THE PROBLEMS BETWEEN BUS DRIVERS AND TOURIST GUIDES IN CULTURAL TOURS

Mahmut EFENDİ[*]

Abstract

In this study, it was aimed to reveal the problems experienced by bus drivers and tourist guides during the tours from the perspectives of bus drivers. In accordance with this purpose, in this study, which was designed in the qualitative research method, 86 bus drivers in İstanbul, Turkey were initially asked in which places they could experience potential problems with the tour guides and they responded that these potential places were; inside the bus, museum-archeological site entrances and exits (parking lots), hotels and restaurants. Finally, bus drivers were asked what problems they experienced with the tour guides in cultural tours and as a result, such remarkable findings as timing problems, egocentric behaviors of tourist guides towards bus drivers and interfering with the driving were revealed.

Key Words: *Bus Drivers, Tourist Guides, Cultural Tours, Problems.*

KÜLTÜREL TURLARDA OTOBÜS ŞOFÖRLERİ VE TURİST REHBERLERİ ARASINDAKİ SORUNLAR

Özet

Bu çalışmada otobüs şoförleri ile turist rehberlerinin tur süresince geçirmiş oldukları zamanda yaşadıkları sorunların, otobüs şoförünün bakış açısıyla ortaya çıkarılması amaçlanmıştır. Bu amaç doğrultusunda nitel bir araştırma yöntemiyle tamamlanan bu çalışmada öncelikle İstanbul/Türkiye'de bulunan 86 otobüs şoförlerine turlarda turist rehberi ile yaşanabilecek sorunların hangi mekânlarda olabileceği sorulmuş; otobüs içerisi, müze-ören yeri giriş ve çıkışları (otoparklar), oteller ve restoranlar olarak cevap alınmıştır. Son olarak otobüs şoförlerine turist rehberi ile kültür turlarında hangi sorunları yaşadıkları sorulmuş ve sonuç olarak; zamanlama ile ilgili, turist rehberinin otobüs kaptanına karşı egolu davranışları ve araç kullanımına müdahale etme gibi dikkat çekici noktalar ortaya çıkmıştır.

Anahtar Kelimeler: *Otobüs Şoförleri, Turist Rehberleri, Kültür Turları, Sorunlar.*

* Dr., Aydın Adnan Menderes Üniversitesi Turizm Fakültesi, AYDIN.
e-posta: efendimahmut926@gmail.com (orcid.org/0000-0002-7388-5239)

1. INTRODUCTION

After the industrial revolution, many factors such as the increase of leisure time and income level and technological developments have increased the demand for tourism (Aslan &Çokal, 2016: 54). The improvements and innovations in transportation technology have taken away the travel barrier for people. Together with the rapid developments in information and communication technologies, geographical boundaries have begun to disappear and the concept of being a world citizen has begun to be discussed (Okul et al., 2017: 187).

Tourism has been started and developed based on transportation systems and the development of tourism has been revived by transportation tourism. Tourism transportation is a service activity that provides the fast, safe and regular transportation of tourists from tourism markets to tourism attraction places in the journeys of touristic purposes. Transportation services in tourism are provided by one of the transportation systems, which are railways, sea lanes, land routes and airways (Doğaner, 1998: 1).

The number of people participating in touristic journeys for various reasons have been increasing rapidly in parallel with this development (Olcay et al., 2015: 350). Tourism is one of the most dynamic sectors today with its constantly developing and changing structure (Er & Bardakoğlu, 2016: 96). The most important capital of tourism enterprises contributing significantly to the national economy is their employees (Yurcu & Atay, 2015: 17). Despite the rapid growth in the large labor market share of tourism employment and tourism industry, tourism is characterized by its high employee exchange rates (Kim, 2014, Kosta et al. 2017: 64). Consequently, it has become even more difficult to cover more and diverse services together with the increase in outsourcing (Zitkiene & Blusyte, 2015: 81). In this regard, the difficulties experienced by travel agency employees and other employees working in the tours for the agencies, the working conditions of the tourism industry, and therefore the dropouts from work can be shown as examples.

One of the major areas of interest in touristic journeys and in the touristic destination of tourists is cultural tours. Culture is everything that human produces in order to survive with nature against nature (Emekli, 2006: 53). Scientists who state that culture is a whole composed of material and spiritual values that a society possesses also argue that culture is a whole with all kinds of knowledge, interests, habits, value judgments, general attitudes, opinions, thoughts and behaviors (Uygur &Baykan, 2007: 33)

Cultural tourism is an important factor in transferring natural, historical and cultural heritage to future generations, creating and increasing the demand for tourism in the region (Er & Bardakoğlu, 2016: 96). In order to carry out cultural tourism, first of all, a route must be determined, the tour must be prepared and this tour must be carried out by means of transportation sector. Accordingly, it is deemed necessary by the literature reviewed to make the definition of the tour first, and then to mention the staff to be involved in the tour and to reflect the problems experienced among the staff working in the tour from a different perspective (from the perspectives of bus drivers).

The aim of this study is to reveal the problems that are experienced between bus drivers and tourist guides working in cultural tours and working as a locomotive in the tours sometimes as agency employees and sometimes as outsourced employees from the perspectives of bus drivers. For this purpose, it is an extremely important to identify the places where problems may arise. Furthermore, the importance of the study is increasing due to the fact that no previous studies on the conflicts between bus drivers and tourist guides have been found in the literature review.

2. LITERATURE

2.1.Conflicts in Tourism

The aim of human relations in enterprises is to contribute to the quality, effectiveness, efficiency of the organization and the job satisfaction of the employees and also to ensure that they work effectively and efficiently (Aytürk, 2010: 9). The basic principles that should be implemented in human relations in organizational and social life are to give importance and value to human beings, trust them, be trustworthy and honest, pay attention to dressing and physical appearance, and words and behaviors, use body language well, communicate positively

and effectively, and be empathic (Aytürk, 2010: 12). Organizational culture is an important factor that gathers the employees of the organization around mutual beliefs, values, norms and traditions and that also plays an active role in adapting the organization itself to the external environment (Rızaoğlu&Ayyıldız, 2008: 7). Besides, it can be seen as the beginning of communication. Communication is the basic process that ensures the harmony and interaction of individuals or organizations both with the social system in which they are involved and with other people and organizations in this system (Bahar, 2012: 160).

Beyond that, communication is an important process in interpersonal relations undertaking an important place in order to prevent conflicts. Conflicts may arise between individuals who communicate due to such processes as incomprehension and misunderstanding. The reasons preventing communication can be listed as the problems stemming from physical environment, psycho-social barriers, status differences, gender differences, cultural and language differences (Mısırlı, 2013: 23).

Etymologically, the term "conflict" comes from the Latin root "combat or war" and is defined as the confrontation between two or more enemies or societies that are improperly located (Çakmak& Isaac, 2016: 291). According to Galtung's theory of conflict (1996: 291, Çakmak & Isaac, 2016: 291), there must be three elements for the conflict to arise as contradiction, attitude and behavior. Contradiction refers to the primary conflict situation in which the real and/or perceived aims of the two parties are incompatible. This contradiction causes the parties to perceive each other negatively and processes some attitudes towards both parties. The third element, (hostile) behavior takes the form of threats, repression and violent attacks.

The concept of conflict is a concept used to explain the uneasiness, tensions, indecisiveness, open or hidden resistance, the factors that cause them and the attitudes and behaviors of the individuals affected by them (Barutçugil, 1989: 219; Topaloğlu & Avcı, 2008: 76). The fact that scientists have dealt with the concept of conflict in different dimensions from different perspectives (Bartunek et al., 1992: 211; Topaloğlu&Avcı, 2008: 76) and that conflicts emerge in extremely different settings, levels and forms have led to define conflict as a concept in different ways (Slabbert, 2004: 83).

According to Koçel (2018: 664), conflict refers to the situation of disagreement between two or more people or groups stemming from various reasons. Eren (2016: 609) defines conflict in as the events stemming from the problems of individuals or groups working together in an organization and causing the disruption of activities; and argues that conflict generally disrupts the activities of enterprises. According to Sirivun (2001), conflict is defined as an interactive process that emerges among social entities as a result of contradictions and disagreements. While defining conflict, Şimşek (2002: 285) focuses on its causes and defines the concept of conflict as "the contradiction or disagreement stemming from sharing or allocating scarce resources between two people or groups in an organization, and again from status, purpose, value or perception differences between these people or groups. In addition to this, the fact that there is more than one person in the conflict suggests relationship conflict.

Relationship conflict emerges in the form of infighting within the work setting and discomfort (Jehn, 1995: 258; Jehn & Mannix, 2001: 238); anger and tension (Curseu et al., 2012: 98); psychosomatic complaints, stress and exhaustion (De Dreu et al., 2002); low level of confidence and high intention to leave (Kiran et al., 2012: 199); personality differences and feelings of dislike (Martinez-Moreno et al., 2009: 252). Furthermore, considering the formation of the tour and touristic environment, it can be seen that bus drivers and tourist guides share the same environment. Accordingly, it should be noted that one of the environments in which conflict may be experience dare the tours.

The destinations that tourists go for vacation also allow them to prefer the guided tours of agencies instead of visiting the touristic archeological sites on their own. While the guides are the experience engineers who share rational information during the tours, they become the relational market-based resources that enable the emotional bond transformation between the agency/country and the tourist (İşler & Güzel, 2014: 128).

The conflicts that can be experienced during tours are tourist-local people conflicts, tourist-official conflicts, official-local people conflicts and official-official conflicts. In the literature, tourist-local people conflicts have

generally been mentioned and researches have been conducted accordingly. In addition to this, no researches have been found in the literature regarding the conflicts that can be experienced between bus drivers and tourist guides. The fact that the life safety of the tourists and tour guides are entrusted to bus drivers during the tours reveals the importance of the issue again.

Considering the types of conflicts in tourism enterprises, the following studies are remarkable: Lee (2019) analyzed the conflict map for ecotourism using the Q method; Wang and Yotsumoto (2019) investigated the conflicts in rural tourism development; Eşitti (2018) analyzed the effects of job values on the intention of leaving work in accommodation enterprises; Shen et al. (2017) studied social and cultural conflicts in tourism; Üzümcü and Akpulat (2017) revealed the relationship between work-life conflict and life satisfaction of the employees in tourism enterprises; Almeida, Costa and Da Silva (2017) analyzed the conflicts in spatial issues in tourism; Toprak et al. (2017) revealed the relationship between conflict management methods of managers and the trust in managers; Çakmak and Isaac (2016) analyzed attracting tourism to the destinations struggling with conflicts; Kuvanandand Akan (2012) discussed the views of residents and hotel managers on tourism impact and forest-related tourism in terms of conflict and agreement in stakeholder attitudes; Gürkan and Demiralay (2013) studied the relationship between relation and task conflict and intention to leave; Kocaman et al. (2012) analyzed the effects of organizational culture on organizational conflict; Çetin and Kızılırmak (2012) investigated the current status of licensed guidance services; Haija (2011) revealed the level of the relationship between foreign visitors and the government and the inhabitants in the region; Topaloğlu (2010) discussed the management process of organizational conflicts in terms of hotel enterprises; Doğan et al. (2010) studied the relationship between empathy and anger; Üngüren et al. (2009) aimed to determine the relationship between job satisfaction and organizational conflict management; Buhalis (2008) studied the conflicts between hotel employees and tour operators; Topaloğlu and Boylu (2006) the types of conflicts experienced in hotel enterprises; Aksoy and Kaplan (2005) analyzed the impact degree of the causes of conflict; Asunakutlu and Safran (2004) studied the conflicts stemming from cultural differences and the management of these conflicts.

2.2.The Staff That Carry Out the Tours

The individuals who can take part in a tour are; the tour leader, tourist guide, group chairman, entertainers, supervisors, those who do the transfers and bus drivers. The information regarding some of the staff required to carry out the tour, beginning from the tourist guides, is given below.

Guidance services are given in the country where tourists come as guests (Ahipaşaoğlu, 2009: 48) and these services are mostly providing the tour for foreign tourist groups and enabling local operators to carry out their programs (Yarcan & Peköz, 2001: 60). Besides, if there are no tour managers or group leaders, they can assume the duties of them, too (Çolakoglu & Colakoglu, 2007: 36). Tourist guide is also responsible for the realization of a package tour that is sold (Hacıoğlu, 2000: 169; Çetin & Kızılırmak, 2012: 308).

Tourist guides are those who lead tourists in the language they choose, translate the cultural and natural heritage of the region to them and have the equipment that is accepted by the appropriate management of the region (Köroğlu, 2013: 91). According to the definition of the World Federation of Tourist Guide Associations (2010), tour leader is the person who guides the visitors in the language they prefer and translates the cultural and natural heritage of the area (Tsaur & Teng, 2017: 439).

A tourist guide is someone who works in the travel industry and takes tourists to tours within limited time. Holloway (1981), who carried out the first systematic studies on tourist guidance, emphasized that the task of leading the tourist group was expressed under plenty of names. There are many tourist guide terms defined by different researchers such as tour guide, local guide or tour coordinator (Zhang & Chow, 2004: 82; Köroğlu, 2013: 92).

During the trips, tour leaders communicate with tourists and therefore, the performance of tour leaders are perceived by tourists, which also affects satisfaction, the quality of service and the decision of tourists to buy the tours again (Chang, 2014; Wang et al., 2002).

Transportation, which is one of the significant physical life institutions of a society, functions just as the veins in the human body. Transportation sector supports the development of all other sectors and constitutes a driving force within social, cultural and economic development (Tokat & Kara, 2003: 2).

A driver is defined as the one who drives a motor vehicle on the land route and holds the relevant professional qualification certificate (Official Gazette, 2018). Bus drivers are the people who use a vehicle designed for transportation services in the country or abroad to transport people from one location to another. Bus drivers are among the members involved in package tours. Together with the transportation services, they help to complete the tour in the best way. Edvardsson (1998) expressed quality and customer complaints in transportation services as the behaviors of the driver and other employees, punctuality, technical issues regarding the vehicle, the comfort of the vehicle and the state of the stops (Çatı, 2003: 122).

3. METHOD

This study was prepared in the phenomenology design, which is one of the qualitative research designs. In phenomenological studies, it is essential to focus on the phenomenon that are known but not embarked upon in an in-depth and detailed manner (Büyüköztürk et al., 2015: 91; Güler et al., 2013: 41).

Exploratory research is necessary due to the need to study a group or population, identify the variables that cannot be easily measured, or hear silenced voices (Creswell, 2016: 42). In this regard, the research process waslaunched in order to letthe bus drivers in the tours speak up. Therefore, the research was completed from the perspectives of bus drivers. Qualitative researchers organize their studies inductively as more abstract units of information and create patterns, categories and themes "from the bottom-up" (Creswell, 2016: 45). Coding method was used in this research. In coding method, touristic places were identified as the primary problem centers. Then, the spaces were identified and the research was completed under this structure. After that, the possible problems were discussed. The reason for using this coding was the fact that conflicts could be experienced in many places and when they were presented under themes, it was necessary to distinguish the spaces and offer possible solutions for these conflicts to occur in these spaces. Besides, the data obtained in the research were presented as a whole in a table in the findings section and following this, the explanations were presented accordingly.

Qualitative research is a type of research in which the researcher examines the subject or event to be investigated in its natural environment and tries to determine the meanings that the researched individual constructs in his/her mind about these situations and to interpret them (Denzin& Lincoln, 1998; Yıldırım&Şimşek, 2006). In qualitative research; the time, energy, organization and money required so as to collect the data of the interviews and observations requires the sample to be limited.

Interview is one of the fundamental data collection tools in qualitative research and is one of the most frequently used research methods in social sciences (Güler et al., 2013: 113). Interview is a discussion between two or more people around a particular purpose. Conventionally, interviews can be classified as structured, semi-structured, or unstructured interviews. According to Harrel and Bradley (2009), semi-structured interviews have a general road map but they try to reveal the different dimensions of the subject by asking different questions within this general framework according to the respondent's interest and knowledge (Altunışık et al., 2007; Üzümcü, 2015). During this research, by reaching the Tourism Chauffeurs Occupational Association located in İstanbul/Turkey, interviews were made with the bus drivers between the dates of 15 April2019 and 15 July 2019 reached by the help of the President of the Association. The demographic information of the bus drivers was presented in Table 1. In addition to this, by means of the open-ended questionnaire form, the bus drivers were asked "In which places can there be problems that may be experienced between the bus driver and the tourist guide during your tours?'' and the responses obtained were given in Table 2. Finally, the bus drivers were asked "In your opinion, what are the problems between the tour guide and bus driver during the tours?", the findings obtained were presented in Table 3 and presented to the readers. In order to reveal the problems between bus drivers and tourist guides, the conflict types of Hatch (1997: 305) and Asunakutlu and Safran (2004: 31) were used.

3.1.Population and Sample

Qualitative research, known as a concrete and difficult method for collecting data, has become popular in the recent years (Kosovalı et al., 2010: 398). While determining the sample in qualitative research, the relevance of the sample to the research subject is taken into consideration more rather than its power of representation. In this study, useful sampling technique, which is one of the improbable sampling techniques, was used (Berg & Lune, 2015: 71). In this kind of research, purposeful sampling method is used more (İslamoğlu, 2009: 183). In this study, convenience sampling, which is one of the purposeful sampling methods, was selected. This sampling method provides the researcher speed and practicality because in this method, the researcher chooses a situation that is close and easy to access (Yıldırım & Şimşek, 2006: 113). Accordingly, by contacting the President of the Tourism Chauffeurs Occupational Association located in İstanbul, he was asked for help in contacting bus drivers and therefore, the interviews were completed through the association.

The data source of the research was composed of the individuals who experienced the phenomenon focused by the research and could reflect it. For this reason, the population of the research was composed of the individuals working actively as bus drivers in the tours. Due to such limitations as time and cost in reaching the whole population in the research, purposeful sampling method was used in conducting this research. The interviews with the bus drivers were completed during their free time in the places such as hotels, museums-archeological sites and restaurants.

Interviews were made with 86 bus drivers reached by the interest of the Tourism Chauffeurs Occupational Association located in İstanbul and by the help of the President of the Association between the dates of 15 April 2019 and 15 July 2019. First of all, the demographic information of bus drivers was obtained and given in table 1. Besides, in the interviews completed with the open-ended questionnaire form, the bus drivers were asked the question "In which places can there be problems that may be experienced between the bus driver and the tourist guide during your tours?'' and the responses obtained were given in Table 2. Finally, the bus drivers were asked "In your opinion, what are the problems between the tour guide and bus driver during the tours?" and the findings obtained were presented in Table 3.

The data of the research was collected by beginning from the demographic information first in the interviews made. An open-ended questionnaire form was used to collect the data of the research and two questions were asked. Computer-assisted content analysis was performed in the analysis of the data obtained from responses given the Turkish questionnaire form by the bus drivers. Content analysis is conducted in the form of encoding data, finding the themes, arranging the codes and themes, identifying and interpreting the findings (Yıldırım & Şimşek, 2006). Within the framework of the content analysis, the findings were prioritized via frequency and percentage analysis and thus, it was aimed to determine the density and importance of the elements (Karadağ, 2010). It is stated that being a volunteer participant and being given more opportunity to speak will increase credibility (Kozak, 2014). This is one of the methods of ensuring reliability in qualitative research. In this regard, the interviews made with the participants lasted approximately for 50 minutes and 1 hour. The participants should be given explicit information about the purpose and method of the research, how the data obtained from them will be used, how their anonymity will be preserved and especially what is expected from them (Li, 2004). Therefore, it was emphasized to the participants of the research that their identities and personal information would be kept confidential and that the information they provided would be used only for scientific purposes.

The researcher's interpretation is the fact that the researcher constantly monitors and interprets the progress of the research in addition to external reviews such as expert review. In this way, the researcher can make inferences on the progress of the research and self, and the functionality of the methods applied (Shenton, 2004).

4. FINDINGS

The demographic characteristics of the bus drivers who participated in the study are as follows.

Table 1. The demographic characteristics of bus drivers

Variables	N	%
Age 30-39 40-49 50 years and above	29 37 20	33.72 43.03 23.25
Gender Female Male	X 86	X 100
Educational Status Elementary High School Associate Undergraduate	28 47 4 7	32.56 54.66 4.65 8.13

Marital Status
   Married
   Single
	65
	21
		75.58
		24.42

Seniority at Work
 	
   1-5
   6-10
   11-15
   16 years and above
	
	6
	23
	16
	41
		
		6.98
		26.74
		18.60
		47.68

When Table1 was analyzed, it could be seen that 43.03% of the participants was between 40-49 years old, while 33.72% was between 30-39 years old and 23.25% was 50 years old and above. All the participants (100%) were male. Furthermore, 54.66% is high school graduate, while 32.56% is elementary school graduate, 8.13% is undergraduate education graduate and 4.65% is associate education graduate. Also, 75.58% of the participants is married and 24.42% is single. 47.68% of the participants have been working for 16 years and above, whereas 26.74% have been working for 6-10 years, 18.60% for 11-15 years and 6.98% for 1-5 years.

In the interviews made, the answer given to the question "In which places can there be problems that may be experienced between the bus driver and the tourist guide during your tours?'' are as follows.

Table 2. The places in which the problems can be experienced between bus drivers and tourist guides

Participants	Views	Views	Views	Views
86	During hotel accommodations (80)	During museum-archeological site parking lot entrances and exits (62)	In the restaurants (61)	İnside the buses (58)

As could be understood from Table 2, the places in which the problems could be experienced between bus drivers and tourist guides were; hotels (80), museum-archeological site parking lot entrances and exits (parking lots) (62), restaurants (61) and buses (58). The distribution made according to the views of 86 bus drivers was mentioned in Table 3, 4, 5, and 6, respectively.

Table 3. The problems experienced inside the bus.

Views (The problems experienced)	Inside the bus
The problems experienced about timing (punctuality)	**3**
Due to not paying attention to the time given	2
Due to no sharing the tour program with the bus driver	1
Indifferent behaviors towards the road and customers	**2**
Due to indifferent behaviors of tourist guides towards the guests in the bus(go get your water yourself!)	2
Due to not paying any attention to in-bus cleaning	**2**
Due to not warning guests about in-bus cleaning and complaining to the bus driver about the dirt inside the bus	2
Due to interfering with the land route	**8**
Due to interfering with the bus driver about the road (saying that they know the route though they, in fact, do not)	6
Due to giving wrong directions by tour guides	2
Due to money issues	**6**
Due to trying to get the tips given to the bus driver	6
Due to disbursing the money given by the service areas for guests	
Technical problems in the bus(broken microphone, turn on the air conditioner and wait!)	**1**
Egocentric behaviors	**39**
Due to seeing the bus driver as a slave	13
Due to belittling the bus driver	11
Due to trying to deceive the bus driver about work	6
Due to reprimanding the bus driver in front of guests	4
Due to threating the bus driver with cancelling his labor contract	3
Causing the cancellation of the bus driver's labor contract (unnecessary complaints)	1
Due to blaming the bus driver for the broken microphone	1
Due to interfering the driving	**20**
Due to interfering with the driving (drive fast!)	16
Due to making pressure as the tourist guide is unable to catch up the tour program	2
Due to interfering with the driver while the bus driver is parking	2
No problem	**5**
N	**86**
%	100

As could be understood from Table 3, the problems experienced inside the bus were;the problems experienced about timing, indifferent behaviors towards the road and customers, not paying any attention to in bus cleaning, interfering with the land route, money issues, and technical problems in the bus.

Table 4. The problems experienced in museum-archeological sites

Views (The problems experienced)	In museum-archeological sites
The problems experienced about timing (punctuality)	**30**
Due to heavy traffic	1
Due to guests being late	3
Due to the bus driver being continuously called in traffic (due to traffic fines, accordingly)	8
Due to not being at the meeting point before guests (risk for fee)	4
Due to not obeying tachograph time	12
Due to being late as some roads are closed	2
Egocentric behaviors	**4**
Due to reprimanding the bus driver in front of guests	1
Due to not wanting to walk to parking lots	2
Due to yelling at the bus driver as he cannot remember the parking lot	1
Due to interfering the driving	**4**
Due to interfering with the parking place during museum-archeological site entrances and exits	4
Indifferent behaviors towards the road and customers	**1**
Due to reprimanding the bus driver because of losing group command	1
Technical problems in the bus(broken microphone, turn on the air conditioner and wait!)	**1**
Due to ordering the bus driver to turn on the air-conditioner at the parking lots	1
The problems experienced about parking lot fees and places	**28**
Due to making the bus driver obliged to come to the point where the tourist guide and the tourists are	12
Due to saying to the bus driver that he should wait at a certain point	8
Due to ordering the bus driver to pick up from the places that are forbidden to stop	5
Due to telling the bus driver to wait at certain points and saying that they won't do anything about fines	3
No problem	**18**
N	**86**
%	100

As could be understood from Table 4, the problems experienced in museum-archeological sites were; the problems experienced about timing, egocentric behaviors, interfering the driving, indifferent behaviors towards the roads and customers, technical problems in the bus, and the problems experienced about parking lot fees and places.

Table 5. The problems experienced in hotel accommodations

Views (The problems experienced)	In hotel accommodations
The problems experienced about timing (punctuality)	**6**
Due to not being punctual in hotel check-outs (wrong meeting time)	4
Due to not directing the guests in hotel check-outs	1
Due to luggage (do it alone and fast, be careful about the luggage!)	1
The problems experienced about parking lot fees and places	**2**
Due to not being at the certain point ordered by tourist guides in hotel check-ins and check-outs	1
Due to parking problems stemming from the fact that the hotel is not centrally located	1
The problems experienced during hotel accommodations (not backing up co-workers)	**73**
Due to not giving any rooms for the bus driver	45
Due to directing the bus driver to say in another hotel	10
Due to giving the bus driver bad rooms	10
Due to saying the bus driver to stay in the bus at night	5
Due to trying to make the bus driver stay in staff dorm	1
Due to tourist guides letting themselves into their own rooms at hotel arrivals and not paying any attention to the accommodation of the bus driver	1
Due to making the bus driver share his room with other people	1
No problem	**5**
N	**86**
%	100

As could be understood from Table 5, the problems experienced in hotel accommodations were; the problems experienced about timing, the problems experienced about parking lot fees and places, and the problems experienced during hotel accommodations.

Table 6. The problems experienced in meal breaks, resting areas

Views (The problems experienced)	In meal breaks, resting areas
The problems experienced about timing (punctuality)	**32**
Due to not obeying tachograph time	32
Egocentric behaviors	**26**
Due to not wanting to eat at the same place	12
Due to not inviting the bus driver to the dining table	10
Due to leaving the bus driver alone	3
Due to such words towards the bus driver as "eat wherever or whatever, I don't care!"	1
No problem	**28**
N	**86**
%	100

As could be understood from Table 6, the problems experienced in meal breaks and resting areas were; the problems experienced about timing, and egocentric behaviors.

5. CONCLUSION

As stated in the first section of the research, the interviews were made with the available bus drivers reached by the help of the President of the Tourism Chauffeurs Occupational Association located in İstanbul/Turkey. First of all, the demographic characteristics of the bus drivers were collected during the interviews. Following this, the bus drivers were asked in which places the problems could be experienced between the bus driver and the tourist guide and it was determined as a result of the interviews that problems could be experienced "inside the bus, museum-archeological site entrances and exits (parking lots), restaurants, souvenir shops and hotels. In this regard, the problems were, in fact, found to be experienced in the touristic places used in cultural tours.

As a result of the research, it was determined that the most common problems experienced by the bus drivers with the tourist guides were *"egocentric behaviors"* of the tour guides and *"interfering the driving"* by the tourist guides. They also stated that they had problems regarding *"the tip collected in the bus"*. According to Luthans (1992), conflict disrupts the harmony of the organization, causes employees to exhibit undesired behaviors, leads the polarization in the perceptions, emotions and behaviors and therefore, needs to be resolved. In this context, it will be useful for the bus driver and the tourist guide to behave in harmony with each other and in a warm manner, which will make the tour calmer and less stressful. For this purpose, it will be better for bus drivers and tour guides to improve their communication skills and have education accordingly. Interpersonal conflict arises when individuals within the enterprises fall into various idea, emotion and opinion divergences. The most common interpersonal conflicts arise from the personal conflicts between subordinates-superiors and staff-command managers. In addition to all these, there are also conflicts arising due to individual differences at the same organizational level. The disagreements among workers, the divergences of opinion, idea and interest among managers, chiefs and employees are of the types of interpersonal conflicts (Eren, 1989: 459).

Furthermore, museum-archeological site entrances and exits (parking lots) were also stated as one of the most common problems experienced between bus drivers and tour guides, the most commonly repeated as "*Due to not obeying tachograph time; Due to the bus driver being continuously called in traffic (due to traffic fines, accordingly); Due to making the bus driver obliged to come to the point where the tourist guide and the tourists are; Due to saying to the bus driver that he should wait at a certain point"*, respectively. In this regard, it should be noted that timing (punctuality)is one of the significant points in tours. Time is the key to success in the service sector. In this context, it is necessary that the travel agency officer who prepares the tour in cultural tours should make the bus driver stop depending on the tachograph and prepare the tour program without ignoring the resting time. Moreover, in the study conducted by Karcıoğlu and Alioğulları (2012), it was stated that the managers must manage the conflicts they experienced, realize that they could reduce the conflict by taking the opinions of their co-workers and coming to mutual agreements. Therefore, it was understood that *the tourist guide should work in more harmony with the bus driver by making better time adjustment in the museum-archeological site visits during the cultural tours.*

It was determined that most of the problems experienced between the bus driver and the tourist guide were *"about the accommodation place"*. Porter (1999) stated that a manager's leadership skills were related to how (s)he resolved the conflicts when problems were experienced. In this respect, if the tourist guide states that (s)he is responsible for the tour or if (s)he acts as if (s)he has taken the responsibility, (s)he should resolve the problem when the bus driver is not given a good room in the hotels or is sent to another place for accommodation, and thus, indicate the importance of the bus driver.

It was determined that the problems experienced between the bus driver and the tourist guide during lunch breaks and resting areas were similar to those experienced inside the bus and that *the most common problem was about timing (punctuality); due to not obeying tachograph time, which was followed by egocentric behaviors of the tour guide.*

The most important point to be stated at this point is that the bus driver and the tourist guide are in the same side, they are co-workers and they have to act with respect and love for each other as they set off for the tour together. In this regard, it necessary for them to behave calmly and properly instead of egocentric behaviors.

Furthermore, acting respectfully towards each other despite work stress or busy on-the-road hours, may always add value to each other and enable the work to be completed easily.

It is considered among the bad behavior that the tourist guide leaves the bus driver, his/her co-worker, alone during the tour arriving at the hotel, or does not react or stays silent to the situation that the bus driver is not given a room. It is noteworthy to remember that when bus drivers spend the night in a bad room in the accommodation place or sleep inappropriately, it is probable that they endanger the lives of the guests while driving during the tours.

All the people in a bus (employees or those on holiday) in cultural tours should be considered as the same and this should not be forgotten along the way. Likewise, some bus drivers stated that *arriving at a resting place, neither tourist guides nor tourists may ignore them.* Accordingly, the importance of respectfully spending time or eating together with bus drivers in a resting place may also be considered as a significant motivating behavior. In this respect, after identifying the problems experienced between the bus driver and the tourist guide, suggestions can be given for future research.

Among the suggestions that can be given for future research, it can be stated that the studies to be conducted by using participatory observation method with bus drivers and tourist guides may increase the possibility of achieving various different findings. Furthermore, in this study, the problems experienced between the bus drivers and tourist guides were aimed to be revealed from the perspectives of the bus drivers. It is obvious that the studies that will be conducted from the perspectives of the tourist guides will provide a new point of view for the field and literature.

In addition to all these mentioned above, among future research, there may also be researches that will reveal the travel agency centered problems from the perspectives of tourist guides and bus drivers and thus, will touch on a different topic in the literature. Besides, it is thought that comparative research will also be revealed together with the studies to be conducted with quantitative methods.

Among the suggestions to be given to travel agencies; no matter it is a cultural tour, a package tour or a daily tour, determining the bus driver and the tour guide in advance and bringing them together and introducing to each other may enable to resolve some problems before they occur. It is thought that their motivation will be higher and arguments will be less in the tours with the recommendations to be given to both parties and the notes to be given at the beginning of the tours (the behaviors to be conducted during the tour) or by calling them at intervals and indicating to the hotels to be used for accommodation that they are sensitive on these issues. In addition to all these, the bus driver often feels left alone during the hotel stays and is sometimes made to stay in a bad room or elsewhere in the hotel apart from the rooms where tourists are staying. In this regard, considering the importance of the bus driver during the tours, it is also necessary to mention this situation to the hotels during the reservations.

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