The impact of impression management strategies on service quality: Applied research in a sample of oil companies

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Abstract: The research aims to measure the impact of impression management strategies on service quality / applied research in a sample of oil companies, for the purpose of reaching inferences and conclusions that reflect the actual reality of the reflection of the strategies adopted by the Oil Projects Company in the quality of service from the point of view of the oil companies dealing with the company, and to make recommendations in an attempt Contributing to its improvement, since the sample of respondents from oil companies amounted to (293) persons directly related to dealing with the Oil Projects Company. Through e-mail and with the help of company officials and project managers, the statistical analysis program (SPSS V.24) was used.The research reached a number of conclusions, the most important of which is that the Oil Projects Company enjoys 'stimulating an impression and building a good impression', and that was through the respondents working in the oil companies that deal with it and added as a value to the company in front of the oil companies, and the research came out with several recommendations, the most important of which is the necessity of the company's commitment Projects with impression management strategies because of their impact on service quality through the sustainability of impression management strategies by following up on each project with the overall impression management strategies and continuously monitoring the impact of that on service quality.

Keywords: impression management strategies, service quality.

1. Introduction

Organizations, with their management and operations, try to control the general image to reach the desired image and meet the expectations of customers and how to maintain them, which is called impression management strategies, and we find it interacting with the quality of service to reach customer satisfaction. Therefore, the individual or organization wants to follow strategies that meet expectations from others. As for our research The current one has used two dimensions based on a study (Leary & Kowalski, 1990), which are accurate and comprehensive strategic dimensions represented by two strategies: (impression motivation strategy) and (impression construction strategy), and service quality is one of the main and important issues facing organizations in order to reach customer satisfaction. And meeting their requirements and since service quality does not mean following standards only, but reaching customer satisfaction and focusing on it is one of the most important principles of quality, and this can only be done by having strategies and policies followed by the company, and thus the research looks at impression management strategies as a mechanism through which service quality can be improved. The following tools were used to achieve the objectives of the research, namely: questionnaire list, statistical programs.

2. Methodology

2.1. Research problem

The Oil Projects Company, with its various formations, tries to provide services that achieve satisfaction for the beneficiary parties and the various stakeholders, but with the presence of bureaucratic restrictions on the procedures for implementing projects and providing services to the beneficiaries, as all the efforts made by the company are offset by the failure to conduct surveys for the transacting parties, especially the oil companies, as from It is not known the impression of the parties dealing with the company and its impact on the quality of service, and despite the fact that the Oil Projects Company obtained the "ISO9001:2015" certificate, as reaching customer satisfaction is one of the most important principles of quality, and this can only be done through the presence of strategies and policies that the company follows for the purpose of construction And motivation positive impressions, and from this point of view, the main research problem is united by a question (to what extent can adopting impression management strategies improve service quality?) and through this problem a number of research questions fall into my agency:

(1) What is the level of adoption of the impression management strategy by the surveyed companies? (2) What is the level of quality of service provided by the searched companies? (3) Is there an effect of the strategy of impression management on the companies surveyed?

2.2. Importance

The importance of the research is evident in two aspects, the first embodied in the link between the strategies of impression management through (construction strategy and motivation strategy) and the quality of service in the oil projects company, as the importance of this research stems from the researched variables because of the contributions it contains that can improve the management of the impression of the oil projects company and adopt Activating impression strategies and improving service quality.

While the second was embodied through its application in the Oil Projects Company because it is a well-established company and is the right arm in the Ministry of Oil, as surveys were conducted for the oil companies dealing with the company in question by knowing their opinions and knowledge about the level of impression management strategies in the Oil Projects Company and their impact on service quality and thus raising awareness And the awareness of the company's officials and employees, as well as evaluating the level of impression of the oil companies, which contributes to providing the best according to international standards and meeting the requirements of customers.

2.3. Objectives

1. Diagnose the level of impression management strategies in the company under study.
2. Determine the level of quality provided by the researched company.
3. To test the extent to which there is an effect between the strategies of impression management and the quality of service in the surveyed companies.

2.4. Sample

Figure (1) presents the hypothetical model of the research by dealing with the relationship between the main and sub-variables of the research, as the one-way arrow represents the effect relationship.
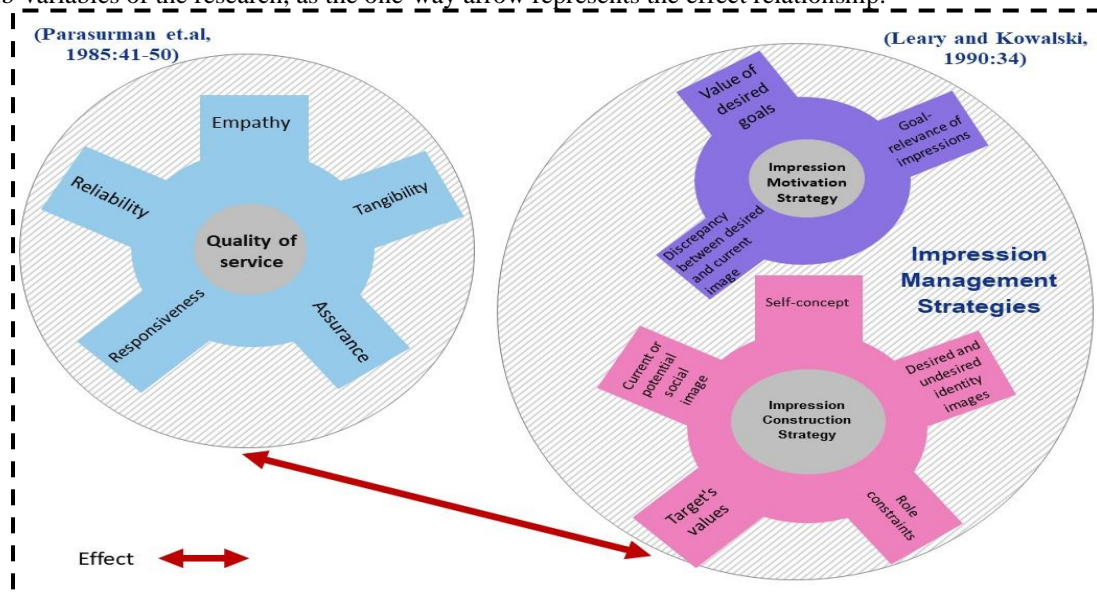

Figure (1) Hypothetical Model

2.5. Hypotheses

The research relied on a main hypothesis:

The main hypothesis: There is a positive, statistically significant effect of impression management strategies on service quality in its dimensions for the oil companies surveyed.

3. Theoretical background

3.1 Impression Management Strategies

3.1.1. Impression Management Concept

Between (1990: Leary and Kowalski) that impression management is a rational process in which the organization analyzes the differences between the current situation and the desired situation and then uses impression management to fill the gap, and by reviewing the aforementioned etiquette, we can see that impression management has gained a lot of attention and that many Of scholars have come to their own understanding of impression management, as there is no standard definition for impression management, but we can say that it is the person's attempt to influence the perception of his / her image, as the idea of impression management was first applied to face-to-face communication, but was subsequently expanded to be applied to cross-communication. Computer. The concept of impression management applies to fields of academic study such as psychology and sociology as well as practical areas such as corporate communication and the media. (Preves and Stevenson, 2009:246).

3.1.2. Importance of Impression Management Strategies

Many of the importance of impression management strategies were mentioned, which the researcher was able to review as follows:

1. Studies indicate that organizational citizenship behaviors (OCBs) are an integral part of optimal organizational performance and career progression for many individuals. Thus, impression management (IM) is a feature of organizational citizenship behavior (OCB). (Adam and Bisel, 2016:2)

2. An example of impression management policy is a very clear example of the use of impression management, "The political arena provides a space for the conscious and systematic application of ideas about how people come up with ideas." Politicians use forms of impression management to develop a bond of trust for survival and prosperity. The goal is to build trust for success (Wilson, 2005:12).

3. Impression management has become an increasing priority, as the manager must be aware of its impact to achieve profits, growth and development of the organization (Jendrosch, 2010:22).

3.1.3 Impression Management Strategies

The model (Leary and Kowalski, 1990) was adopted, which consists of two separate processes, the first includes 'motivation the impression' and the second 'impression construction'.

1. **Impression Motivation Strategy**

(Gallagher and Einhorn, 1976) explained that the most valuable and most volatile asset in any organization is the workforce, as it must have good motivation, stability, efficiency, dedication and productivity (Mensah and Tawiah, 2016:256) that motivation the impression means the desire to form certain impressions. In the minds of others, sometimes this incentive exists, but we find individuals refrain from managing their impressions, thus requiring us to determine the conditions in which individuals become enthusiastic about managing their impressions and that will be in the interest of the organization (Leary and Kowalski, 1990: 35)
.
2. **Impression Construction Strategy**

It is the second strategy of impression management, because once motivation to create certain impressions, individuals may change their behavior to influence the impressions of others (Leary and Kowalski, 1990:34), organizations are seen as social actors, bent on enhancing their respect and impression in the eyes of their components and most desires Members of the organization that their company be respected and admired, as the images that external and internal customers hold about organizations, for example, as producers of goods and services or for workers within the organization, develop into a general impression, that the definition of the reputation of the organization as a set of individual impressions that constitute a partial view of construction Impression as a basis for understanding the reputation of the organization. (Highhouse, et. al., 2009:4).

3.2. Quality of service
3.2.1. The concept of service quality

Service quality is one of the most important issues in the service sector, as managers of organizations realize that quality will lead to better performance and have benefits such as customer loyalty, responsiveness to their needs, market share growth and productivity for organizations. The financial position of the company, and thus is considered one of the most important factors that affect the performance of the organization (Nejadjavad and Gilaninia, 2016: 19).

3.2.2. Quality of Service Components

Researchers and service quality experts identified the elements included in the latter as: (Gilaninia, 2013), Nejadjavad and Gilaninia, 2016:21).

(1) process quality or operation quality, (2) quality of output, (3) physical quality, (4) interaction quality, (5) quality of the organization, (6) quality culture.

3.2.3. Dimensions of service quality

(Parasuraman et al., 1985) identified in his study (97) elements that were found to have an impact on the quality of service, as these elements were the important criteria in evaluating customers' expectations and perceptions about the service provided. These elements were classified into ten dimensions, and then were subjected to These elements were divided into two stages in order to filter the dimensions and choose those that have significant effects. The first filtering stage came with ten dimensions to assess service quality, which are: tangibility, reliability, responsiveness, communication, credibility, security, efficiency, courtesy, understanding, knowledge, customers and access. Then they moved to the second filtering stage when they reduced the ten dimensions. To five: tangibility, reliability, responsiveness, assurance, and empathy, these five original dimensions are governed by 22 elements, that the development of a service quality model is critical to growth and profitability (Daniel et.al., 2010:41), that all dimensions of service quality that They will be mentioned applicable to the service sectors, as most services are now technology-oriented (Alamgir and Shamsuddoha, 2014:3).

1- Reliability

Reliability refers to the ability to perform the Services appropriately from the first time, to provide the Services within the promised time, and to maintain an error-free record. (H., Iberahim et. Al., 2016: 15), reliability was classified as the first dimension of the service quality model (Pakurár M. et al., 2019: 4), and in the case of banking services, it includes the reliability dimension - regularity, attitude Towards complaints, keeping customers informed, consistency, procedures, and others. (Ramya, Kowsalyaand Dharanipriya,2019:40).

2- Assurance

(Parasuraman et al., 1988:23) referred to it as "the knowledge, kindness, and ability of employees to inspire trust," and (Zeithaml et al., 2006) explained the extent to which an individual feels that the organization instills trust, and according to '(Pollack, 2008) the Reliability is ideally concerned with the quality of interaction (Mwiya et al., 2017: 1051), and this dimension focuses on knowledge and job skill, accuracy, kindness of employees etc., and the security that the organization assures (Ramya et. Al., 2019: 41).

3- Responsiveness

Responsiveness in service quality is defined as the ability to respond to customer requirements in a timely and flexible manner (H., Iberahim et. Al., 2016:16), also known as the desire to help customers and provide quick service. This dimension focuses on the attitude and speed in dealing with customers' requests, questions, complaints and problems. It also focuses on punctuality, attendance, professional commitment of employees, and others. Response conditions can be improved through continuous presentation of the service delivery process and the attitude of employees towards customer requests. (Ramya et al., 2019:41).

4- Empathy

Parasuraman et al., 1988:23 (Parasuraman et al., 1988:23) explained empathy as 'the individual concern for customers'. Typically, the customer has perceptions of actual service based on the way in which they receive the service. They feel that they are unique and unique and that their needs are understood. (Mwiya et al., 2017: 1051, Johnston, 1997) defined empathy as the ability to make customers feel welcome, no Sima through employee communications (Al-Azzam, 2015: 45), and the core of empathy is the customer's feeling of being unique and special (Pakurár M. et al., 2019: 5).

5- Tangibility

It has been defined as the emergence of physical facilities, equipment, communication materials and technology. All of these provide sufficient hints to clients about the quality of the organization's service. (Ramya, et. al., 2019:42) They include tangible items such as organization representatives, physical facilities, materials and

equipment as well as communication materials, and can be taken as clear evidence of the care and attention given by the service provider (Al-Azzam, 2015:46) This dimension also enhances the image of the organization.

4. Application Aspect

The main objective of this section is to identify the most prominent results produced by the statistical tools used in analysis, interpretation and discussion to know the trends of the study variables within the concerned organization as in the following paragraphs:

4.1. Data collection tools

The researchers adopted the descriptive analytical approach in carrying out this research, as well as the questionnaire in collecting data that was prepared using the ideas of a number of researchers in this field as shown in Table (1):

Table (1) Search Tools

Source of Scale	Paragraphs	Sub-Variables	Main Dimensions
Researcher preparation	1-5	Gender, age, certificate obtained, occupation, length of service in the current job, owners	Personal Information
Revista Iberoamericana de Psicología del jercicio y el Deporte. Vol. 14, n. 1 (2019)	1-9	Impression stimulus strategy	Impression Management Strategies
	10-26	Impression construction strategy	
Compiled from Parasuraman et al., (1988); Finn and Lamb, (1991)	27-30	Tangible	Service Quality
	31-35	Assurance	
	36-39	Responsiveness	
	40-43	Reliability	
	44-47	Empathy	

Note: The questionnaire was prepared according to a 5-dimensional Likert scale (1) totally disagree (2) disagree (3) neutral (4) agree (5) totally agree.

4.2. Presentation, analysis and interpretation of the sample's response to the research variables

This topic deals with presenting the results of descriptive statistics to present, analyze and interpret the response of the two samples to the independent variable represented by the strategies of impression management and the dependent variable embodied in the quality of service and to determine the level of interest and perception. It is shown in Table (2):

Table (2) Rating Categories

4.4-5	3.5-4.3	2.6-3.4	1.7-2.5	0.8-1.60	Category
Very good	Good	Average	Weak	Very poor	Evaluation

4.2.1. Presentation, analysis and interpretation of the independent variable

Table (3) Descriptive statistics for the impression management strategies of the oil companies dealing with the Oil Projects Company

Evaluation	Variation coefficient	Standard deviation	Arithmetic mean	Sub-dimensions
Good	0.418	0.849	3.892	Impression motivation strategy
Good	0.269	0.967	3.660	Impression construction strategy

It turns out that the total strategy for motivation the impression of the oil companies dealing with the Petroleum Projects Company is of (good) level, as the arithmetic mean of the variable as a whole reached (3.892), and the standard deviation reached (0.849), while the coefficient of variation reached (0.418), i.e. a dispersion rate (41%), i.e. The level of homogeneity is (medium), and this indicates that most of the responses of the sample are converging with regard to the strategy of motivation the impression and this indicates that (the oil enterprises company has a good level of the strategy of motivation the impression and this is what we found through the respondents who are from the oil companies dealing with a company The oil projects, which made the company distinct in its work, projects and employees, and this distinction is the result of the employees' involvement in the work and they have the necessary flexibility to deal with the oil companies, and this adds value to the company in front of the oil companies dealing with the Oil Projects Company). As for the overall impression construction strategy for the oil companies dealing with the Oil Projects Company, it is of a (good) level, as the arithmetic mean of the variable as a whole was (3.660), and the standard deviation was (0.967), while the coefficient of variation reached (0.269), i.e. a dispersion percentage (26%). That is, the level of homogeneity is (good), and this indicates that most of the responses to the sample are in a convergent orientation with regard to the impression-construction strategy, and this indicates that (the Oil Projects Company has a strategy of construction a good impression with the oil companies dealing with it, that is, it presents a good level of quality with regard to With the capabilities and material, human and technological capabilities and possesses the characteristic of flexibility to meet the great work challenges at the present time, including the outbreak of the Corona pandemic and the difference in dealing with the oil currency resulting from the change in the exchange rate of the US dollar, and this flexibility earns it leadership in the establishment of projects).

4.2.2. Presentation, analysis and interpretation of the dependent variable

Table (4) Descriptive statistics of service quality for oil companies dealing with the Oil Projects Company

Evaluation	Variation coefficient	Standard deviation	Arithmetic mean	Sub-dimensions
Average	0.319	1.062	3.324	Tangible
Good	0.262	0.935	3.577	Assurance
Good	0.272	0.941	3.462	Responsiveness
Good	0.288	0.997	3.492	Reliability
Good	1.016	0.904	3.579	Empathy
Good	0.431	0.967	3.486	Overall average

Table (4) shows that the total service quality of the oil companies dealing with the Oil Projects Company is of a (good) level, as the arithmetic mean of the variable as a whole was (3.486), and the standard deviation was (0.967), while the coefficient of variation reached (0.431), i.e. a dispersion percentage(43%), meaning that the level of homogeneity is (acceptable), and this indicates that most of the responses to the sample are in a convergent orientation with regard to the quality of service for respondents from the oil companies dealing with the Oil Projects Company, and this indicates that (one of the company's interests and priorities is its possession of sufficient and good equipment to complete projects and means The material appearance is compatible with the type of services provided. It is also concerned with the infrastructure of the company. As a result of changes in the continuous work site, the company is working to equip the workers with all requirements such as rehabilitating constructions, furniture, caravans and cars according to the requirements of the project. The company also has documentation and procedures for most of its activities by preparing Monthly and semi-annual periodic reports on work procedures and the percentage of completion of each project, and the company is keen to find quick solutions in the event of any problem in the project and is also keen to fulfill its obligations In front of the oil companies that deal with it, and the oil companies realize the company's orientation to its workers regarding the development of the company's workers, and the company is keen to make the oil companies dealing with it feel respect and appreciation when they deal with the company's management and employees).

4.3. Research Hypothesis Test

This part explains the test of the influence relationship between the independent variable (impression management strategies) with the dependent variable (the quality of service by its dimensions) in a sample of oil companies, through the hypothesis of the effect using simple linear regression in order to know the strength of attraction and convergence between the research variables, and to test the research hypothesis The main (there is a positive, statistically significant effect of impression management strategies on service quality with its combined dimensions for the oil companies surveyed).

The main hypothesis: There is a positive, statistically significant effect of impression management strategies on service quality in its dimensions for the oil companies surveyed.

It is evident from Table (5) related to the simple linear regression test for the main dimension of impression management strategies in the perceived value of the customer that the calculated (f) value of (504.788) is greater than the tabular (f) value of (2.556), and the (sig) value amounted to (0.000) at the level of significance (0.01) and (0.05), and this is an indication of the significance of the simple linear regression test, and that the effect value between impression management strategies in service quality reached (0.966), meaning that changing one unit of impression management strategies leads to a change in the quality of service. Service quality by (96.6%), and the value of the interpretation coefficient was (0.634), meaning that (63.4%) of the service quality came as a result of impression management strategies and the rest either from other variables or from random errors, and these results indicate acceptance of the second main hypothesis of which (**There is a positive, statistically significant effect of impression management strategies on service quality in its dimensions for oil companies**).

Table (5) The effect of the independent variable on the variable dependent on the oil companies

Quality of service	Empathy	Reliability	Responsiveness	Assurance	Tangible	Variables/Dimensions	
-0.117	0.316	-0.406	-0.192	-0.020	-0.310	α	
0.966	0.873	1.044	0.978	0.963	0.973	β	Impression management strategies
0.634	0.479	0.551	0.514	0.558	0.442	R^2	
504.788	267.159	357.778	307.872	367.855	230.319	F	
0.000	0.000	0.000	0.000	0.000	0.000	Sig	
moral	moral	moral	moral	moral	moral	Indication	

5. Conclusions and recommendations

5.1. Conclusions
1- It was found that the Oil Projects Company has strategies to motivation the impression from the point of view of the oil companies as a result of their excellence in their work, projects and employees and their rush to work and that the employees make double efforts to accomplish the tasks when the goals of the company are clear and ambitious and we find its employees always looking for their internal strength and their will to continue, progress and distinguish the company.

2- It was found that the Oil Projects Company enjoys strategies for construction an impression from the point of view of the oil companies as a result of the distinguished method used by the company's officials in front of the employees of the oil companies dealing with them by speaking proudly of the company's capabilities and the experience, skills and achievements it possesses, in turn, which leaves a distinct impression on the recipient of the employees and companies Petroleum dealt with them.

3- It was found through the response of the employees of the oil companies dealing with it that there is a positive impact of the impression management strategies on the quality of service in its dimensions to the Oil Projects Company, as the nature of the projects and the different standards and types of contracts between the company and the oil companies, so the impression management is a continuous process and not intermittent and that the work continues to strengthen Impression management strategies are reflected in the quality of service.

5.2. Recommendations
1- The necessity for the Oil Projects Company to promote the adoption of stimulating and impression-building strategies through detailed policies and procedures for each of them that can be included in the curricula of training courses or through a booklet that obligates employees to be updated from the ideas and suggestions of the company's employees for the purpose of maintaining a positive impression and creating a state of preference for dealing with it.

2- The Oil Projects Company, with its management, should maintain a good impression before the oil companies that deal with it, and take care more seriously to allocate time to listen to the problems of the oil companies, to serve as a feedback that can be used to build and motivate the impression, and to be more flexible to face work obstacles when dealing with oil companies.

3- The necessity of the projects company's commitment to the strategies of impression management because of its impact on the quality of service through the sustainability of the strategies of impression management by following up on each project with the totality of the impression management strategies and following up on the impact of that on a continuous basis on the quality of service.

4- The Oil Projects Company should hold training courses, seminars or symposiums and take into consideration the issue of impression management strategies, and committees can be formed on the possibility of motivation the impression of workers and the resulting results due to its impact on the services provided by the company and its quality and the view of the oil companies dealing with it and make it Within the company's working methods.

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