



Journal of Social Sciences of Mus Alparslan University

anemonDerginin ana sayfası: <http://dergipark.gov.tr/anemon>**Araştırma Makalesi • Research Article****Impression Management: A Research In Insurance Sector**

Nilüfer Rüzgar*

Abstract: Impression management is a concept that expresses how individuals present their characters and their behaviors in line with the goal they want to achieve. When considered in the organizational context, impression management tactics can often be used by employees who want to gain certain privileges such as promotions, raises, appreciation and resource use, and by managers who want to have an impact on their employees that will motivate them to work harder and increase performance. In this sense, the aim of this research is to reveal insurance sector employees' attitudes towards impression management. In the scope of the research, demographic questions and Impression Management Scale (Bozkurt Yıldırım, 2019) are prepared as a survey form and the surveys were delivered to the employees via e-mail. 134 employees participated in the research and the data was analysed via SPSS 22.0 programme. Findings reveal that, there is a statistically significant difference ($p < 0.05$) between gender, age and experience characteristics and all dimensions of the scale (camouflage, curry favor, protect image, intimidation). In addition, findings also reveal that there is not a statistically significant difference ($p > 0.05$) between marital status characteristic and all dimensions of the scale (camouflage, curry favor, protect image, intimidation).

Keywords: Impression, Impression Management, Insurance Agencies, Privileges, Tactics

İzlenim Yönetimi: Sigorta Acentelerinde Bir Araştırma

Öz: İzlenim yönetimi, bireylerin ulaşmak istedikleri amaç doğrultusunda karakterlerini ve davranışlarını nasıl ortaya koyduklarını ifade eden bir kavramdır. Organizasyonel bağlamda ele alındığında izlenim yönetimi taktikleri, terfi, takdir ve kaynak kullanımı gibi ayrıcalıklar elde etmek isteyen çalışanlar ve çalışanları üzerinde onları motive edecek, daha çok çalıştıracak ve performansı artıracak etki yaratmak isteyen yöneticiler tarafından sıklıkla kullanılabilir. Bu bağlamda bu araştırmanın amacı sigorta sektörü çalışanlarının izlenim yönetimine yönelik tutumlarını ortaya çıkarmaktır. Katılımcılara iletilen yapılandırılmış anket formu, Bozkurt Yıldırım (2019) tarafından geliştirilen İzlenim Yönetimi Ölçeği ve demografik sorulardan oluşmaktadır. Anket formları potansiyel katılımcılara e-posta yoluyla ulaştırılmış ve anketlerden elde edilen veriler SPSS 22.0 programı üzerinde analiz edilmiştir. 134 katılımcıdan elde edilen bulgulara göre, cinsiyet, yaş ve tecrübe demografikleri ile ölçeğin tüm boyutları (kamufle etme, yaranmaya çalışma, imajı koruma, gözdağı verme) arasında istatistiksel olarak anlamlı ($p < .05$) bir farklılık bulunmaktadır. Bunun yanı sıra, medeni durum demografisi ile ölçeğin tüm boyutları (kamufle etme, yaranmaya çalışma, imajı koruma, gözdağı verme) arasında istatistiksel olarak anlamlı bir farklılık bulunmadığı ($p > .05$) tespit edilmiştir.

Anahtar Kelimeler: İzlenim, İzlenim Yönetimi, Sigorta Acenteleri, İmtiyazlar, Taktikler

* Doç. Dr, Bursa Teknik Üniversitesi Üniversitesi, İnsan ve Toplum Bilimleri Fakültesi, İşletme Bölümü
ORCID: 0000-0002-9598-3390 nilufer.ruzgar@btu.edu.tr

Cite as/ Atıf: Rüzgar, N. (2025). Impression management: A research in insurance sector. *Anemon Muş Alparslan Üniversitesi Sosyal Bilimler Dergisi*, 13(1), 17-36. <http://dx.doi.org/10.18506/anemon.1415170>

Received/Geliş: 05 Jan/Ocak 2024

Accepted/Kabul: 00 Jan/Ocak 2025

Published/Yayın: 30 Apr/Nisan 2025

e-ISSN: 2149-4622. © 2013-2025 Muş Alparslan Üniversitesi. TÜBİTAK ULAKBİM DergiPark ev sahipliğinde.

Introduction

The concept of impression management, which is defined as the behavior of individuals to direct their perceptions towards themselves, has been widespread in the fields of psychology and social psychology for many years and has been described as efforts related to appearance. Impression management, used systematically for the first time by sociologist Erving Goffman (1959) in his book “The Presentation of Self in Everyday Life” and it is defined as the behaviors exhibited by the individual in order to influence perceptions about himself/herself in social interactions. It is also defined as the set of behaviors exhibited to direct daily activities (Rosenfeld et al., 2002). According to Goffman (1959), people’s approaches to each other in social life are mostly affected by external appearances. Every person has more than one identity, that is, a repertoire of identities, and the individual exhibits one of them depending on the situation or circumstances of the other person. In this sense Goffman, who resembles life to a theater stage, described individuals as actors performing on this stage (Leary & Kowalski, 1990). In the same period, Edward Jones, a social psychologist, also conducted studies on impression management and revealed that some of individuals’ perceptions of others are determined by their initiatives (Bozkurt Yıldırım, 2019).

Impression management is a process in which individuals manipulate information about themselves. This process involves creating and maintaining a desired image (Bolino et al., 2016). Individuals who use impression management, distort information about themselves and therefore make others perceive them as they wish. Personality is seen as an important determinant in shaping this process (Bratton & Kacmar, 2004). Individuals with more manipulative or grandiose characteristics can be expected to present their abilities, expectations and goals in a biased way to those around them, and if this person is an employee of an organization, they can be expected to continue their career progress in a misleading way. Employees with these characteristics can create the image they desire in the eyes of both other employees and employers, by distorting the truth (Uslu & Terzi Çoban, 2022).

Objective

The aim of this research is to reveal insurance sector employees’ attitudes towards impression management. Insurance sector urges employees to create impression on potential and current customers in order to convince them to sign up for new insurances in addition to continueing their current insurances. Furthermore, the sector urges employees to manage their impressions towards their managers, since they earn extra salary as they increase their insurance deals with customers. In this sense, the employees feel obliged to create necessary impressions on both customers, in order to make deals, and on managers, in order to convince them that they are really successful in convincing customers to make insurance deals. Moreover, the impressions that they want to create on customers, may differ depending on their demographic characteristics such as age, marital status and and gender.

The Historical Development of Impression Management

Impression management was first used and conceptualized by Goffman (1959), as mentioned in introduction section. Goffman defines people as “actors” performing in front of “audiences” and he evaluates social interactions from a dramaturgical perspective (Bozeman & Kacmar, 1997; Dillard et al., 2000; Spear & Roper, 2013; Yılmaz, 2014). Accordingly, many sociologists and social psychologists have carried out conceptual and empirical studies on impression management at the individual level and in the 1980’s, impression management began to be the subject of organizational research (Bolino, Long & Turnley, 2016). In this process, individual impression management has been examined within the scope of individuals’ efforts to control audience impressions in daily life and/or within the organizational structure (Bolino, Kacmar, Turnley & Gilstrap, 2008).

Although impression management was initially seen by psychologists as a form of behavior to deceive people and influence them, in 1990’s it has started to be accepted as a natural behavior that is

widely used in organizational life and social interactions. It is also accepted as the basis of effective communication (Özdemir, 2006; Acar & Karavelioğlu, 2022). Impression management is generally used to increase the material and social benefits within the organization, to obtain individual respect, to create a trustworthy climate and to gain a publicly accepted identity (Singh & Vinnicombe, 2001).

On the other hand, although the concept of impression management is generally considered as a positive concept, it also brings negative consequences in some cases (Demiral, 2016). Although at first glance the concept of impression management may seem as exhibiting behavior that will benefit other people, the main goal is for the individual, who exhibits specific behavior. This is to say that, some people expect to gain various advantages, such as being rewarded more by creating a more positive image, by showing an eye-catching attitude or by providing some help to other individuals. From this perspective, it can be thought that impression management may not be considered ethical in some cases (Bektaş & Karagöz, 2018).

Strategies of Impression Management

Jones and Pittman (1982: 231) defined five impression management strategies in their study. The first of these, *self-love/ingratiation*, is used to gain the love of others. Secondly, *self-promotion* is used to appear competent. The third strategy is *exemplification*, which is used to appear committed. The fourth strategy, *intimidation*, is used to appear threatening. Fifth and lastly, *supplication* is used to appear needy.

Self-love/Ingratiation is the tactic of making oneself liked by others in order to appear affectionate and gain their appreciation, by behaving in a pleasant way, constantly praising the others and acting as if they share the same ideas with them. The individual, who tries to behave in accordance with the attitudes, beliefs and values of the other people, approves their ideas even if he/she does not adopt those ideas (Drory & Zaidman, 2007; DuBrin, 2011). On the other hand, it is considered that the success of this tactic will be high if there are many similarities between two individuals in terms of attitudes and behaviors (Rosenfeld et al., 2002).

Self-promotion is a tactic of individuals constantly emphasizing and telling the successful results they have achieved to those around them, often in exaggerated ways, in order to create a talented personality image (Bolino & Turnley, 1999). Thus, although the individual is aware of his/her weaknesses, he/she tries to highlight his/her strengths, personal knowledge and abilities. It is a tactic frequently used by individuals who aim to be accepted in their environment, to be in a good position, and to gain respect by being perceived by others as knowledgeable and talented. However, it is also stated that this tactic is mostly used by lower-level employees who do not have management power to create the impression that they deserve, to be promoted towards their superiors (Drory & Zaidman, 2007; Liden & Mitchell, 1988).

Exemplification suggests that when the individual tries to create an honest impression he/she spends effort to set an example for others by doing his/her best since the purpose of managing impressions is to try to reflect a positive image. For example, the individual comes to work early, works till late hours, does not go on vacation, volunteers for the most difficult tasks and does everything he/she can in order to help others (Leary, 1996; Schutz, 1998). Thus, these behaviors enable the individual to have the impression of being a desired, admired and exemplary employee and they create a positive perception within the organization.

Threatening/Intimidation is generally used by the superiors (Crane & Crane, 2002). It is known as influencing other people to behave in a desired way. This tactic is used to increase the superior's power or get the superior's wishes done, by creating a threatening image on others. For example, in the work environment, supervisors or managers can ensure that their orders and requests are carried out by intimidating or threatening with rewards and punishments. In this sense, some people may want to be

perceived as someone who is feared, harsh, frightening and threatening since it will serve their own interests in the best way (Leary, 1996).

Supplication tactic is used by individuals who aim to make others feel sorry for them by revealing their weaknesses and shortcomings. Therefore, they get rid of some responsibilities and heavy work. It is likely that employees who rely on others for help and whose competencies are too weak to handle many tasks, will not be assigned for important and difficult tasks. For this reason, individuals who want to avoid certain tasks and responsibilities can reduce the others' expectations by using the supplication tactic. With this tactic, people highlight their own weaknesses and shortcomings, aiming to activate others' feelings of pity and thus receive the help, protection and support they want from them. It is also used to defend oneself to get rid of some heavy responsibilities and to provide justification for possible failures (Bozkurt Yıldırım, 2019).

Tedeschi & Melburg (1984) stated that impression management strategies can be short-term or long-term, triggering or defensive. Some researchers have also focused on whom impression management targets. For example, Wayne and Ferris (1990) stated that impression management behaviors can be directed towards oneself, one's manager or one's job. Manager-focused strategies include behaviors and expressions directed at the manager. Such behaviors try to make the manager see the employee as more likable and largely involve the "self-liking" strategy, which is mentioned above. Strategies that focus on the person himself/herself consist of behaviors designed to emphasize what a good, kind person he/she is and may include strategies of "showing exemplary behavior" in various aspects. Job-focused strategies include statements and behaviors that emphasize the positive aspects of the employee's job performance. Therefore, these behaviors are designed to make the employee appear more competent (Bingöl, Yaşın & Dalmış, 2022).

Organizational Impression Management

People who have various relationships in organizational environments leave certain impressions on others around them. These impressions created on other people play an important role in the judgements, evaluations and decisions about the individuals. In this sense, it is deduced that people who are closely interested in how others perceive and evaluate them, often try to influence the processes in which others form impressions about them. People avoid being perceived negatively by other people and generally want to be perceived positively (Leary, 1996). In this respect, people who are interested in what people around them think about them, shape their own behavior in order to create various impressions. People make these attempts not only to protect or strengthen themselves, but also to receive more social rewards or less social punishment from important people around them (Jones, 1990). In this regard, it is an inevitable behavior for people to try to control various impressions created about them (Çetin & Basım, 2010).

Considering that the process of social exchange inevitably occurs in business life, it is normal for people to foresee that they can increase their earnings in this exchange by engaging in behaviors related to impression management (Özdevecioğlu & Erdem, 2008). As in all social structures, the majority of individuals in organizations are interested in what others think about them. Likewise, managers use impression management tactics to influence employees in the organization and direct them towards the goals of the organization (Gardner & Avolio, 1998). The impressions about an individual's organizational life constitute great importance in terms of his/her career, including recruitment, promotion, remuneration, and performance evaluation follow-up. Making a positive impression on others, especially on the superiors, means achieving positive results in organizational life. In this context, it is understood that people need to manage the process effectively in order to create a positive impression (Tabak et al., 2010). For these reasons, in the workplace, employees frequently use impression management tactics in order to create a desired working environment and achieve the desired task, receive positive feedback regarding performance and gain valuable rewards (Bektaş & Karagöz, 2018).

In previous researches on organizational level, the impression management behaviors of individuals have been examined in the organizational context such as leader-member exchange, job interviews, performance evaluation and career (Bozeman & Kacmar, 1997). In addition, the use of impression management tactics to create an organizational image in organizations have been researched (Bolino et al., 2016). Just as individuals use impression management tactics to influence others' perceptions of themselves, organizational representatives and spokespersons use impression management tactics to influence the way that others consider the organization as a whole. Organizational impression management is defined as any action that is deliberately designed and carried out to influence the target audience's perceptions about the organization (Tamer & Uzun, 2023).

Method

The motivation of the current study is to research insurance sector employees' attitudes towards impression management. Insurance sector urges employees to create impression on potential and current customers in order to convince them to sign up for new insurances, in addition to continuing their current insurances. Furthermore, the sector urges employees to manage their impressions towards their managers since they earn extra salary as they increase their insurance deals with customers. In this sense, the employees feel obliged to create necessary impressions on both customers, in order to make deals, and on managers, in order to convince them that they are really successful in convincing customers to make insurance deals. Furthermore, the impressions that they want to create on customers may differ according to their demographic characteristics such as age, marital status and gender. This is to say that, while younger employees prefer to create a vivid and active impression, the older employees may prefer to create an impression that is more mature and confident. In addition, female employees may prefer to create an impression that is cheerful and convincing, while male employees prefer to create an impression that is more serious.

Because of the fact that it is not possible to extend the research to all insurance sector employees, the employees in Osmangazi District, city of Bursa, Türkiye, is defined as sample. In Bursa city Osmangazi District, there the approximate number of insurance sector employees is around 400. Therefore, with regard to 5% error margin and 95% reliability level, the sample number is defined as 80.

Findings

The survey form that is structured in the scope of the research consists demographic questions and "Impression Management Scale" that is developed by Bozkurt Yıldırım (2019). The forms are delivered to the employees via e-mail. 134 employees participated the survey and the data that was gathered from the participants was analysed via SPSS 22.0 package programme. The reliability finding of Impression Management Scale (Table 1) is ,996.

Table 1. Reliability Test

Impression Management Scale 16 items	Cronbach's Alpha Value ,996
---	--------------------------------

As for demographical findings (Table 2), 61 (45,5%) participants are women, 73 (54,5%) participants are men. In terms of marital status, 69 (51,5%) participants are married and 65 (48,5%) participants are single. As for age groups, 31 (23,1%) participants are in 18-29 age group, 50 (37,3%) participants are in 30-39 age group, 46 (34,3%) participants are in 40-49 age group and 7 (5,2%) participants are in 50-59 age group. In terms of experience, 31 (23,1%) participants have 0-5 years

experience, 50 (37,3%) participants have 6-10 years experience, 46 (34,3%) participants have 11-15 years experience and 7 (5,2%) participants have 16-20 years experience.

Table 2. Demographical Findings

Gender:	Women	Men			
	61 (45,5%)	73 (54,5%)			
Marital status:	Married	Single			
	69 (%51,5%)	65 (48,5%)			
Age:	18-29	30-39	40-49	50-59	
	31 (23,1%)	50 (37,3%)	46 (34,3%)	7 (5,2%)	
Experience:	0-5 years	6-10 years	11-15 years	16-20 years	21+ years
	31 (23,1%)	50 (37,3%)	46 (34,3%)	7 (5,2%)	-

The original Impression Management Scale has 4 dimensions and these are *camouflage*, *curry favor*, *protect image* and *intimidation*. The items of the scale are sorted accordingly. In this sense, in the current study the survey is applied to the participants according to those dimensions and comparative statistics tests are analysed according to these dimensions. Since the distribution of data is not normal according to the normality (Kolmogorov-Smirnov) test results, Mann-Whitney U test and Kruskal-Wallis test, which are non-parametric, were used in addition to descriptive analysis test.

Hypothesis

H₀: There is no statistically significant difference between the socio-demographic (gender, marital status, age, experience) characteristics of insurance agency employees and their attitudes towards impression management. $H_0: \mu_1 > \mu_2$

H₁: There is a statistically significant difference between the socio-demographic (gender, marital status, age, experience) characteristics of insurance agency employees and their attitudes towards impression management. $H_1: \mu_1 > \mu_2$

H₂: There is a statistically significant difference between gender characteristics of insurance agency employees and their attitudes towards impression management. $H_2: \mu_1 > \mu_2$

H₃: There is a statistically significant difference between marital status characteristics of insurance agency employees and their attitudes towards impression management. $H_3: \mu_1 > \mu_2$

H₄: There is a statistically significant difference between age characteristics of insurance agency employees and their attitudes towards impression management. $H_4: \mu_1 > \mu_2$

H₅: There is a statistically significant difference between experience characteristics of insurance agency employees and their attitudes towards impression management. $H_5: \mu_1 > \mu_2$

Descriptive Statistics

The descriptive statistics (Table 3) results of the Impression Management Scale show that the most important item according to the participants is item 3 "I can get people to do my work-related requests by expressing my closeness to the boss or important people" and item 4 "I intimidate at work by making sure I look more serious and stern than usual" with averages of 3,2761. Secondly, there is the idea "I make my colleagues beware of me by emphasizing (using) my authority, position and power

at work” which is item 1, with an average of 3,2164. In the third place, there is the idea “When I encounter a task that I do not know, I can act as if I know it, thinking that I will learn it anyway”, which is item 15, with an average of 3,1642.

In this frame, it can be inferred that according to the the participants drawing an impression as strong, professional, serious, confident and hard-working is really crucial. In this sense, it can also be deduced that they can do anything in order to be succesful in their work lives and they adopt machiavelistic behavior.

As for the least important item for the participants, it is item 6, “I often praise the accomplishments of my colleagues to make them think I am a good person”, with an average of 2,8358.

In this frame, it can be inferred that the participants do not have any concerns about creating an impression that demonstrates them as naive and full of good intentions towards others. Instead, as afore mentioned, they focus on drawing an image that demonstrates them as strong.

Table 3. Descriptive Statistics

Items		Totally Disagree	Disagree	Neutral	Agree	Totally Agree	\bar{x}	SD
1. I make my colleagues beware of me by emphasizing (using) my authority, position and power at work.	fi	14	47	-	42	31	3,2164	1,40548
	Y.fi	10,4	35,1	-	31,3	23,1		
2. I use as big an office and flashy office supplies and furniture as I can to make people think that I am an important person.	fi	26	35	7	35	31	3,0746	1,49499
	Y.fi	19,4	26,1	5,2	26,1	23,1		
3. I can get people to do my work-related requests by expressing my closeness to the boss or important people.	fi	14	46	1	35	38	3,2761	1,44780
	Y.fi	10,4	34,3	,7	26,1	28,4		
4. I intimidate at work by making sure I look more serious and stern than usual.	fi	7	53	1	42	31	3,2761	1,33429
	Y.fi	5,2	39,6	,7	31,3	23,1		
5. I sometimes intimidate my colleagues, either explicitly or by implication, in order to get them to behave in the desired way.	fi	25	36	-	42	31	3,1343	1,50083
	Y.fi	18,7	26,9	-	31,3	23,1		
6. I often praise the accomplishments of my colleagues to make them think I am a good person.	fi	33	28	16	42	15	2,8358	1,39383
	Y.fi	24,6	20,9	11,9	31,3	11,2		
7. In order to make people like me, I show kindness at work, compliment others, and remember special days.	fi	32	28	1	42	31	3,0896	1,55337
	Y.fi	23,9	20,9	,7	31,3	23,1		
8. I can provide special assistance to my colleagues (such as lending money, favoritism and protection) to show that I am a friend.	fi	14	46	8	51	15	3,0522	1,26442
	Y.fi	10,4	34,3	6,0	38,1	11,2		

9. I act obediently and respectfully towards my colleagues (superiors and colleagues) in order to be appreciated.	fi	25	36	-	51	22	3,0672	1,43636
	Y.fi	18,7	26,9	-	38,1	16,4		
10. To show that I am committed to work, I try to arrive at work before everyone else and leave later than everyone else.	fi	8	53	9	42	22	3,1269	1,26504
	Y.fi	6,0	39,6	6,7	31,3	16,4		
11. If any work fails, I try to protect my image by stating that others had a share in it.	fi	25	36	-	58	15	3,0149	1,38186
	Y.fi	18,7	26,9	-	43,3	11,2		
12. When I make a mistake, I always have excuses for it.	fi	32	28	17	26	31	2,9701	1,51653
	Y.fi	23,9	20,9	12,7	19,4	23,1		
13. I may pretend not to know a task or responsibility I don't like in order to avoid it.	fi	14	47	9	33	31	3,1493	1,39012
	Y.fi	10,4	35,1	6,7	24,6	23,1		
14. I do my best to prevent the issues I see as lacking in myself from being revealed.	fi	14	47	16	42	15	2,9776	1,24131
	Y.fi	10,4	35,1	11,9	31,3	11,2		
15. When I encounter a task that I do not know, I can act as if I know it, thinking that I will learn it anyway.	fi	14	47	7	35	31	3,1642	1,39383
	Y.fi	10,4	35,1	5,2	26,1	23,1		
16. I prefer to hide some of my habits (such as smoking) to avoid being shamed by people.	fi	7	54	7	51	15	3,0970	1,20069
	Y.fi	5,2	40,3	5,2	38,1	11,2		

*fi: Data frequency

*Y.fi: Frequency value percent

*STD: Standart deviation

Comparative Statistics

As mentioned in the data analysis section, the original Impression Management Scale has 4 dimensions and these are *camouflage*, *curry favor*, *protect image* and *intimidation*. In this sense, in the current study the survey is applied according to those dimensions and the comparative statistics are analysed according to these dimensions. Since the distribution of data is not normal according to the normality (Kolmogorov-Smirnov) test (Table 4), Mann-Whitney U test and Kruskal-Wallis test, which are non-parametric tests, were used to analyze if there was a statistically significant difference of the participants' answers according to their socio-demographic findings, in regard with the dimensions of the scale (Table 5). Findings show that, there is a statistically significant difference ($p < .05$) between gender, age and experience characteristics and *all dimensions*. Furthermore, it is also found that there is not a statistically significant difference ($p > .05$) between marital status characteristic and *all dimensions*.

Table 4. One Sample Kolmogorov-Smirnov Test

	Statistic	df	Sig.
Impression Management Scale	,239	134	,000

Table 5. Comparative Results

Variable	Dimension	Test	Statistics	P
Gender	Camouflage	Mann-Whitney U	,000	,000
	Curry favor		,000	,000
	Protect image		,000	,000
	Intimidation		,000	,000
Marital Status	Camouflage	Mann-Whitney U	2134,500	,621
	Curry favor		2044,000	,368
	Protect image		2100,500	,522
	Intimidation		2025,000	,318
Age	Camouflage	Kruskal-Wallis	17,125	,001
	Curry favor		14,394	,002
	Protect image		13,473	,004
	Intimidation		16,529	,001
Experience	Camouflage	Kruskal-Wallis	17,125	,001
	Curry favor		14,394	,002
	Protect image		13,473	,004
	Intimidation		16,529	,001

According to post-hoc tests, in the frame of gender characteristics the difference stems from male participants (Table 6). In this sense, it can be deduced that different genders pay different attention to impression management, in addition to their attitudes.

Table 6. Gender Post-Hoc Test

	Gender	N	Mean Rank	Sum of Ranks
Intimidation	women	61	31,00	1891,00
	men	73	98,00	7154,00
	Total	134		
Curry favor	women	61	31,00	1891,00
	men	73	98,00	7154,00
	Total	134		
Protect image	women	61	31,00	1891,00
	men	73	98,00	7154,00
	Total	134		
Camouflage	women	61	31,00	1891,00
	men	73	98,00	7154,00
	Total	134		

Furthermore, it is also found that in the frame of age characteristics the difference stems from 50-59 age group (Table 7), which implies that since this age group is about to retire, their attitudes towards impression management is different from other age groups.

Table 7. Age Post-Hoc Test

Sample1-Sample2	Test Statistic	Std.Error	Std.Test Statistic	Sig.	Adj.Sig.
50-59 30-39	45,190	15,200	2.973	,003	,018
50-59 40-49	46,848	15,281	3,066	,002	,013
50-59 18-29	62,919	15,762	3,992	,000	,000

Finally, in the frame experience characteristics (Table 8), it is revealed that the difference stems from 16-20 years experience. In this sense, it can be concluded that this age group has enough experience in the sector and their attitudes towards impression management is more mature and different from other groups.

Table 8. Experience Post-Hoc Test

Sample1-Sample2	Test Statistic	Std.Error	Std.Test Statistic	Sig.	Adj.Sig.
16-20 6-10	45,190	15,200	2.973	,003	,018
16-20 11-15	46,848	15,281	3,066	,002	,013
16-20 0-5	62,919	15,762	3,992	,000	,000

Hence, H₂ hypothesis, *There is statistically significant difference between gender characteristics of insurance agency employees and their attitudes towards impression management.* H₂: $\mu_1 > \mu_2$, is accepted.

H₃: *There is a statistically significant difference between marital status characteristics of insurance agency employees and their attitudes towards impression management.* H₃: $\mu_1 > \mu_2$, is rejected.

H₄: *There is a statistically significant difference between age characteristics of insurance agency employees and their attitudes towards impression management.* H₄: $\mu_1 > \mu_2$, is accepted.

H₅: *There is a statistically significant difference between experience characteristics of insurance agency employees and their attitudes towards impression management.* H₅: $\mu_1 > \mu_2$, is accepted.

Discussion

Individuals prefer to employ tactics of impression management in order to reach their expectations, such as obtaining more material and social benefits from the organization, having personal dignity and creating an identity that is accepted by everyone (Singh & Vinnicombe, 2001). Other people's perceptions and evaluations constitute importance. In accordance with their desire to achieve their goals, they use impression management tactics to create the image that they desire for themselves in order to impress target group. Impression management plays an active role in determining the

direction of social interaction (O’Callaghan & Doyle, 2001). Wherever there are people, there is also social interaction. For this reason, impression management behaviors are tools that help people socialize (Bektaş & Karagöz, 2018).

In the organizational context, individuals determine the impression management tactics that they plan to use according to the goal they want to achieve. For example, an individual who wants to have the promotion opportunity that he/she expects, may appear to his/her manager as someone who is committed to his job, he/she comes to work early and leaves the workplace after everyone else, participates in assigned tasks voluntarily in order to create the impression of high performance. However, while this situation will often help the individual achieve his/her goal, it can also bring about many problems in terms of his/her relationships with the co-workers since it is possible that he/she may be ostracized by the co-workers who are aware of his/her plan. In addition, it may negatively affect the attitudes of individuals who work really hard, but who do not prefer to show off with their efforts to the co-workers and the superiors (Bozkurt Yıldırım, 2019).

Conclusion

The aim of the current study is to research insurance agency employees’ attitudes towards impression management. As mentioned in the methodology section, insurance sector urges employees to create impression on potential and current customers in order to convince them to stay with their agency. In addition, the sector urges employees also to create positive, hard-working and reliable impressions on their managers since they have the chance of gaining extra wages as they increase their insurance deals with customers. In this sense, the employees feel obliged to create necessary impressions on both customers, in order to make deals, and on managers, in order to convince them that they are really reliable, hard-working successful in convincing customers to make insurance deals. Analysis results reveal that, there is a statistically significant difference ($p < 0.05$) between gender, age and experience characteristics and *all dimensions*. Furthermore, analysis results also reveal that there is not a statistically significant difference ($p > 0.05$) between marital status characteristic and *all dimensions*. In this context, it can be inferred that no matter they are married or single, the participants’ attitudes towards impression management can vary according to their gender, age and experience. This is to say that, women and men carry different characteristic qualities and therefore, the impressions that they want to display differs. Accordingly, as the participants grow older and gain experience, their visions and points of view change and they aim at drawing different impressions than before, when they were young.

In addition, it is deduced that drawing an impression as strong, professional, serious, confident and hard-working is really crucial for the participants. In this sense, it can also be inferred that they can do anything in order to be successful in their work lives and they can adopt machiavelistic behavior. Furthermore, it can be inferred that the participants do not have any concerns about creating an impression that demonstrates them as naive and full of good intentions towards others. Instead, as aforementioned, they focus on drawing an image that demonstrates them as strong.

Recommendations

Although there are researches on impression management in literature, there is almost no research on insurance agencies in the frame of impression management. This situation constitutes a limitation for the current study. In this sense, the current study is expected to shed light to both researchers for their future researches and to professionals in the sector. On the other hand, different samples should be researched in order to draw a statistical frame for each sector in the context of impression management.

On the other hand, when compared to other studies on impression management, Bingöl et al., (2022) conducted a research on civil servants at different levels working in three different public

institutions in Ankara and they found that impression management strategies have a statistically significant and positive effect on social loafing behavior at different levels.

In another research, Bektaş and Karagöz (2018), conducted a research on the mediating role of social aspect anxiety in the effects of impression management behavior on staff's work engagement in Antalya. Survey method was used as data collection tool. According to the results, social aspect anxiety has a full mediating role on the relationship between impression management and work engagement.

Disclosure Statements

1. Declaration of the contribution of the researchers: Single-author, 100%

2. Conflict of interest: No potential conflict of interest was reported by the author.

3. Ethics Report: This research was approved by Bursa Technical University Research Ethics Committee dated and numbered 13.12.2023 E.25140.

4. Research Model: This study is a research article and SPSS 22.0 package programme was used for analysing the data. Reliability analysis, descriptive analysis, normality analysis and non-parametric comparative analysis are applied.

5. Disclosure: The scope of the research is to reveal the attitudes of employees, who work in insurance agencies, towards impression management.

TÜRKÇE SÜRÜM

Giriş

Bireylerin algılarını kendilerine yöneltme davranışları olarak tanımlanan izlenim yönetimi kavramı, uzun yıllardır psikoloji ve sosyal psikoloji alanında yaygın olarak ele alınmış ve dış görünüşle ilgili çabalar olarak açıklanmıştır. İzlenim yönetimi, ilk kez sosyolog Erving Goffman (1959) tarafından “Günlük Yaşamda Benliğin Sunumu” adlı kitabında sistematik olarak kullanılmış olup bireyin sosyal etkileşimlerde kendisi hakkındaki algılarını etkilemek amacıyla sergilediği davranışlar olarak tanımlanmıştır. Ayrıca günlük aktiviteleri yönlendirmek için sergilenen davranışlar kümesi olarak da tanımlanmaktadır (Rosenfeld vd., 2002). Goffman’a (1959) göre sosyal yaşamda insanların birbirlerine yaklaşımları çoğunlukla dış görünüşlerden etkilenmektedir. Her insanın birden fazla kimliği, yani kimlik repertuarı vardır ve birey, diğer kişinin durumuna veya koşullarına bağlı olarak bunlardan birini sergiler. Bu anlamda hayatı bir tiyatro sahnesine benzeten Goffman, bireyleri bu sahnede performans sergileyen aktörler olarak tanımlamıştır (Leary & Kowalski, 1990). Aynı dönemde sosyal psikolog Edward Jones da izlenim yönetimi üzerine çalışmalar yapmış ve bireylerin başkalarına ilişkin algılarının bir kısmının kendi inisiyatifleri tarafından belirlendiğini ortaya koymuştur (Bozkurt Yıldırım, 2019).

İzlenim yönetimi, bireylerin kendileri hakkındaki bilgileri manipüle ettiği bir süreçtir. Bu süreç, istenen bir imajın yaratılması ve sürdürülmesini içerir (Bolino vd., 2016). İzlenim yönetimini kullanan bireyler, kendileri hakkındaki bilgileri çarpıtır ve dolayısıyla başkalarının kendilerini istedikleri gibi algılamasını sağlarlar. Kişilik, bu süreci şekillendirmede önemli bir belirleyici olarak görülmektedir (Bratton ve Kacmar, 2004). Daha manipülatif veya görkemli özelliklere sahip bireylerin, yeteneklerini, beklentilerini ve hedeflerini etrafındakilere önyargılı bir şekilde sunmaları beklenebilir ve bu kişi bir örgütün çalışanı ise kariyer gelişimini yanıltıcı bir şekilde sürdürmesi beklenebilir. Bu özelliklere sahip çalışanlar, gerçeği çarpıtarak hem diğer çalışanların hem de işverenlerin gözünde istedikleri imajı yaratabilirler (Uslu & Terzi Çoban, 2022).

Amaç

Bu araştırmanın amacı, sigorta sektörü çalışanlarının izlenim yönetimine yönelik tutumlarını ortaya koymaktır. Sigorta sektörü, çalışanlarını mevcut sigortalarını devam ettirmenin yanı sıra yeni sigortalara kaydolmaları için ikna etmek amacıyla potansiyel ve mevcut müşteriler üzerinde izlenim yaratmaya teşvik etmektedir. Ayrıca sektör, müşterilerle yaptıkları sigorta anlaşmalarını artırdıkça ekstra maaş kazandıkları için çalışanlarını yöneticilerine karşı izlenimlerini yönetmeye teşvik etmektedir. Bu anlamda çalışanlar, anlaşma yapmak için müşteriler üzerinde ve müşterileri sigorta anlaşması yapmaya ikna etmede gerçekten başarılı olduklarına ikna etmek için yöneticiler üzerinde gerekli izlenimleri yaratmak zorunda hissetmektedirler. Ayrıca müşteriler üzerinde yaratmak istedikleri izlenimler, yaş, medeni durum ve cinsiyet gibi demografik özelliklerine bağlı olarak farklılık gösterebilmektedir.

Yöntem

Bu çalışmanın motivasyonu sigorta sektörü çalışanlarının izlenim yönetimine yönelik tutumlarını araştırmaktır. Yukarıda da bahsedildiği üzere, sigorta sektörü çalışanları müşteriler üzerinde belirli bir takım izlenimler yaratmak durumundadırlar ve yaratmak istedikleri izlenimler yaş, medeni durum ve cinsiyet gibi demografik özelliklerine göre farklılık gösterebilir. Yani, genç çalışanlar canlı ve aktif bir izlenim yaratmayı tercih ederken, yaşlı çalışanlar daha olgun ve kendine güvenen bir izlenim yaratmayı

tercih edebilir. Ayrıca, kadın çalışanlar neşeli ve ikna edici bir izlenim yaratmayı tercih edebilirken, erkek çalışanlar daha ciddi bir izlenim yaratmayı tercih edebilir.

Araştırmanın tüm sigorta sektörü çalışanlarına genişletilmesi mümkün olmadığından, Türkiye'nin Bursa ili Osmangazi ilçesindeki çalışanlar örneklem olarak tanımlanmıştır. Bursa ili Osmangazi ilçesinde sigorta sektörü çalışanlarının yaklaşık sayısı 400 civarındadır. Bu nedenle, %5 hata payı ve %95 güvenilirlik düzeyi dikkate alındığında, örneklem sayısı 80 olarak tanımlanmıştır. Araştırma kapsamında demografik sorulardan ve Bozkurt Yıldırım (2019) tarafından geliştirilen “İzlenim Yönetimi Ölçeği”nden oluşan bir anket formu hazırlanmıştır. Formlar çalışanlara e-posta yoluyla iletilmiştir. Ankete 134 çalışan katılmış olup katılımcılardan toplanan veriler SPSS 22.0 paket programı ile analiz edilmiştir.

Bulgular

Verilerin dağılımının normallik (Kolmogorov-Smirnov) testine göre (Tablo 4) normal olmaması nedeniyle, sosyo-demografik bulgulara göre katılımcıların yanıtlarının ölçeğin boyutları açısından istatistiksel olarak anlamlı bir farklılığının olup olmadığı parametrik olmayan testler olan Mann-Whitney U testi ve Kruskal-Wallis testi ile incelenmiştir (Tablo 5). Bulgular, cinsiyet, yaş ve deneyim özellikleri ile tüm boyutlar arasında istatistiksel olarak anlamlı bir fark olduğunu ($p < .05$) göstermektedir. Ayrıca medeni durum özelliği ile tüm boyutlar arasında istatistiksel olarak anlamlı bir fark olmadığı ($p > .05$) bulunmuştur.

Tablo 4. One Sample Kolmogorov-Smirnov Testi

	Statistic	df	Sig.
İzlenim Yönetimi Ölçeği	,239	134	,000

Tablo 5. Karşılaştırmalı İstatistikler Testi

Değişken	Boyut	Test	Statistics	p
<i>Cinsiyet</i>	Kamufle etme	Mann-Whitney U	,000	,000
	Yaranmaya çalışma		,000	,000
	İmajı koruma		,000	,000
	Gözdağı verme		,000	,000
<i>Medeni Durum</i>	Kamufle etme	Mann-Whitney U	2134,500	,621
	Yaranmaya çalışma		2044,000	,368
	İmajı koruma		2100,500	,522
	Gözdağı verme		2025,000	,318
<i>Yaş</i>	Kamufle etme	Kruskal-Wallis	17,125	,001
	Yaranmaya çalışma		14,394	,002
	İmajı koruma		13,473	,004
	Gözdağı verme		16,529	,001
<i>Deneyim</i>	Kamufle etme	Kruskal-Wallis	17,125	,001
	Yaranmaya çalışma		14,394	,002
	İmajı koruma		13,473	,004
	Gözdağı verme		16,529	,001

Post-hoc testlere göre, cinsiyet özellikleri çerçevesinde fark, erkek katılımcılardan kaynaklanmaktadır (Tablo 6). Bu anlamda, farklı cinsiyetlerin tutumlarının yanı sıra izlenim yönetimine de farklı önem verdikleri sonucuna varılabilir.

Tablo 6. Cinsiyet Post-Hoc Testi

	Cinsiyet	N	Mean Rank	Sum of Ranks
Gözdağı verme	kadın	61	31,00	1891,00
	erkek	73	98,00	7154,00
	Total	134		
Yaranmaya çalışma	kadın	61	31,00	1891,00
	erkek	73	98,00	7154,00
	Total	134		
İmajı koruma	kadın	61	31,00	1891,00
	erkek	73	98,00	7154,00
	Total	134		
Kamufle etme	kadın	61	31,00	1891,00
	erkek	73	98,00	7154,00
	Total	134		

Ayrıca yaş özellikleri çerçevesinde farklılığın 50-59 yaş grubundan kaynaklandığı görülmektedir (Tablo 7). Bu durum, bu yaş grubunun emeklilik dönemine girmesi nedeniyle izlenim yönetimine ilişkin tutumlarının diğer yaş gruplarından farklı olduğu anlamına gelmektedir.

Tablo 7. Yaş Post-Hoc Testi

Sample1-Sample2	Test Statistic	Std.Error	Std.Test Statistic	Sig.	Adj.Sig.
50-59 30-39	45,190	15,200	2,973	,003	,018
50-59 40-49	46,848	15,281	3,066	,002	,013
50-59 18-29	62,919	15,762	3,992	,000	,000

Son olarak, deneyim özelliklerinde (Tablo 8), farkın 16-20 yıllık deneyi olan gruptan kaynaklandığı görülmektedir. Bu anlamda, bu yaş grubunun sektörde yeterli deneyime sahip olduğu ve izlenim yönetimine yönelik tutumlarının diğer gruplardan daha olgun ve farklı olduğu sonucuna varılabilir.

Tablo 8. Deneyim Post-Hoc Testi

Sample1-Sample2	Test Statistic	Std.Error	Std.Test Statistic	Sig.	Adj.Sig.
16-20 6-10	45,190	15,200	2,973	,003	,018
16-20 11-15	46,848	15,281	3,066	,002	,013
16-20 0-5	62,919	15,762	3,992	,000	,000

Bu nedenle, H2 hipotezi, *Sigorta acentelerinde çalışanların cinsiyet özellikleri ile izlenim yönetimine yönelik tutumları arasında istatistiksel olarak anlamlı bir fark vardır. H2: $\mu_1 > \mu_2$, kabul edilmiştir.*

H3: *Sigorta acentelerinde çalışanların medeni durum özellikleri ile izlenim yönetimine yönelik tutumları arasında istatistiksel olarak anlamlı bir fark vardır. H3: $\mu_1 > \mu_2$, reddedilir.*

H4: *Sigorta acentelerinde çalışanların yaş özellikleri ile izlenim yönetimine yönelik tutumları arasında istatistiksel olarak anlamlı bir fark vardır. H4: $\mu_1 > \mu_2$, kabul edilir.*

H5: *Sigorta acentelerinde çalışanların deneyim özellikleri ile izlenim yönetimine yönelik tutumları arasında istatistiksel olarak anlamlı bir fark vardır. H5: $\mu_1 > \mu_2$, kabul edilir.*

Tartışma

Bireyler, örgütten daha fazla maddi ve sosyal fayda elde etmek, kişisel onur sahibi olmak ve herkes tarafından kabul gören bir kimlik yaratmak gibi beklentilerine ulaşmak için izlenim yönetimi taktiklerini kullanmayı tercih ederler (Singh ve Vinnicombe, 2001). Diğer insanların algıları ve değerlendirmeleri önem teşkil eder. Hedeflerine ulaşma istekleri doğrultusunda, hedef grubu etkilemek için kendileri için arzu ettikleri imajı yaratmak amacıyla izlenim yönetimi taktiklerini kullanırlar. İzlenim yönetimi, sosyal etkileşimin yönünü belirlemede etkin bir rol oynar (O'Callaghan ve Doyle, 2001). İnsanların olduğu her yerde sosyal etkileşim de vardır. Bu nedenle izlenim yönetimi davranışları, insanların sosyalleşmesine yardımcı olan araçlardır (Bektaş ve Karagöz, 2018).

Örgütsel bağlamda, bireyler ulaşmak istedikleri hedefe göre kullanmayı planladıkları izlenim yönetimi taktiklerini belirlerler. Örneğin, beklediği terfi fırsatını elde etmek isteyen bir birey, yöneticisine işine bağlı biri olarak görünebilir, işe erken gelip herkesten sonra işyerinden ayrılabilir, yüksek performans izlenimi yaratmak için verilen görevlere gönüllü olarak katılabilir. Ancak bu durum çoğu zaman bireyin hedefine ulaşmasına yardımcı olurken, planından haberdar olan çalışma arkadaşları tarafından dışlanması olasılığı bulunduğundan, iş arkadaşlarıyla ilişkileri açısından birçok sorunu da beraberinde getirebilir. Ayrıca, çok çalışan ancak emeklerini çalışma arkadaşlarına ve üstlerine göstermeyi tercih etmeyen bireylerin tutumlarını olumsuz etkileyebilir (Bozkurt Yıldırım, 2019).

Sonuç

Bu çalışmanın amacı sigorta acenteleri çalışanlarının izlenim yönetimine yönelik tutumlarını araştırmaktır. Yöntem bölümünde belirtildiği gibi sigorta sektörü, çalışanlarını potansiyel ve mevcut müşteriler üzerinde izlenim yaratmaya teşvik ederek, onları acentelerinde kalmaya ikna etmeye çalışmaktadır. Ayrıca sektör, çalışanlarını, müşterilerle yaptıkları sigorta anlaşmalarını artırdıkça ekstra ücret kazanma şansları olduğundan, yöneticileri üzerinde de olumlu, çalışkan ve güvenilir izlenimler yaratmaya teşvik etmektedir. Bu anlamda, çalışanlar hem anlaşma yapmak için müşteriler üzerinde, hem de müşterileri sigorta anlaşması yapmaya ikna etmede gerçekten güvenilir, çalışkan ve başarılı olduklarına ikna etmek için yöneticiler üzerinde gerekli izlenimleri yaratmak zorunda hissetmektedirler.

Analiz sonuçları, cinsiyet, yaş ve deneyim özellikleri ile tüm boyutlar arasında istatistiksel olarak anlamlı bir fark olduğunu ($p < .05$) ortaya koymaktadır. Ayrıca, analiz sonuçları, medeni durum özelliği ile tüm boyutlar arasında istatistiksel olarak anlamlı bir fark olmadığını ($p > .05$) da ortaya koymaktadır. Bu bağlamda, evli veya bekar olmaları fark etmeksizin, katılımcıların izlenim yönetimine yönelik tutumlarının cinsiyetlerine, yaşlarına ve deneyimlerine göre değişebileceği sonucuna varılabilir. Yani kadınlar ve erkekler farklı karakteristik özelliklere sahiptir ve bu nedenle sergilemek istedikleri izlenimler de farklılık göstermektedir. Buna göre, katılımcılar yaşlandıkça ve deneyim kazandıkça

vizyonları ve bakış açıları değişmekte ve gençken olduğundan farklı izlenimler edinmeyi hedeflemektedirler.

Ayrıca, güçlü, profesyonel, ciddi, kendine güvenen ve çalışkan olarak bir izlenim edinmenin katılımcılar için gerçekten çok önemli olduğu sonucuna varılmıştır. Bu anlamda, iş hayatlarında başarılı olmak için her şeyi yapabilecekleri ve makyavelist davranışlar sergileyebilecekleri sonucuna da varılabilir. Ayrıca, katılımcıların kendilerini başkalarına karşı saf ve iyi niyetli olarak gösteren bir izlenim yaratma konusunda herhangi bir kaygı duymadıkları, bunun yerine, daha önce de belirtildiği gibi, kendilerini güçlü olarak gösteren bir imaj çizmeye odaklandıkları sonucuna varılabilir.

Öneriler

Literatürde izlenim yönetimi ile ilgili araştırmalar olmasına rağmen, izlenim yönetimi çerçevesinde sigorta acenteleri ile ilgili neredeyse hiç araştırma bulunmamaktadır. Bu durum mevcut çalışma için bir sınırlılık oluşturmaktadır. Bu anlamda mevcut çalışmanın hem araştırmacılara gelecekteki araştırmaları için hem de sektördeki profesyonellere ışık tutması beklenmektedir. Öte yandan, izlenim yönetimi bağlamında her sektör için istatistiksel bir çerçeve çizilebilir amacıyla farklı örneklemeler araştırılmalıdır.

Öte yandan, izlenim yönetimi ile ilgili diğer çalışmalarla karşılaştırıldığında, Bingöl, Yaşın ve Dalmış (2022) Ankara’da üç farklı kamu kurumunda çalışan farklı kademelerdeki memurlar üzerinde bir araştırma yapmışlar ve izlenim yönetimi stratejilerinin farklı kademelerde sosyal kaytarma davranışı üzerinde istatistiksel olarak anlamlı ve pozitif bir etkiye sahip olduğunu bulmuşlardır.

Başka bir araştırmada, Bektaş ve Karagöz (2018), Antalya’da izlenim yönetimi davranışının çalışanların işe bağlılığı üzerindeki etkilerinde sosyal yön kaygısının aracılık rolünü araştırmışlardır. Veri toplama aracı olarak anket yöntemi kullanılmıştır. Sonuçlara göre, sosyal yön kaygısının, izlenim yönetimi ile işe bağlılık arasındaki ilişkide tam aracılık rolü bulunmaktadır.

Beyan ve Açıklamalar

- 1. Araştırmacıların katkı oranı beyanı:** Tek yazar, katkı oranı %100.
- 2. Çıkar çatışması:** Herhangi bir çıkar çatışması bulunmamaktadır.
- 3. Etik Raporu:** Bu çalışma Bursa Teknik Üniversitesi Araştırma Etik Kurulu tarafından 13.12.2023 tarihinde E.25140 sayı no. ile onaylanmıştır.
- 4. Araştırmanın Modeli:** Bu araştırma makalesinde verileri analiz etmek için 22.0 paket programı kullanılmıştır. Güvenilirlik analizi, betimsel analizler, normallik analizi ve karşılaştırmalı analizler yapılmıştır.
- 5. Bilgilendirme:** Bu çalışma araştırma makalesi olarak hazırlanmıştır.

References

- Acar E. & Karavelioğlu, M.B. (2022). Beden eğitimi ve spor öğretmenlerinin kişilik özellikleri ve izlenim yönetimi arasındaki ilişki. *Gaziantep Üniversitesi Spor Bilimleri Dergisi*, 7(2), 108-127. <https://doi.org/10.31680/gaunjss.1078326>.
- Bektaş, M. & Karagöz, Ş. (2018). İzlenim yönetimi davranışının işe tutkunluğa etkisinde sosyal görünüş kaygısının aracılık rolü. *Sosyal Araştırmalar ve Davranış Bilimleri Dergisi*, 4(6), 275-299.
- Bingöl, D., Yaşın, T. & Dalmış, A.B. (2022). Kamu kurumu çalışanlarında izlenim yönetimi stratejilerinin sosyal kaytarma üzerine etkisi. *Üçüncü Sektör Sosyal Ekonomi Dergisi*, 57(3), 1611-1622. <https://oi.org/10.15659/3.sektor-sosyal-ekonomi.22.07.1862>.
- Bolino, M. & Turnley, W. (1999). Measuring impression management in organizations: A scale development based on the Jones and Pittman taxonomy. *Organizational Research Methods*, 2(2), 187-206. <https://doi.org/10.1177/109442819922005>.
- Bolino, M. C., Kacmar, K. M., Turnley, W. H. & Gilstrap, J. B. (2008). A multi-level review of impression management motives and behaviors. *Journal of Management*, 34(6), 1080-1109. <https://doi.org/10.1177/0149206308324325>.
- Bolino, M., Long, D. & Turnley, W. (2016). Impression management in organizations: Critical questions, answers, and areas for future research. *Annual Review Organizational Psychology and Organizational Behavior*, 3, 377-406. <https://doi.org/10.1146/annurev-orgpsych-041015-062337>.
- Bozeman, D.P. & Kacmar, K.M. (1997). A cybernetic model of impression management processes in organizations. *Organizational Behavior and Human Decision Processes*, 69(1), 9-30. <https://doi.org/10.1006/obhd.1996.2669>.
- Bozkurt Yıldırım, H. (2019). *İzlenim yönetimi taktikleri ve Türkiye bağlamında bir ölçek geliştirme çalışması*. (Published PhD dissertation). T.C. Kütahya Dumlupınar University, Social Sciences Institute, Kütahya.
- Bratton, V.K. & Kacmar, K.M. (2004). *The dark side of organizational behavior*. In O'Leary-Kelly, A. & Griffin, R. W. (Eds). *Extreme careerism: The dark side of impression* (p.291- 308). United States of America: John Wiley & Sons.
- Crane, E. & Crane, F. (2002). Usage and effectiveness of impression management strategies in organizational settings. *Journal of Group Psychotherapy, Psychodrama, & Sociometry*, 55(1), 25-34. <https://doi.org/10.3200/JGPP.55.1.25-34>.
- Çetin, F. & Basım, H.N. (2010). İzlenim yönetimi taktiklerinde öz yeterlilik algısının rolü. *Erciyes Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 255-269.
- Demiral, Ö. (2016). İzlenim yönetiminin olumsuz örgütsel sonuçlara etkisi ve performans değerlemenin aracılık rolü: Türkiye'deki lider şirketlerden ampirik bulgular. *Ömer Halisdemir Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 9(1), 43-66.
- Dillard, C., Browning, L.D., Sitkin, S.B. & Sutcliffe, K.M. (2000). Impression management and the use of procedures at the Ritz-Carlton: Moral standards and dramaturgical discipline. *Communication Studies*, 51(4), 404-414. <https://doi.org/10.1080/10510970009388534>.

Drory, A. & Zaidman, N. (2007). Impression management behavior: Effects of the organizational system. *Journal of Managerial Psychology*, 22(3), 290-308.

DuBrin, A. (2011). *Human relations for career and personal success: Concepts, applications, and skills*. Prentice Hall: Pearson. <https://doi.org/10.1108/02683940710733106>.

Gardner, W. & Avolio, B. (1998). The charismatic relationship: A dramaturgical perspective. *Academy of Management Review*, 23(1), 32–58. <https://doi.org/10.2307/259098>.

Goffman, E. (1959). *The presentation of self in everyday life*. Dell Publishing Group.

Jones, E. E. (1990). *Interpersonal perception*. New York: W.H. Freeman and Company.

Jones E.E. & Pittman T. (1982). *Toward a general theory of strategic self-presentation*. In *Psychological Perspectives on the Self*. (Ed. J. Suls). pp. 231–262. Hillsdale: Lawrence Erlbaum Assoc.

Leary, M. R. (1996). *Self-presentation, impression management and interpersonal behavior*. Oxford: Westview Press, 264.

Leary, M. & Kowalski, R. (1990). Impression management: A literature review and two-component model. *Psychological Bulletin*, 107(1), 34-47. <https://doi.org/10.1037/0033-2909.107.1.34>.

Liden, R. & Mitchell, T. (1988). Ingratiation behaviors in organizational settings. *Academy of Management Review*, 13(4), 572- 587. <https://doi.org/10.2307/258376>.

O’Callaghan, F. & Doyle, J. (2001). What is the role of impression management in adolescent cigarette smoking? *Journal of Substance Abuse*, 13(4), 459-470. [https://doi.org/10.1016/S0899-3289\(01\)00089-X](https://doi.org/10.1016/S0899-3289(01)00089-X).

Özdemir, N. (2006). *Sanal topluluklarda izlenimi yönetme* (Unpublished dissertation). Ankara University Social Sciences Institute, Ankara.

Özdevecioğlu, M. & Erdem, F. S. (2008). İzlenim yönetimi davranışı: Örgütsel açıdan teorik çerçeve. in Mahmut Özdevecioğlu ve Himmet Karadal (Ed.s). *Örgütsel davranışta seçme konular: organizasyonların karanlık yönleri ve verimlilik azaltıcı davranışlar*. İlke Yayınevi, Ankara.

Rosenfeld, P., Giacalone, R. A. & Riordan, C. A. (2002). *Impression management: Building and enhancing reputations at work*. Thomson Learning.

Schutz, A. (1998). Assertive, offensive, protective and defensive styles of self-presentation: A taxonomy. *The Journal of Psychology*, 132(6), 6. <https://doi.org/10.1080/00223989809599293>.

Tabak, A., Basım, H. N., Tatar, İ. & Çetin, F. (2010). İzlenim yönetimi taktiklerinde beş faktör kişilik özelliklerinin rolü: Savunma sanayiinde bir araştırma. *Ege Akademik Bakış*, 10(2), 539-557. <https://doi.org/10.21121/eab.2010219635>.

Tamer, E. T. & Uzun, H. (2023). Beş yıldızlı otel işletmelerinin misyon ve vizyon beyanlarının izlenim yönetimi stratejileri kapsamında incelenmesi. *Dumlupınar Üniversitesi Sosyal Bilimler Dergisi*, 77, 201-218. <https://doi.org/10.51290/dpusbe.1291195>.

Tedeschi, J. T. & Melburg, V. (1984). Impression management and influence in the organization. *Research in the sociology of organizations*, 3, 31-58.

Uslu, O. & Terzi Çoban, D. (2022). Kariyerist eğilimlerin izlenim yönetimi taktikleri ile ilişkilerinde karanlık kişilik özelliklerinin düzenleyici rolü. *Afyon Kocatepe Üniversitesi Sosyal Bilimler Dergisi*, 24(4), 1417-1432. <https://doi.org/10.32709/akusosbil.1027016>.

Signh, V. & Vinnicombe, S. (2001). Impression management, commitment and gender: Managing others' good opinions. *European Management Journal*, 19(2), 183- 194. [https://doi.org/10.1016/S0263-2373\(00\)00093-1](https://doi.org/10.1016/S0263-2373(00)00093-1).

Spear, S. (2017). Impression management activity in vision, mission, and values statements: A comparison of commercial and charitable organizations. *International Studies of Management & Organization*, 4,. 159- 175. <https://doi.org/10.1080/00208825.2017.1256165>.

Spear, S. & Roper, S. (2013). Using corporate stories to build the corporate brand: An impression management perspective. *Journal of Product & Brand Management*, 22(7), 491-501. <https://doi.org/10.1108/JPBM-09-2013-0387>.

Wayne, S. J., & Ferris, G. R. (1990). Influence tactics, affect, and exchange quality in supervisorsubordinate interactions: A laboratory experiment and field study. *Journal of applied psychology*, 75(5), 487. <https://doi.org/10.1037/0021-9010.75.5.487>.

Yılmaz, O.D. (2014). Perception of organizational politics and impression management behaviors: A tourism industry perspective. *Global Journal of Business and Social Science*, 1(7), 98–109.