment between institutional value systems and the surrounding societal context; weak incentive architectures and fragile performance appraisal systems; and expectation gaps between management and employees. There is also a technical problem that rarely has an easy solution, namely the difficulty of measuring “impressions” in a more objective way. This challenge is compounded when legal support and technological capacity remain limited, since both can stabilize implementation and accountability.

Even under these constraints, the literature suggests that addressing them can raise job satisfaction, strengthen organizational commitment, and improve productivity. The condition is important: impression management needs to be positioned as a support mechanism for substantive job enrichment, not as a route to superficial image polishing. That practical shift points toward several requirements, including a more transparent organizational culture, fair reward and evaluation systems, continuous training, and investment in technical infrastructure alongside flexible performance indicators. Within this direction, a further need remains for applied, context-sensitive models that integrate impression management and job enrichment in a coherent manner, as well as deeper research clarifying their psychological and organizational effects across different work environments.

4. Scientific Framework for a Practical Model of Impression Management and Job Enrichment in Organizations

The proposed model sets out applied strategies for employee impression management that are designed to translate into three concrete priorities: improving the work environment, developing competencies, and institutionalizing principles of sustainable job enrichment. It is operationalized through clearly sequenced implementation phases, a defined delivery horizon of approximately 12 to 15 months, and measurement instruments intended to track progress and guide adjustment. The scientific foundations supporting the model can be summarized as follows:

- **Project Management Framework:** The work is organized into phased cycles, typically planning, execution, monitoring, and evaluation, aligned with international project-management standards such as PMI. Each phase is accompanied by explicit specifications for timeframes and resource allocation.

- **Behavioral HRM theories:**

- **Herzberg’s job enrichment theory** provides the conceptual basis for **job redesign** and motivation, with attention to enriching roles in ways that raise internal drive and satisfaction.

- **Goffman’s dramaturgical perspective** informs the operational logic of impression management, linking self-presentation to professional conduct and performance in organizational interaction.

- **Technology-enabled HRM models:**

The model integrates digital HR tools, including performance management and feedback systems (for example Workday and SAP SuccessFactors), to improve process efficiency, strengthen traceability, and support transparency in evaluation and development.

- **Quality management and institutional excellence standards:** The framework draws on the EFQM excellence model to support process improvement and quality assurance, while keeping implementation adaptable to different organizational settings and work configurations.

- **Continuous evaluation through Key Performance Indicators (KPIs):** The model relies on ongoing measurement of employee satisfaction, innovation outputs, and talent retention rates, using periodic surveys and data analytics to sustain a cycle of continuous improvement.

- **Contextual alignment with developing-country environments:** Implementation is designed to remain feasible under resource constraints by simplifying steps where necessary, prioritizing trust-building and transparency, and encouraging low-cost, high-impact approaches to creativity and innovation.

5. Proposed Practical Model for Impression Management and Enhancing Job Enrichment for Human Resources in Organizations

Building on the scientific framework specified earlier, the applied proposal for impression management and strengthening job enrichment in organizations can be structured as the following implementation table.

Table No. (01): Practical proposal for impression management and enhancing job enrichment for human resources in organizations

Phase	Step	Activities and procedures	Timeline	Required resources	Expected outputs
Phase 1: Preparation and set-up	Current-state diagnosis	Administer employee surveys and conduct semi-structured	1–2 months	Consulting team; data-collection instruments	A comprehensive diagnostic report specifying

		interviews; map organizational culture using a SWOT-based assessment			strengths and weaknesses
	Strategic objective setting	Facilitate workshops bringing together top management and HR teams; formulate objectives that are specific and measurable	1 month	Equipped workshop spaces; professional facilitators	A list of clearly defined strategic objectives
	Resource readiness	Identify required material and digital tools; assign work teams for the subsequent phases	1 month	Digital platforms; internal organizational development team	An inventory of required human and material resources
Phase 2:	Applied program design	Develop an immediate reward and recognition scheme; reinforce transparency through recurring meetings and dedicated applications	2-3 months	HR policy-design consultants	A structured guide to impression management strategies
	Job enrichment design	Redesign roles to include creative	2-3 months	HR experts; training tools	Individualized job plans for each employee

		tasks; design team-based projects to intensify interaction and coordination			
	Technology tool development	Configure a digital system for performance management and feedback; develop an internal application for suggestions and complaints	2 months	Software and technical tools; technical development team	Functional digital systems supporting management and job-related impression formation
Phase 3: Implementation and application	Implementation of impression management strategy	Launch the rewards and recognition system; institutionalize periodic performance-review meetings	6 months	Financial resources for rewards; trainers to support rollout	Progressive improvement in employee satisfaction and internal communication
	Application of job enrichment	Assign innovation-oriented projects; initiate internal mobility between departments	4-6 months	Program delivery staff; team leaders for monitoring	Higher innovation levels and strengthened employee motivation
	Cultural transformation management	Deliver monthly training sessions; consolidate a	Ongoing	Training experts; training rooms and facilities	A gradual cultural shift toward a more positive organizational

		culture of openness and transparency between management and staff			climate
Phase 4: Monitoring and evaluation	Results evaluation	Measure employee satisfaction via periodic surveys; track innovation indicators and retention rates	1–2 months	Data-analytics tools; performance-review consultants	Comprehensive evaluation reports on outcomes and performance
	Continuous improvement	Review programs based on feedback; refine policies and the reward system	Ongoing	Internal evaluation teams; periodic review meetings	Continuous updating of programs and policies to improve performance

Source: this paper

Table guidelines

- **Temporal calibration:** The proposed timelines remain adjustable, depending on organizational size and the complexity of operations.
- **Process integration:** Each phase is designed to build on the outputs of the preceding phase, which supports continuity and reduces implementation fragmentation.
- **Global and local benchmarking:** Examples such as Google and Toyota may be used as reference cases, provided they are adapted to the constraints and priorities of developing-country contexts as part of a staged improvement pathway.

5.1. Activities and procedures in the practical proposal

The following section provides the detailed content of the activities and procedures used in the proposed practical model for impression management and enhancing job enrichment for human resources in organizations:

• **A current-state analysis template using the SWOT tool:**

This template constitutes the first step in building an integrated strategy that links impression management with job enrichment. The SWOT tool is used to examine both the internal and external environment of the organization, producing a structured understanding of the present situation. This, in turn, supports the identification of strengths and weaknesses, alongside opportunities and threats.

Table No. (02): Surveys and Interviews for Current-State Assessment Using SWOT

Step	Description	Expected results
Survey design	Develop items that cover strengths, weaknesses, opportunities, and threats as they relate to the work environment.	A structured survey instrument that captures the main SWOT domains.
Interviews	Conduct interviews with employees across organizational levels to surface differences in experience and interpretation.	Qualitative data that clarifies needs, constraints, and opportunity spaces.
Data analysis	Code, organize, and interpret inputs using the SWOT analytical matrix.	A mapped set of internal strengths and weaknesses alongside external opportunities and threats.
Reporting	Produce an evidence-based report that synthesizes findings and translates them into recommendations.	A strategic diagnostic report that can anchor objective-setting and resource planning.

Source : Prepared by the researcher

*** Practical Implementation Steps for the Model**

1) Preparing surveys and interviews

Task: Build survey and interview tools to capture employee and management assessments of core aspects of the work context, including organizational structure, performance dynamics, and the work environment.

Procedures:

- Draft questions aligned with the four SWOT domains to ensure analytical coverage.
- Run interviews with personnel at different hierarchical levels to elicit deeper accounts of challenges and latent opportunities.
- Prepare the dataset for structured SWOT-based interpretation.

Table No. (03): SWOT-Based Data Analysis

Component	Description
Strengths	Internal differentiators, such as a capable workforce or advanced technology.
Weaknesses	Internal gaps requiring intervention, such as communication breakdowns or skill deficits.
Opportunities	Favorable external conditions, such as potential partnerships or new expansion trajectories.
Threats	External pressures, such as intensified competition or unexpected macroeconomic shifts.

Source: Prepared by the researcher

2) Drafting the findings report

- Produce an integrated report that consolidates the extracted insights and formulates actionable recommendations aimed at addressing weaknesses and leveraging opportunities.

Expected results:

- **Comprehensive diagnosis:** a clear, evidence-grounded view of the organization’s current state.

- **Strategic prioritization:** a robust basis for selecting strategic priorities and sequencing interventions.

- **Resource alignment:** identification of the resources required to remediate weaknesses and operationalize opportunities.

Practical impact:

- Higher-quality strategic planning.
- Stronger employee involvement by institutionalizing employee voice within diagnosis and priority-setting.

- A more advantageous position for capturing opportunities while absorbing or countering external threats.

This approach supports job enrichment objectives by creating a decision environment grounded in explicit data rather than assumptions.

*** A Workshop Model for Defining Strategic Objectives**

A hands-on workshop involving management and HR teams

Task: Formulate measurable strategic objectives derived directly from the current-state diagnosis.

Steps:

- Present the SWOT results to establish a shared baseline.
- Split participants into small groups to identify high-priority objectives.
- Integrate proposals and validate them collectively to reach a final list.

Applied part :

- **Required tools:** presentation boards, worksheets, and a digital voting mechanism.

- **Expected output:** a clear set of strategic objectives supported by participant consensus.

- **A Practical Exercise for Designing an Immediate Reward System**

Designing an immediate reward and recognition mechanism to stimulate performance

Steps:

- Define performance criteria (for example: creativity, deadline compliance, teamwork).

- Establish channels for real-time feedback, such as an internal application or dedicated email streams.

- Provide rewards that are either symbolic (public recognition) or material (shopping vouchers).

Table No. (04): Designing an Immediate Reward System to Stimulate Performance

Expected outputs	Required resources
Higher employee motivation and improved job satisfaction.	Performance-management technical tools.
A consolidated immediate-reward guide supported by a clear implementation plan.	An HR policy design team.

Source: Prepared by the researcher

- **A Task-Restructuring Template to Strengthen Job Enrichment**
 - **Task diversification and allocating new projects**

This component operationalizes a managerial strategy aimed at upgrading employee experience and strengthening motivation by assigning varied tasks and introducing new projects that stretch capabilities and interrupt routine. It is positioned within job enrichment programming because it pushes work away from narrow repetition and toward more creative, interaction-rich patterns. The table below is designed to help management translate this logic into concrete task-planning decisions and a follow-through routine that keeps implementation dynamic rather than static.

Table No. (05): Task Diversification and Assigning New Projects

Step	Description	Expected results
Diagnosing current tasks	Review routine tasks and identify which tasks can be diversified or integrated into new projects.	An updated list of more stimulating tasks that can activate employee effort.
Allocating diversified tasks	Assign varied tasks to each employee in line with skill profiles and interests.	Skill development and stronger engagement with day-to-day work.
Performance follow-up and feedback	Deliver continuous feedback on the new tasks to refine execution and close performance gaps.	Continuous performance improvement and a stronger sense of accomplishment.

Source: Prepared by the researcher

Three targeted activities are proposed below, one for each step in Table (05). They are designed for implementation teams and can be recalibrated to fit institutional constraints and organizational culture.

- **Step 1: Diagnosing current tasks**

Training activity: Task review and classification

Objective: Enable employees to identify repetitive tasks that can be redesigned, while also distinguishing tasks that require upgrading or diversification.

Steps:

1. **Preparation:**

Distribute a short survey containing the following items:

- Which tasks do you perform most frequently?
- Which tasks do you experience as least engaging or least motivating?
- Where do you see room to improve these tasks or add new elements?

Collect responses for analysis.

2. **Group discussion:**

Organize staff into small groups and ask them to share their core tasks. Prompt them to classify tasks into three categories: routine, innovative, and needs improvement.

3. **Synthesis:**

Use outputs to generate a prioritized list of tasks requiring redesign. Provide immediate guidance on how task content can be adjusted to better fit employee competencies and development pathways.

Step 2: Allocating diversified tasks

Training activity: Designing assignments aligned with individual capabilities

Objective: Activate underutilized competencies by linking new projects to employee strengths and developmental potential.

Steps:

1. **Individual assessment:**

Conduct a brief assessment to identify underused skills, using a tool such as **Strength Finder**. Extract core strengths that can be developed further.

2. **Applied assignment**

Select a small new project (for example, a work-environment improvement initiative or a redesigned service-delivery method). Assign employees based on identified strengths, and specify roles, deliverables, and success criteria.

3. **Follow-up:**

Set a weekly checkpoint to review progress and provide targeted feedback that supports role clarity and performance calibration.

Step 3: Performance follow-up and feedback

Training activity: Delivering feedback that drives performance

Objective: Train managers and employees to deliver feedback in ways that strengthen performance while also reinforcing accomplishment and learning.

Steps:

1. **Training session:**

Introduce the function of feedback in performance development and sustained job enrichment. Present the **SBI framework (Situation–Behavior–Impact)** as a structured method:

- **Situation:** identify the context in which the behavior occurred.
- **Behavior:** describe the observed behavior in concrete terms.
- **Impact:** explain the consequences for work outcomes and team functioning.

2. **Practice:**

Pair participants and ask each pair to deliver feedback on a simulated case using SBI. Review examples collectively and refine wording, specificity, and developmental focus.

3. **Sustained use:**

Ask participants to apply SBI-based feedback in daily work for one week, then submit a short note describing observed effects on execution quality, coordination, and motivation.

– **Expected Outcomes of Task Restructuring to Strengthen Job Enrichment**

- **Higher motivation:** Employees often approach work with greater energy once new challenges are introduced and routine is disrupted.
- **Improved productivity:** Diversifying task content reduces boredom and supports more sustained work involvement.
- **Skill development:** Employees accumulate new experience that strengthens professional competence and expands their functional repertoire.

Practical Impact of Task Restructuring to Strengthen Job Enrichment

- The approach contributes to an innovation-oriented organizational culture by normalizing experimentation, learning, and adaptive problem-solving in daily work.

- It supports the organization’s strategic objectives by increasing employee engagement and strengthening participation in core work processes.

- It can reduce turnover by improving job satisfaction and stabilizing the employee–organization relationship.

- It remains aligned with job enrichment objectives because it creates developmental opportunities within a dynamic, participatory framework.

- **A Technology-Enabled Feedback Exercise**

Using a digital system for feedback delivery

Content:

Task: Train employees and managers to use an internal application to deliver feedback in a structured, trackable manner.

Steps:

- Provide an applied demonstration of the system’s core functions.

- Run a pilot session in which teams practice giving feedback.

- Review outputs, then introduce targeted adjustments to improve usability and strengthen the quality of the system.

Table No. (06): Using a Digital System for Feedback Delivery

Expected results	Required tools
Improved employee–manager communication and greater transparency in performance follow-up.	Performance management application
Increased reliance on digital tools to support productivity improvement.	Technical training team

Source :Prepared by the researcher

Conclusion

The study positions impression management as a strategic instrument for strengthening job enrichment in organizations, particularly under constraints often associated with developing work environments such as Algeria. By combining theoretical perspectives with applied mechanisms, it clarifies how impression management, when integrated with job enrichment, can raise job satisfaction, support skill development, and reinforce motivation in ways that translate into improved performance. It also points to organizational gains that follow from these practices, including stronger internal relationships, reduced routine, and a greater capacity for innovation. At the same time, cultural and organizational constraints remain decisive moderators and require careful handling through coherent, comprehensive strategies. Meaningful integration therefore depends on a dynamic approach grounded in a close reading of organizational and cultural context.

Recommendations

- Strengthen job enrichment programs: develop innovative training programs that build employee skills and prepare them to assume broader responsibilities.

- Implement impression management effectively: deploy strategies that enhance employees’ professional image through contemporary organizational communication channels.

- Restructure task systems: introduce task diversification that strengthens autonomy and stimulates employee innovation.

- Leverage technology: use digital tools for performance management, feedback, and reward systems in an integrated manner.
- Reinforce transparency: cultivate an organizational culture built on clarity and openness in employee–management relations.
- Measure performance periodically: establish clear indicators to evaluate the positive effects of impression management and job enrichment.
- Address resistance to change: organize workshops that build employee awareness of impression management and its positive role in professional development.
- Build a sustainable organizational culture: focus on motivating employees and involving them in decision-making to raise satisfaction and productivity.

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