The Relationship Between Service Orientation and Five Factor Personality Traits: A Study on Hotel Employees

Hizmet Odaklılık ve Beş Faktör Kişilik Özellikleri Arasındaki İlişkiler: Otel Çalışanları Üzerine Bir Araştırma

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Abstract: Service is one of the major factors enabling sustainable competitive advantage in hospitality sector. Service provider's service orientation, abilities and other individual qualities as well as quality of service play an important role in making the service provided ensure customer satisfaction. Obviously, services are closely related to their providers and are deeply affected by individual qualities. There can be no doubt that personality traits are among individual qualities guiding the service providers attitude and approach and an interaction between personality traits and service orientation is possible. The main purpose of this research has been to study the relationship between service orientation of individuals offering insight on their tendency to serve and their personality traits. The study also analyzes the relationship between service orientation and demographic and personal qualifications of employees. The study has been carried out with 186 participants working in various departments of five star hotels in Ankara using quantitative methods. The study indicated a significant relationship between service oriented approach and openness trait of hotel employees, and showed that service orientation attitude vary based on employees' gender, training level, education in tourism and monthly income.

Key Words: Hotel Employees, Service Orientation, Five Factor Personality Traits.

Öz: Otelcilik sektöründe sürdürülebilir rekabet üstünlüğünün sağlanmasında en önemli faktörlerden biri hizmet olgusudur. Sunulan hizmetin memnuniyet sağlamasında hizmetin niteliği kadar sunucusunun hizmet odaklılığı, yetenekleri ve diğer bireysel özellikleri de önemlidir. Çünkü hizmet doğası itibariyle sunucusuna bağımlı olup, bireysel niteliklerinden ciddi düzeyde etkilenebilen bir olgudur. Sunucunun tutum ve davranışlarına yön veren bireysel niteliklerden biri de şüphesiz kişilik özellikleridir ve kişilik özellikleri ile hizmet odaklılık arasında da bir etkileşimin olması muhtemeldir. Bu araştırmada bireylerin hizmet verme eğilimleri hakkında fikir veren hizmet odaklılıkları ve kişilik özellikleri arasındaki ilişkileri incelemek temel amaç olarak belirlenmiştir. Öte yandan araştırmada çalışanların hizmet odaklılıkları ile demografik ve kişisel özellikleri arasındaki ilişkiler de incelenmiştir. Araştırma Ankara'daki beş yıldızlı otellerin çeşitli departmanlarında çalışan 186 kişi üzerinde nicel yöntemler kullanılarak gerçekleştirilmiştir. Araştırma sonucunda otel çalışanlarının hizmet odaklılık tutumları ile açıklık kişilik özelliği arasında anlamlı bir ilişki olduğu belirlenmiş, hizmet odaklılık tutumunun çalışanların cinsiyetlerine, eğitim düzeylerine, turizm mezuniyetlerine ve aylık gelir düzeylerine göre farklılaştığı görülmüştür.

Anahtar Kelimeler: Otel Çalışanları, Hizmet Odaklılık, Beş Faktör Kişilik Özellikleri.

1. Introduction

The current competitive environment where hotel carry on their businesses, service has become a strategic factor. A hotel business competes not only with other hotels in its area but also with hotels in a competitive destination thousands of kilometers away. In this competition, as easy as it is to copy the physical features of competitors, copying the service, an abstract quality, is very hard to achieve. That is why service appears as a strategic element in competition among hotels.

Today, hotel businesses make considerable efforts to increase the number of repeat guests, and even to create customer loyalty and bear sizeable costs. One of the major factors that affect creation of customer loyalty is customer satisfaction that is the result of perceived service quality. And, service provider's service orientation attitude, qualifications, experience and other individual traits as well as the service features are effective in the creation of service quality perception which leads to customer satisfaction. Service orientation attitude is also interrelated with personality traits of the service provider. It is possible to find a number of studies in literature (Frei and McDaniel, 1998; Donavan, 1999; Chait et al., 2000; Costen and Barrash, 2006; Periatt et al., 2007; Carraher et al., 2009; Serçeoğlu, 2013; Ceyhun and Diker, 2016) that refer to this interaction.

The main purpose of this research has been to study the relationship between service orientation of hotel employees and their personality traits. The study also analyzes the relationship between service orientation and demographic and personal qualifications of employees. In the first part of the study, we have analyzed such concepts as service, service orientation, personality and five factor personality traits, attempted to present the interaction between service orientation and personality traits, and referred to studies considering both concepts together and results achieved in these studies. The research part of the study involved methodological details as the method, population, sample, data collection tool. The research has been carried out with 186 participants working in various departments of five star hotels in Ankara using quantitative methods. The study indicated a significant relationship between service oriented approach and openness personality trait of hotel employees, and showed that service orientation attitude vary based on employees' gender, training level, education in tourism and monthly level of income.

2. Conceptual Framework

Service, by nature, is a concept that is hard to define and classify (Evans 2016,16) presenting various difficulties in assessments relating to the definition of service, and definitions of service as a product type or an abstract product are attempted. Yet service consists of commercial activities that provide benefits to others in a way that cannot be defined as a product (Vargo and Morgan 2005, 42). Hill (1977:318) defines the service concept as an economic factor arising out of actions of a person, causing a change in another person's or object's condition while in 1960 Committee on Definitions of the American Marketing Association defined service, as actions, uses and satisfactions in its entirety offered, directly or in relation to another product, against a fee (Regan 1963,57). According to Zeithaml et al., (1985:33), service is not an object, but is a type of performance that is not visible, touchable, felt and tasted. While services differ from products due to their basic features (Hill 1977, 315), they are characterized as being abstract, impartible, indurable, ownerless and heterogeneous (Zeithaml et al., 1985:34; Laws, 2003:16; Ramachandra et al., 2010:8; Evans, 2016: 20) and differ from products it the distribution process (Appannaiah et al., 2010:2).

The service concept with these characteristics is the major element offered to customers in tourism sector. Because tourism is a service sector, or from a different perspective, a sector consisting of a combination of service industries (Otto and Ritchie, 1996: 165; Cooper, 2006: 59). The fact that services make up the significant part of the main offering of the businesses in the tourism sector, increases the importance given to service quality. Service quality is closely related to service orientation concept. Lytle et al. (1998: 457) notes that service orientation arises out of certain attitudes and actions of employees. In related literature, service orientation concept is considered together with service quality along with other concepts (Teng and Barrows 2009, 1414). Cronin and Taylor (1992) proved that employees' tendency to service orientation and ability to offer high quality service impact customer satisfaction and repurchasing ability (Baydoun et al., 2001: 606). Lytle et al., (1998: 458) noted that certain studies in literature (Schneider and Bowen, 1993; Hesket et al., 1997) indicate that, in cases where employees perceive a strict commitment to service orientation in their organization, positive service experiences of customers receiving service from such organizations tend to be higher. On the other hand, various other studies indicate positive direct contribution of organizational service orientation to businesses in the form of profits, growth, customer satisfaction and (Lytle et al., 1998: 455), sustainable competitive advantage (Alge et al., 2002: 468).

Service orientation means adoption of policies, practices and rules to ensure perfect service by the organization in general (Lytle et al., 1998: 455) and is a concept related to employees' desire, ability, skills to offer services and their satisfaction from it (Kuşluvan and Eren, 2011:140). The concept of service orientation can be analyzed in two different levels; in organization basis and individual basis, and can be assessed as a "strategy" for businesses and "personality trait" for individuals (Homburg et al., 2002:87). McDaniel and Frei (1994), notes that employees' tendency to high quality service orientation is generally affected by the organizational climate and employees' personalities (Baydoun et al., 2001:606). In literature, it is possible to find a number of studies (Hogan et al., 1984; Rosse et al., 1991; Cran, 1994; Cellar et al., 1996; Carraher et al., 1998; Frei and McDaniel, 1998; Donavan, 1999; Chait et al., 2000; Costen and Barrash, 2006; Periatt et al., 2007; Carraher et al., 2009; Kuşluvan and Eren, 2011; Başoda, 2012; Serçeoğlu, 2013; Ceyhun and Diker, 2016) analyzing the relationship between service orientation at individual level and personality.

The word "personality"; "personalite" in French,"personlichkeit" in German; (Gümüş 2009, 41) is derived from the classical Latin word "persona". Feist and Feist (2002) also notes that the "persona" concept is also used to define the "masks" used in antic Roman theatre to help actors in making their role better understood (Nelson 2011, 15). Personality that every individual has and that has deepest impact on any area where human beings exist, is defined by Mayer (2007: 1) as; a system consisting of parts that explain, develop and organize actions of an individual, while Hiriyappa (2009: 47) defines personality as significant and constantly observed thought, feeling, need, motivation, value, attitude and action patterns of an individual. Scientific research on the concept of personality indicate that personality is affected especially by biological and genetic factors (Plomin and Nesselroade: 1990; Penke et al., 2007), by parental approach towards raising children (Hoffeditz, 1934; Lundberg et al., 1999), socio-cultural (Roach, 2006; Uysal, 2010) conditions, geographical and physical factors (Can, 2007; Girgin, 2007) of the individual.

Personality also makes it possible to assess individuals to a certain extent due to its impact on behaviors along with the factors it is affected by. Personality fact has a significant place in "organizational behavior" area which deals specifically with individual behaviors in organizational environment. According to Nelson (2011:15); personality allows us to evaluate employees for their organizational loyalty, creativity, competitive mindset, vulnerability to team work owing to organizational behavior discipline. Scientific research studying the interaction between individual behavior within an organization and personality traits benefits from various personality theories. Of these theories, a particularly popular one is the Five Factor Personality Traits theory. Five Factor Personality Traits theory dates back to the last quarter of the 19th century. Among the studies known to establish the foundation of Five Factor Personality Traits theory, Galton (1884) was the first to carry out a lexical study and compiled vocabulary related to personality concept (Goldberg 1990, 1216). Klages (1924), Baumgarten (1933) and, Allport and Odbert (1936) have also made similar studies (John and Srivastava 1999, 103). In an extended version of Galton's (1884) lexicology study, Allport and Odbert (1936) compiled 18 000 words in American English that can be used to describe personality of individuals and classified these words in 4 factors that represent personality traits (Shaye 2009, 12). Cattell (1943) revised Allport and Odbert's (1936) study employing a method similar to the previous ones and produced a stepping stone to development of a multi dimensional personality model. Cattell's (1943) purpose in the study was to define dimensions of personality concept using words. Cattell (1943), derived 4504 words from the 18000 words Allport and Odbert

(1936) came up with, and employed a variety of methods to identify 35 factors to start with and through factor analysis, reducing it further to 16 factors and thus developed 16 Personality Factors Questionnaire (John et al., 1988: 178-183). In the process proceeded based on Cattell's (1943) results, various researchers (Tupes and Christal, 1961; Norman, 1963; Borgatta, 1964; Digman and Inouye, 1986; McCrae and Costa, 1985; McCrae and Costa, 1986) found that the 16 factor structure Cattell (1943) developed could actually be grouped consistently under five factors (Goldberg 1990, 1217). The factors making up the Five Factor Personality Traits theory developed as an end result of this process and the personality traits characterized by these factors are: Extraversion: Reflects socially successful, talkative, outgoing, open-minded, optimistic, active, warm and assertive personality traits (McCrae and Costa, 1987; Barrick and Mount 1991, 5; McCrae and Costa, 1992; Yoon 1997, 31; Caligiuri 2000, 76; Shaye 2009, 8). Neuroticism: Reflects a low psychological harmony and weak emotional stability, anxious, depressive, aggressive, fragile personality traits (McCrae and Costa, 1987; McCrae and Costa, 1992; Mount et al., 1998: 148; Perry 2003, 5; Shaye 2009, 9). Agreeableness: Reflects cooperative, kind, affectionate, flexible, friendly, trustworthy, honest, humble, altruistic personality traits (McCrae and Costa, 1987; McCrae and Costa, 1992; Moody 2007, 28; Puher 2009, 11; Shaye 2009, 9). Openness: reflects open minded, smart, intellectual, imaginative, artistic, aesthetic, active personality traits (McCrae and Costa, 1987; McCrae and Costa, 1992; Church 1993, 10; Puher 2009, 8; Shaye 2009, 9). Conscientiousness: Reflects conscientious, honest, reliable, persistent, self disciplined, tidy, with a sense of mission, cautious, a fighter for success personality traits (McCrae and Costa, 1987; McCrae and Costa, 1992; Church 1993, 10; Shaye 2009, 9).

Lee-Ross (2003) noted that it requires selection of the right person to do the right job to be able to successfully manage the interaction during the provision of service and that the most convenient route to take may be for the managers to hire people who are prone to provide services at the standards the business identifies. Similarly, many authors identify personality as the most important factor in employee selection criteria for all positions that involve provision of services (Kuşluvan and Eren 2011, 140). In light of the insight presented above, it is tried, in this study, to analyze the relation between service orientation attitude of individuals working in hotel business and their personality traits. A search of literature resulted in various studies focusing on issues of service orientation and personality. A summary of these studies is presented in an attempt to present a short literature analysis.

Hogan et al. (1984) found that service oriented people exhibit agreeable, socially successful, conformist, pleasant and polite personality traits while those who are not service oriented are rude, unkind, disrespectful and socially unsuccessful (Kuşluvan and Eren, 2011). Rosse et al., (1991) used "Hogan Personnel Selection Series" to survey a sample of 202 health care workers and found significant relations between service orientation and emotional stability, extraversion and agreeableness. Cran (1994) used Hogan Personality Inventory to survey a sample of 235 people and concluded that, along with the personality traits identified by Hogan (1984), ambition/passion for success was also another personality trait related to service orientation. Cellar et al., (1996) studied the relationship between personality traits, service orientation and reading comprehension skills and training performance indicators of flight attendants and identified a low level of positive relation between three of the five factor personality traits, namely extraversion, openness and agreeableness, and service orientation. In a study to analyze the relation between service orientation and personality traits, Carraher et al., (1998) found that service orientation is highly related to such personality traits as making a good impression, sociability and philanthropy. In their scale validity study in service orientation and employee selection, Frei and McDaniel (1998) found that, of the five factor personality traits, agreeableness, emotional stability and conscientiousness were positively related to service orientation. Donavan's (1999) study of bank and restaurant employees indicated a significant and positive relation between extraversion, agreeableness and emotional stability, and service orientation for restaurant employees while a significant and positive relation between extraversion, agreeableness and conscientiousness, and service orientation was noted for bank employees. Chait et al., (2000) found positive, significant correlations between extraversion, conscientiousness and openness of five factor personality traits and service orientation. Costen and Barrash (2006) found positive relation between service orientation and agreeableness, conscientiousness and extraversion of five factor personality traits. Periatt et al., (2007) found a negative relation between service orientation and neuroticism of five factor personality traits and a positive relation between service orientation and openness, agreeableness and conscientiousness. Carraher et al., (2009) found significant and positive relation between service orientation and extraversion, openness, agreeableness and conscientiousness of five factor personality traits. Kuşluvan and Eren (2011) analyzed the literature for service orientation at individual level and revealed that service orientation is a result of a combination of genetic personality traits and learning experience. On the other hand, the same study also indicates that a large number of scales failing to match perfectly have been developed to measure service orientation and that service orientation also affects a range of other factors like employees' performance, job satisfaction and organizational commitment. In a study by Başoda (2012), people working in hotel businesses were found to be characteristically prone to offer services. In a study carried out at hotel businesses, Serçeoğlu (2013) found positive, significant correlations between service orientation of hotel employees and all factors except neuroticism of five factor personality traits. Ceyhun and Diker (2016) identified significant relations between service orientation and agreeableness, conscientiousness and openness of five factor personality traits.

Table 1 below summarizes the findings of the above quoted studies found in literature search, analyzing the correlation between service orientation attitude and five factor personality traits.

A review of the findings presented in Table 1, compiled from a selection of studies analyzing the relationship between service orientation attitude and five factor personality traits shows that in almost all studies accessed, a positive relationship between agreeableness conscientiousness and service orientation, and in a majority of the studies, a positive relationship between extraversion and openness personality traits and service orientation have been identified. An

overall assessment of findings of these studies would reveal a largely positive relationship between all five factor personality traits except neuroticism of employees.

Table 1. Results of a Selection of Studies on the Correlation of Service Orientation and Five Factor Personality Traits

Researchers	The Correlational Relationship Between Five Factor Personality Traits Dimensions and Service Orientation Attitude				
	Extraversion	Neuroticism	Agreeableness	Openness	Conscientiousness
Frei and McDaniel (1998)		Positive	Positive		Positive
Donavan (1999) -restaurant employees-	Positive	Positive	Positive		
Donavan (1999) -bank employees-	Positive		Positive		Positive
Chait et al., (2000)	Positive			Positive	Positive
Costen and Barrash (2006)	Positive		Positive		Positive
Periatt et al., (2007)		Negative	Positive	Positive	Positive
Carraher et al., (2009)	Positive		Positive	Positive	Positive
Serçeoğlu (2013)	Positive		Positive	Positive	Positive
Ceyhun and Diker (2016)			Positive	Positive	Positive

3. Method

The main purpose of this research has been to study the relationship between service orientation of hotel employees and their personality traits. The study also analyzes the relationship between service orientation and demographic and personal qualifications of employees as a sub-goal. The main reason for making service orientation the subject of the study is that service orientation is a vital, strategic element in hotel businesses. And the justification for looking at personality is to question the relationship between service orientation attitude and personality traits of employees. We believe that the findings of the study will contribute useful ideas to related literature and in practice, human resources functions of hotel businesses in particular. This study is also considered necessary and important since there are limited number of studies in Turkey analyzing the relationship between service orientation and five factor personality traits.

The research population covers front office, service (restaurant and bar), kitchen and housekeeping department employees working at five star hotels in Ankara. The reason for the special focus on the listed departments is that they interact with customers more frequently than other departments (accounting, human resources, technical service etc.) and that these departments have higher relevance to hotel management. To set the number of hotels and employees in the research population, we requested facility statistics from Ankara Provincial Directorate of Culture and Tourism and identified 29 five star hotels in Ankara. Since official figures indicating the number of employees in related departments of these hotels were not available, 3 hotels in the population were selected by using random number generators from calculator from the hotels list of Ankara Provincial Directorate of Culture and Tourism and total number of employees in these departments were collected; calculated arithmetic average indicated that an average of 81 employees worked in related departments of the five star hotels in the study population. Based on this information, using the equation of average 81 employees multiplied by 29 five star hotels in the research population, we estimated that there were a total 2349 employees.

According to Can (2013:30) a sample that would represent a population consisting of 2.500 individuals quantitatively with -/+ 5% margin of error should comprise of at least 224 individuals. To minimize the margin of error, we started with a larger number (2500) for the population and sent out 300 questionnaires in the field, yet we received only 204 questionnaires back. Of the 204 replies, 18 were found to be incomplete and faulty, therefore data collected from only 186 employees were used for analysis in the research. The research employed convenience sampling method.

In the process of data collection for the study five factor personality traits scale, service orientation scale and a question form prepared by the researchers to identify demographic characteristics and personal qualifications of employees were used. The Turkish version of five factor personality traits scale used in the study was obtained from Gümüş (2009) and the Turkish version of service orientation scale was obtained from Başoda (2012). Both scales were found to meet validity and reliability criteria in related studies (Gümüş, 2009; Başoda, 2012) and chosen for use in this study. There are 44 items in Five Factor Personality Traits scale and 13 items in Service Orientation scale and statements were made using quinary Likert system (1: Strongly disagree, 3: Somewhat agree, 5: Strongly Agree).

The preferred quantitative research pattern in the study was "correlational research. According to Büyüköztürk et al., (2014:15); correlational research is made to obtain clues on relationship between minimum two variables and cause-effect relationships. Data obtained in this study carried out using correlational research method were analyzed using SPSS 17.0 program. Following hypotheses were made in the research and analysis was made based on these hypotheses.

H_1: There is a significant relationship between extraversion personality trait of hotel employees and their service orientation attitude.

H_2: There is a significant relationship between neuroticism personality trait of hotel employees and their service orientation attitude.

H_3: There is a significant relationship between agreeableness personality trait of hotel employees and their service orientation attitude.

H_4: There is a significant relationship between openness personality trait of hotel employees and their service orientation attitude.

H_5: There is a significant relationship between conscientiousness personality trait of hotel employees and their service orientation attitude.

H_6: There is a significant relationship between various demographic characteristics and personal qualifications of hotel employees and their service orientation attitude.

4. Findings

4.1. Findings - Demographic Characteristics and Personal Qualifications of Employees

In this section, findings related to demographical characteristics and personal qualifications of 186 hotel employees are presented in below Table 2 in the form of a frequency table.

As Table 2 suggests, the majority of the responding 186 hotel employees are male, 65% and the ratio of female employees is 35%. An analysis of employees based on their marital status shows that 62% is married and 38% is single; an analysis of their age group indicates that the majority of respondents, 32%, are between the ages of 31-35, and a cumulative analysis of statistics indicate that 75% is in the 18-35 age group. The fact that majority of employees are individuals between the ages of 18-35 is considered to be in compliance with the nature of jobs and working conditions in hospitality sector.

As we analyze the educational level of the employees (Table 2), we see that a significant ratio of 39% are individuals with higher education having received associate or bachelors' degrees. On the other hand, when asked whether any of the schools the employees graduated from were related with tourism programs, it is found that 65% of employees are non-graduates of tourism related departments. The employees' total time of experience in tourism sector indicates that 29% has 10 and more years of experience in the sector, followed by (26%) a group of employees with less than 3 years of experience. Monthly income level of employees indicates that a majority of employees, 69%, have a monthly income of 1500 TL or less. Considering that 40% of the employees are higher education graduates and 29% have 10 or more years of experience in tourism, the level of income is considered to be dramatically low compared to the level of education and experience. Only 11% of the employees have an income level of 2000 TL or above, and it is estimated that this group consists of those working in managerial positions. Finally, a review of the departments the responding employees work under shows that 35% work in housekeeping, 24% in front office, 23% in service and 18% work in kitchen department.

Table 2. Frequency Table for Demographic Characteristics and Personal Qualifications of Employees

Gender	Frequency	%	Cumulative %
Female	66	35,5	35,5
Male	120	64,5	100,0
Marital Status			
Single	70	37,6	37,6
Married	116	62,4	100,0
Age			
18-25	29	15,6	15,7
26-30	51	27,4	43,2
31-35	59	31,7	75,1
36-40	35	18,8	94,1
> 41	11	5,9	100,0
Education			
Primary	54	29,0	29,0
Secondary	60	32,3	61,3
Associate Degree	40	21,5	82,8
Bachelor Degree	32	17,2	100,0
Degree from schools related to tourism			
Yes	65	34,9	34,9
No	121	65,1	100,0
Experience in tourism sector			

≤ 3 years	48	25,8	25,8
4-6 years	38	20,4	46,2
7-9 years	47	25,3	71,5
≥ 10 years	53	28,5	100,0
Average monthly income			
≤ 1500 TL [1]	128	68,8	68,8
1501-2000 TL	38	20,4	89,2
≥ 2001 TL	20	10,8	100,0
Department			
Front office	44	23,7	23,7
Restaurant & Bar (Service)	43	23,1	46,8
Kitchen	34	18,3	65,1
Housekeeping	65	34,9	100,0

4.2. Findings Related to Hypotheses of the Research

This section presents the findings related to hypotheses identified for the research. However, before employing tests on hypotheses, test were carried out to check the reliability and validity of both scales, their suitability for factor analysis and their normal distribution.

All items making up the two scales were first put to a reliability analysis using Cronbach's Alpha method. According to the reliability analysis; reliability coefficient of service orientation scale is 0,911, and reliability coefficient of five factor personality traits scale is 0,874. The coefficients found indicate that both scales are "highly reliable" (Kalaycı 2010, 405). Reliability coefficient of each item making up the scales show that none of the items cause a significant decrease in the reliability of the scales, therefore it was not considered necessary to take out any items from the scales. Following identification of reliability coefficients of scales, Kaiser-Meyer-Olkin measure of sampling adequacy (KMO) and Bartlett's test of sphericity were used to check suitability to factor analysis of data sets making up both scales. According to analysis, for service orientation scale; KMO value was found to be 0,874, Bartlett's sphericity value was found to be 1334,341, test significance (p) was found to be 0,000 and thus the service orientation scale was found to be suitable for factor analysis. The same tests were carried out for five factor personality traits scale and KMO value was found to be 0,842, Bartlett's sphericity value was found to be 3446,477, and the test result was identified to be statistically significant (p:0,000; p<0,05) and accordingly it was concluded that five factor personality traits scale was also found to be suitable for factor analysis. Both scales were then subjected to exploratory factor analysis with Varimax rotation. In the first factor analysis made on service orientation scale, the following was found: a number of unrelated items were grouped under the same factor and 13 items making up the scale were grouped under 3 factors. Therefore, the factor analysis was repeated with 4 factor restriction, and in this analysis 13 items were observed, grouped meaningfully under 4 factors. For the factors obtained in this analysis, percentage of total variance explained was found to be above 0,50 and at a level of 0,75. In the following step, the four factors obtained with 13 items were named as follows in line with the theoretical model of the scale as referred to in literature (Başoda, 2012:107) and with the content of the items that make up the factors: "The desire to make guests feel special and important (DMGFSI)" (4 items), "The desire to understand needs and wishes of guests (DUNWG)" (4 items), "The desire to successfully provide services (DSPS)" (3 items), "The desire to have personalized relations (DHPR)" (2 items). In the exploratory factor analysis of five factor personality traits scale, communality values of certain items were found to be below 0,50, and factor loadings of certain items were found to be too low (<0,30), and certain items stood alone as a factor resulting in a structure that would be impossible to make sense of, where 44 items of the scale would be classified in 11 factors. Therefore, 16 items with low communality values, low factor loadings and that constitute a factor on their own were taken off the scale and the analysis was repeated with five factor restriction. In the final stage, the remaining 28 items in the scale were observed to be grouped meaningfully under 5 factors and all percentages of total variance explained for all items were above 0,50 and at 0,61 level. In the following step, the factors obtained with 28 items were named as follows in line with the theoretical model of the scale as referred to in literature (Gümüş, 2009:144) and with the content of the items that make up the factors: "Extraversion " (5 items), agreeableness (5 items), conscientiousness (5 items), emotional stability (5 items), openness (8 items).

To determine the test methods to be used in later analysis as part of research, factors obtained from both scales were subjected to normal distribution analysis using Kolmogorov-Smirnov method. The test showed that none of the factors making up both scales exhibited normal distribution (for all factors in the two scales p<0,05) and decision was made to use non-parametric tests in the analysis that would be made as part of the research.

To test the first five hypotheses formulated to question the relation between personality traits of hotel employees and their service orientation attitude, Spearman correlation analysis was preferred. Table 3 presents the findings on correlational relationship between service orientation and personality traits.

Findings consequent to Spearman correlation analysis carried out to analyze the relationship between five factor personality traits and service orientation attitudes of hotel employees indicate that there is a significant relationship only

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[1] As of 01.07.2016: 1 USD = 2,884 TL (http://evds.tcmb.gov.tr/yeni/kilavuz/guide-tr.html)

with openness personality trait and service orientation attitudes of hotel employees (Table 3). According to analysis results, there is a statistically significant, positive and intermediate level relationship between openness personality trait and service orientation attitudes of hotel employees. This finding reveals that an improvement in the openness personality trait of hotel employees would have a positive impact on service orientation attitude and vice versa. Consequent to this test, H_4 hypothesis of the research was accepted while H_1, H_2, H_3 and H_5 hypotheses were rejected.

Table 3. Relationship Between Employees' Service Orientation Attitte and Five Factor Personality Traits

Five Factor Personality Traits factors	Service Orientation	
	Correlation coefficient	Significance (p.)
Extraversion	0,110	0,140
Agreeableness	0,103	0,167
Conscientiousness	0,064	0,395
Neuroticism	0,018	0,809
Openness	0,304	0,000

In further analysis, in line with H_6 hypothesis of the research, relationship between service orientation attitude and various demographic characteristics and personal qualifications of hotel employees was analyzed. In these analyses Mann Whitney - U test was used for variables with two groups and Kruskal Wallis H test was used for variables with more than two groups. Findings where relationship were statistically significant are presented in Tables.

The analysis on the relationship between service orientation attitude of employees and their gender shows that, service orientation of hotel employees differs at a statistically significant level according to gender only based on "the desire to make guests feel special and important " factor and "the desire to understand needs and wishes of guests" factor. According to results given in Table 4, in both factors, male employees' service orientation attitude is more positive compared to that of female employees.

Table 4. Relationship Between Service Orientation Attitude and Gender of Employees

	Gender	N	Mean Rank	Z	Significance (p.)
DMGFSI	Female	66	81,28	-2,250	0,024
	Male	119	99,50		
DUNWG	Female	66	72,11	-3,971	0,000
	Male	119	104,59		

As shown in Table 5, service orientation of hotel employees differs at a statistically significant level according to their level of education for all factors except "the desire to have personalized relations" factor. The analysis shows that, for all factors service orientation attitude of employees with bachelor's degree is at a more positive level compared to service orientation of secondary and primary education graduates.

Table 5. Relationship Between Service Orientation Attitude and Education Level of Employees

	Education Level	N	Mean Rank	Chi-Square	Significance (p.)
DMGFSI	Primary	54	68,68	20,652	0,000
	Secondary	59	93,71		
	Associate	40	116,50		
	Bachelor	32	103,36		
DUNWG	Primary	54	72,04	19,296	0,000
	Secondary	59	88,46		
	Associate	40	107,04		
	Bachelor	32	119,20		
DSPS	Primary	54	77,99	9,040	0,029
	Secondary	59	93,40		
	Associate	40	107,48		
	Bachelor	32	99,50		

The analysis on the relationship between service orientation attitude of hotel employees and their graduation from a tourism related institution show a statistically significant difference only at "the desire to understand needs and wishes of guests" factor. When we analyze details of the difference (Table 6), we see that those who graduated from tourism

related programs have a more positive attitude on the basis of "the desire to understand needs and wishes of guests" factor, compared to those educated in programs not related to tourism.

Table 6. Relationship Between Service Orientation Attitude of Employees and Tourism Education

Was any of the schools you graduated from, related with tourism programs?		N	Mean Rank	Z	Significance (p.)
DUNWG	Yes	65	106,85	-2,601	0,009
	No	120	85,50		

The analysis on the relationship between service orientation attitude of hotel employees and their monthly income level show that all factors of service orientation differs at a statistically significant level according to monthly level of income. A review of Table 7 shows that employees with a monthly income of 1501 - 2000 TL have the most positive attitude on the basis of all factors of service orientation and employees with a monthly income of 1500 TL or less, which is the lowest income group, have the least positive attitude on the basis of all factors.

Table 7. Relationship Between Service Orientation Attitude and Income Level of Employees

Monthly average income		N	Mean Rank	Chi-square	Significance (p.)
DMGFSI	≤ 1500 TL	127	80,91	25,735	0,000
	1501-2000 TL	38	130,09		
	≥ 2001 TL	20	99,33		
DUNWG	≤ 1500 TL	127	83,96	17,436	0,000
	1501-2000 TL	38	125,00		
	≥ 2001 TL	20	89,60		
DSPS	≤ 1500 TL	127	85,02	12,725	0,002
	1501-2000 TL	38	117,24		
	≥ 2001 TL	20	97,63		
DHPR	≤ 1500 TL	127	85,70	11,091	0,004
	1501-2000 TL	38	117,39		
	≥ 2001 TL	20	92,98		

The analysis on the relationship between service orientation attitude of hotel employees and various demographic characteristics and personality traits show that, service orientation attitude of employees differs at a statistically significant level based on certain demographic characteristics and personality traits of employees. This partly supports the H_6 hypothesis of the research. However, the analysis also showed that the relationship between service orientation attitude and marital status, age, tourism sector experience, department worked under were not statistically significant.

5. Conclusion and Recommendations

In this study, we analyzed the relationship between service orientation attitude of five star hotel employee's in and five factor personality traits and found that 65% of the employees the study reached were male and 35% were female. The imbalance of gender ratio that appears to be to the detriment of women is considered to reflect the gender distribution profile of overall work force in tourism sector in Turkey and this finding is consistent with the findings of similar other studies (Yeşiltaş and Demirçivi, 2010; Serçeoğlu, 2013; Giritlioğlu and Özlü, 2016). As for the demographic characteristics of employees, it is found that majority of the sample consists of married (62%) individuals, at 18-35 age group (75%) and with higher education (39%). It is found that 65% of the employees was lacking any tourism related educational degree and 29% had 10 years or more experience. A review of the departments the employees work under showed that 35% worked in housekeeping, 24% in front office, 23% in service and 18% in kitchen departments. A general review of demographic characteristics and personality traits of hotel employees the research had access to indicate that majority of employees consists of young males, which is consistent with the general work force profile in tourism sector. On the other hand, considering employees' level of education and experience in sector, we believe that the level of income is considerably low.

First five hypotheses set in the framework of the main objective of this study was tested using Spearman correlation method, and the analysis revealed a statistically significant, positive and intermediate level relationship only between openness personality trait and service orientation attitudes of hotel employees. Considering that openness personality trait reflects an open minded, smart, intellectual, imaginative, artistic, aesthetic, active personality (McCrae and Costa, 1987; McCrae and Costa, 1992; Church 1993, 10; Puher 2009, 8; Shaye 2009, 9), it is possible to say that these personality traits make up qualifications that would be beneficial for service orientation attitude. We consider that open minded, imaginative, aesthetic and active employees would present an opportunity for a more successful service

experience. The findings show that improvement of above qualifications in personality traits of employees would also improve the service orientation attitude, and indicate the presence of a significant interaction between service orientation attitude and openness personality trait. On the other hand, this finding indicates a relationship between employees' service orientation and personality traits and made it possible to support H_4 hypothesis. Various other studies in literature analyzing the relationship between service orientation and five factor personality traits (Chait et al., 2000; Costen and Barrash, 2006; Periatt et al., 2007; Carraher et al., 2009; Serçeoğlu, 2013; Ceyhun and Diker, 2016) also found a positive and significant relationship between service orientation and openness personality trait. Therefore, this finding of the research is considered to be parallel to findings in literature. Yet, while the above studies indicate a statistically significant relationship between service orientation and other five factor personality traits, we have found in our study that the relationship between service orientation and other personality traits are not significant.

Consequent to analysis of the relationship between service orientation attitude of employees and their demographic characteristics and personality traits; we have identified that employees' service orientation attitude differs at a significant level based on gender for "the desire to make guests feel special and important" factor and "the desire to understand needs and wishes of guests" factor, and that male employees had more positive attitude in both factors compared to female workers. This finding indicates that male employees give more importance to making guests feel special and important, and understanding guests' wishes. The facts that tourism sector in general is dominated by men, and that their professional experience may be more than women in the sector are estimated to make male employees more prone to providing services and result in such a difference.

Consequent to analysis of the relationship between service orientation attitude of employees and their level of education, we have identified significant differences at all factors except "the desire to have personalized relations" factor based on level of education; at all factors primary education graduates have the most negative attitude and higher education graduates have the most positive attitude in service orientation. This finding of the research makes us think that higher education level makes employees more prone to providing services, more empathetic and more professional and this indicates a benefit of human resource with higher education level in hospitality sector. On the other hand, analysis on the relationship between service orientation attitude of hotel employees and their graduation from a tourism related institution indicate that employees with educational background in tourism tend to be more service oriented than those without such education. This finding exhibits the significant contribution of tourism education to service orientation. Assessing both findings, we believe that higher education alone contributes significantly to service orientation and tourism education in particular has added advantages.

The analysis of service orientation attitude of employees and their monthly income level show that all factors of service orientation differ significantly based on level of income, and for all factors of service orientation, employees with a monthly income of 1500 TL or less have the least positive and employees with a monthly income of 1501 - 2000 TL have the most positive attitude. Considering the demanding working conditions in hospitality sector, we would comment that individuals working for dramatically low salaries would fail to present a positive stance in exhibiting service provision attitude. There can be no doubt that service orientation is closely related to love and satisfaction with job. We believe that for people working under demanding conditions for low salaries, love of and satisfaction with the job would be negatively impacted, resulting in employees' withdrawal from service orientation. In the test analyzing the relationship between income level and service orientation, we see that service orientation levels of employees with a monthly income of 2000 TL and above are lower than the employees with a monthly income of 1501-2000 TL. It is assumed that employees with a monthly income of 2000 TL and above are mostly those in managerial positions. Considering that the job descriptions of those in management positions in hospitality sector include more managerial duties such as planning, coordination and control rather than one-on-one service provision, it may be comprehensible for employees in these positions to be relatively less service oriented.

To sum up the results obtained in this research, we may say: In this research carried out with five star hotel employees in Ankara, we have noted an interaction between service orientation attitude of hotel employees and openness personality trait. We have also identified that service orientation attitude is significantly high among male employees, employees with higher education, employees with tourism education background and employees with middle income levels. In the framework of the findings of the research, we would like to present the following recommendations:

In the hospitality sector too, as is the case with its umbrella sector, the service sector, service is the most critical element for businesses. Service quality and resulting guest satisfaction are primary factors in such strategic advantages as sustainable competitive superiority and profitability. Service is, obviously, deeply dependent on its provider. Therefore, performance of the provider is one of the most important factors in perceived service quality. Service orientation concept has a critical role to play in this effect. For all the reasons we have stated, we believe that it is crucial for hotel business managers, human resources departments in particular, try to outreach service oriented individuals in their employee selection. Parallel to a variety of studies in literature analyzing the relationship between service orientation and personality traits (Chait et al., 2000; Costen and Barrash, 2006; Periatt et al., 2007; Carraher et al., 2009; Serçeoğlu, 2013; Ceyhun and Diker, 2016), in this study, we have identified employees with openness personality trait to be individuals who have higher tendency to provide services. On the other hand, it is also found that employees with higher education, having a degree in tourism are more prone to providing services. We believe that due consideration of these findings by managers in the hospitality sector in their employee selection processes would be beneficial.

We believe that, it would be helpful for human resources managers to request support of education institutions if they feel inadequacy in performance assessment, performance management of employees for service orientation and in developing related applied training modules.

We believe that it would be beneficial for educational institutions in tourism to develop training courses on strategic components of service orientation and place special importance on the subject in their curriculum.

6. Limitations and Further Implications

The fact that this study has been carried out only with five star hotels in Ankara, and with a limited number of participants, unfortunately does not allow us to generalize findings of the research to a wider population than the sample. This constitutes the most significant restriction of this research, and findings only represent the sample accessed. In the future, it would be a valuable contribution of interested researchers to literature and to the field if they choose to carry out this research with a wider sample in such critical Turkish tourism locations of Antalya, Istanbul and Muğla. On the other hand, failure to present information on detail which is a natural restriction of research employing quantitative methods is also true for this research. Therefore, we believe that future studies on the subject, employing qualitative as well as quantitative methods would give us a much deeper insight in service orientation attitude and its interaction with personality.

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