

The Effect of Impression Management Techniques which Tourist Guides Use in Package Tours on Personal Interaction Quality

Merve Kalyoncu¹ & Gokce Yuksek²

Abstract

Tourist guides, one of the most important components of package tours, are the indispensable elements of the tourism industry. Tourist guides have a crucial role in representing a destination, a region or a country, and transferring information about the culture, history and social life of the place he/she represents. In this scope; Tourist guides are those who spend the most time with tourists, share the same environment with them, and interact naturally with the most. Thus, the behaviours they use determine the quality of interaction of tourist guides with tourists. The aim of this research is to determine whether the impression management techniques used by tour guides in package tours affect the quality of tourist-guide interaction. In this scope; a face-to-face questionnaire was applied to 445 tourists who participated in the tours of the active tourist guides living in Eskisehir, and the data were analysed and we have five factors: Ingratiation, Self-Praise, Supplication, Being Authoritarian and Interaction Quality. As a result, it was determined that the impression management techniques which tourist guides use in package tours do not affect the personal interaction quality alone.

Keywords: Tourist Guide, Impression Management, Impression Management Techniques, Personal Interaction Quality, the Tourist Guides of Eskisehir.

1. Introduction

Tourist guides serve to tourists in social, economic, historical and architectural aspects of the places visited in cultural tours and are cultural ambassadors which make them indispensable parts of the tours. Tourist guides are like a showcase in the country they serve. Tourist guide who accompanies the tourists from the beginning to the end, takes over the general organization of the tour, which allows them to have a pleasant time and informs them (Ap and Wong, 2001). In the tourism sector; tour guides are those who interact the most with tourists. This interaction is very intense during the guidance. The attitudes of the guide are one of the most significant indicators shaping this interaction. Tourist guides should behave in a way that will comfort the group and create a positive impression on the group (Chiang and Chen, 2014: 748). Impression management is the process by which the image of the individual is perceived by the other party. The impressions might change depending on intuitions, judgments and behavior (Goffman, 1959). Impression management techniques are used to guide the image of the tourist guide that tourists perceive. Regarding the package tours, tourist guides should meet the expectations of tourists and try to create positive impressions. Positive impressions will let people perceive the tourist guide as sympathetic, talented and respectful and it also helps the tour guide to create a positive atmosphere within the group. To understand how tour guides interact with the group, the impression management techniques they use should be studied. Tourist guides use impression management techniques, either consciously or unconsciously, while serving tourists.

*This paper is produced from the master thesis of MERVE KALYONCU entitled "The Effect of Impression Management Techniques Which Tourist Guides Use in Package Tours on Personal Interaction Quality "Anadolu University Institute of Social Sciences, Department of Tourism Management.

¹ Research Assistant, Department of Tour Guiding, Tourism Faculty, Anadolu University, Eskisehir, Turkey.

² Associate Professor, Department of Tour Guiding, Tourism Faculty, Anadolu University, Eskisehir, Turkey.

However, studies on the techniques of impression management used by tourist guides seem to be limited. In this study, it is aimed to determine the impression management techniques used by tourist guides and to show the impact of these techniques on personal interaction quality. The high quality of the group-guide interaction suggests that tourist guides have successfully used impression management techniques and that the satisfaction level of tourists is high. On the other hand, the identification of the impression management techniques used by the tourist guides in this study is important in terms of guiding the researcher working on this field. In the relevant literature, firstly the concept of tourist guidance is explained, then impression management techniques are classified and finally the quality of interaction is mentioned.

2. Literature Review

A tourist guide should have good communication strength. Otherwise a successful tour management is not possible. Good communication; Eye contact, attention to emphasis and toning, gesture and mimics, and good interaction with the group. Lack of any of these characteristics might cause problem for the guide. The aggressive behavior of the tour guide in case of an adverse situation might actually undermine the positive traits he/she has in general. Therefore, the guide has a high impact on the interaction quality. Especially the impressions the guides cause on the tourists impact the quality of the interaction between them. This study is designed to measure the impact of the impression management techniques used by guides on the interaction quality.

2.1. Tourist Guidance

Tourist guidance officially became a profession with the "Tourist Guidance Professional Law" numbered 6326 published in the Official Gazette No. 28331 on 22.06.2012. Until today, tourist guidance, which has been practiced in a wide variety of situations, have a significant role to represent their country. Tourist guide is the person who accompanies the subjects such as informing, guiding, enjoying and discovering new places that form the core of tourism sector. The tourist guide should resolve any problems encountered during the tour in the fastest and most accurate way. The guide should strive to meet the expectation of the group as much as possible, to make tourists happy and to provide customer satisfaction. Tourist Guidance in Turkey Tourist Guidance Service according to the Occupation Law is: "Travel and travel agencies' promotion of the country's culture, tourism, history, environment, nature, social or similar values and assets in the direction of culture and tourism policies by using the language chosen by the local or foreign tourists in the form of a person or a group of tourists, The tour program of the organized tours is described in the written documents of the travel agency and is conducted in the manner that is sold to the consumer and managed on behalf of the agency ". The Tourist Guide is: "A real person who has the right and authority to accept tourist guidance services in accordance with the provisions of the same law". According to Ap and Wang (2001: 551-552) the tourist guide is defined as an effective combination of having ability to interpret and communicate to groups, to lead groups, to respond to requests and needs, to have knowledge, personality traits, ability to manage in high standards, and respect for ethical principles. In another definition, the tourist guide is called as a citizen of the country who is present during the tour with the domestic and foreign tourists coming to visit a place and who has the longest interaction with each other (Demirkol ve Ekmekçi, 2005C 62). Definitions made for the role of tour guides are presented in different forms by various researchers. These definitions are given in Table 1.

Table 1. Definitions of Roles of Tourist Guides

Story Teller	McCabe and Foster	2006
Cultural Heritage Transmitter	McGrath	2007
Propagandist	Lin, Wang and Chen	2008
Causing impact on customer experience	Randall and Rollins	2009
Mediator	Salazar	2010
Representative of sustainability	Weiler and Kim	2011
Museum guide	Best	2012
Integrative	Hu and Wall	2013
Impression manager	Su, Yang, Badaoui and Cho	2014
Understanding Meeting Empathy	Weiler and Black	2015
Coordinator	Potter	2016

Besides the roles listed above, the first factor that is rapidly changing and important in business life is the impression. Individuals who are in constant contact with other individuals need to be aware of the impression others have of themselves in this interaction process. People feel happy when the impressions about them is in the direction they want, and they become sad in general when they realize that they had a bad impression. For this reason, individuals apply a lot of methods in order to create the impression that they desire. Such methods are expressed as "impression management behaviors" of individuals (Doğan and Kılıç, 2009: 54).

2.2. Impression Management

Impression management aims at controlling, directing and sustaining the interactions that occur at the beginning and end of relationships so that individuals' relationships with their environment can be managed. This requires motivation, motivated to follow the interactions, and to be influenced in order to gain social power and create a sense of identity in the result (Demir, 2002). Impression management techniques are examined under two titles: aggressive and defensive. Aggressive impression management techniques involve active, more effortful techniques used to create an identity that will help an individual succeed in his or her career to create the desired impression (Yılmaz, 2012: 93). Aggressive techniques can be listed as Ingratiation, Self-promotion, Exemplification, Supplication and Intimidation. The ingratiation technique involves gentle behaviors and social norms and the court-accepted rules of other individuals (Tabak, Basım, Tatar and Çetin, 2010). For example; guide's efforts to be loved by tourists, to praise them and to make little gestures can be an example of this. In the self-promotion technique, the individual tries to display his qualities, shows his achievements and reveals his talents; (Thompson, 2003).

The fact that the tourist guide is constantly making personal advertising during the narration can create a situation that is contradictory to the role of giving information and guiding it. Exemplification consists of behaviors the individual uses to earn respect and admiration of other individuals by creating an image that has moral, honest and social values (Jones and Pittman, 1982). An example for this exhibit the words and behaviors that tourist guides always feel respectful of social values during the tour. Individuals using the Supplication technique expects other individuals to help themselves in the context of social responsibility behavior, keeping in mind their own deficiencies (Rosenfeld et al., 1995). A guide asking the question "I cannot remember the century this place is dated, do you have any ideas?" may show himself/ herself as inadequate and ask help of tourists. Those who use the Intimidation technique try to achieve a social strength by leaving the impression of a fearful and dangerous person in the eyes of others (Leary, 1996). The guide who says, "The late ones leave here and the late ones come back with their own means." is an example of the use of this technique.

Defensive impression management techniques are techniques used to maintain an existing image or to improve a poor impression (Higgins et al., 1990). Generally speaking, defensive impression management techniques are used when faced with adverse events that harm the individual's social image, renovate him or leave him in a difficult situation. The aim of using this technique is to change the existing bad image of the individual rather than creating an image (Yılmaz, 2012: 97). Defensive techniques are examined under two basic methods. These are called reporting and apologizing. Reporting is the individual's explanation to the audience (Gardner and Martinko, 1988: 332). When the meal is late and the tour guide says that he gave the order on time in order to clear himself/herself is an example of reporting technique. Apologizing is another defence technique. In this technique, the individual is honest with regard to the negative situation and is ready or willing to do his best to correct it (Bolino and Turnley, 1999: 189). This technique is an indication that the individual agrees to endure the consequences of the event. With the help of defensive techniques, it is possible to make the target audience passive. It is recommended that defensive techniques be used with aggressive techniques for a successful impression management process (Özdevecioğlu and Erdem, 2008: 45). The impression management techniques used by the guide during the tour affect the quality of the interaction between the guide and the tourist along with the image of the country (Değirmencioğlu and Ahipasaoglu, 2003: 23).

2.3. Interaction Quality

The concept of interaction is the work of impacting one another. In other words, the impact can be a bidirectional one. Interaction is present where individual is. We effect from others at work, at school and we also affect them.

The bidirectional communication where the source can change the communication based on the response from the receiver and the reciprocal of a new transmission is the interaction period

(<http://www.nedir.com/etkile%C5%9Fim> Access Date: 30.09.2016). Personal interaction is the perception of how the customer is served. Interaction occurs between the customer and the service staff. Many authors have identified interaction quality as the most important factor in service recruitment and service quality perception. Interaction quality has three sub-dimensions. These are: Behavior, expertise and problem solving. Behavior represents the behavior of employees. Expertise means how much information employees have about their work.

The problem-solving dimension can be defined as the ability of the employee to solve problems and complaints (Caro and Garcia, 2008: 717). Quality is all of the features based on the ability of a product and / or service to meet the needs identified or emerged. In other words, quality is directly related to the needs and requirements of the user. Since these requirements and needs differ from one person to another, there is no definition of quality which has a consensus (Tütüncü, 2014: 24). According to Gronroos (1990), attitudes, behaviors and employee abilities affect the service quality perception. Personal interaction and problem solving are not separate dimensions of service quality. In this case, customers do not emphasize that the staff do not treat them well or value them (personal interaction), but they cannot solve the problems effectively (problem solving). The interaction quality consists of two dimensions (Sheth, 1976).

These are: type of communication and content of communication. The form of communication in which the target and source are in interaction, what is called the format, ritual, or personality expression style, play a decisive role in the continuity of the interaction process and in the formation of the target-resource interaction. Interpersonal interaction has an important share in service quality perceptions. Such interactions are called employee and customer encounters and have a key role in service exchange. Interaction quality is defined as an important dimension of service quality by Nordic School academics. The Nordic Model considers service quality as two dimensions; these are: Functional dimension (process / interaction) and technical dimension (output / product / service) (Gronroos, 1984). Functional dimension is related to the resource interaction that occurs during service procurement, and the technical dimension includes the service (output / product) provided by the service personnel to the customer. Tourist guides are obliged to accompany the tour group throughout the tour. The high quality of interaction increases the likelihood of tourists to prefer the same tour operator (Chiang and Chen, 2014).

In addition, communication between employees and customers affects the quality of interaction positively (Gremler, Gwinner and Brown, 2001). The interaction quality between tour guides and tourists is directly proportional. Tourist guides, on the other hand, are tour operator representatives serving tourists. For this reason, the high level of tourist-guide interaction is effective in creating a positive image for tour operators (Chiang and Chen, 2014). Tourist guides can guide tourists from different countries who can speak the same language as their own, travel to different places from where they live.

Therefore, a tourist guide should have the ability to communicate verbally and orally in another language. In addition, in order to be successful in interpersonal communication, the group to which the guides serve and the country to which this group comes must have to tolerate different or opposite behaviors for the definition, meaning and culture of their own culture. The tourist guide needs to have qualities such as being honest, trustworthy, pleasant, well-groomed, gentle and humorous, outward-facing and social, capable of preventing conflicts, persuasive ability, listening ability, and ability to speak in public so that good relations between individuals can be established. Communication skills are important in that they facilitate other functions of the guide (Güzel, 2007: 21).

A tourist guide should communicate well, otherwise a successful tour management is not possible. Good communication depends on eye contact, attention to emphasis and toning, gesture and mimics, and good interaction with the group. Lack of any of these characteristics might cause problem for the guide. Therefore, the guide has a high impact on the interaction quality. The tourists who visit the country with package tours are the tourists who are in the same environment for the longest time and have the most interaction. The influence of the guide on the impressions of the first-time tourists to a destination, the country and the people of the country is quite large (Güzel, 2007: 11). This study is designed to measure the impact of the impression management techniques used by guides on the interaction quality. In this context, the method and process of the research are explained in detail below.

3. Methodology

Descriptive research model, a type of relational screening, is used in the research. The population of this research is composed of tourists coming to Eskisehir from 20 September to 20 November 2016 with package tour. Tourists who have travelled in Eskisehir with the tourist guides residing there during the dates of study constitute the population of the study, and the sample group was determined by intended sampling method. Questionnaire technique is used for data gathering. The data was obtained from tourists who participated in the tours guided by 11 of 16 professional tourist guides who had a work permit and residing in Eskisehir between 20 September and 20 November 2016. The questionnaire was distributed at the end of the tour and the participants were expected to evaluate the guide, as it was based on evaluation of the impression management techniques and personal interaction qualities used by the guide. Questionnaire was applied on voluntary participants. Questionnaires were held face-to-face. Therefore, the questions of tourists were immediately replied. Structured questionnaire form consists of three parts. In the first part, expressions for determining the impression management techniques used by tourist guides; the theoretical model of Jones and Pittman (1982) and Bolino and Turnley (1999) have been adapted from the scale of impression management techniques.

Prior to the pilot study, seven experts were interviewed in the field of tourism related to expressions on the scale, and the number of expressions was reduced from 30 to 23, giving the scale the final form. In the second part, 7 expressions were used to measure the personal interaction quality developed by Caro and Garcia (2008). In the first and second part of questionnaire, Five Point Likert scale was used. Accordingly, the expressions are presented to be evaluated as "Definitely Disagree (1), Disagree (2), No Idea (3), Agree (4) and Definitely Agree (5)". In the last part, 5 questions were asked to determine the demographic characteristics of the tourists. Age was asked as open-ended. A total of 500 questionnaires were distributed. Only 445 of them were valid and included for analysis. Some of the other 55 respondents answered incorrectly, while others were not evaluated because they were responding improperly.

4. Findings

Analyses were made with the SPSS 23.0 package program to the data obtained through the questionnaire answered by 445 tourists who participated in the guided tour in Eskisehir destination. These analyses include; Reliability, Indicative Factor Analysis (AFA), Correlation, T Test, ANOVA analysis.

Table 2. Preliminary Application Reliability Test Result

Reliability Statistics	
Cronbach's Alpha	N of Items
.834	23

The preliminary application was made with 52 people participating in the Eskisehir tours and the reliability of the scale was calculated. As it can be seen in Table 2, the reliability of scale is 0.834, which is considered as very high.

Table 3. Frequency and Percentage Values of Demographic Data

		n	%
Gender	Female	276	62.0%
	Male	169	38.0%
	Total	445	100.0%
Age	18-24	167	37.5%
	25-60	239	53.7%
	61 and above	39	8.8%
	Total	445	100.0%
School graduated	Primary School	8	1.8%
	Secondary School	37	8.3%
	High School	192	43.1%
	Associate Degree	74	16.6%
	Undergraduate	107	24.0%
	Graduate	27	6.1%
	Total	445	100.0%
Marital Status	Married	178	40.0%
	Single	267	60.0%
	Total	445	100.0%
How many times have you participated in a guided tour?	1-5	267	60.0%
	6-10	98	22.0%
	11-15	49	11.0%
	16 and above	31	7.0%
	Total	445	100.0%

According to Table 2, among 445 tourists; 276 were women and 169 men. Ages of tourists participating in the survey; 167 persons aged between 18-24 years, 239 persons aged 25-60 years, 61 persons and 39 persons were determined to be above. The distribution of the tourists participating in the survey according to the last graduated schools is as follows; 8 primary school graduates, 37 secondary school graduates, 192 high school graduates, 74 associate degree graduates, 107 undergraduate graduates and 27 graduate graduates. While 178 of the tourists who participated in the survey were married, 267 were single. When the distribution of the answers given by the surveyed tourists to the question of how many times they participated in the guided tour, 267 people who indicated that they participated in the tour 1-5 times, 98 people who attended 6-10 times, 49 people who participated 11-15 times and 31 people who participated 16 times and over.

Factor analysis results are given below. Expressions in communalities values before going to factor analysis are above 30. Values show a normal distribution of data when placed between +2 and -2 (George and Mallery, 2010). In this context, items not included between +2 and -2 were not evaluated. S8, S9, S10, S11, S12, S21, S22, S23, S24 and S27, which are not included in the factor analysis, are not included in the evaluation. Factor analysis was performed with the remaining 20 scale items and five factors were obtained in total. These factors and expressions are given in Table 3.

Table 4. Factor Loads of Impression Management Techniques Sub-Dimensions and Personal Interaction Quality, Explicit Variance Ratios and Reliability Coefficients, and KMO and Bartlett Test Results of the Scale

Sub Dimensions	Items	Factor Loads	Announced variance Rate	Cronbach's Alfa
Ingratiation	Our guide told us full of praise and I thought he was a good person. (S1)	,798	14.093	,814
	Our guide complimented us and I liked this. (S2)	,776		
	Our guide made gestures to show us his friendly attitude. (S3)	,765		
	Our guide asked us about our occupation to indicate how friendly he is (S4)	,665		
Self Praise	Our guide tried to show his unique skills. (S6)	,710	9.368	,737
	Our guide exhibited his qualities. (S5)	,690		
	Our guide talked about his experiences in order to have a successful tour. (S7)	,665		
Supplication	Our guide seemed to be in need of help in some fields and expected help from us. (S14)	,800	15.295	,833
	Our guide acted as if he needed help with his profession. (S15)	,795		
	Our guide has avoided to get asked questions about which he has no clear answer (S16)	,771		
	Our guide tried to hide his weaknesses and ran away from doing things he did not want. (S17)	,727		
	Our guide pretended to know very little about what he knew very well. (S13)	,704		
Being Authoritarian	Our guide warned us on some issues during the tour. (S19)	,810	9.127	,652
	Our guide cautioned us from time to time to successfully complete the tour. (S18)	,759		
	Our guide made a powerful and impressive talk to persuade us to do something. (S20)	,690		
Interaction Quality	Our guide was able to resolve our complaints effectively. (S30)	,807	17.700	,891
	Our guide always did his best for us. (S25)	,804		
	The behavior of our guide showed his willingness to help us. (S29)	,796		
	Our guide was an expert. (S28)	,794		
	The behavior of our guide showed his willingness to help us. (S26)	,789		
KMO 0.853	Bartlett X² 3925.884	p 0.000	Announced variance Rate 65.583	

The KMO value and the Bartlett test were used to check whether factor analysis could be performed on a total of 30 items of the Impression Management and Interaction Quality Scale. The Bartlett's test value was accepted as 3925,884 and significant ($p = 0.00$, $p < 0,05$), indicating that the size of the sample was adequate and that the scale was suitable for factor analysis when the value of BMD was .853 (> 0.6).

The self-affirmative factor explains 14,093% of the variance, 9,368% of the variance of the self-praxis factor, 15 and 29% of the variance of the asking factor, and 9, 12% of the variance of authoritarianism. The scale of interaction quality describes 17,70% of the variance. The total disclosure rate of the variance is 65.58%. When determining the factor number, if factor loadings are taken into consideration, it is seen that the scale has five factors in total.

Table 5. Results of Correlation Analysis of Sub dimensions

		Interaction Quality
Ingratiation	r	,339**
	p	,000
	n	445
Self Praise	r	,434**
	p	,000
	n	445
Supplication	r	,356**
	p	,000
	n	445
Being Authoritarian	r	,242**
	p	,000
	n	445

Referring to Table 4, There is a linear moderate relationship between Ingratiation and Interaction Quality ($r = 0.339$, $p < 0.05$). There is a linear moderate relationship between self-praise and Interaction Quality ($r = 0.434$; $p < 0.05$). There is a linear moderate relationship between Supplication and Interaction Quality ($r = 0.356$, $p < 0.05$). There was a weak correlation between authoritarianism and Interaction Quality ($r = 0.242$; $p < 0.05$).

5. Conclusion

Although individual travel has become more popular in the tourism industry today, package tours are still a very important touristic product preferred both nationally and internationally. The tourist guide is a bridge between local residents and tourists, representing the cultural, social and economic development of an ethnicity / region and the cultural, social and economic development of the region. Tourist guides have the highest interaction with tourists during the tour.

This is an important factor in determining the behavior of tourist guides and their interaction with tourists. Tourist guides use impression management techniques, either intentionally or unintentionally, as they interact with participants during the tour. In this study, the effects of the impression management techniques used by tour guides on the personal interaction quality of package tours were investigated.

According to the demographic characteristics of 445 tourists who participated in the survey, it was found that 276 of the participants were women, 53.7% of the participants were people between 25-60 years of age, the majority of the participants were the last graduates of the school, the vast majority of them were single attendants and 1-5 Times participated in the guided tour. It can be said that the visit of Eskisehir, which stands out with its image of "culture and art city" by adults 25-60, is a possible result. Responses to the numbers of participants, especially the majority of participants, support this. The majority of the participants stated that they had taken the tour 1-5 times. The expressions used by Bolino and Turnley (1999) were adapted from the impression management techniques scale; While under five factors as "Ingratiation", "praising their qualities," "being an example", "luring" and "intimidating" According to the factor analysis result; Impression management techniques, Ingratiation, self-praise, Supplication and being authoritarian. It was observed that the factors obtained differed according to the results of T test and ANOVA according to the demographic characteristics of the participants. These differences are listed below:

- There is a meaningful difference between the gender of participants and the Seeking for Help. Female participants indicated that tourist guides were using Awakening behavior. According to this; Female participants may be in the opinion that tourist guides seem to need help.

- There is a significant difference between the gender of the participants and the Authoritarian Behavior of the guides. Male participants indicated that tourist guides were using Authoritarian behavior. Accordingly, it can be concluded that male participants feel more guiding authority.
- There is a significant difference between the gender of participants and the quality of interaction of guides. The result is that the interaction quality of the tourist guide with the female participants is high. Accordingly, it can be stated that the quality of interaction of women with the guide is higher.
- There is a significant difference between the marital status of the participants and the self-esteem behavior of the guides. Accordingly, single attendees think that the guide applies more Ingratiation behaviors. From this finding, it can be concluded that the single participant paid more attention to the Ingratiation behaviors of the guide.
- There is a significant difference between the marital status of the participants and the Being Authoritarian behavior of the guides. According to this, the single participant thinks that the guide applies more Authoritarian behaviors. According to this finding, it can be concluded that the single participant felt more authoritarian behavior of the guide.
- There is a significant difference between the number of participants participating in the tour and the sub-dimension of Authority. Accordingly, the number of participants participating in the tour and the implementation of Authoritarian Techniques by guides differ. The difference between tourists and other participating groups, especially those who say that they have participated in the tour 6-10 times, is striking. According to this, participants who say that they have participated in the tour 1-5 times may not be able to fully understand the guide's authoritarian behavior because they have few guidelines. However, tourists who indicated they participated in the tour 6-10 times were both more familiar with guided tours, and the guide might have felt more authoritarian behavior. In addition, 11-15 times and 16 times, and there is no significant difference between participation and authoritarianism, can be interpreted as the decrease of the authority felt as the number of the tour increases.
- There is a significant difference between the number of participants participating in the tour and the quality of the interaction. According to this; Participants' interaction qualifications, which indicate that they are participating in the tour 6-10 times, are lower than other tour participation groups.
- There is a linear moderate relationship between self-praise and Interaction Quality ($r = 0,339$; $p < 0,05$). There is a linear moderate relationship between self-praise and Interaction Quality ($r = 0,434$; $p < 0,05$). There is a linear moderate relationship between Supplication and Interaction Quality ($r = 0,356$, $p < 0,05$). There was a weak correlation between authoritarianism and Interaction Quality ($r = 0,242$; $p < 0,05$). It is an expected result that relations are not too high.

One of the most important results of this study is that impression management techniques affect the quality of personal interaction. This result is similar to the result obtained in the study of Chiang and Chen (2014). In this conclusion, if the impressions the tourists have are positive, the quality of the interaction between the tourist and the guide will be in the same direction. It is thought that this work, in which the impression management techniques used by tourist guides influence the personal interaction quality, will contribute to guide candidates, tourist guides, travel agencies and tourist guides and researchers. Based on the results obtained from the research; the impression management techniques used by the guides have been put forward. In this context, travel agencies can provide behavioral sciences training for the guides they engage in. They do not know how to behave against the group, especially before they pass on information to the group of beginners to the guidance profession.

In this context, while still in the education phase, guidance students can take courses on impression management techniques. Gender is an important factor in the perception of applied impression management techniques according to the results obtained. From this point of view, the need for guides to behave more carefully than the sex of tourists is emerging. On the other hand, there are some differences between the marital status of tourists and the impression management techniques used by the guide. At this stage, guidance is important in terms of the interaction quality of behavior development according to the marital status of tourists.

It can be expected that the interaction quality is related to the number of tour participation, and therefore it is more likely to evaluate the interaction quality of the tour participants with the number of tour participants than the difference between the number of tour participants and the quality of the interaction. In this context, tourist guides should decide on the impression management techniques that they use according to the experience of the tour group to participate in the tour.

References

- Akdoğan, A. & Aykan, E. (2008). İzlenim Yönetimi Taktikleri: Erciyes Üniversitesi'nde Görev Yapan Akademisyenlerin İzlenim Yönetimi Taktiklerini Belirlemeye Yönelik Bir Uygulama. *IÜ İşletme Fakültesi İşletme İktisadi Enstitüsü Yönetim Dergisi*, 19 (60), 6-21.
- Andrews, M.C., & K.M. Kacmar. (2001). Impression Management by Association: Construction and Validation of a Scale, *Journal of Vocational Behavior*, 58, 1, 142-161.
- Ap, J. & Wong, K.F., (2001). *Case Study on Tour Guiding: Professionalism, Issues and Problems*, Tourism Management, No: 22, p.551-563.
- Batman, O., Yıldız, R. & Demirtaş, N. (2001). *Turist Rehberliği*. Adapazarı: Değişim Yayınları.
- Bolino, M. C. & W.H. Turnley. (1999) Measuring Impression Management in Organizations: A Scale Development Based on the Jones and Pittman Taxonomy *Organizational Research Methods*, 2, 187-206.
- Bozeman, D.P. & K.M Kacmar. (1997). "A Cybernetic Model of Impression Management Processes in Organizations", *Organizational Behavior and Human Decision Processes*, 69, 1, 9-30.
- Brady, M.K. & Cronin Jr., J.J. (2001) Some New Thoughts on Conceptualizing Perceived Service Quality: A Hierarchical Approach. *Journal of Marketing*. Vol. 65, No. 3, 34-49.
- Büyüköztürk, S., Akgün, O.E., Karadeniz, S, Demirel, F. & Kılıç, E. (2014). *Bilimsel Araştırma Yöntemleri 17. Baskı*. Ankara: Pegem Akademi.
- Caro, L. M., & Garcia, J. A. M. (2008). Developing a Multidimensional and Hierarchical Service Quality Model for the Travel Agency Industry. *Tourism Management*, 29(4), 706-720.
- Chen, C. M., Chen, S. H., & Lee, H. T. (2013). Interrelationships between Physical Environment Quality, Personal Interaction Quality, Satisfaction and Behavioral Intentions in Relation to Customer Loyalty: The Case of Kinmen's Bed and Breakfast Industry. *Asia Pacific Journal of Tourism Research*, 18(3), 262-287.
- Chiang, C. Y. & Chen, W. C. (2014). The Impression Management Techniques of Tour Leaders in Group Package Tour Service Encounters. *Journal of Travel and Tourism Marketing*, 31(6), p.747-762.
- Cohen, E. (1985). The Tourist Guide: The Origins, Structure and Dynamics of a Role. *Annals of Tourism Research*, 12, 5-29.
- Crane, E. & F.G. Crane. (2002). Usage and Effectiveness of Impression Management Strategies in Organizational Settings, *Journal of Group Psychotherapy Psychodrama and Sociometry*, 55, 1, 25-34.
- Dahles, H. (2002). "The Politics of Tour Guiding Image Management in Indonesia" *Annals of Tourism Research*, 29 (3), ss.783-800.
- Değirmencioglu, A.O. & Ahipasoglu H.S., (2003). *Anadolu'da Turizm Rehberliği Temel Bilgileri*. 4. Baskı. Ankara: Gazi Kitabevi (FersaMatbaacılık).
- Demir, K. (2002). *Türkiye'deki Resmi ve Özel Lise Öğretmenlerinin İzlenim Yönetimi*. Yayınlanmamış Doktora Tezi, Ankara Üniversitesi Eğitim Bilimleri Enstitüsü, Ankara.
- Demirkol, S. & Ekmekçi İ. (2005). *Paket Turların Sürdürülebilirliğinde Turist Rehberlerine Etik Bir Bakış*. Sakarya Üniversitesi İ.İ.B.F. Turizm İşletmeciliği Bölümü IV. Geleneksel Turizm Paneli (22 Nisan 2005-Panel Bildirileri), 59-83.
- Doğan, S. & S. Kılıç. (2009). Örgütlerde İzlenim Yönetimi Davranışı Üzerine Kavramsal Bir İnceleme, *Atatürk Üniversitesi İktisadi ve İdari Bilimler Dergisi*. 23, 3, p.53-83.
- George, D. & Mallery, M. (2010). *SPSS for Windows Step by Step: A Simple Guide and Reference*, 17.0 update. Boston: Pearson.
- Giacalone, R.A. & P. Rosenfeld. (1986). *Impression Management in the Organization*. NJ: Lawrence Erlbaum Associates.
- Goffman, E. (1959). *The Presentation of Self in Everyday Life*. USA, Anchor Books.
- Gremler, D. D., Gwinner, K. P., & Brown, S. W. (2001). Generating Positive Word-of Mouth Communication through Customer-Employee Relationships. *International Journal of Service Industry Management*, 12(1), 44-59. Doi:10.1108/09564230110382763
- Gronroos, C. (1984). A Service Quality Model and Its Marketing Implications. *European Journal of Marketing*, 18(4), 36-44.
- Gronroos, C. (1990), *Service Management and Marketing: Managing the Moments in Truth in Service Competition*. Lexington, MA: Lexington Books.

- Güzel, F. O. (2007). *Türkiye İmajının Geliştirilmesinde Profesyonel Turist Rehberlerinin Rolü Alman Turistler Üzerine Bir Araştırma*. Yüksek Lisans Tezi. Balıkesir Üniversitesi, Sosyal Bilimler Enstitüsü Turizm İşletmeciliği ve Otelcilik Anabilim Dalı, Balıkesir.
- Hacıoğlu, N., Tetik N., Şahin S. & Gökdemir S. (2012). *Türkiye'de Profesyonel Turist Rehberliği*, Balıkesir: Balıkesir Üniversitesi Turizm İşletmeciliği ve Otelcilik Anabilim Dalı Turizm Rehberliği Yüksek Lisans Dersi Notları.
- Jones E.E. (1990). *Interpersonal Perception*, New York, W. H. Freeman and Company.
- Jones, E.E. & T.S. Pittman. (1982) "Toward a General Theory of Strategic Self-Presentation, *Psychological perspectives on the self*, 1, 231-262.
- Kozak, N., Akoğlan Kozak, M. & Kozak, M. (2013). *Genel Turizm: İlkeler-Kavramlar* (14. Baskı). Ankara: Detay Yayıncılık.
- Leary, M.R. (1996). *Self-Presentation, Impression Management and Interpersonal Behavior*, Oxford, Westview Press.
- Leclerc, D. & Martin, J. N. (2004). Tour Guide Communication Competence: French, German and American Tourists' Perceptions. *International Journal of Intercultural Relations*, 28 (3-4), 181-200.
- McFarland, L.A. A.M. Ryan & S.D. Kriska. (2003). Impression Management Use and Effectiveness across Assessment Methods, *Journal of Management*, 29, 5, 641-661.
- Özdevecioğlu, M. & Erdem, S. (2008). "İzlenim Yönetimi Davranışı: Örgütsel Açıdan Teorik Çerçeve", (Ed) Mahmut Özdevecioğlu ve Himmet Karadal (Der.), *Örgütsel Davranışta Seçme Konular: Organizasyonların Karanlık Yönleri ve Verimlilik Azaltıcı Davranışlar*, Ankara, İlke Yayınevi, Yayın No: 11, 33-54.
- Rosenfeld, P.R., R.A. Giacalone & C.A. Riordan. (1995). *Impression Management in Organizations: Theory, Measurement and Practice*, New York: Routledge.
- Sheth, J. N. (1976). Buyer-Seller Interaction: a Conceptual Framework. *NA-Advances in Consumer Research Volume 03*.
- Singh, V. & Vinnicombe, S. (2001). Impression Management, Commitment and Gender: Managing Others' Good Opinions. *European Management Journal*, 19(2), 183-194.
- Stevens, C.K. & A.L. Kristof. (1995). "Making the Right Impression: A Field Study of Applicant Impression Management during Job Interviews", *Journal of Applied Psychology*, 80, 587-606.
- Şahin, S. (2012). *Turist Rehberlerinin Kültürlerarası İletişim Yeterlilikleri: Alman, İngiliz ve Rus Turistlerin Algulamaları*. Doktora Tezi. Balıkesir Üniversitesi Sosyal Bilimler Enstitüsü, Balıkesir.
- Tangüler, A. (2002). *Profesyonel Turist Rehberliği ve Turist Rehberlerinin Seyahat Acentası ve Müşteri İlişkileri (Kapadokya Örneği)*. Yayımlanmamış Yüksek Lisans Tezi. Hacettepe Üniversitesi, Sosyal Bilimler Enstitüsü, Ankara.
- Tatar, İ. (2006). *İzlenim Yönetiminde Kendilik Algısı ve Stres: Kara Kuvvetlerinde Bir Uygulama*. Yayımlanmamış Yüksek Lisans Tezi. Kara Harp Okulu Savunma Bilimleri Enstitüsü, Ankara.
- Tütüncü, Ö. (2014). *Kalite ve Kalitenin Evrimi*. N. Kozak (Ed.) *Konaklama Hizmetlerinde Kalite Yönetimi içinde* (s. 23-43). AÖF Yayınları, Eskişehir.
- Ünalı, S. (2005). *Emniyet Örgütü Yöneticilerinin İzlenim Yönetimi*. Yayımlanmamış Yüksek Lisans Tezi. Ankara Üniversitesi Eğitim Bilimleri Enstitüsü, Ankara.
- Web: <http://www.nedir.com/etkile%C5%9Fim> Access Date: 30.09.2016.
- Yılmaz, O. D. (2012). *Örgütlerde Güç, Politik Davranış ve İzlenim Yönetimi: Turizm İşletmelerinden Örnek Olaylar*. Ankara, Detay Yayıncılık.