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**IMPACT OF OCCUPATIONAL STRESS ON JOB PERFORMANCE IN  
AUTOMOTIVE SALES ENVIRONMENT: MODERATING ROLE OF  
LOCUS OF CONTROL**

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**ABSTRACT**

*Objectives: The purpose of this study is to analyze the relationship between occupational stress and job performance also understanding the moderating effect of locus of control (LOC). The research will be implemented in the sales environment within the Turkish Automotive dealers' network. Research focus group dealers' sales advisors and try to understand how the locus of control, which is accepted as a dimension of personality, moderated between occupational stress and work performance relationships.*

*Methods: Analytical type of research design was employed in this paper. A total of 423 respondents who are working in the automobile industry as sales advisor were answered the survey. This study will be used three different scales to understand relations LOC, Job stress, and Job performance. LOC scale was developed by Rotter (1966) and translated to Turkish by Dağ (1991). For occupational stress developed by Price (2001). Last, the job performance scale developed by Yousef (2000). Researching organization is selected as the automotive industry in Turkey.*

*Results: The findings show that occupational job stress affects to job performance while LOC play moderating role onto automotive sales employees. Beside of that research also provided that educational level not significantly affected on this relationship.*

**Originality:**

*The study relies on social learning theory (Bandura, 1977) and the self-determination theory (Deci & Ryan, 1985). Automotive industry one of the largest community and locomotive industries for the Turkish Economy (Pişkin, 2017). Authorized automotive dealers sales employers were selected to understand their work-related behavior.*

**OTOMOTİV SEKTÖRÜ SATIŞ ALANINDA İŞ STRESİNİN İŞ  
PERFORMANSINA ETKİSİ KONTROL ODAĞININ DÜZENLEYİCİ ROLÜ**

**MAKALE BİLGİSİ**

**ÖZ**

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*Bu çalışmanın amacı, iş yaşamında yaşanan stresin çalışan performansına yansımalarının nasıl olduğunu araştırmak ve kişilerin sahip olduğu kontrol odağının bu ilişkiyi nasıl etkilediğini ortaya koymaktır.*

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Anahtar Kelimeler: Kontrol odağı, iş veya meslek stresi, iş performansı, otomotiv ve satış

*Yöntem: Analitik araştırma tasarımı kullanılan bu makalede, ankete otomotiv sektöründe çalışan 423 otomotiv satış danışmanı katkı sağlamıştır. Bu çalışmada üç farklı ölçek kullanılmış olup bunlar Rotter(1966) tarafından geliştirilen kontrol odağı ölçeği, Price (2001) tarafından geliştirilen iş stresi ölçeği ve Yousef (2000) tarafından geliştirilen iş performansı ölçeğidir.*

*Sonuçlar: Araştırmanın sonuçlarına göre, iş yaşamında yaşanan stresin iş performansını düşürdüğü görülmüş bununla beraber dış kontrol odağına sahip çalışanların iç kontrol odağına sahip çalışanlara göre iş stresine bağlı performans düşüşünün daha fazla olduğu anlaşılmıştır. Çalışanların eğitim düzeyinin iş stresi ve performans ilişkisi üzerinde herhangi bir bağlantısının olmadığı görülmüştür.*

*Özgünlük: Bu çalışma, sosyal öğrenme kuramı ve öz belirleme kuramlarını temel alarak, iş yaşamında sıkça dile getirilen iş stresi ve iş performansı arasındaki ilişkiye odaklanmıştır. Ayrıca, Türkiye'nin en geniş topluluklarından biri olan ve ülke ekonomisinin lokomotif sektörlerinden biri olan otomotiv sektörünün uygulama alanı olarak seçildiği bu çalışma, satış operasyonu yürüten tüm sektör profesyonellerinin ve akademisyenlerin yararlanacağı bir kaynaktır.*

## 1. Introduction

In the highly competitive global marketplace, many industries, including the automotive industry, suffer from the fierce competition that has a profound effect on their sales and profit in the market. Starting with management, all corporate divisions struggle with the same challenge, namely, how to enhance work efficiency (Daft, 2007). For sustainable growth, organizations must be dynamic and flexible enough to adapt to external environmental conditions (Aghion & Tirole, 1997). In this context, one of the most critical assets of any organization is its human capital (B. E. Ashforth & Mael, 1989), which is a key aspect of organizational performance and success. This quantitative correlational study aimed to understand correlations between occupational stress and job performance, and the relationship with the locus of control (LOC).

In today's fast-paced sales environment, stress is one of the major factors that affect the success or failure concerning sales performance (Lewin & Sager, 2008). While some employees can develop in a competitive, fast-paced environment, others have more difficulty being successful (Lewin & Sager, 2007). LOC is an approach designed to understand better how an individual is affected by the world around them (Anderson, 2016).

According to Maslach and Jackson (1981), stress can be divided into three specific characteristics, including 'depersonalization, a reduced sense of personal accomplishment, and emotional exhaustion'. Maslach and Jackson (1981) showed that work performance decreases when one or more of these characteristics are present. Perceived stress varies from person to person due to its psychological and physical effects, which also vary (Epstein, 2010). The study result is not only valuable for automotive companies but also many types of companies that are sales oriented. They can use this information when they hire new employees and/or in training employees to control their stress level, which helps to improve job performance (Anderson 2016).

Similar studies in the automotive industry have focused less on the sales environment. At the same time, this article may help field managers to understand employee relationships better and encourage them in situational leadership and coaching of the sales staff on an individual level.

### **Literature Review**

Rotter first introduced the concept of LOC in his text on “social learning theory” (Rotter, 1954). Social learning theory is based on an individual’s expectation of reinforcement, their perception of the value of the support, and the individual’s environment (Rotter, 1954). Social learning theory indicates that “people can learn from both observation and direct experience” (Bandura, 1971). LOC has been distinguished in two distinct ways, namely internal and external LOC. Internal LOC, which refers to individuals’ perceptions of whether their surroundings are contingently determined by themselves, while external LOC refers to a person’s understanding of their actions as externally controlled, which often includes words such as luck, fate, or unpredictable factors (Tekin & Deniz, 2019). Social learning theory, otherwise known as self-efficacy theory, refers to a person’s conviction that the individual is fit for tackling a task (Robbins & Judge, 2017). The higher your self-efficacy, the more confidence you have in your ability to succeed (B. E. Ashforth & Mael, 1989). In this way, in troublesome circumstances, individuals with low self-efficacy are bound to decrease their exertion or surrender inside and out, while those with high levels of self-efficacy will invest more energy to overcome the challenge (Steinfeld, Ellison, & Lampe, 2008). Self-efficacy can be positive, with those that have significant efficacy becoming occupied with their assignments and afterwards, it leads to the incremental improvement, which further increases their efficacy (Bandura, 1977).

Reinforcement and Social-learning theory indicate that people can learn by being advised or by seeing what befalls others, just as through direct understanding (Bandura, 1991). A lot of what we have taken originates from watching models – such as family, instructors, friends, managers, and social media. (Bandura, 1994). The view that we can learn through both perception and direct experience is called the social-learning hypothesis (Pizzorno, 2007). Albeit social-learning theory is an expansion of operant moulding – that is, it accepts conduct is an element of results – it recognizes the effects of observational learning and perception (Pizzorno, 2007). Individuals react to how they see and characterize results, not to the target outcomes themselves (Robbins & Judge, 2017).

Stress is an interaction between the person and the outside environment where demands can be harmful or uncontrollable for each person (Lazarus, 1966). About perceived stress, Ryan and Deci (2000) introduced the theory of self-determination (SDT) about experiencing stress. SDT is defined as the study of individual differences in resilience and positive behaviors in response to stressors (Ryan & Deci, 2000). It likewise includes aspects of the environment that empower individuals and increase the likelihood of positive responses (Carter, 1971). Perceived stress is the belief by an individual that stress is present, and there is no control over it (Chapman, 2005). Stress is an interaction between people and their environment where needs can be hazardous or unmanageable for the individual (Lazarus, 1966). Work-related stress is an employee’s belief surrounding the inability to the role due to perceived

environmental occurrences at work Consistent with earlier research (Judge, Hurst, & Simon, 2009; Spector, 1998; Spiro & Weitz, 1990). "There are minuscule disparities in the fact of job anxiety, job stress, occupational stress, organizational stress, role stress, and work stress but different researchers used the terms interchangeably in different studies' (Ali & Miralam, 2019). In this study, work-related stress was considered as mentioned above.

Robbins and Judge drew the model of stress, on their book (Robbins & Judge, 2017). They indicated that 'environmental factors, organizational factors and personal factors are a potential source of stress and physiological stamps, psychological symptoms and behavioral symptoms are the consequences while Individual differences and cultural differences affect experienced stress such as mediating and moderating role (Robbins & Judge, 2017). Occupational stress is much a personal response and is diverse from general stress, even organization and work-related (Montgomery et al., 1996). It is taken note by different educational researchers, who considered occupational stress as one of the preeminent highlights in work organization which lead to decrease within the performance (Ali & Miralam, 2019) . Behavioral related pressure side effects remember decreases for efficiency; increments in unlucky deficiencies and turnover; and individual changes in dietary patterns, expanded smoking or use of alcohol, quick discourse, squirming, and rest issue (Maslach, 2003). People may do undertakings better, more seriously, or all the more quickly when they feel lower moderate level pressure (Cretu & Gora, 2019). However, considerable pressure places out of reach requests on an individual which brings about lower execution (Akben & Çınar, 2008). Because of this moderate effects, we might have the option not to let stress influence our work performance (Robbins & Judge, 2017).

Stress is an unpleasant psychological process that faced within environmental pressures, while performance reflects overall efficiency and productivity-related to its duties and responsibilities (Chen, Silverthorne, & Hung, 2006). Since the most important determining factor of performance is human, considerable research has been done in this area. Organizational stress and performance relation studies, where work-family conflict has gained importance, are among these (Robbins & Judge, 2017). Numerous experts see the weights of overwhelming workloads and due dates as positive challenges that upgrade the quality of their work and the fulfilment they get from their work but when the stress level became over can be a handle, it makes harm to personal health and performance (Robbins & Judge, 2017).

A few individuals flourish in unpleasant circumstances since others are overpowered by them (E. Ashforth, 2011). Perception, a person illustrated their response in reaction to their discernment of reality, instead of reality itself (Capaldi, 1992). Stress indications communicated in work may begin within the person's personality (Robbins & Judge, 2017). Porter and Lawler (1968) provided that there are three different performance outlook which is measure outputs rate, sales amount within a specific timeline, total production of the division of workers report to the manager (Mani, Sritharan, & Gayatri, 2014). Another type of measure of performance evaluation by someone who compared to worker performance individually with another person who does it similar work (Heywood, Jirjahn, & Struewing, 2017). The

last measurement for performance is 'self-appraisal and self-ratings.' (Tekin & Deniz, 2019). It identified one examination that followed physiological reactions of workers after that time found that occupational stress because of the high workload at hand with lower passionate prosperity (Robbins & Judge, 2017). Occupations that set different and clashing expectations or that need lucidity about the officeholder's obligations, authority, and duties increment both stress and dissatisfaction (Lewin & Sager, 2007). Mostly, the fewer control individuals have over the pace of their work, the more prominent their stress and unhappiness (Heywood et al., 2017). Occupations that give a low degree of assortment, hugeness, independence, input and character seem to make pressure and diminish fulfilment and inclusion in the activity (Judge & Bono, 2001). Not every person responds to self-governance similarly, be that as it may. For those with an external LOC, expanded employment control builds the inclination to encounter stress and exhaustion (Robbins & Judge, 2017) (Capaldi, 1992).

Several studies were conducted so far on the type of LOC and its impact on such job aspects as stress, satisfaction and organizational commitment (Modise & Rambe, 2017). Studies have identified an interaction between locus of control and care stress (Rahim, 1996; Daniels and Guppy, 1994). Respondents who had an internal LOC perceived lower levels of job stress reported higher levels of job satisfaction and job performance (Chen and Silverthorne, 2008). Forgarty, (2005), indicate that External LOC has a significant negative influence on job stress and tends to reduce personal accomplishments and job performance (Judge & Bono, 2001). Jamal (1984) found that as job stress increased, the level of job performance decreased. However, Chen et al. (2006), if stress levels were not related to either organizational communication or job performance. Mitchell, Smyser & Weed (1975), pointed out that LOC has no direct or indirect impact on job performance. However, Khorshidifara and Abedia (2011) proposed that as internal LOC increases, the job performance will also increase; however, when LOC comes with stress, then we expect a reduction in job performance. It can be stated that one of the most critical effects of excessive and long term stress exposure and job dissatisfaction is the decrease in work performance (Yusof, 2000). The personality structure of the professions also plays a vital role in the pattern of this situation (Tanç, 2016). The job stress that emerges in the working condition brings with it a potential strain for the employees (Göçeri, 2014). According to the results of the research (Frucot and Shearon, 1991), it was determined that the LOC did not have a significant effect on the job satisfaction of the managers, but had a considerable impact on the job performance.

In an organization, stress can reduce job satisfaction and job performance (Epstein, 2010). A workforce may reduce efficiency, which might harm the business's outcomes (Daniels & Harris, 2005). Beehr and Newman (1978) seen word related stress as "a condition emerging from the interaction of individuals and their employments and characterized by changes inside individuals that drive them to veer off from their typical functioning". Various hypotheses relating to individual stress and performance are backed by keeping in intellect the sensible conclusion that behaviour may be a work of physiognomy of the environment and individual (Pervin, 1968).

Particularly, research about have distinguished an interaction between locus of control, and work stress (Rahim, 1983), an individual's response as measured by work stress and performance may depend on few person identity characteristics particularly LOC (Martin et al., 2005). Choo (1986) provided that level of work stress, and individual encounters could be a function of their identity type. Kalbers and Fogarty (2005) provided those with an internal LOC are less likely to involve a high level of stress, yet those with an external LOC are more likely to be powerless to stress and are more likely to see certain occasions as unpleasant (Maslach, 1998). Besides, these analyses concluded that external negative impact on occupational stress and tends to diminish individual achievements and work performance (Chen & Silverthorne, 2008). Some jobs which have higher levels of stress; some types of personalities may lead to individuals personally preferred (Spector, 1986). LOC might intervene the relationship between job performance, job satisfaction and occupational stress since an individual's conviction in their level of capacity to control the work environment affects the work-related behaviours that may, in turn, affect work performance (Modise & Rambe, 2017). Respondents who had an internal LOC perceived lower levels of job stress, detailed higher levels of work satisfaction and work performance (Tekin& Deniz, 2019). Based on employees' reactions, the results show that high-performance companies likely have more internal LOC individuals than low-performing companies (Chen & Silverthorne, 2008).

Stress is showed as a self-perceived dissatisfaction on a human (Brown & Campbell, 1990). Hammad et al. (2012) examined that the Oxford dictionary reference characterizes role stress-related emotional state of an individual producing from his / her exterior or interior environment and putting as well much request on the worker. When workers could not be avoided to stress on work environments, workers who had occupational stress are more likely to be unmotivated, appear inadequate performance, and less efficiency ((Munir, Leka, & Griffiths, 2005). Work conflict, work overload and work ambiguity are three significant components of occupational stress (Cooper and Marshall, 1976; Singh and Dubey, 2011). Occupational stress may be a harming and genuine issue for every organization, especially from a financial point of view since it can be capable of tremendous commercial losses of a proceeding nature inside the business (Rizzo et al., 1970). Workers with a more remarkable degree of occupational stress are less willing to show above-average work performance due to their work overload, job conflict, and job ambiguity (Akgunduz, 2014).

There is a negative relationship between occupational stress and work performance, with occupational stress applying a negative effect on work performance (Akgunduz, 2015). It is indicated that last thirty years focuses out that sales employee are especially inclined to job conflict and role ambiguity (e.g., Netemeyer, Brashear-Alejandro, and Boles 2004; Walker, Churchill, and Passage 1975). This is often since sales employees are in a boundary-spanning job and got to adapt to different desires from clients and administration (Churchill, Ford, & Walker, 1974). Job conflicts happen when the sales employee accepts that group desires and requests are inconsistent employees agrees that group desires and request are contradictory and cannot be at the same time fulfilled (Oliver & Brief, 1983). Besides that,

occupational ambiguity comes about when the sales employees uncertain around the obligations and activities required in their work (Churchill, Ford, & Walker, 1976). Analyzing the moral climate and occupational stress relationship is basic given the known negative impact of job conflict and job ambiguity on salespersons' attitudes of job, behavioural intention, and work performance (Brown and Peterson 1993; Churchill et al. 1985; Naumann, Widmier, and Jackson 2000).

According to Belostecinic (2010), occupational stress can be characterized as a passionate, social, psychological and physiological response to the forceful and unsafe parts of the activity special, the connections at work, the workplace, organizational climate, the job conflict, the job ambiguity, development opportunities, just as the work-family relationship. Nyangahu and Bula (2015) feature by the consequences of their investigation that an elevated level of stress contrarily influences the quality of the work results and the presentation of the workers while the low degree of stress positively affects the performance and the quality of workers' job results. According to Jamal (1984), when occupational stress increased, the level of work performance decreased. Having internal LOC can offer assistance workers adapt to job stress and other troubles in trade workers having external LOC cannot adapt to the job stress and challenges in a legitimate way (Heywood et al., 2017).

### **The Automobile Industry and Sales Environment**

The automotive sector in Turkey was begun in 1929 with starting to assemble parts in Istanbul to sell in Turkey as well as in the USSR and the Middle East by Ford Motor Company (Pişkin et al., 2017). The first motor vehicle production started in Turkey in 1954 when a company called 'Turk Willys Overland Limited Ortaklığı' (Turkish Willys Overland Ltd. Partnership) was set up to produce pickups and jeeps for the Army (Yurdakul & İç, 2003). There was an expansion of international trade, following the Customs Union with the EU in 1996. The automotive industry is one of the strategic sectors for the Turkish economy and has contributed to technological development (Nair & Kayaalp, 2019). The automotive industry is the third-largest industry in terms of production volume, after the food industry and textile industry, and the first in terms of investment volume.

Nowadays, in 52 distributors and almost a thousand dealers have produced sales and services (ODD, Market Analysis Report, 2020). The demand for certain types of automobiles might be change if there is a change in consumers' incomes, tastes and preferences or a difference in the prices of related products such as interest rates. Automobile offered by another manufacturer who offered marginal benefits such as a better interest rate, better gas mileage, or more options for the same price (Sönmez, 2013). The manufacturer is interested in promoting its brand, creating the need to conquer its market participation, to communicate, to develop its image from that which we call "consumer" and the whole environment, the need for motivation, behaviour, classification, segmentation. (Sundin & Bras, 2005). It is in this perspective that the author proposes the concepts of customer and client shopper buyers. The first is the appearance of the customer who wants to know "where to buy, not what to buy." The prices and services must that the product is important, as choosing the brand and its image. Trends in the automotive industry include the style of the vehicle and the pattern in sales. The automotive company

must have the capabilities to keep up with fashion, meaning goods and services the economy is vesting for (Rugman & Collinson, 2004). At the same time, automakers try to make the best choice for customers, end of the day customer contact with that person responsible for the sale, delivery to the customer. In the automotive industry, these responsible persons are sales advisor. Distributors define sales targets to dealers and the dealer's sales manager, GM or dealer owner distribute this target to their sales advisor (Yurdakul & İç, 2003). Dealer incentive also sales advisor incentive depends on the target achievement. Since target oriented work also leads to high turnover for sales advisors because when the advisor could not succeed at this dealer, there will be no choice for by themselves to get a proper wage or sometimes the story end of with layoff. Because of the mentioned reason, one of the most stressful areas in the automobile industry is the sales side, in this research focus on the sales advisors stress and performance relations together with LOC.

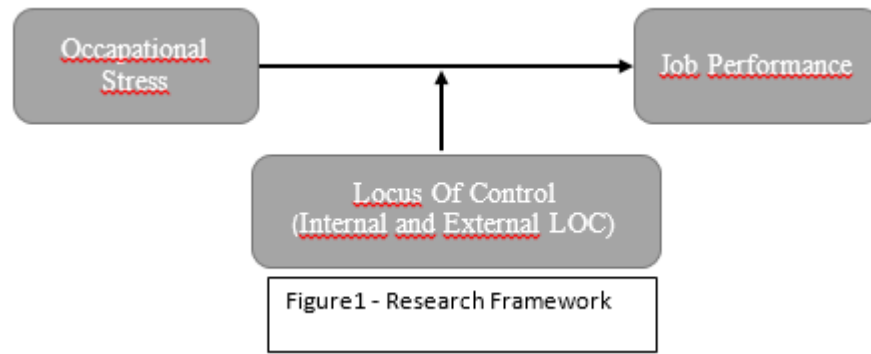
The automotive industry achieved \$596 million in exports, down 77.2 per cent in April 2020 compared to last year. In the January-April period of 2020, it decreased by 26.9% and provided 7 billion 577 million dollars of exports. (ODD Genel Değerlendirme NİSAN 2020, 2020) The top 5 export destinations in April 2020 were Germany, the United Kingdom, the USA, Italy and Iraq, respectively. The primary reason for the vast dropping is the COVID-19 issue. According to TURKSTAT (TUİK) data; In March 2020, exports decreased by 17.8% compared to the same month of the previous year and reached 13 billion 422 million dollars, and imports decreased by 3.1% and reached 18 billion 813 million dollars. In the domestic market, automotive sales result was also affected by COVID-19, April sales data was dropped % 47 compare the previous month. Table-1 show last ten years sales data.

Table-1 Llast 10 Years Sales Figures.

Year	Jan.	Feb.	March	April	May	June	July	August	Sept.	October	Nov.	Dec.	Total
2010	20,095	31,172	51,769	54,946	59,377	60,896	61,345	61,764	63,814	73,404	73,962	148,369	<b>760,913</b>
2011	44,892	58,663	78,403	77,695	80,646	81,573	63,044	58,406	60,129	69,421	63,657	127,910	<b>864,439</b>
2012	29,545	41,324	64,884	62,949	70,863	71,067	62,304	58,148	69,629	59,938	71,710	115,400	<b>777,761</b>
2013	35,523	48,307	68,774	73,575	81,468	74,096	71,596	65,043	67,963	58,014	79,301	129,718	<b>853,378</b>
2014	32,670	35,021	47,581	53,305	58,121	60,163	59,907	60,199	66,531	66,573	80,621	146,989	<b>767,681</b>
2015	34,615	55,331	83,302	91,602	81,542	86,158	83,836	82,577	64,025	64,255	84,601	156,173	<b>968,017</b>
2016	32,713	52,825	82,948	84,887	93,904	91,540	58,533	71,556	67,593	83,000	122,309	141,912	<b>983,720</b>
2017	35,323	46,965	73,802	75,988	85,422	83,658	82,297	72,536	71,352	91,752	100,859	136,240	<b>956,194</b>
2018	35,076	47,009	76,345	71,126	72,755	51,037	52,734	34,346	23,028	21,571	58,204	777,060	<b>620,937</b>
2019	14,373	24,875	49,221	30,971	33,016	42,688	17,927	26,246	41,992	49,075	58,176	90,500	<b>479,060</b>
2020	27,273	47,122	50,008	26,457									<b>150,860</b>
<i>Last 10 y Avrg</i>	<b>31,483</b>	<b>44,149</b>	<b>67,703</b>	<b>67,704</b>	<b>71,711</b>	<b>70,288</b>	<b>61,352</b>	<b>59,082</b>	<b>59,606</b>	<b>63,700</b>	<b>79,340</b>	<b>127,092</b>	<b>803,21</b>

## Research Framework





### Research Hypotheses

- H1: Sales advisors' who have internal LOC would report lower occupational stress than those with external LOC.
- H2: Sales advisors' who have internal LOC would report higher job performance than those with external LOC.
- H3: Sales advisor who has higher education reported less occupational stress and higher job performance.
- H4: LOC plays a moderating role between occupational stress and job performance.
- H3: LOC play a moderating role between occupational stress and job performance for automotive sales advisors.
- H5: Occupational stress reduce job performance.

## 2. Methodology

The study planned for three sections, preparation, and design and implementation- validation. The first section is relay on a literature survey which is relevant organization behavior respected to the individual level of stress, performance, and their relation with personality types. The key source of the literature survey was database searching.

The questionnaire was made with the assistance of the Google forms and the dissemination of the survey was done in the online condition through socialization stages and the direct tending to of the people with the help of the OYDER (Authorized Automotive Dealers Association). The survey, after designed on the google platform link was shared with OYDER secretary and requested help to distribution to link among authorized dealers which are members of OYDER and have requested answer the survey by dealers' sales staff. After that, a total of 423 data were collected, but 46 returned did not meet the requirements. For example, most of the questions were empty, the same score was chosen, such as all answers 1 or 5. Finally, after the reduction, this data was ready to run 377 data. Since the survey was sent directly to target responders, the probability sampling method, simple random sampling selected as sampling design, and unit of analysis are individuals. According to Sekaran

(Sekaran, 2010), with a 95% confidence, 341 responses represent 3000 inhabitants and 346 responses represent 3500 employees. 377 data are thought to be good enough to represent the population.

#### Measures

To determine the personality structure of salespeople working in the automobile industry, Rotter's LOC scale was used. Locus of control (Rotter,1966) is a 29-item fixed choice questionnaire where respondents are solicited to select the one best from two decisions for each item. 1., 8., 14., 19., 24. and 27. Questions were placed as void and the answers given by the participants were not included in the scoring. Because of the scoring, the participants who scored 13 and above were categorized as focused on external control, and those who scored 12 and below were focused on internal control (Rotter,1966). The occupational stress scale (Price, 2001) had five dimensions which are workload, ambiguity, inadequate resources, work-family conflict, and role conflict. There are 22 items each scored on a five-point Likert-like scale. A higher score symbolizes to higher the measure of occupation stress as apparent by the respondent. Occupational performance scale (Yousef, 2000, 2002), utilizes a seven-point Likert scale and has four items with higher scores refer to higher occupation performance. The self-evaluation approach which has been received in this examination has been utilized beforehand by Stevens at every one of them (1978) and AL-Gattan (1983) and yielded worthy results. (Yousef, 2000) Additionally, demographics data will be also collected and analyzed to understand any relations to contribute to the field of organizational behavior.

### 3. Findings

#### Demographic Data:

Scope of the research were examined to determine the demographic characteristics of automotive sales personnel. The all the analysis were done on SPSS data analysis program. According to Figure-2, 57.6% of the participants are male and 42.4% are female. 62,3 of the participant are married and 37.7% are single.% 6.1 of the participants 25 and below years old, 21.8% are 26-30 years old, 21% are 31-36 years old, 24.4% are 37-42 years old, 19.4% are 43-49 years old and 7.4% 50 & above years old. For the last educational degree level, none of the participant middle and lower school degree,% 22.5 are high school level,% 23.1 are College level,% 42.4 biggest parts of participants' educational level is bachelor's degree and % 11.9 lowest groups participants' educational level is the master degree and over. 10.3% of the participants are 3 and below years, 18.3% are 4-7 years, 19.6% are 8-12 years, 21.0% are 13-17 years, 14.6% are 18-22 years and 16.2% have 23 years and above work experience. Lastly, % 43.2 of participants are working in Marmara, %13 are Aegean, %8.5 are the Mediterranean, %10.1 are central Anatolia, %10,9 are the Black Sea, % 9,3 are Eastern Anatolia and %5 of them working in Southeast Anatolia. It was also observed that 76.9% of 377 sales personnel have internal LOC and 23,1% have external LOC. It was determined that the vast majority of the salespeople participating in the study has internal LOC.

Table -

Demographic Information	Category	Frequency	Percentage %
Gender	Women	160	42.4
	Man	217	57.6
Marriage	Married	235	62.3
	Single	142	37.7
Locus of Control	External_LOC	87	23.1
	Internal_LOC	290	76.9
Age	25 and below	23	6.1
	26-30	82	21.8
	31-36	79	21.0
	37-42	92	24.4
	43-49	73	19.4
	50 and over	28	7.4
Education	Middle School and below	0	0.0
	High School	85	22.5
	College	87	23.1
	bachelor's degree	160	42.4
	Master and over	45	11.9
Work Experience	3 and below	39	10.3
	4-7	69	18.3
	8-12	74	19.6
	13-17	79	21.0
	18-22	55	14.6
	23 and over	61	16.2
Geographic Region	Marmara	163	43.2
	Aegean	49	13.0
	Mediterranean	32	8.5
	Central Anatolia	38	10.1
	Black Sea	41	10.9
	Eastern Anatolia	35	9.3
	Southeast Anatolia	19	5.0

Demographic Data

2

### Scale-Factor Analysis:

Factor analysis is a type of analysis that results in the Kaiser-Meyer-Olkin (KMO) coefficient and Bartlett's sphericity test for the suitability of the data. KMO value should be between 0-1. The closer this value is to 1, the more appropriate is the data set subject to research analysis to factor analysis. The proper level of value 0.70 for Business management science. The Bartlett test is; it measures whether the correlation between variables is high or not. (Yüksel, 2013: 27).

### Occupational Stress Factor Analysis:

The analysis made with the data set obtained from the survey questions. As a result of the analysis, items 5,9,10 and 14 were excluded from scale because of low factor loading and common distributed to between/among two or more dimensions. After the excluded mentioned item, the KMO test value was 0.775 as provided table-3. This indicate that the data set is suitable for factor analysis testing. Besides, the value of the Bartlett test, which expresses the correlation between the variables, was significant for factor analysis at the level of 0.05 significance.

As seen in table -4, factor loads are separated into five dimensions. This indicates that there are no problems with the questions. The total variance explained by five factors is 68.20%.

**Table-3** Occupational Stress Kaiser-Meyer-Olkin (KMO) ve Bartlett Test

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.775
Bartlett's Test of Sphericity	Approx. Chi-Square	3249.880826
	df	153
	Sig.	0

**Table-4** Occupational Stress Rotated Component Matrix

Item	Dimension				
	Work-Family Conflict	Role Ambiguity	Inadequate Resources	Workload	Role Conflict
	1	2	3	4	5

22	0.861				
20	0.833				
21	0.819				
16	0.766				
19	0.748				
17	0.745				
18	0.664				
15	0.610				
3		0.830			
1		0.806			
2		0.771			
12			0.845		
13			0.800		
11			0.742		
8				0.874	
7				0.833	
6				0.658	
4					0.854

#### Job Performance:

As a result of the analysis, Item 3 was excluded because of low factor loading. After the excluded mentioned item, the KMO test value was 0.711 as seen table-5. It was seen that the work performance scale of the study consisted of one factor. Factor loads are expressed in table- 6. This is an indication that the items can measure the desired phenomenon under a single factor. The announced total variance is %78,13

**Table-5** Job Performance Kaiser-Meyer-Olkin (KMO) & Bartlett Test

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.711
Bartlett's Test of Sphericity	Approx. Chi-Square	545.62
	df	3
	Sig.	0

**Table 6** Job Performance Factor Loading

Item	Performance Factor loading
	1.000
Performance1	0.835
Performance2	0.796
Performance4	0.712

**Normality Test:**

To perform parametric hypothesis tests, the data must have a normal distribution first. In this study, kurtosis - skewness values of descriptive statistics were examined for this purpose. Skew and kurtosis are assumed to be zero in the normal distribution. If negative, it is skewed to the right and if positive, it is skewed to the left. In kurtosis, a negative value means flattened, a positive value means steepness. Inclusion of Skewness and Flatness values  $\pm 1.5$  (Tabachnick & Fidell, 2013) or  $\pm 2$  (George & Mallery, 2010) is considered sufficient for normal distribution. According to table 7, it is seen that these values are within the proper range for normality.

**Table-7** Skewness & Kurtosis

N:377	Occupational Stress		Job Performance	
	Statistic	Std. Error	Statistic	Std. Error
Skewness	0.140	0.126	-0.778	0.126
Kurtosis	-0.670	0.251	0.293	0.251

**Hypothesis Testing and Interpretation**

To understand the first two analyses independent t-test and correlation analysis were used, also Manova, posthoc tests used to examine educational level with occupational stress and job performance relations. Moreover, to analysis hypothesizes 4 and 5 regression analysis was done (SPSS, Andrew F. Hayes process used)

H1. Sales advisors' who have internal LOC would report lower occupational stress than those with external LOC. **Approved**

H2. Sales advisors' who have internal LOC would report higher job performance than those with external LOC. **Approved**

**Table-8** Descript Data Relation LOC, O. Stress and J. Performance

LOC Status		N	Mean	Std. Deviation
O. Stress	Internal LOC	290	2.6559	0.56751
	External LOC	87	2.8985	0.57960
J. Performance	Internal LOC	290	4.0460	0.53859
	External LOC	87	3.7395	0.69592

**Table-9** Descript Data Relation LOC, O. Stress and J. Performance

Independent Samples Test					
	Levene's Test for Equality of Variances		t-test for Equality of Means		
	F	Sig.	t	df	Sig. (2-tailed)

O. Stress	Equal variances A.	1.206	0.273	-3.479	375	0.001
	Not Equal variances			-3.440	139.159	0.001
J. Performance	Equal variances	6.308	0.012	4.335	375	0.000
	Not Equal variances			3.782	118.544	0.000

According to the independent T-test analysis result as given table-9, first, consider Levene's test than checked P-value, P-value for both occupational stress and LOC also Job performance and LOC are significant  $P < 0.05$ . There is %99 reliable significant correlation relationship among LOC, occupational stress, and job performance,  $P < 0.01$ . When we checked statistic data regarding table-8, it can understand that external LOC mean 2.8985 bigger than internal LOC mean 2.6559 also, internal LOC job performance mean 4.0460 higher than external LOC job performance.

Table-10 Correlation Data Relation LOC, O. Stress and J. Performance

Correlations				
		J. Performance	O. Stress	LOC
J. Performance	Pearson Correlation	1	-.612**	-.218**
	Sig. (2-tailed)		0.000	0.000
	N	377	377	377
O. Stress	Pearson Correlation	-.612**	1	.177**
	Sig. (2-tailed)	0.000		0.001
	N	377	377	377
LOC	Pearson Correlation	-.218**	.177**	1
	Sig. (2-tailed)	0.000	0.001	
	N	377	377	377
**. Correlation is significant at the 0.01 level (2-tailed).				

H3: Sales advisor who has higher education reported less occupational stress and higher job performance. **Not approved**

Box test of equality P: 0.502 ( $> 0.05$ ) that is why we look at Wilks' lambda analysis according to P value hypothesis significant P: 0.000085 however partial eta square very small only 0.037 it means %3.7 explained. Levene's Test of Equality of Error Variances also P value over 0.05, test of between subject affect P value also show us ( $P < 0.05$ ) all variable significant each other however partial eta square very low such as eta square education with occupational stress 0.06 means %6 and Education level and performance 0.03 means %3.2, when we check Post Hoc test result, according to Scheffe result, we look

at multiple comparisons table , test indicate that, occupational stress and educational level, only significant with between high school and all other educational degree. For job performance only significant high school and bachelor degree.

H4: LOC plays a moderating role between occupational stress and job performance. **Approved**

According to below Coefficients table-11 provided us LOC plays moderate between occupational stress and job performance  $P < 0.006$  ( $P < 0.05$ ) additionally Andrew F. Hayes process table conditional effects of provide us both of internal and external LOC plays moderating effect. Both of P value under 0.05 (external and internal LOC)

**Table-11** Correlation Data Relation LOC, O. Stress and J. Performance

Coefficients					
Model	Unstandardized Coef.		Standardized Coef.	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.987	.024		165.485	.000
Zscore: LOC Status	-.053	.025	-.089	-2.128	.034
Zscore(mestres)	-.350	.024	-.590	-14.485	.000
Moderator (LOC)	-.066	.024	-.114	-2.760	<b>.006</b>

a. Dependent Variable: meper2

H5: Occupational stress reduce job performance **Approved**

For the hypothesis-5, linear regression model was used to understand the relations than Andrew F. Hayes process and checked than model graft Draven by SPSS syntax, refereed table 14, 15 and figure-2 .Adjusted R Square show us the independent model how explain the model, in this study %39, 5 fit the model (variance) as given table-12. Because of multiple regression we use adjusted R square instead of R square. Coefficient table show that job performance negatively correlated with occupational stress, each occupational stress increase performance decrease -0.350

**Table-12** Model Summary

Model Summary									
Model	R	R Sq	Adj. R Sq	Std. Error of the Estimate	Change Statistics				
					R Sq Change	F Change	df1	df2	Sig. F Change
1	.632 <sup>a</sup>	0.400	<b>0.395</b>	0.46054	0.400	82.752	3	373	0.000
a. Predictors: (Constant), moderator, Zscore(mestres), Zscore: LOC									
b. Dependent Variable: J Performance									

**Table-13** Anova Test Result



Anova					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	52.655	3	17.552	82.752	.000 <sup>b</sup>
Residual	79.114	373	0.212		
Total	131.769	376			

Table-14 Coefficient Table

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.987	0.024		165.485	0.000
Zscore: LOCStatus	-0.053	0.025	-0.089	-2.128	0.034
Zscore(mestres)	-0.350	0.024	-0.590	-14.485	0.000
moderator	-0.066	0.024	-0.114	-2.760	0.006

a. Dependent Variable: meper3

Model Summary						
R	R-sq	MSE	F	df1	df2	p
.6321	.3996	.2121	82.7521	3.0000	373.0000	.0000
Model						
coeff	se	t	p	LLCI	ULCI	
constant	5.4845	.1296	42.3065	.0000	5.2296	5.7394
O.Stress	-.5416	.0477	-11.3460	.0000	-.6355	-.4478
LOCST	.6095	.2845	2.1425	.0328	.0501	1.1688
Int_1	-.2707	.0981	-2.7599	.0061	-.4636	-.0778

Product terms key: Int\_1 : mestres x LOCST

Covariance matrix of regression parameter estimates:				
constant	O. stress	LOCST	Int_1	
constant	.0168	-.0061	-.0168	.0061
O. Stress	.0061	.0023	.0061	-.0023
LOCST	.0168	.0061	.0809	-.0273
Int_1	.0061	-.0023	-.0273	.0096

R2-chng F df1 df2 p  
X\*W .0123 7.6172 1.0000 373.0000 .0061

Conditional effects of the focal predictor at values of the moderator(s):						
LOCST	Effect	se	t	p	LLCI	ULCI
Internal	-.5416	.0477	-11.3460	.0000	-.6355	-.4478
External	-.8123	.0857	-9.4805	.0000	-.9808	-.6438

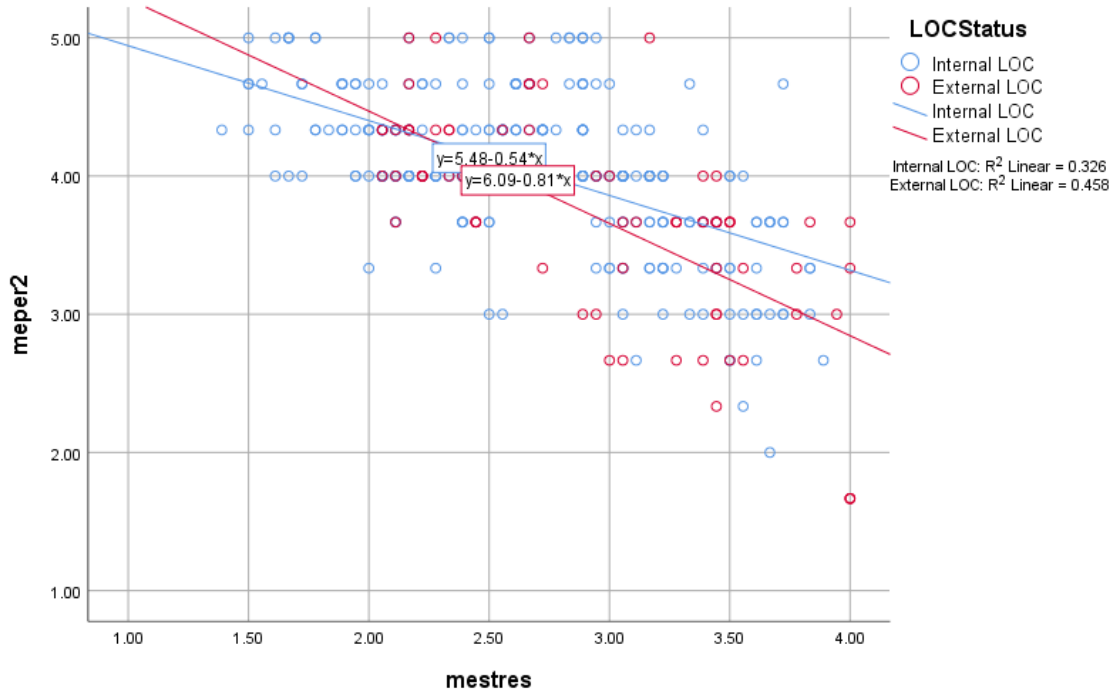


Figure-2 Model Diagram

#### 4. Conclusion, Suggestions & Limitation

The purpose of this study was to understand the relationship between occupational stress and performance for automotive sales advisors as well as to examine these work-related behaviors with LOC. According to the findings obtained within the scope of the research, it was determined that a significant part of the participants had a personality structure focused on internal control. The results of the analysis, it was determined that there was a meaningful relationship among the locus of control occupational stress levels and job performance. As a result of the study, it has been determined that sales advisors who have internal LOC have lower occupational stress and higher job performance than external LOC. Besides of relationship with LOC and work behavior items also research shows that there is a significantly negative correlation with occupational stress and job performance. In the field, for sales advisors, while their occupational stress level increases, job performance decreased. Individuals who include the sales advisors in career planning can evaluate their suitability to the profession by taking into account the findings of this research and the scale of LOC. Institutions planning to employ sales advisors can choose more accurate personnel based on the method and findings of this research. In this way, it can be determined whether the regions where the members of the profession operate affect the personality structures of the members of the profession, whether the internal and external LOC, stress, and performance differ from person to person.

Sales advisors work under diverse force on their job, especially within uncertain times such as sales fluctuated their stress level increase because their major performance outcome, the result of vehicle sales

may be affected. Their wealth condition and job security usually depend on their performance so that besides occupational stress dimensions such as ambiguity, workload, resource industry, work-family relation, and job conflict, the sales advisor role faces some other stress dimensions as explained above.

In this case, when we consider the relationship between job stress and job performance in reverse; individuals have to provide sufficient material and spiritual satisfaction in their business lives to be happy in their lives no matter what profession they do. One of the essential stages of individuals' satisfaction in their business life is to convince themselves first of what they do their job in the best way and then the parties that are expecting it. The way this situation occurs is that the individual has a high job performance. The personality structure of all working individuals and professions also plays an essential role in the formation of the behavioral criteria mentioned above in this study profound that stress and performance levels differentiate person to person according to their personality type.

There was some limitation in this study, the survey was done under COVID-19 issue affected all the business environment in the world. During that period, most of the dealers were reduced their work capacity; most of them worked lack of days. All the humans' first priority was themselves and their relatives' health situation. Most people could not focus on their job during that period. Their real stress during this period was health condition and following job security, therefore because of their nervous, maybe the result was affected. Because of the explained reason, suggestions for the following researcher make it the same study for a regular period.

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