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MANAGING IMPRESSIONS IN THE WORKPLACE: A RESEARCH ON AIRPORT PROFESSIONALS

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Cover Page Footnote

As a requirement of the social world, people perform various interactions in the societies they live in. Various impressions emerge during these interactions. These impressions begin at the first encounter and play a decisive role in the development of relations between the parties. For this reason, impressions express a universal meaning that underlies the relationships between individuals, in other words, social life (Crane & Crane, 2002; Leary & Kowalski, 1990). It is claimed that managing impressions is effective in determining the direction of these relationships. According to some, people exhibit various behaviors to create the impressions they want on other people (Franz et al., 2018). In other words, people engage in tactics to manage others' impressions of themselves (Okkonen, 2019; Zhu, 2018).

Managing impressions is not only a matter related to private life but also has become a strategic tool that affects people's working lives and thus is used within the organization (Chaturvedi, 2021; French, 2019). People turn to impression management tactics to create the image they want in their working lives and to manage the perceptions of the people they interact with (Bolino et al., 2008). There are several reasons for managing impressions. It provides benefits such as correcting bad images, gaining legitimacy by creating the desired image, managing others' perceptions, and creating positive perceptions (Bourdage et al., 2018; Chawla et al., 2020; Leary, 2019; Thompson-Whiteside et al., 2018). Likewise, it is claimed that applying these management tactics in business life creates advantages such as being accepted by the environment, having status, being rewarded or avoiding penalties, being noticed by the manager, and benefiting from promotions and increases (Alipour, 2019; Chaturvedi, 2021; Liu et al., 2019). People use tactics to manage their impressions consciously or unconsciously to take advantage of these advantages in their personal or business life (Delport, 2020).

Impression management tactics include strategies that are frequently used not only for individuals but also for organizations. Businesses also carry out various activities to create positive impressions against the societies and stakeholder groups in which they are located, share these activities with their followers through reporting, and strive to gain image, reputation, and legitimacy. Although this process, which is related to organizational impression management, is the subject of some studies (French, 2019; Pesci et al., 2020), it is planned to investigate the tactics of individual impression management in the work environment. Impression management tactics of individuals in the business environment are also important issues that are worth discussing in the literature (Alipour, 2019; Franz et al., 2018).

Purpose

The purpose of this research was to reveal the perceptions and experiences of professionals who take on different roles in airports in managing impressions.

Research Questions

For this purpose, the researchers sought answers to two basic research questions:

☐   What is the awareness of airport professionals about managing impressions?

☐   Which impression management tactics do airport professionals use more frequently and for what reasons?

Literature Review

Definition

Impression management was theoretically emphasized for the first time by Goffman (1959) with the book *The Presentation of Self in Everyday Life,* emphasizing that people take roles in their daily lives as if they were on a theater stage. This concept, which started to be framed simultaneously with the studies conducted by Jones (1964, 1965), has also become defined by various researchers. Impression management is a set of efforts made by a person to influence the impressions he/she leaves on others, manage the perceptions of others, and create the image they want (Çiçek, 2021, Leary, 2019). In addition to creating the desired image in the eyes of the target audience, the individual or the actor's efforts to protect this image or change it in the direction they want (Alipour, 2019; Okkonen, 2019). In other words, impression management is the process of controlling and directing the impressions of the people around him/her (Zhu, 2018).

Managing impressions is not just about verbal expressions. In addition to the individual's discourse, most subjects such as posture, dressing, gestures, facial expressions, items used, and lifestyle become tools used to manage impressions (French, 2019, Leary, 2019). In addition to these, social media accounts have become the tool used to manage the impressions of others on individuals (Bolino et al., 2008). Today, virtual environments such as Facebook, Instagram, and Linkedin have become tools that are used to manage impressions consciously or unconsciously. Managing impressions is not just about using these tools, it is about a comprehensive process. The process of managing impressions is explained in three stages, although it is divided into various groups with different researchers. These stages are (1) examining the impressions, (2) being motivated to manage the impressions as a result of examinations, and (3) creating impressions as a result of motivation (Leary & Kowalski 1990). There are various tactics used to manage their impressions. The classifications and tactics of impression management are explained in the following section.

Classifications and Tactics

In the impression management process, there are various impression method tactics used by individuals. Various classifications have been made by different researchers for these tactics (Chaturvedi, 2021; Chen & Fang, 2008; French, 2019). Although there are many classifications regarding impression

management tactics, some of the most accepted classifications in the literature are mentioned in this section.

In some studies, impression management is classified as individual-oriented, business-oriented, or manager-oriented (Palmer et al., 2001). According to another classification, these tactics are named 'assertive, offensive, protective, and defensive tactics' (Okkonen, 2019). In another classification frequently mentioned, these tactics are divided into two groups and framed as assertive (aggressive) and defensive strategies (Alipour, 2019; Çiçek, 2021; Crane & Crane, 2002; Jones, 1990).

Assertive Tactics

Offensive impression management is proactive. It is about wanting more than the current situation and creating desired impressions in the future. It is seen as an attempt to support and develop a positive image and allows the individual to build an identity that can help them advance in their career.

The most widely accepted tactics in the literature are ıngratiation, self-promotion, exemplification, supplication, and intimidation. These tactics are explained in detail below (Çetin & Basım, 2010; Chaturvedi, 2021; Chen & Fang, 2008; Çiçek, 2021; Crane & Crane, 2002; Leary, 2019; Liu et al., 2019; Okkonen, 2019; Zhu, 2018):

Ingratiation: People using this tactic display gentle, loving, sincere behavior. These people follow rules of courtesy appropriate to society and the environment and enjoy the advantages of being loved by others. These advantages can be exemplified as creating a positive perception, influencing the other party, avoiding prejudices, and gaining the respect and love of others. At the same time, people who create this impression in the eyes of others can be prioritized in promotion situations compared to those who are cold and disliked. Also, these people are less likely to be penalized in case of any negative situation, and they are more likely to be rewarded in positive situations. For this tactic to have positive results, there must be a belief that people's behaviors are sincere.

Self-promotion: This tactic is about the individual introducing himself/herself with qualities such as talent, resourcefulness, competence, knowledge, and intelligence. The reason he wants to create such an image of himself is his desire to be respected in the eyes of others. In other words, the individual using this tactic wants to create positive images about himself by advertising. While it is important to be affectionate and sympathetic in self-love behavior, it is important to gain respect in this tactic. The success of this tactic depends on the people who use this tactic convincing their audience of the accuracy of the qualities they offer. People who show this performance and are respected by others in line with their qualifications will create an image that deserves promotions and awards within the organization and will have expectations in this direction.

Exemplification: It is about creating an impression with moral values, being honest, disciplined, working harder than anyone else and making sacrifices, and setting an example to others. Applying this tactic, they appear to be an exemplary citizen to others through behaviors such as coming to work earlier than everyone else, going later than everyone else, and taking work home. They expect a variety of rewards, showing that they work more devotedly than anyone else. These people who sacrifice more than others believe that they deserve more rewards at the end of it than anyone else. If they are not rewarded, they make others and their top managers feel guilty. The important thing for this tactic to be successful is that the person should not behave in such a way as to be ethical, hardworking, and honest, that is, these behaviors are sustainable.

Supplication: It is about using one's weaknesses to make the impression of others need help. The desire to get support from others using their pity is overwhelming. In this behavior, which is related to the impressions in the opposite direction of the tactics of introducing their qualities, people emphasize aspects that are unqualified or prefer the way of running away from hard work or showing them as the reason for their failure by pretending to be unqualified. Creating the impression of someone in need of constant help can bring certain benefits instantly, but in the long run, using the emotions of others and constantly pitying oneself, and looking pathetic can cause antipathy toward the environment and result in exclusion by the group.

Intimidation: It is about creating impressions that make one look like a dangerous person to be afraid of. This tactic, which is usually applied against subordinates, is about using force by scaring or intimidating others to achieve the goals they want. Those who use this tactic aim to get more work done and achieve higher performance by intimidating their subordinates and using power over them.

Defensive Tactics

Defensive tactics are reactive. The individual trying to reduce the perceived threat (Jaja, 2003). That is, defensive impression management occurs when the individual is concerned about the negative evaluation of himself by the people around him (Palmer et al., 2001). It is mostly used in cases where a bad event occurs, to protect the current image, correct the damaged image, and prevent the employee's career from being damaged.

Justifications and apologizing are the two main methods of this tactic. These tactics can be explained as follows (Bolino et al., 2008; Chen & Fang, 2008; Liu et al., 2019; Okkonen, 2019):

Apologies: It is about being honest with the audience to avoid negative evaluations as a result of negativity, taking responsibility without seeking excuses, and sincerely apologizing. People who create this impression take responsibility after a bad event, accept punishment, and try to correct the consequences. After

these honest and responsible behaviors, he expects to be less affected by the event and to improve his image.

Justifications: Making statements about the subject in the face of a negative event, in other words, is about giving an account reporting. The person can use various tactics depending on the visibility level of his relationship with the event. If the visibility is not clear, the person using the tactic of innocence exhibits behaviors such as denying the event and claiming that it has nothing to do with it. If the relationship was more visible, the person who turns to the excuse tactic accepts the relationship but acts not take responsibility by finding excuses. They create grounds for the background of the event. Another tactic is the tactic of being right. According to this tactic, the person tries to justify himself while taking responsibility for the event.

Methodology

In scientific research, either qualitative or quantitative methods can be preferred, there is no superiority of one method over the other. The important thing for the researcher is to choose the right method suitable for the purpose (Creswell, 2012; Silverman & Marvasti, 2008). The purpose of qualitative research is to describe the researched subject to the reader, to obtain in-depth data from the individuals participating in the research, and to present them directly to the reader. In this way, what is going on in the social world of the participants is made understandable (Creswell, 2008; Miles et al., 2014). In this study, the qualitative research method is used for the study. A semi-structured questionnaire form was used as a data collection method in the research. In the open-ended question form, a total of 20 questions were used, the first 3 questions about the demographic characteristics of the participant, 2 questions about the workplace and their experiences, and the last 15 questions about impression management. Related 15 questions were formed by using literature research. Participants consist of airport professionals selected by purposeful sampling. Selection and in-depth examination of people with knowledge and experience through purposeful sampling is a common method in qualitative research (Hays & Singh, 2012; Patton, 2002). In the study, data were collected from 25 participants; 19 males, and 6 females, and the data collection process was terminated at the saturation point where the data began to repeat itself. Related participants work at Istanbul Airports in Turkey. The demographic information of the participants who contributed to the study is summarized in the table below.

Table 1

Date of Data Collection, Gender, and Roles of the Participants

Number	Date	Gender	Titles
1	18.02.2021	Male	Operations officer
2	18.02.2021	Female	Station control center
3	18.02.2021	Male	Operation shift supervisor
4	02.02.2021	Male	Apron officer
5	01.02.2021	Male	Manager
6	01.02.2021	Male	Ground services officer
7	30.01.2021	Female	Passenger services officer
8	30.01.2021	Female	Operating officer
9	30.01.2021	Male	Chief of operations
10	30.01.2021	Male	Airport management
11	30.01.2021	Male	Airport officer
12	29.01.2021	Male	Apron control
13	29.01.2021	Female	AIM shift supervisor
14	28.01.2021	Male	OCC shift responsible
15	28.01.2021	Male	Airport control
16	25.01.2021	Female	Operations officer
17	26.01.2021	Male	Aircraft maintenance planner
18	25.01.2021	Male	Guest relations specialist
19	25.01.2021	Male	Airside safety & compliance specialist
20	25.01.2021	Female	Supervisor
21	25.01.2021	Male	AIM officer
22	24.01.2021	Male	PAT field inspection and control officer
23	24.01.2021	Male	Airside operations assistant specialist
24	24.01.2021	Male	Airport special systems unit manager
25	24.01.2021	Male	Apron officer

Findings and Interpretations

This section describes the findings of the two main research questions in the study. Accordingly, first of all, the awareness of the participants about managing the impressions is revealed. Secondly, it is revealed which impression management tactics the participants use more frequently and for what reasons they prefer these tactics.

Airport Professionals' Awareness of Managing Impressions

According to the findings of the research, most of the participants are aware of managing their impressions. Many states are trying to gain various advantages by deliberately displaying such tactics. These expressions are shown in Table 2:

Table 2

Airport Professionals' Awareness of Managing Impressions Advantages

Participant number	Participant expression
P5	Aviation is teamwork. The team is like chainrings. The positive thoughts of my teammates support the achievement of the goal. Their negative thoughts create a barrier while reaching the goal.
P8	If there is a generally negative impression about me; I will work harder to change this impression and try my best to be more successful… My priority is to create a positive perception of good in my job. To show what I can do, to take responsibility. I am doing them consciously.
P17	I was trying to impress them by working hard when I was inexperienced. As I gain experience, I try to influence them by sharing my knowledge.
P18	I provide perceptions and thoughts with my knowledge and confidence in myself. Most of the time, I perform these behaviors consciously.
P23	One should not refrain from boasting and showing their achievements... Consciously bringing success to the agenda strengthens the position within the organization.

In addition to the above statements that reveal their perceptions about managing their impressions, the participants also express the various impression management tactics they encounter in their teammates and express the prevalence of such behaviors in the business world. Table 3 shows these tactics:

Table 3

Airport Professionals' Awareness of Others by Managing Their Impressions

Participant number	Participant expression	Tactics
P1	We were in the new system change training. The admin manager wanted someone to provide support and information flow for job tracking and setup. In the group of 10, everyone said, "The education was insufficient, we could not master the system again if we gather again". Extra time and overtime had to be arranged for this job. It was said that I should be the one to do this job. There was a sub-production. My job follow-up was better, etc ... I stayed the tender.	*Supplication*
P19	The number of people who are cunning peasants, such as putting themselves forward by undertaking a job that is admired, is quite high. So much so that I have colleagues who are trying to get the praise of your manager who came in with the idea you expressed in the speech a minute ago. Or it is quite common to lie or misunderstand a behavior that will result in harm.	*Self-promotion*

P20	I am in favor of communicating in writing in all work done in the working environment. Other kinds of people may say that I did not say that. For example, the captain did not come to the flight and said that I had a job. Since you don't have a written source, you don't know who is telling the truth.	*Justifications*
P21	My friends apologize more and take responsibility when they cause a negative situation.	*Apologies*

Table 2 shows the participants' awareness of managing their impressions of themselves, while Table 3 shows that the participants are also aware of the impression management tactics they encounter in their environment.

The Most Common Impression Management Tactics Used by Airport Professionals and the Reasons for Using These Tactics

To understand the most important and frequently used impression management tactics of the participants, a question was asked to contribute to the emergence of Table 4. The question was *"Please rate the impression management tactics that you think will be the most effective in your business life. Give the highest score to the tactic you consider the most important."* Table 4 shows the result of this question, which is ordered in order of importance, where 1 is the least important and 7 is the most important.

Table 4
The Most Important Impression Management Tactics of the Participants

Ranking of tactics	Tactics	Number of people * Points awarded							Total score
1	Exemplification	18*7	4*6	1*5	1*4	1*3	0*2	0*1	162
2	Ingratiation	10*7	8*6	5*5	2*4	0*3	0*2	0*1	151
3	Self-promotion	14*7	6*6	0*0	2*4	1*3	2*2	0*1	147
4	Apologies	9*7	8*6	3*5	2*4	1*3	0*2	2*1	139
5	Intimidation	0*7	1*6	1*5	3*4	9*3	4*2	7*1	65
6	Justifications	1*7	1*6	0*5	1*4	4*3	6*2	12*1	53
7	Supplication	0*7	1*6	1*5	0*4	1*3	4*2	18*1	40

When Table 4 is examined, it is seen that the exemplification tactic is in the first place with the highest score. The ıngratiation tactic took the second-highest score, placing it in 2nd place. Self-promotion and apology tactics were also ranked 3rd and 4th, respectively. Intimidation, justification, and supplication tactics, on the other hand, are placed in the last ranks as in Table 4, with low levels of importance. Tactics resulting from the discourse of the participants are discussed in Table 4 in the following section.

Exemplification

According to the research findings, exemplification is the most important tactic used by the participants. Opinions of various participants in Table 5 support this finding.

Table 5

Statements Supporting the Exemplification Tactic

Participant number	Participant expression
P5	I work a lot. It is known to all of my friends with whom I work harder than anyone else. I do everything except my duty and responsibility.
P13	I do my job best by the rules and regulations. I make sure that my colleagues continue this order. As long as I observe the rights and the law, I get appreciation.
P19	I do not go to work only to fill my working hours. I intervene in every situation I see and understand around me. I'm trying to understand and solve what I don't understand. Some days my 12-hour shifts are not enough, and even if my body is tired, there are many days that I wish I could take care of this situation even if I only had a few more hours.
P24	Job descriptions following the title have been made in the workplace. Fulfilling the relevant definitions is obligatory following the employment contract. However, I try to be useful in the workplace by going beyond my definitions. In addition, without worrying about overtime or wages, in case of any crisis, I immediately come to my place and support it.

According to the participants, being an exemplary employee has several benefits. Participants, who are mostly exemplary employees to obtain these advantages, gain many advantages as a result of these behaviors and face few disadvantages. These are supported by the participant expressions in Table 6.

Table 6

Desired Advantages and Unexpected Disadvantages

Participant number	Participant expression
P2	The advantage is dignity in the community and the workplace. The disadvantage is that you become a workaholic, there is a lot of burden and responsibility.
P5	In the aviation industry, it is important to do the right thing, to speak the right word, and not stand behind the wrong. Every mistake made directly or indirectly harms either the operation of the processes of the company in general. Being devoted to my work and having morals will give me the advantage of being at a higher level within the company.
P17	The advantage is that special projects are delivered to me. The downside is that whoever needs help comes to me first.

P19	It provides you with respect, love, and materiality in companies that you can afford. You will be loved, you will be a wanted employee, your words will be listened to when the day comes, your position will rise according to the need for staff and you will see the year-end raise rate at the highest level.
P20	I think it provides the advantage of being an indispensable employee of the organization. They are indispensable employees when there is an economic crisis and downsizing in the organization. The downside is that there may be more workload than you can be trusted more.

As seen in Table 6, this tactic brings advantages such as prestige, promotion, and career progression to the employees. This tactic is used to create a respectable image and take advantage of the counted advantages in this way. It also brings with it a disadvantage such as overwork for the participants.

Ingratiation

According to the research findings, the ingratiation tactic is one of the most frequently used tactics by the participants. Unlike other tactics, this tactic is considered by some participants as a natural process rather than being applied consciously, and it is stated that they do not make a special effort to be loved and that this is a spontaneous process. Table 7 shows the participant views supporting this tactic:

Table 7

Statements Supporting the Ingratiation Tactic

Participant number	Participant expression
P13	I treat people like human beings. I empathize, listen to their problems, try to help, and guide them. Being fair also causes me to be loved.
P16	I work to plan and facilitate the work of my colleagues. I transfer the shift by making the necessary preparations not only for my shift but also for the next shift's aircraft. I plan social events.
P19	I want to get along with the people I work with and therefore I want people to love me. While talking, I try to smile and make eye contact. Even if there is a suggestion that I will not accept the opinions of my subordinates, I will listen and explain the reason to them. As for my superiors, I comply with the communication rules without interrupting their words. You are already loved when you keep communication strong and be yourself. I don't even wait for a request for help, most of the time, if someone needs help, I get help. There is no death at the end.
P25	I do my duties without uploading them to anyone. Also, no matter how busy I am, I try to help my colleagues when they need lice. I take care to be friendly at work. I listen to my colleagues and make them feel that I care about their thoughts.

This tactic can bring many benefits to the participants, as well as disadvantages such as workload. These are summarized by the participants as follows:

Table 8
Desired Advantages and Unexpected Disadvantages

Participant number	Participant expression
P3	Being loved makes me do an easy job for my subordinates. It also provides confidence for my superiors.
P6	Being a loved one leads to happiness and more understanding towards you. The disadvantages are that your workload constantly increases. You are always asked to do even the smallest issue.
P14	A loved person is one step ahead of everything he wants to make it done. Hard to open for your loved one's doors open more easily.
P15	It provides ease of coordination, work efficiency, and process control.
P18	Being loved allows me to use my credit for my position at work and possible mistakes.
P20	Being liked by other employees allows them to return to you immediately when you ask them for help or assign a task to get a job done. You do not hesitate to ask for help. You know that the other party will gladly do this for you.

As supported by numerous examples in Table 8, this tactic provides many benefits to the participants. Some of these advantages are that it is easier to get subordinates to do business, get along better with superiors, ease of coordination, ability to finish work quickly, use credit to keep away from penalties for mistakes made and find support when needed. In addition to all these advantages, being loved exposes participants to a higher workload than others.

Self-promotion

This tactic, which finds itself in the 3rd place by being scored by the participants according to its importance, is one of the tactics frequently used to gain various advantages in business life. Participants, including airport professionals, exhibit a variety of behaviors that exemplify such tactics. Table 9 shows some of these tactics:

Table 9

Statements Supporting the Self-Promotion Tactic

Participant number	Participant expression
P5	First of all, I don't give up until I reach the final result in every job given to me. I act with absolute patience to solve the problems encountered in the processes. Although I fulfill my duties and responsibilities, I also fulfill other duties.
P8	I have more introduction to the operation and I enjoy not missing any radio talk. I focus on solving the problem by immediately intervening in the problem.
P14	They see that my performance is fully focused on the business, that I have done everything that needs to be done for the business, and even that I have made it better than my other friends in the same position. When there is, people can see how good I am at my job.
P16	I work in a planned manner and follow the current documents very closely. In case of a plane that I will encounter for the first time, I will investigate all the details and make the calculations long beforehand.
P19	I'm trying not to comment on a topic I don't know. I do not remain silent about what I know.
P23	When I do my job right, I prefer to show off rather than do it quietly.

As summarized in Table 9, participants exhibit behaviors that continuously improve their qualities and show these qualities to others, creating some advantages for them. Participants want to take advantage of these advantages by showing how good, skilled, problem-solving, and knowledgeable in their job. The expected benefits from this tactic are shown in Table 10.

Table 10

Desired Advantages and Unexpected Disadvantages

Participant number	Participant expression
P2	Its advantage shows that I am doing my job well, that I have confidence, and that I am doing something right. The disadvantage is that the whole load remains on it. Unfortunately, some people also like to use it.
P4	It makes me an indispensable member of the team.
P5	I am loved by my managers. This situation is reflected in my salary as a reward for my labor. The disadvantage is; Being skilled and qualified always creates an environment to be envied and undoubtedly disliked by one or more colleagues.
P14	You may not be welcome to those who have similar career plans to you when people in cooperation support you and feed respect and love.

P16	Looking like this makes them trust you. You think you can cope with innovations and include yourself more in the plans. They support your personal development more. The disadvantages are; They assume that you can never make mistakes, control is weakening, and your colleagues can leave you more work.
P19	I was given responsibility shortly after I started working in a newly established firm and the unit that set a new order. I have been a manager of people who started with me or before me. I think I am having the biggest advantage.
P25	Makes you someone respected. Your advice on a subject is taken into account. These situations make me think that I am doing my job.

Table 10 shows numerous examples of the benefits participants expect or receive from self-promotion tactics. Accordingly, participants expect benefits such as gaining prestige, being trusted, being liked by the team, getting promoted, and facing fewer sanctions when making mistakes by showing their qualifications. Through these advantages, they attain the image of successful and respected employees in the eyes of others.

In addition to all these, being a qualified person causes them to encounter more workload because they show that they do the job better. In addition, this tactic also causes negativity such as being unloved and jealous by others who practice similar tactics or have career goals.

Apologies

One of the tactics that the participants attach importance to is taking responsibility by apologizing, which is one of the defensive strategies. This behavior, which is seen as important as the tactics in assertive strategies, is the priority tactic used by all participants to get out of negative situations with the least damage. None of the participants turn to justification tactics, which is another defensive strategy related to them. Participants' views on the apologies tactic are exemplified in Table 11.

Table 11
Statements Supporting the Apologies Tactic

Participant number	Participant expression
P6	I try to talk as much as possible and see if I have a mistake. I think it would be wrong to pretend nothing happened. Recognizing and correcting the mistakes made without awareness, if any, will lead to positive developments in the long run.
P8	If the wrong was done is from me, I do my hand to correct ıt and take the responsıbılıty for the problem.

| P16 | I report it regardless of who the mistake is, including myself. My workplace has no strict sanctions in this regard. Following our company policy, we look at errors, incidents, or safety deficiencies outside of individuals. We have a view of why it was more than who did, and how it cannot be repeated. |
| P25 | I report the mistake I made to my superiors. I try to learn what needs to be done to correct this situation. The mistakes I make do not make me unhappy. Because it helps me learn new things about business in these situations. |

As seen in Table 11, the participants take the responsibility for causing a negative event, report the error, and exhibit behaviors that will find the root cause and correct the problem so that the error does not recur. They see this process as a development opportunity. The aviation sector consists of rules-based processes. Reporting errors and violations are extremely critical for the safer and more secure execution of aviation (Kurt & Gerede, 2017). Participants, who are aware of this, emphasize the importance of reporting the error and emphasize that it will be more beneficial for both everyone and the industry itself to produce solutions by taking responsibility instead of finding excuses.

Intimidation

According to the findings, this tactic is not seen as important as the tactics listed earlier. It is less preferred by the participants and although it is not found correct, it is performed by a small number of participants from time to time against subordinates. Table 12 reflects the views of the participants exemplifying this tactic:

Table 12

Statements Supporting the Intimidation Tactic

Participant number	Participant expression
P2	Sometimes it's necessary to be tough and even take control. It is necessary to draw the boundary again when the other side is going over the line. For example, the joint day was not decided to do system work. We talked for an hour, still, a voice came from every head. I said, "It will be held on Wednesday. Everyone will agree, you have no say," and the subject was closed. I said, "The one who does not participate gives his account." Tough and despotic, but sometimes it's a must.
P6	I think it would always be wrong for people with a certain education to behave this way.
P14	Situations that need authority but to awaken fear may be subject. I can exhibit the required attitudes within the framework of the company and the powers given by my position.

| P24 | Unless there is a situation that harms my processes, I do not need these behaviors. However, if the failures of my teammates have become regular and affect my processes, these behaviors are inevitable. |

As seen in Table 12, although it is less preferred, some participants apply this behavior from time to time. Less preference for this behavior is also associated with the disadvantages it will bring. The advantages and disadvantages of this tactic are summarized by the participants in Table 13.

Table 13
Desired Advantages and Unexpected Disadvantages

Participant number	Participant expression
P3	It can make it easier for some people to get work done.
P8	It can provide an advantage in making a business. But being a disadvantage to be anyone who is not liked, who is feared when any problem occurs, to solve problems easily.
P13	You will be seen as antipathetic and deprived of respect. Although it may seem advantageous, you make the employee feel under pressure and make more mistakes.
P16	I don't believe it will have an advantage. I am doing an interdependent business. The fault or delay of the passenger services or the ramp department is reflected on me as it will be a purely operational delay. Nobody can work comfortably in an aggressive, fearful environment. On the contrary, people do much below their potential.
P25	Although it seems to provide an advantage in terms of getting things done on time, I think it will provide a disadvantage in terms of the quality of the work done. I think doing a job with love rather than fear will give better results.

As supported by numerous examples in Table 13, the participants associate this tactic with behaviors that do more harm than good. According to them, this behavior has emotional consequences such as being disliked and hated by others. In addition, making people work in a culture of fear causes communication problems, mistakes in doing business, unrest in the working environment, and inefficiency in the long term.

Justifications

According to the findings of the research, none of the participants use this tactic in the face of adverse events. Participants find the behavior of apologizing and taking responsibility more correct instead of this tactic. However, while the participants state that they do not use this tactic, they also emphasize that others may turn to such tactics in the working environment. Table 14 shows these:

Table 14

Statements Supporting the Justification Tactic

Participant number	Participant expression
P14	They are lying or, with a more polite expression, people prefer to avoid penalties by throwing their crimes on other staff. I came across many staff who left their work for the next shift and left them in a difficult situation because they were unable or unwilling to do their work.
P16	A ground services employee gave the passenger named Ahmet Öztürk the boarding pass of the passenger named Özkan Öztürk, although he noticed the situation, he kept it. When Özkan Öztürk did not come to the flight, he closed the flight without making the necessary changes. The situation arose when the non-flight passenger requested a refund for the continuation flights. My colleague thinks that the reason for hiding the situation will not reveal may be the feeling of not looking like someone who has done his job badly.
P25	Generally, when they experience a negative situation, they resort to excuses claiming that the error is caused by the environment or third parties, not by themselves.

Supplication

One of the most unimportant tactics of the participants is supplication. According to them, although this tactic has no long-term advantage, it also brings many disadvantages. The opinions of the participants about the supplication tactic are shown in Table 15.

Table 15

Statements Supporting the Supplication Tactic Advantages and Disadvantages

Participant number	Participant expression
P5	Appearing as an unqualified person in constant need of help will certainly not be welcomed by colleagues. Ultimately, the employment contract can be terminated.
P8	It is not assessed as an advantage, but the load will be less. If there is a disadvantage, you look like someone who cannot do business, reliable, liable.
P17	The advantage is if I am an unqualified person, that is, if my capacity is lower, I will make less effort and I will not get tired. The disadvantage is that special projects are not mentioned in my name, which affects me badly.
P23	The advantage is reduced workload. Since work and responsibilities cannot be given reliably, the workload is relatively reduced. The disadvantage is that prestige decreases and it has an impact on performance evaluation processes.
P24	No business line wants someone who is not even self-sufficient, and such people are not loved in any workplace ... Such people are seen as the first to be sacrificed.

As seen in Table 15, the reason why this tactic is not preferred is related to many negative consequences. Although it is thought that people who constantly

seek help, who seem to be self-deplorable, and who seem unqualified about their job will face less workload in the short term, it will create much more important problems in the long term. According to the participants, this tactic will reduce their reputation, create insecurity, prevent them from taking part in important projects, hinder performance evaluations and career advancement, and even lead to consequences that could lead to their firing.

Conclusion and Recommendations

According to the results of the research, the awareness of the participants about impression management is high. Participants, who often consciously perform various tactics that they consider advantageous, are also aware of the tactics used by others in the business environment.

Exemplification is the tactic most used by the participants. Apart from this, ingratiation and self-promotion are among the frequently preferred assertive tactics by the participants. Participants' reasons to turn to these tactics are related to creating an image that is respected and trusted. In this way, advantages such as getting high marks in performance evaluations, benefiting from promotions and increases, and avoiding sanctions in a negative situation are obtained. In addition to all these advantages, it has been determined that these behaviors create disadvantages by creating more workload for the participants and sometimes causing them to be jealous.

Apologies tactic, one of the defensive strategies, is one of the tactics that are emphasized and adopted by the participants. This is attributed to the regulatory and legal nature of the aviation industry. Since the mistakes of professionals in the industry can pose significant risks to the safety and security of aviation, the majority of the participants take responsibility for their mistakes, report the situation and inform their superiors quickly. At the same time, the participants consider the solutions for the relevant problem as a learning process and think that they will contribute to their professional development. According to the results of the research, the intimidation tactic is preferred by very few participants, it is applied against subordinates by using only authority. The vast majority of the participants believe that doing business by frightening may lead to doing things wrong and unpredictable mistakes in the long run. At the same time, this tactic has consequences such as being unloved and hated.

Two tactics that are not preferred and deemed unimportant by the participants are the supplication tactic, one of the assertive strategies, and the justification tactic, one of the defensive strategies. According to the participants, although self-pity may seem like an advantage to doing less work in the short term, in the long term it will result in disliking, unqualified, inability to benefit from promotions, and even dismissal. Finally, the participants do not tend to justification tactics, but most of them also state that there are professionals who apply it in the business environment.

According to the results of the study, managing impressions is practiced by many professionals in the business environment. People who can effectively manage impressions lead to numerous advantages from prestige, career advances, and salary increases. For this reason, successfully managing impressions seems to be extremely effective in image and reputation management. This result is in parallel with some studies in the literature (Bolino et al., 2008; Bourdage et al., 2018; Leary, 2019; Thompson-Whiteside et al., 2018). At the same time, this study contributes to the calls that emphasize the need for research to better understand the nature of impression management tactics and their benefits in the business world (Ho et al., 2021). In addition, this study, which focuses on the qualitative research method, also contributes to the discussions on how to apply and use qualitative data. With this method, which provides in-depth data collection, strong findings are reached to understand and explain impression management tactics in the business world (Ma et al., 2021).

This study is limited to airport employees and the individual impression management approach. It is also recommended to investigate this issue, which is extremely effective in achieving success in business life by influencing the thoughts of others, with various methods on different sector employees to enrich the subject and to understand it better. Similarly, apart from this research which focuses on the individual impression management of the employees, researching impression management at the organizational level will also make significant contributions to the literature.

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