



3rd GLOBAL CONFERENCE on BUSINESS, ECONOMICS, MANAGEMENT and TOURISM,  
26-28 November 2015, Rome, Italy

## The relationship between the five-factor personality traits of workers and their job satisfaction: s study on five star hotels in Alanya

Burcu Ilgaz Yildirim<sup>a\*</sup>, Mustafa Gulmez<sup>b</sup>, Furkan Yildirim<sup>c</sup>

<sup>a</sup>Akdeniz University, Ayse Sak School of Applied Sciences, Antalya, Turkey

<sup>b</sup>Akdeniz University, Faculty of Tourism, Antalya, Turkey

<sup>c</sup>Akdeniz University, Ayse Sak School of Applied Sciences, Antalya, Turkey

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### Abstract

The aim of this study was to investigate the relationship between five-factor personality traits and job satisfaction among workers of five star hotels within Alanya district of Antalya province. In line with this purpose, the study was conducted with workers from all departments of the hotels included in the study sample. During the study, a total of 471 workers from 12 five star hotels in Alanya district of Antalya province were contacted. Based on the correlation analysis results, a statistically significant relationship was identified between intrinsic satisfaction and the openness and conscientiousness dimensions. On the other hand, no statistically significant relationship was observed between extrinsic satisfaction and the five-factor personality traits. Furthermore, a statistically significant relationship was also observed between general job satisfaction and the openness and conscientiousness dimensions. Based on the regression analysis, it was determined that the extraversion dimension had a more significant effect than the openness dimension. The extraversion dimension had a negative effect on extrinsic job satisfaction, while the openness dimension had a positive effect. The extraversion and openness dimensions had a weak but statistically significant effect on general job satisfaction. The extraversion dimension had a negative effect on general job satisfaction, while the openness dimension had a positive effect.

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Peer-review under responsibility of the Organizing Committee of BEMTUR- 2015

**Keywords:** Job Satisfaction; Five Factor Personality Traits; Hotels; Tourism; Turkey

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\* Burcu Ilgaz Yildirim. Tel.: +90-242-4432067

E-mail address: [burcuilgazyildirim@gmail.com](mailto:burcuilgazyildirim@gmail.com), [burcuilgazYildirim@akdeniz.edu.tr](mailto:burcuilgazYildirim@akdeniz.edu.tr)

## 1. Introduction

As is known, job or occupation constitutes a very important part of human life. Along with “economical” function of the job which meets important physical needs of human life, it also contributes to psychological and social functions of the individual to a high degree (Tan, 1992, p. 87). In order to create a harmony between the worker and his/her job, individual’s abilities and personality must correspond to his/her job. Organizations are able to bring the people with right qualifications to the proper position only after long and expensive trainings. If the abilities and personality of the individual does not correspond to the job, it may become totally impossible to make the individual right for his/her position. Thus, many organizations today recruit people through meticulous processes. Many organizations benefit from personality tests which were developed specifically for this purpose in recruitment and promotion processes. The purpose of these tests is measuring individual’s abilities and knowledge along with determining whether his/her personality matches the personality traits required for the position (Kinik, 2007, p. 1).

## 2. Conceptual Framework

### 2.1. *Personality and Five-Factor Model of Personality*

All individuals who have a bachelor degree may guess the first lecture's topic. If the lecture is on philosophy, the first question would be "what is philosophy?" In other words, psychology professors traditionally start their lectures with the following question: What is personality? (Burger, 2006, p.22). Personality may be defined as emotional, interpersonal, experiential and motivational forms that explain behaviors in different situations. It points to psychological traits which are constant in time and which provides reasons for the behaviors of the individual, and these traits constitute a unified combination that shows who the person is while determining his/her emotional, behavioral and cognitive forms (Mount et al., 2005, p. 447).

“Personality” comes from the Latin term “persona.” In antique Greece and Rome, actors had masks called “persona” which emphasized the traits they represent on the stage. Later, this term has been used to mean both the person and his/her role in society (Luthans, 1992, p. 85). In many cases, five orthogonal characteristics result from measurement of many people’s personality traits and factor analysis as a covariance structure and these are named as extroversion, adaptability, self-control, neuroticism and openness towards experience. Based on the studies which support the robustness and versatility of five-factor model, categorization of five-factor model creates a pre-organizational structure for important personality traits, if not for all (Cook, 2005, p. 2).

If we are to conclude from these definitions related to personality, it comes out as a unique image of the factors affecting a person’s perception, thinking and behaving modes. Being under the constant impact of stimulants coming from inside and outside, personality includes all biological, psychological, hereditary and acquired abilities, motives, feelings, wants, habits and all other behaviors of the individual. In sum, it is possible to see hereditary traits and environmental impacts in the constitution of personality. One may conclude from this that if environment’s impact is taken into account, personality reflects to some extent traits common to the community, and to some extent traits common in all humans, and not only traits unique to individual (Yelboga, 2006, p. 198).

As is shown by personality researchers, one of the definitions of personality traits is five-factor model (McCrae and John, 1990, p. 176). Five-factor model in the explanation of personality was first used in 1960s and gained speed later in 1980s and 1990s. By the late 1980s, personality scientists came to a common agreement on five strong factors of "Five-Factor Model" which provided a meaningful and useful categorization for the organization of complex findings in personality literature (Taggar et al., 1999, p. 901).

Due to the frequent emergence of five-factor model of personality in studies conducted according to various methods, these factors are called as “Big Five” in the literature (Burger, 2006, p. 251). In general, “five-factor model” is used as a common term (Carver and Scheier, 2004, p. 66).

Table 1. Factors of Five-Factor Model of Personality

FACTOR	HIGH SCORE DEFINITION	LOW SCORE DEFINITION
Extroversion	Talkative, willing, enterprising, dominant, social	Quiet, insusceptible, passive
Adaptability	Good-natured, soft-hearted, reassuring	Touchy, hard-hearted, skeptical
Emotional Balance	Worried, emotional, defenseless, angsty	Calm, not emotional, self-controlled, self-confident
Openness for Newness	Creative, preference toward differences, strong imagination	Uncreative, practical, preference towards routine
Responsibility	Conscious, hard-working, ambitious, responsible	Negligent, lazy, aimless, irresponsible

## 2.2. The Concept of Job Satisfaction

The concept of job satisfaction is among the important subjects of industrial psychology (Lu et al., 2005, p. 211). It is a commonly studied subject in the literature (Tang and Talpade, 1999, p. 345). The concept of "satisfaction" is observed to be used to express the pleasure and inner peace felt by individuals themselves in general (Mercer, 1997, p. 57). People's jobs are also explained as a combination of all the necessary roles which meet all material, social and physical purposes of people (Jan, 1994, p. 50). The reason for the importance of the concept of job satisfaction is the increasing concerns related to the levels of job satisfaction of the workers in recent years. In the world of competition, the satisfaction of personnel gained an important position among important subjects which are dealt with by the management (Chambers, 1999, p. 69). According to the definition of Cribbin, job satisfaction is the joy and satisfaction of personnel related to performing their jobs. Satisfaction is possible if expectations of workers related to their jobs and the traits of the job itself are in harmony with each other (Cribbin, 1972, p. 155). According to Park and Deitz, on the other hand, job satisfaction is the inner harmony of the workers related to their jobs (Park and Deitz, 2005, p. 10). Mottaz defined job satisfaction as a function of job values, rewards, personal qualifications and work conditions (MottazI, 1986, p. 360). According to Spector, positive behaviors of individuals describe the case of job satisfaction while negative behaviors describe the contrary, in other words job dissatisfaction (Spector, 1997, p. 2). According to Osagbemi, job satisfaction is an emotional reaction resulting from the individual's comparison between real results obtained from their job and expected results (Osagbemi, 1997, p. 108). For Davis, on the other hand, satisfaction of life is directly proportional with job satisfaction. When job satisfaction is inadequate, satisfaction of life itself would also be low (Davis, 1988, p. 96).

Workers tend to have expectations related to the job they perform. Job satisfaction may be defined as the satisfaction of these expectations (Schermerhorn et al., 1994, p. 144). Attitudes of the personnel towards their jobs is extremely important in an organization. Because their attitudes would have an impact on the quality of the job. According to Hofstede, one must have a better understanding of the concept of attitude in order to understand the concept of job satisfaction better. Attitude may be defined as "constant organization of beliefs related to an object or situation which in turn prepare the individual to respond to the situation in a preferred way" (Hofstede, 1998, p. 478). Richard Arvey and others have analyzed the relation between personality and job satisfaction. In this study, they have tried to establish that personality helps in determining job satisfaction. They have analyzed thirty four identical twins in order to conduct the study. They have selected these twins among individuals who grew up separately from an early age. The degree of sameness of these people's job satisfaction levels has been measured taking into account differing situational impacts as opposed to their identical genetic structure. The results of this study suggest that genetic factors contribute by 30% to the differences between job satisfaction levels between twins (Arvey, 1989, p. 188).

## 3. Methodology

The purpose of this study is "to measure the relation between five-factor personality traits and job satisfaction of five-star hotel workers." In this context, the study analyzes whether there is a relation between five-factor personality traits of five-star hotel workers and their job satisfaction levels along with whether gender, age, marital status, income status, hotel department in which individuals work have any impact on individual's personality traits and job satisfaction. The study has been conducted on workers of five-star hotels within the borders of Alanya district of Antalya province. The study has been conducted in the months of fall of 2014. The reason for this timing

was to take into account the busy schedule of hotel workers within the high season. Sample was chosen through convenience sampling. 4 hotels out of 16 five-star hotel which were contacted from the region of Alanya have not agreed with the questionnaire implementation. Questionnaires were given to 12 five-star hotels and 400 questionnaires out of 1000 were not returned. 471 questionnaires out of the remaining 600 were not deemed appropriate for analysis. And 129 questionnaires were deemed invalid due to their being inappropriate for analysis. The study included Minnesota Job Satisfaction Scale in order to measure job satisfaction of workers. There are two forms of Minnesota Job Satisfaction scale form, one short and one long version. And short questionnaire form has been used in the study consisting of 20 questions.

Minnesota job satisfaction scale has been developed by Weiss, Dawis, England, and Lofquist in 1967. It has been translated to Turkish in 1985 by Aslı Baycan. Cronbach Alpha coefficient has been calculated as 0.925 for the job satisfaction scale.

Job satisfaction scale consists of two dimensions, one endogenous satisfaction and one exogenous satisfaction. “Five-Factor Personality Scale has been developed by John, Donahue, and Kentle. FFPS (Five-Factor Personality Scale) consists of 44 questions and 5 sub-scales. These sub-scales are Emotional Balance, Extroversion, Adaptability, Responsibility, and Openness” (Gumus, 2009, p. 142).

#### 4. Findings

Table 2. Socio-Demographical and Sector-Related Properties of Participants

Age	Frequency	Percent
18-24 years	137	29,1
25- 34 years	201	42,7
35- 44 years	99	21
46 years and more	13	7,2
Total	471	100
Gender		
Woman	163	34,6
Man	308	65,4
Total	471	100
Education Level		
Primary Education	152	32,3
High School	192	40,8
University	121	25,7
High Education	6	1,3
Total	471	100
Marital Status		
Married	231	49
Single	220	46,7
Widowed	20	4,2
Total	471	100
Have you received tourism education?		
Yes	238	49
No	233	51
Total	471	100
How long have you been working in tourism sector?		
Less than 1 year	56	11,9
1-5 years	169	35,9
6-10 years	123	26,1
11-15 years and more	76	16,1
More than 16 years	47	10
Total	471	100
What is the season in which your hotel is operational?		
All year	352	74,7
Seasonal	119	25,3
Total	471	100

Position		
At the level of personnel	346	73,5
At the level of junior administrative officer	65	13,8
Middle level managers	42	8,9
At the level of senior administrative officer	18	3,8
Total	471	100
How many hours do you work in the workplace?		
Work 8 hours or less	353	74,9
Work 10- 12 hours	112	23,8
Work more than 13 hours	6	1,3
Total	471	100
Did you choose your profession voluntarily?		
Yes	379	80,5
No	92	19,5
Total	471	100

Participant workers consisted of 24 years old or younger people in the amount of 29.1%, 25-34 years old people in the amount of 42.7%, 35-44 years old people in the amount of 21%, 45-54 years old people in the amount of 5.9%, and 55 years old and older people in the amount of 1.3%. Participant workers consisted of women in the amount of 34.6%, and men in the amount 65.4%. As for the education levels of the participants, 32.3% had primary education, 40.8% had high school education, 25.7% had university education, and 1.3% had higher education. Participants consisted of married people in the amount of 49%, single people in the amount of 46.7%, and divorced people in the amount of 4.2%. As for the tourism education related question, participants have answered that they had a tourism education by giving the answer of yes in the amount of 49%, and 51% said no to the same question indicating that they did not get a tourism education. As for the work periods of the workers in the tourism sector, participants answered as less than 1 year in the amount of 11.9%, 1-5 years in the amount of 35.9%, 6-10 years in the amount of 26.1%, 11-15 years in the amount of 16.1%, and 16 years and more in the amount of 10%. As for the hotel's operational period, hotels were observed to be operational all year in the amount of 74.7%, and seasonal in the amount of 25.3%. As for the work position in the hotel, participants were determined to be at the level of personnel in the amount of 73.5%, at the level of chief in the amount of 13.8%, at the middle level management in the amount of 8.9%, and at the senior level management in the amount of 3.8%. Participants have said they were working up to 8 hours in the amount of 74.9%, 9-12 hours in the amount of 23.8%, and 12 hours and more in the amount of 1.3%. Hotel workers had chosen their profession voluntarily in the amount of 80.5%, while 19.5% had indicated that they did not choose their profession voluntarily.

Table 3. Findings of Regression Analysis Showing the Five Factor Personality Traits Impact of Job Satisfaction

Variables	Job Satisfaction		
	$\hat{A}$	T	Sig t
Constant	2,926	7,623	,000**
Extroversion	-,179	-2,915	0,004*
Openness	,168	2,902	0,004*
Adaptability	,072	1,121	0,263
Emotional Balance	-,058	-,941	,347
Responsibility	,065	,884	,377

R = 0,189; R<sup>2</sup> = 0,036; Adjusted R<sup>2</sup> = 0,025; F = 3,460; Sig. F = 0,004

\*\* Values are significant at 0,01 level.

\* Values are significant at 0,05 level.

Each of the dimensions of five-factor personality traits were taken as independent variables, while general job satisfaction was taken as dependent variable, and regression analysis was conducted based on these variables. Regression analysis was conducted according to Enter method. The results suggest that regression equation is statistically significant. Determination coefficient has been calculated as 0.036. This rate may be interpreted as follows: five-factor personality traits explain 3.6% of the variance in general job satisfaction. In conclusion, one

may say that general job satisfaction is influenced by personality traits, but the rate of explanation is low/poor.

Table 4: Correlation Analysis between Job Satisfaction and Five Factor Personality

	Correlations							
	Endogenous Satisfaction	Exogenous Satisfaction	Job Satisfaction	Extroversion	Openness	Adaptability	Emotional Balance	Responsibility
Endogenous Satisfaction	1	,817**	,969**	-,008	,135**	,084	-,019	,092*
Exogenous Satisfaction	,817**	1	,934**	-,067	,083	,081	-,036	,082
Job Satisfaction	,969**	,934**	1	-,034	,119**	,087	-,027	,092*
Extroversion	-,008	-,067	-,034	1	,425**	,445**	-,423**	,381**
Openness	,135**	,083	,119**	,425**	1	,307**	-,037	,310**
Adaptability	,084	,081	,087	,445**	,307**	1	-,356**	,587**
Emotional Balance	-,019	-,036	-,027	-,423**	-,037	-,356**	1	-,366**
Responsibility	,092*	,082	,092*	,381**	,310**	,587**	-,366**	1

\*\*p<0,01 (2-tailed) \*p<0,05 (2-tailed)

As seen in the table, the correlation analysis is interpreted as follows:

- There is no relation between extroversion of the hotel workers and endogenous satisfaction.
- There is no relation between adaptability of the hotel workers and endogenous satisfaction.
- There is a relation between responsibility of the hotel workers and endogenous satisfaction.
- There is no relation between emotional balance of the hotel workers and endogenous satisfaction.
- There is a relation between openness of the hotel workers and endogenous satisfaction.
- There is no relation between extroversion of the hotel workers and exogenous satisfaction.
- There is no relation between adaptability of the hotel workers and exogenous satisfaction.
- There is no relation between responsibility of the hotel workers and exogenous satisfaction.
- There is no relation between emotional balance of the hotel workers and exogenous satisfaction.
- There is no relation between openness of the hotel workers and exogenous satisfaction.
- There is no relation between extroversion of the hotel workers and general job satisfaction.
- There is no relation between adaptability of the hotel workers and general job satisfaction.
- There is a relation between responsibility of the hotel workers and general job satisfaction.
- There is no relation between emotional balance of the hotel workers and general job satisfaction.
- There is a relation between openness of the hotel workers and general job satisfaction.

### 5. Conclusion

The results of this study which aims to analyze whether there is a relation between five-star hotel workers' personality traits and their job satisfaction levels, and to determine the impact of demographical characteristics on their personality traits and job satisfaction are summarized below.

Correlation and regression analyses have been conducted in order to determine whether personality traits are related to job satisfaction. According to the results of correlation analysis, endogenous satisfaction had a statistically significant relation with openness and responsibility dimensions. It was observed that exogenous satisfaction had no statistically significant relation with any of the personality dimensions. General job satisfaction was observed to have a statistically significant relation with openness and responsibility dimensions.

According to the regression equation, extroversion and openness dimensions had weak but statistically significant impacts on general job satisfaction. Extroversion dimension had negative impacts on general job satisfaction while openness dimension had positive ones. In other words, general job satisfaction decreases as extroversion increases, while general job satisfaction increases as openness increases. Other dimensions had no statistically significant impact on general job satisfaction.

According to the findings of the present study, five-star hotel workers had low levels of tourism education and general education. Due to tourism sector's being a labor-intensive service sector, the education levels and knowledge about tourism in workers may enable them to be more committed to their professional lives. Therefore, it would be important for the hotel establishments' continuity to take into account the education level of the personnel during the recruitment process as well as to give in-service trainings for their workers.

Majority of the workers have indicated that they had chosen tourism sector and profession voluntarily. Therefore, this may constitute an advantage for the hotel establishments since they start working on a voluntary basis even though they did not get the proper education for the job. Hotel establishments may have an important mission to protect this willingness by providing appropriate conditions for work.

One of the findings of the present study was that married individuals had higher job satisfaction levels compared to single individuals. This finding may be interpreted as a reflection of family order into professional order. Therefore, one may say that marital status may be an important factor to consider during recruitment process for the hotel managers.

The present study was conducted on hotels in Alanya region. A recommendation in the light of the present study may be made for the future studies to be conducted within the season. It would be possible to reach high numbers of workers within the high season. Again, in the light of the present study, it may be said that researchers conducting future studies may implement the same study in various fields of tourism sector and may reach to different conclusions through implementation on various tourism regions.

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