

# ANKARA İLİNDE SPOR- SAĞLIK MERKEZİ ÇALIŞANLARININ KİŞİLİK ÖZELLİKLERİNİN HİZMET VERME YATKINLIĞI ÜZERİNE ETKİSİ

## ÖZET

Serdar CEYHUN<sup>1</sup>

Oğuz DİKER<sup>2</sup>

Bu araştırma Ankara ilindeki spor-sağlık merkezlerinde görev yapan personelin kişilik özelliklerinin hizmet verme yatkınlığı üzerindeki etkilerini incelemek amacıyla yapılmıştır. Veri toplama aracı olarak Goldberg tarafından 1990 yılında geliştirilen "Beş Faktör Kişilik Envanteri" ile, Brown ve arkadaşları (2000) tarafından geliştirilen "Müşteri Odaklılık Ölçeği" nin, Serçeoğlu(2013) tarafından Türkçeleştirilmiş ve geçerliliği-güvenirliliği test edilen ölçeği kullanılmıştır. Söz konusu ölçekte hizmet verme yatkınlığı ölçeğini oluşturan maddelerin yapı geçerliğini ifade eden faktör yük değerleri 0,85 ile 0,97 aralığında değişmektedir. Ölçeğin güvenirliği için hesaplanan Cronbach Alpha güvenirlik katsayısı 0,98 olarak hesaplanmıştır (Serçeoğlu, 2013). 19 işletmede çalışan 201 katılımcıdan toplanan veriler; SPSS-21 paket programına işlenerek analiz edilmiştir.

Spor-sağlık merkezlerinde çalışan personelin kişilik özelliklerinin hizmet verme yatkınlıkları üzerinde anlamlı bir etkiye sahip olduğu, kişisel özellikler alt faktörlerinin de hizmet verme yatkınlığı üzerinde anlamlı etkiye sahip olduğu sonucuna ulaşılmıştır. Spor-sağlık işletmeleri çalışanlarının beş faktör kişilik envanterinin alt faktörlerine ait kişilik özelliklerinin hizmet verme yatkınlığına yönelik etkisine bakıldığında; uyumluluk, sorumluluk ve yeniliklere açık olma alt faktörlerini anlamlı etkiye sahip olduğu, dışa dönüklük ve duygusal denge alt faktörlerinin anlamlı etkiye sahip olmadığı görülmektedir. Katılımcıların çalıştıkları departmanlardaki statülerine göre kişilik özellikleri ve hizmet verme yatkınlıkları arasında anlamlı farklılık olduğu sonucuna ulaşılmıştır. Çalışanların cinsiyet, medeni durum ve sektörde çalışma sürelerine göre kişilik özellikleri ve hizmet verme yatkınlıkları arasında anlamlı bir farklılık olmadığı tespit edilmiştir.

**Anahtar Kelimeler:** Spor-sağlık merkezleri, Hizmet verme yatkınlığı, Hizmet Odaklılık, Kişilik özellikleri.

## EFFECTS OF PERSONALITY TRAITS OF SPORTS-HEALTH CENTER EMPLOYEES ON SERVICE ORIENTATION IN PROVINCE OF ANKARA

## ABSTRACT

This study was made for the purpose of researching the effects of personality traits of sports-health center personnel on service orientation in province of Ankara. As data collection tool, "Five Factor Personality Inventory" developed by Goldberg in 1990 and a version of "Customer Centricity Scale" developed by Brown et al. (2000), which was localized and tested for validity-reliability by Serçeoğlu (2013), were used. In the mentioned scale, the factor load values representing the structure validity of items constituting the service orientation change between 0,85 and 0,97. Cronbach Alpha reliability coefficient calculated for the reliability of the scale was calculated as 0,98 (Serçeoğlu, 2013). Data collected from 201 participants working at 19 businesses were analyzed by processing in SPSS-21 package software.

The conclusion of personality traits of personnel working at sports-health centers having a significant effect on the service orientation, also personality traits sub-factors having a significant effect on service orientation was reached. When the effect of personality traits of sports-health business employees' belonging to sub-factors of five factor personality inventory on service orientation is looked at; the sub-factors of agreeableness, responsibility and being open to new ideas are seen to have significant effect, the sub-factors of extroversion and emotional balance are seen not to have significant effect. The conclusion of significant difference between the personality traits and service orientation of the participants according to their status in the department they are employed was reached. It was identified that there were no significant difference between personality traits and service orientation according to gender, marital status and duration of working in the industry of the employees.

**Key Words:** Sports-health centers, Service orientation, Service Centricity, Personality Traits.

<sup>1</sup> Karabük Üniversitesi Beden Eğitimi ve Spor Yüksekokulu, Karabük, Türkiye

<sup>2</sup> Karabük Üniversitesi Safranbolu Meslek Yüksekokulu, Karabük, Türkiye

## INTRODUCTION

Service businesses of today must place the maximum importance to employees to play an effective and efficient role in the market. Modern sports businesses with various departments also require personnel with various characteristics, skills and personality traits. When the increasingly expanding market share of sports industry is considered, the increase of personnel trained in sports in terms of both quality and quantity, may be considered as an advantage for the top-end modern sports managers.

The important issue in terms of sports facility management is to fulfill the needs and desires of people, in other words preparing the sports services in demand by society to providing (İmamoğlu and Ekenci, 2014). Sports business, also being a service business, has to be in direct communication with the customers. One of the most important factors ensuring this communication, maybe the most important, is the personnel or employees ensuring service flow in the business. Other than the competency and training of personnel regarding sports services, inherent or acquired personality traits are also one of the definitive factors in terms of the quality of provided services. Due to the size of service industry and the needs being infinite, especially the attitude, manner or behavior of the personnel dealing with the customers in sports businesses (reception, janitor, waiter, fitness trainer, etc.) reflecting their personality will affect the profit purpose of the business, which is a must for its continuity. This brings out the necessity of smooth performance of attitude, behavior, knowledge and experience against the customers for the business owner and its personnel to fulfill the expectations of customers (Korkutata and Halis, 2015).

Previously providing service only to professional branch of sports, businesses

now have turned into complex and modern structures providing sports-health services together. It is known that businesses which ignore the health or health related concerns in the today's modern sports centers are taking serious risks regarding customer satisfaction. Seeing health units or use of equipment revealing physical risks are perceived as standard in today's modern sports businesses. This directly increases the quality of work performed at the businesses, work load of employees and customer demands. When the working hours of personnel employed in sports-health industry are considered, in times considered as passive and resting hours by society, the personnel working in this industry, especially in weekends and after evening hours are trying to provide service with intense work pressure. Sports employees are at their work when their families, relatives and friends social life is ongoing (Kutunis and Çakal, 2015). Especially the personnel who are working face to face with customers are known to be those that may be effective on the decision of current and potential customers to utilize the services and products of the business through their first contact with the customer and their behaviors in providing service (Karlı and Koçak, 2004). In businesses where service is prominent at such rate, no doubt that service orientation of employed personnel will also greatly affect the quality of the service provided. Service orientation, is the main element in selection of service industry and carrying out of activities. Service orientation is associated with personality in the literature (ex: McBride et al., 1997; Sanchez and Fraser, 1993, Kuşlivan and Eren, 2011).

In this context, identification of the effect of personality traits of employees working at sports-health businesses, which are a branch of service industry, is important. In relation, the purpose of the study is to examine the relation between the

personality traits and service orientation of sports-health center employees.

### **Conceptual Framework**

Service, in its lexical meaning, is given as doing a work of someone or a work beneficial to someone (TDK, 2010). Service is providing the production of intangible products which will ensure psychological satisfaction of people (Parasuraman et al., 1985). According to another definition, service is the fact of providing time, space and location benefit to person as physically and psychologically, to society as socially (Yücenur et al., 2011).

It can be clearly seen from the definitions that what is wanted to be explained by service in work life is essentially providing benefit oriented psychological and physical activities. In addition to this, the benefit provided by service is intangible. Croning et al., (2000) emphasizes that intangible benefit provided with service requires an effort specific to person. Service is the total of benefits provided to a person first-hand and obtained at the moment it is produced by the person (Wolak et al., 1998). Being provided first-hand requires the direct evaluation of service quality by the customer and forward the feedbacks to service provider immediately. These feedbacks, which may be positive as well as negative, will affect the motivation and behavior of service provider. Both the providing of service and facing the feedbacks require advanced communication skills and willingness to providing service. While inadequacy of communication prevents providing of service, unwillingness meanwhile brings along incomplete or wrong providing and not being beneficial. On the other hand, behavior of personnel providing service in sports businesses come before the attitude and knowledge of personnel in terms of efficient operation of the business (Chen, 2008). The willingness of the employees

regarding providing service and relation and communication ability between the individuals during the process of providing service is expressed as service orientation (Kuşluvan and Eren, 2011).

According to researchers, service orientation is the name given to combination of willingness to providing service, interest in human relations and communication skills (Alge et al., 2002). Those with service orientation, make effort for exceedingly informing those served as well as realizing customer demands (Tung et al., 2014).

There are various approaches on the scope and reasons of service orientation. Baydoun et al. (2001), mentions the existence of two main elements affecting service orientation. These are organizational level climate and individual level personality traits. Kuşluvan and Eren (2011) state that service orientation is formed as a result of interaction and combination of individual level personality traits and learning experience; covers personality traits, attitude and behaviors such as fulfilling requirements of consumers, being willing and skilled to provide good service, communicate effectively with the consumers and enjoying it.

Service centricity, in other words, service orientation appears with the interaction of the personality traits and service environment (Kim, 2011). In another study, Chait et al. (2000), suggest service orientation and orientation to service facts are developed within framework of personal traits such as extroversion, emotional balance, agreeableness and responsibility. In another words, it is related to all the traits of individual and is a relationship formed by individuals with their internal and external circles, which is distinguishing from other individuals, consistent and structured (Serçeoğlu, 2013). Whether inherent or acquired, when the behaviors in question present continuity, in other words, when repeated in the same way in all of similar situations, they are called personal traits.

In the studies made, personality traits of people were classified. Özkalp and Kirel (2010) emphasized the mentioned traits were classified in 17.953 titles. Each of these personal traits are called "trait" in

the literature and examined under the name of "trait theory". The mentioned traits are named as traits in many studies (ex: Şentepe and Güven, 2015; Özdemir, 2015).

Table 1. 16 Main Trait

No	Traits
1	Shy, Prudent-Sociable
2	Less Clever – Very Clever
3	Affected by Emotions – Less Affected, Regular
4	Shy - Dominant
5	Serious – Cheerful
6	Corner Cutting – Informed and Cautious
7	Meek – Adventurous
8	Headstrong – Emotional
9	Trusty – Skeptical
10	Practical – Dreamy
11	True, Frank – Sneaky
12	Self-Confident – Worried, Anxious
13	Conservative – Empirical
14	Group Dependent – Self Confident
15	Unrestrained – Restrained
16	Relaxed – Nervous

Source: Adapted from Özkalp and Kirel, 2010: 79

Also called as big five factor, the five factor personality theory examines the traits which are mainly expressed in tens

by reducing to five factors (Menner, 1936: 259).

Table 2. Five Factor Personality Traits and Descriptive Adjectives

Factor	Traits	Descriptive Adjective
Awareness or Responsibility	Responsible, devoted, planned, organized, need success, stubborn, meticulous	Organized, systematic thinking, hardworking, planned, devoted
Extrovert	Social, talkative, self-confident, active, tend to experience positive emotions	Extrovert, talkative, self-confident, enterprising, energetic, self-expressive
Agreeable	Good natured, open to cooperation, altruist	Sympathetic, cooperative, friendly, accessible, trusty, understanding.
Emotional Balance	Calm, confident, not edgy	Not jealous, relaxed, calm, stable, confident, effective
Open to experience	Dreamer, self-confident, emotional, have aesthetic concerns, intellectual, have deep emotions, needs diversity.	Intellectual, creative, self-confident, creative, curious, have original ideas

Resource: Harvey et al., 1995: 2

The basis of five factor approach is formed by the opinion of different personality traits perceived reflecting on words in the language (Eryılmaz and Öğütölmüş, 2010). The main reason of five factor model being widely accepted from the personality trait models developed up to date is that this model is scientifically proved to be valid and reliable in defining human personality (Yelboğa, 2006).

### MATERIAL AND METHOD

Sub problems defined to research the mentioned purpose are as follows:

1. What are the effects of sports-health business employees' personality traits on their service orientation?
2. What are the effects of sports-health business employees' five factor personality inventory sub factors oriented traits on their service orientation?

the daily expressions of various cultures and individual differences coded as different

3. Is there a significant difference between the personality traits and service orientation of sports-health business employees' by their gender?

4. Is there a significant difference between the personality traits and service orientation of sports-health business employees' by their marital status?

5. Is there a significant difference between the personality traits and service orientation of sports-health business employees' by their status?

6. Is there a significant difference between the personality traits and service orientation of sports-health business employees' by their duration of working in the industry?

In light of these information, the model of the study is as follows;

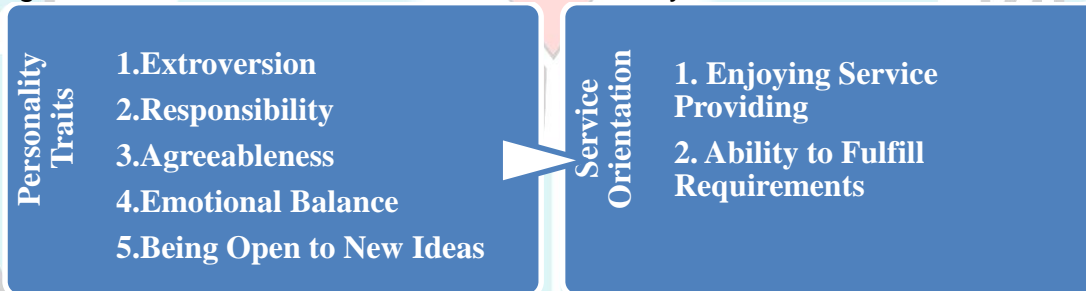


Figure 1. Model of the Study

### Population and Sample

The population of the study is the province of Ankara. Samples of the study consists of individual randomly selected among the sports health center employees in the province of Ankara. From the mentioned businesses, those with at least 500 members, employing at least 10 personnel, middle and above scale, having swimming pool, tennis courts, aerobic-fitness centers, saunas, steam baths, Turkish baths and pools and condition centers were considered within scope of the study. Out of 23 businesses with the mentioned features, 19 of them were included in the

study by voluntary basis. Advisors, trainers, physiotherapists, managers, specialists, masseuses and masseurs, who are directly in communication with customers were included within scope of the study. In 19 businesses complying with these specifications, a total of approximately 250 people are employed. The size of sample was calculated as 152 people by taking a 5% error margin into consideration within the confidence limit of 95% (Sekaran, 1992). In this context, data collection tool was planned to be performed on a total of 250 people,

selected randomly by cluster sampling. Out of the sent data collection tools, 243 of them returned and 212 of them were found suitable for analysis. In the extreme value

analysis performed, 11 data set ruining normal distribution of variables were removed and data collection tool of 201 participants were included in the analysis.

**Table 3. Frequency and Percentage Distribution on Demographical Attributes of the Participants**

Variable	Groups	Frequencies
<b>Marital Status</b>	Married	102 – (50,7%)
	Single	99 – (49,3%)
<b>Gender</b>	Male	122-(60,7%)
	Female	79 -(39,3%)
<b>Duration of Working in the Industry</b>	Less than 1 year	33 – (16,4%)
	1-3 years	59 – (29,4%)
	4-6 years	76 – (37,8%)
	7+ years	33 – (16,4%)
<b>Status</b>	Department Employee	119 - (59,2%)
	Department Chief	53 - (26,4%)
	Department Manager	29 - (14,4%)
<b>Total</b>		201-(100,0%)

When Table-3 is examined by the distribution of marital status of sports-health business employees, married are found as 102 (50,7%) and single are as 99 (49,3%). When the distribution of gender of employees, there are 122 (60,7%) males and 79 (39,3%) females. By distribution of duration of working in the industry, 33 (16,4%) employees were found working less than 1 year, 59 (29,4%) 1-3 years, 76 (37,8%) 4-6 years and 33 (16,4%) 7+ years. The distribution of employees by their status are 119 (59,2%) department employee, 53 (26,4%) department chief and 29 (14,4%) department manager. In general, there are 201 (100,0%) employees participating to the study.

#### **Data Collection Tools:**

The scale presented for identifying personality traits is the “Five Factor Personality Inventory” scale, developed by Goldberg in 1990. As pointed out in the mentioned inventory, factors are listed as extroversion, agreeableness, responsibility, emotional balance and openness to experience. The scale used

to measure service orientation is “Customer Centricity Scale”, developed by Brown et al. (2000). There are two factors in the scale; enjoying service providing and fulfilling requirements. Both scales were used as localized and tested for validity and reliability by Serçeoğlu (2013). The factor load values representing the structure validity of items constituting the service orientation change between 0,85 and 0,97. Reliability coefficient related to personality traits scale was calculated as  $\alpha = 0,93$  and Cronbach Alpha reliability coefficient calculated for reliability of the scale was calculated as 0,98 (Serçeoğlu, 2013). Obtained data collection tool was brought to relevant sports businesses personally and received by hand.

#### **Analysis of Data:**

Data collected from employees as suitable for the purpose of the study were processed into SPSS-21 package software. The distribution by employee’s demographical attributes were examined with frequency and percentages. The effect of sub factors of five factor personality inventory on service orientation were analyzed with

multiple regression model. The personality traits of employees on the service orientation was analyzed with simple linear regression model. The difference between the personality traits of employees by their gender and marital status and service orientation was examined by Independent-Sample t-test. Also, the difference between the personality traits of employees by their

status and duration of working in the industry and service orientation was examined by One-Way ANOVA (one-way analysis of variance).

## FINDINGS

**First Sub Problem:** What are the effects of sports-health business employees' personality traits on their service orientation?

**Table-4 ANOVA Result on Multiple Regression Analysis about the Effect of Personality Traits on Service Orientation**

	Sum of Squares	df	Average Square	F	Sig.
Regression	5593,585	1	5593,585	116,85	,000*
Residual	9526,097	199	47,870		
Total	15119,682	200			

\*p<,05

In Table-4, it is seen that regression equation on the effect of personal traits to

service orientation shows a significant difference for  $F_{(1-199)}=116,85$ ,  $p=,000<,05$ .

**Table-5 Importance Levels and T-Test Results of Influence Levels of Variables of Multiple Regression Analysis About the Effect of Personal Traits on Service Orientation**

	B	Std. Error	Beta	t	p
(Constant)	11,755	3,415		3,442	,001
Personal Traits	,229	,021	,608	10,810	,000

\*p<,05  $R^2=,37$

When Table-5 is examined, it is seen that when the significance level related to t values to reveal it has significant effect according to  $p<,05$ , when the effect of personality traits of sports-health business employees on service orientation is examined. It is seen that

employees' personality traits explain 37% ( $R^2=,37$ ) of service orientation.

**Second Sub Problem:** What are the effects of sports-health business employees' five factor personality inventory sub factors oriented traits on their service orientation?

**Table-6 ANOVA Result of Multiple Regression Analysis about the Effect of Five Factor Personality Inventory Sub Factors on Service Orientation**

	Sum of Squares	df	Mean Square	F	Sig.
Regression	7192,883	5	1438,577	35,39	,000*
Residual	7926,798	195	40,650		
Total	15119,682	200			

\*p<,05

When Table-6 is examined, it is seen that regression equation formed towards the effect of five factor personality inventory

on service orientation shows significant difference for  $F_{(5-195)}=35,39$ ,  $p=,000<,05$ , that is to say, verified.

**Table-7 Importance Levels and T-Test Results of Influence Levels of Variables of Multiple Regression Analysis About the Effect of Five Factor Personality Inventory on Service Orientation**

	B	Std. Error	Beta	t	p
(Constant)	9,558	3,205		2,982	,003
Extroversion	,091	,081	,072	1,128	,261
<b>Agreeableness</b>	<b>,328</b>	<b>,072</b>	<b>,276</b>	<b>4,525</b>	<b>,000</b>
<b>Responsibility</b>	<b>,284</b>	<b>,113</b>	<b>,174</b>	<b>2,508</b>	<b>,013</b>
Emotional Balance	-,121	,075	-,094	-1,614	,108
<b>Openness to New Ideas</b>	<b>,592</b>	<b>,090</b>	<b>,406</b>	<b>6,597</b>	<b>,000</b>

\* $p<,05$   $R^2=,48$

When Table-7 is examined, it is seen that the effect of five factor personality inventory sub factors of sports-health business employees on service orientation had significant effect on agreeableness, responsibility and openness to new idea sub factors according to  $p<,05$  and didn't have significant effect on introversion and emotional balance sub factors when significance level related to t values to reveal which of them have the significant effect. It is seen that the personality traits

of employees on five factor personality inventory sub factors explain 48% ( $R^2=,48$ ) of service orientation. Of the personality traits having significant effect on service orientation, the most important effect is seen to be personality traits on openness to new ideas sub factor and the least important effect is seen to be personality traits on responsibility sub factor.

**Third Sub Problem:** Is there a significant difference between the personality traits and service orientation of sports-health business employees' by their gender?

**Table-8 The Results of Independent-Sample T-Test Related to Difference Between Personality Traits and Service Orientation of Employees by Their Gender**

	Gender	N	$\bar{X}$	S	t	sd	p
Personality Traits	Female	122	159,85	23,84	,457	199	,648
	Male	79	158,33	21,90			
Service Orientation	Female	122	48,56	8,84	,534	199	594
	Male	79	47,89	8,51			

\* $p<,05$

When Table-8 is examined, it is seen that there is no significant difference between the personality traits of sports-health business employees by their gender according to  $t_{(199)}=,457$ ,  $p=,648>,05$ . It is seen that there is no significant difference between the service orientation of

employees by their gender according to  $t_{(199)}=,534$ ,  $p=,594>,05$ .

**Fourth Sub Problem:** Is there a significant difference between the personality traits and service orientation of sports-health business employees' by their marital status?



**Table-9 The Results of Independent-Sample T-Test Related to Difference Between Personality Traits and Service Orientation of Employees by Their Marital Status**

	Marital Status	N	$\bar{X}$	S	t	sd	p
Personality Traits	Married	102	161,38	22,27	1,33	199	,185
	Single	99	157,06	23,74			
Service Orientation	Married	102	49,09	8,32	1,32	199	,189
	Single	99	47,48	9,03			

\*p<,05

When Table-9 is examined, it is seen that there is no significant difference between the personality traits of sports-health business employees by their marital status according to  $t_{(199)}=1,33$ ,  $p=,185>05$ . It is seen that there is no significant difference between the service

orientation of employees by their marital status according to  $t_{(199)}=1,32$ ,  $p=,189>05$ .

**Fifth Sub Problem:** Is there a significant difference between the personality traits and service orientation of sports-health business employees' by their status?

**Table-10 The Results of One-Way Related to Difference Between Personality Traits and Service Orientation of Employees by Their Status**

	Department Status	N	$\bar{X}$	S	F (2/198)	p	Post Hoc (Turkey)
Personality Traits	Employee	119	159,52	23,17	5,42	,005	3>2
	Chief	53	152,81	21,10			
	Manager	29	169,93	22,56			
Service Orientation	Employee	119	49,72	8,55	7,88	,001	1>2, 3>2
	Chief	53	44,36	8,17			
	Manager	29	49,62	8,26			

\*p<,05 Categories: Employee=1; Chief=2; Manager=3

When Table-10 is examined, it is seen that there is a significant difference between the personality traits of sports-health business employees by their status according to  $F_{(2/198)}=5,42$ ,  $p=,005<,05$ . This significant difference is resulting from the personality traits of participants working as managers ( $\bar{X}=169,93$ ) in business department being bigger than personality traits of participants working as chief ( $\bar{X}=152,81$ ). It is seen that there is a significant difference between the personality traits of sports-health business employees by their status

according to  $F_{(2/198)}=7,88$ ,  $p=,001<,05$ . This significant difference is resulting from the service orientation of participants working as chief ( $\bar{X}=44,36$ ) being smaller from the service orientation of participants working as manager ( $\bar{X}=49,62$ ) and from the service orientation of participants working as employee ( $\bar{X}=49,72$ ).

**Sixth Sub Problem:** Is there a significant difference between the personality traits and service orientation of sports-health business employees' by their duration of working in the industry?

**Table-11 The Results of One-Way Related to Difference Between Personality Traits and Service Orientation of Employees by Their Duration of Working in the Industry**

	Duration of Working	N	$\bar{X}$	S	F (2/198)	p
Personality Traits	Less than 1 year	33	152,85	21,46	1,14	,333
	1-3 years	59	159,08	22,51		
	4-6 years	76	161,07	22,51		
	7+ years	33	161,79	26,41		
Service Orientation	Less than 1 year	33	46,52	8,80	,75	,524
	1-3 years	59	48,69	8,91		
	4-6 years	76	49,04	8,03		
	7+ years	33	47,64	9,73		

\* $p < ,05$  Categories: Less than 1 year =1; 1-3 years=2; 4-6 years=3; 7+ years=4

When Table-11 is examined, it is seen that there is no significant difference between the personality traits of sports-health business employees by their duration of working in the industry according to  $F_{(3/197)}=1,14$ ,  $p=,333 > ,05$ . It is seen that there is no significant difference between the service orientation of sports-health business employees by their duration of working in the industry according to  $F_{(3/197)}=,75$ ,  $p=,554 > ,05$ .

## DISCUSSION AND CONCLUSION

The result of personality traits of sports-health employees having significant effect on service orientation and personality traits sub factors having significant effect on service orientation was reached. When the effect of personality traits of sports-health business employees' five factor personality inventory sub factors on service orientation is examined; it is seen that agreeableness, responsibility and openness to new ideas sub factors have significant effect, extroversion and emotional balance not having significant effect.

The result of significant difference between personality traits of sports-health employees by their status and personality traits of those working as manager being higher than personality traits of those working as chief was reached. Also, the result of a significant difference between

service orientation of employees by their status and service orientation of those working as chief being lower than service orientation of those working as manager and employee was reached.

As a result of examinations made, a relation was identified in the literature, between the personality traits and service orientation of employees. Brown et al. (2002), has suggested in their study that personality traits of employees are related to their service orientation. In another study, Lytle et al. (1998) has identified a relation between personality traits and service orientation. Alge et al. (2002), in the study made on the bus dispatchers intensely using customer relations in a travel company, has suggested that customer centricity or in other words, service orientation is related to personality. On the other hand, Kuruüzüm et al. (2010) has determined the personal-psychological variables are effective on work commitment.

Most of the demographical attributes of sample group examined within scope of the study not revealing a significant difference according to service orientation is another result obtained. It is seen that there was no significant difference between gender, marital status and duration of working in the industry of employees. In future studies, more detailed results may be found by making comparative analysis on bigger sample groups.

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