

-RESEARCH ARTICLE-

INVESTIGATION OF THE EFFECT OF PERSONAL VALUES AND PERSONAL TRAITS AS MEDIATOR VARIABLES ON JOB SATISFACTION AND SALES PERFORMANCE

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Abstract

Values and personality influence decision-making, motivation, attitude, interpersonal relationships, behavior, and performance. Personal values influence traits; people try to behave in a way that is consistent with their values. Values are the drivers of behavior, including workplace behavior. The relationship between personal values and behavioral outcomes may have been explored empirical studies in various disciplines but limited to a few studies in management. In addition, the effect of job values on performance, in general, was investigated. However, when the effect of personal values on performance and job satisfaction is considered, it becomes clear how important it is to study this subject. Although many studies identify the antecedents of job satisfaction, the relationship of the Big Five personalities with job satisfaction has been much less studied. The aim of this study; It examines both direct and mediating relationships between values, personality, job satisfaction, and performance. Relationships were examined within the framework of Value Perception Theory. In the analysis, personal traits and personal values were measured formatively, while job satisfaction and sales performance were measured reflectively. It was found that personality traits do not have a mediating effect on the relationship between personal values and job satisfaction, and personality traits have a mediating effect on the relationship between personal values and sales performance. The theoretical contribution; It examines the mediating role of personality traits and provides more detailed information on the effects of values on sales performance and job satisfaction. The practical contribution; considering the impact of personality traits and values on performance, the candidate offers ideas for determining personality traits and values before making the final hiring decision.

Keywords: *Personal Values, Personality Traits, Job Satisfaction, Sales Performance, PLS Structural Equation.*

JEL Codes: *M30, J28, D46.*

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İŞ TATMİNİ VE SATIŞ PERFORMANSINA, KİŞİSEL DEĞERLERİN VE ARACI DEĞİŞKEN OLARAK KİŞİSEL ÖZELLİKLERİN ETKİSİNİN ARAŞTIRILMASI⁴

Öz

Kişisel değerler özellikleri etkilemektedir, insanlar değerleriyle tutarlı bir şekilde davranmaya çalışırlar. Değerler, işyeri davranışı dâhil davranışın itici güçleridir. Kişisel değerler ile davranışsal sonuçlar arasındaki ilişki, yönetim alanında birkaç ampirik çalışma ile sınırlı kalmıştır. Ayrıca genel olarak iş değerlerinin performansa etkisi araştırılmıştır. Ancak kişisel değerlerin performansa ve iş tatminine olan etkisi düşünüldüğünde bu konunun çalışılmasının ne kadar önemli olduğu meydana çıkmaktadır. Literatürde iş tatmininin öncüllerinin belirlenmesi üzerine çok sayıda çalışma yapılmış olmasına rağmen Beş Büyük kişiliğin iş tatmini ile ilişkisi çok daha az incelenmiştir. Oysaki kişilik özelliklerinin iş performansını ve iş tatmini öngördüğünü, seçim ve elde tutma amaçları için yaygın kullanıldıkları gözlenmektedir. İş tatmini düzeyini belirlemede çalışanın kişiliği kaçınılmazdır. Ayrıca iş tatmini düzeyini bir faktör olarak kişilik aracılığıyla ölçmek, Örgütsel Davranışı tasavvur etmenin yeni bir yönüdür. İş tatmini ve satış performansı, çalışanın kişiliğine ve kişisel değerlerine göre farklılık göstermektedir. Bu çalışmanın amacı; değerlerin kişilik, iş tatmini, performans arasındaki direkt ve dolaylı ilişkileri incelemektedir. İlişkiler Değer Algı Teorisi çerçevesinde incelenmiştir. PLS yöntemi ile gerçekleştirilen analizde kişilik ve değerler formatif (biçimlendirici), iş tatmini ile satış performansı ise reflektif olarak ölçülmüştür. Kişilik özelliklerinin kişisel değerler ile iş tatmini arasındaki ilişkiye aracılık etkisinin olmadığı, kişilik özelliklerinin kişisel değerler ile satış performansı arasındaki ilişkiye aracılık etkisi olduğu bulunmuştur. Çalışmanın teorik katkısı; kişilik özelliklerinin aracı rolünü incelemekte ve değerlerin satış performansı ve iş tatmini üzerindeki etkileri hakkında daha ayrıntılı bilgi vermektedir. Pratik katkısı; kişilik özellikleri ve değerlerinin performans üzerindeki etkisini göz önünde bulundurarak, aday işe alırken nihai kararı vermeden önce kişilik özelliklerini ve değerlerini belirlemeye yönelik fikirler sunar

Anahtar Kelimeler: *Kişisel Değerler, Kişilik Özellikleri, İş Tatmini, Satış Performansı, PLS Yapısal Eşitlik.*

JEL Kodları: *M30, J28, D46.*

“Bu çalışma Araştırma ve Yayın Etiğine uygun olarak hazırlanmıştır.”

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1. INTRODUCTION

The success of an organization depends on the human resources to assist all other assets. Sales performance and job satisfaction are important factors that affect the success of any business. The employee's personality is inevitable in determining job satisfaction (Therasa & Vijayabanu, 2015:143). Personality traits and job satisfaction has a relationship (Furnham and Zacherl, 1986:455; Organ and Lingl, 1995:341; Tokar and Subich, 1997:485; Nikolaou and Robertson, 2001:164; Judge et al., 2002:530), and performance may be higher according to personality traits. The selection of a salesperson with these characteristics is more effective than long-term training. Personal characteristics are essential even if some aspects of the sales job are learned over time (Loveland et al., 2015:235). Personal values affect sales performance (Herjanto and Franklin, 2019:106; Swenson and Herche, 1994:285) and are significant predictors of job satisfaction (Ismail et al., 2019:5).

Values and personality affect decision-making, motivation, attitude, interpersonal relationships, behavior, and performance (Parks & Guay, 2012:150). Personal values influence traits; people try to behave in a way that is consistent with their values. Values are ideals or opinion and thus serve as guidelines for self regulation (Roccas et al., 2002:789). Values can work outside of awareness so people can act on their values even if they don't consciously think about them; the essential things in one's life are expressed through values. Each person has a multitude of values to varying degrees. One possible reason for the question "Why do people act according to their values?" is that one needs to be consistent between one's beliefs (values) and actions. Another is that consistency between value and action is rewarding, helping people get their wants. Values are the drivers of behavior, including workplace behavior (Schwartz, 1994:21). Most of our time is spent in a work environment where work values are fundamental and remarkable (Kumar et al., 2012:12). For this reason, most studies on job satisfaction have focused on job values rather than personal values. However, the importance of the effect of personal values on job satisfaction has been emphasized, and the need for additional studies has been expressed (Ismail et al., 2019:3). In addition, considering the effect of values on behavior, it has been stated that more studies are needed to scrutinize the relationship between personal values and performance (Parks et al., 2015:24). In this context, the current study focused on personal values rather than job values. Aim of the study is to reveal the affects of the mediating role of personality traits on the relationship between personal values, job satisfaction, and sales performance. Research hypotheses and models were formed by considering literature, and the findings obtained from the research method and data analysis were shown. In the conclusion part of the study, findings of the study are compared with the literature, evaluated both theoretically and practically, and suggestions were presented.

1.1. The Affect of Personality and Traits Personal Values on Job Satisfaction

Factors affecting job satisfaction; include the job itself, pay, promotion, relations with co-workers, manager's attitude and leadership abilities, social benefits, policies, and personal factors. Personal factors also play an essential role in job satisfaction. The most fundamental is one's values; People will enjoy work commensurate with their values or will want to follow them. Value Perception Theory is vital in explaining the relationship between personal values and job satisfaction. Locke (1976: 1297) argue that individuals' values predict what satisfies them at work. According to Locke's *Value Perception Theory*, job satisfaction can be modelled with the following formula:

$$S = (V_c - P) \times V_i$$

Or

$$\text{Job Satisfaction} = (\text{Desired-Have}) \times \text{Importance}$$

The importance that a person attaches to value dramatically affects the result found. Values important to the individual play a critical role in shaping job satisfaction. Values that a person has can affect not only job satisfaction but also leave of employment and performance (Harrison, Newman, & Roth, 2006:306).

Personal values; are learned beliefs about structure or preferred behavior patterns (Schwartz, 1994:21). Although personal values are seen as a dynamic (relatively permanent but changeable under certain conditions) construct, they do not vary much due to people's need for consistency between their values and actions (Rokeach, 1973:13). Consistency of values and actions helps people to get what they want (Bardi & Schwartz, 2003:1208). Schwartz's theory of value has concerned interest in the literature because it includes ten broad values related to the individuals' motivation level (Yahyagil, 2015:2). These values are as follows; achievement, benevolence, conformity, hedonism, security, self direction, stimulation, tradition universalism (Schwartz, 1994:21).

Personality traits predict employees' satisfaction and job performance (Judge et al., 2002:531) and are widely used for selection and retention (Loveland, 2015:234), but traits' impact on satisfaction still needs to be adequately studied. (Gelade et al., 2006:544). The employee job satisfaction is different from according to personality. An employer learns the personality and values of the employee, and knowing how to motivate those leads to high motivation and job satisfaction (Therasa and Vijayabanu, 2014: 143). The Five Factor Personality Model is the most generally used taxonomy in the definition of personality traits. These are openness to experience, conscientiousness, agreeableness, extraversion, and emotional stability. The five-factor personality traits define extraversion as having a high energy level; these people

like to be active and busy. Excitement and arousal are very attractive to them, and they often experience intense feelings of happiness and joy (Costa & McCrae, 1992: 345). Extraversion experience a high level of satisfaction at work (Judge et al., 1997: 746), while introverts generally experience less satisfaction for these reasons (Neubert, 2004: 5). High job satisfaction leads to positive performance (Mkoji & Sikalieh, 2012: 185) and a lower probability of turnover (Maertz & Campion, 2004: 567).

Individuals with the agreeable personality trait focus on helping and cooperating with others (Graziano & Eisenberg, 1997: 796; John & Srivastava, 1999: 104). Attributes related to agreeableness – courtesy, tolerance, thoughtfulness – lay the groundwork for accomplished relations with coworkers. The optimistic view of the salesperson towards his/her environment will increase job satisfaction (Organ & Lingl 1995: 341) and performance (Mahlamaki et al., 2014: 5) and will also cause him/her to have the motivation to continue working (Allen & Meyer, 1991: 62).

People with the trait of openness have innovation and creativity. The creative individual can involuntarily increase his productivity in unique and innovative ways. There is a relationship between creativity and performance (Mkoji & Sikalieh, 2012:188). However, they may not be as easily satisfied with job satisfaction as those with other personality traits; the most important reason is that individuals with high creativity and imagination cannot realize themselves in "normal" working conditions (Nikolaou & Robertson, 2001:165).

Conscientiousness is the most consistent and main predictor of the relationship between job types and job results (Barrick & Mount, 1991: 4; Hogan et al., 2003:105). For example, meta-analyses on predicting job performance have found that conscientiousness, one of the personality dimensions, plays a critical role in predicting job performance (Barrick et al., 2001: 11; Hurtz & Donovan, 2000: 871) and job satisfaction. People with this feature will probably have higher job satisfaction and performance due to being more responsible and planned at work.

The absence of neuroticism – that is, emotional stability – allows for predicting workplace outcomes (Klinger & Mallon 2015: 822). For sales and managerial jobs, the emotional stability feature has been found to have stable validity (Hurtz & Donovan, 2000: 871). There are differences in employees' job satisfaction levels with different personality traits and personal values.

1.2. The Relationship Between Personal Values and Personality Traits

Values and traits are ways of summarizing past trends and predicting future events. Both can predict the choice of behavior situations in general. Gorsuch and Cattell (1977) conclude that “values are strictly based on temperament, abilities, and dispositions.” Therefore, values and traits can be considered as similar structures

(Dolinger et al., 1996: 24). However, although there are consistent, theoretically expected relationships between them, the structures are different (Parks and Guay, 2009: 676). Values are about what we believe we should do; personality is about what we are inclined to do. Personality traits and values affect each other reciprocally. However, since values have a learned structure, the values given priority differ over time and are repeated in this process, causing changes in personality traits (Leduc et al., 2015: 10).

1.3. The Affect of Personal Values and Personality Traits on Sales Performance

The relationship between personality and job performance is a trendy research topic in work psychology for a long time. However, recently researches suggest that the prognostic validity of personality is uncertain in previous studies due to the lack of a common personality framework to regulate traits used as predictors (Barrick & Mount, 1991: 11; Ones et al., 1994: 149). This problem was solved with the Five Factor Personality Model. The model is appropriate in different theoretical frameworks, using different tools, in different cultures, and, most importantly, for personnel selection. The relationship between personal values with behavioral outcomes may have been empirically investigated but has received much less interest in the management field (Finegan, 2000: 150; Kumar et al., 2012: 22). Considering the influential role of personal values in determining attitudes and behaviors, it becomes clear how important it is to study this topic. Therefore, this article focuses on personal values.

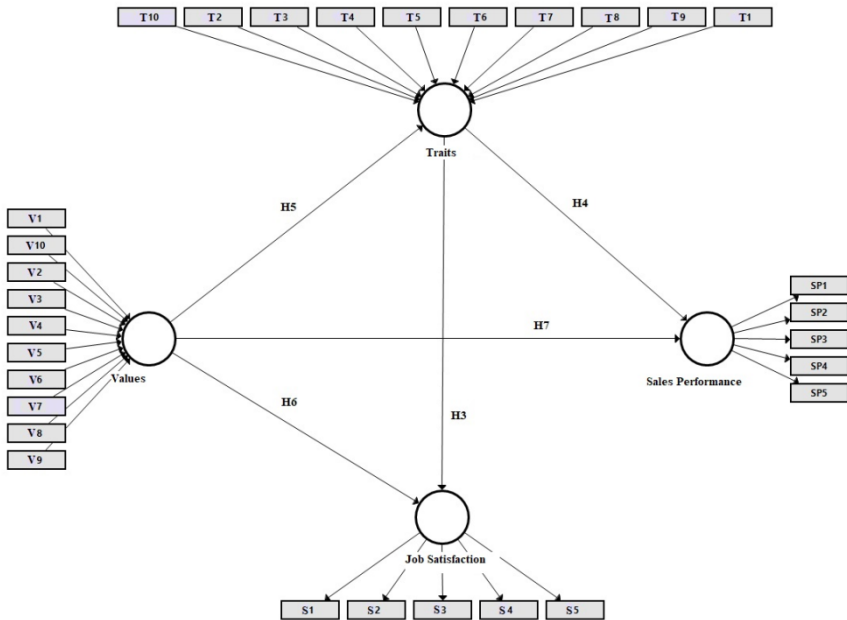
2. METHODOLOGY

2.1. Purpose and Research Model

The aim of the article is to examine the relationship between personality and personal values, job satisfaction, and sales performance. The research hypotheses developed from the literature review are as follows;

- H 1: Personality traits have a mediating affect on personal values and sales performance.
- H 2: Personality traits have a mediating affect on personal values and job satisfaction.
- H 3: Personality traits have a positive affect on job satisfaction.
- H 4: Personality traits have a positive affect on sales performance.
- H 5: Personal values have a positive affect on personality traits
- H 6: Personal values have a positive affect on job satisfaction.
- H 7: Personal values have a positive affect on sales performance.

Figure 1. Research Model



2.2. Sample and Scales

One hundred fifty salespeople in the fast moving consumer goods sector participated in the research, and the participants were invited to work with a random sampling method. Survey data were collected between 1-15 October 2022, of the participants, 4% are female, and 96% are male salespeople. Of the salesperson experiences of the participants, 54% have ten years or more, 17% have 7-9 years of experience, 16% have 4-6 years of experience, and 13% have 1-3 years of experience.

Four scales/constructs were used in the study. These scales are the Five-Factor Personality Traits Scale, The Short Schwartz's Value Survey (SSVS), the Job Satisfaction Scale, and the Sales Performance Scale, respectively. The Five Factor Personality Traits Scale was evaluated with ten items from the five-factor personality scale created by Rammstedt and John (2007: 210). Since it was intended to measure the emotional instability (imbalance) dimension in the original scale, questions in this dimension were reversing coded, unlike the original scale. The short Schwartz value scale is an abbreviated version of the Schwartz Value Scale containing 57 value items representing ten different values in terms of motivation. A study by Lindeman & Verkasalo (2005: 175) investigated it as an alternative to the original 57 item Schwartz value scale. It was highly correlated with the data obtained with the Schwartz value scale and the portrait value scale, which had consistency and reliability over time. The

10 item Short Schwartz Value Scale has good internal consistency and temporal stability. Brayfield and Rothe (1951) developed it, of which a 5 item short form was created by Judge and Klinger (2008: 397), and the short form of the Job Satisfaction Scale was adapted into Turkish by Keser and Bilir (2019: 229). Its internal consistency reliability (Cronbach alpha = 0.85) was high. Sujan et al. (1994: 39) reported the salesperson's self-reported performance evaluation and measured it with five items used in their study.

2.3. Method and Measurement Model

Analyzes were performed with SPSS 22 and SmartPLS 3.3 statistical software programs. SmartPLS program; is widely used in various disciplines, including accounting, strategic management, supply chain management, tourism, and marketing (Sarstedt et al., 2017: 2). The reason for choosing the SmartPLS program is that it mainly prioritizes direct predictive analysis, does not seek a normal distribution condition, allows single or two-item indicators to be included in the model, and, most importantly, allows for formative measurement, as well as enables the examination of data by evaluating many different configurations (Rigdon et al., 2017: 6). Among the constructs used in the research, personality traits and personal values were considered formative, while sales performance and job satisfaction were considered reflective variables. Recent studies have observed that personality is measured formatively (Myszkowski et al., 2019: 363). Similarly, values are handled formatively (Hau & Thuy, 2012: 137; Thien et al., 2014: 3327). In the literature, job satisfaction is considered reflectively (Bashir & Gani, 2020: 525; Maria et al., 2020: 1), and sales performance is considered reflectively too (Ohiomah et al., 2019: 163; Djakasaputra et al., 2021: 305).

3. RESULTS

Analyzes were carried out in two stages. In the first stage, the research model was used as the measurement model, and reliability and validity analyzes of the variables in the model were made. The research model, whose reliability and validity were ensured, was used as a structural model in the second stage and included in the related analysis. Relationship analysis was carried out using the "Bootstrapping" resampling technique.

Factor loads are over 0.50, Cronbach's Alpha and Composite Reliability (CR) values are over 0.70, and the AVE value is over 0.50 (Hair et al., 2014: 102), rho A' should be above 0.70.

Table 1. Reliability and Validity

| | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|---------------------------|------------------|-------|-----------------------|----------------------------------|
| Personality Traits | | 1,000 | | |
| Personal Values | | 1,000 | | |
| Sales Performance | 0,818 | 0,849 | 0,874 | 0,585 |
| Job Satisfaction | 0,741 | 0,783 | 0,838 | 0,568 |

Factor weights cannot be negative in the Reflective or Formative model. The fact that the factor weights are positive is the first criterion in determining the importance of the indicator, especially for formative structures (Hair et al., 2017: 34). Questions with negative factor weight were removed from the model (T2, V7, S3). Since sales performance and job satisfaction indicators are reflective, the value of all the indicators whose factor loads were examined was higher than 0.50. Three values are used to test discriminant validity. First, the cross-loading criterion was examined. According to the cross-loading criterion, the factor load in the variable to which an indicator is related should be higher than the other variables. In the measurement model, the factor load of the variable to which the indicator is related was higher than the others.

Table 2. Fornell-Larcker

| | Personality Traits | Personal Values | Sales Performance | Job Satisfaction |
|---------------------------|--------------------|-----------------|-------------------|------------------|
| Personality Traits | | | | |
| Personal Values | 0,561 | | | |
| Sales Performance | 0,521 | 0,530 | 0,765 | |
| Job Satisfaction | 0,342 | 0,275 | 0,219 | 0,754 |

HTMT (the monotrait-heteromethod correlations) expresses the ratio of the correlations of the indicators belonging to the same variable to the geometric mean.

HTMT should be below 0.90 (Henseler et al., 2015: 120). In the measurement model, the HTMT value was found to be 0.283. For the linearity of the indicators, each

indicator's tolerance (VIF) value should be below 5 (Hair et al., 2014: 125). While "Inner VIF" value is checked in reflective models, "Outer VIF" value is checked in formative models (Ramayah et al., 2018: 32). In the model, Outer VIF values are between 1.06-2.51, and Inner VIF values are between 1.00-1.46. Therefore, there is no linearity problem.

3.1. Structural Equation Modeling

Since all variables met the reliability and validity criteria in measurement model analyses, the research model was evaluated with structural equation modeling and path analysis to test the hypotheses. The number of sampling was calculated as 5000.

Before evaluating the structural relationships, blindfolding (Q^2), coefficient of determination (R^2), and effect size (f^2) were examined to explain the significance of the findings obtained from the regression results.

Table 3. Blindfolding (Q^2) & Coefficient of determination (R^2)

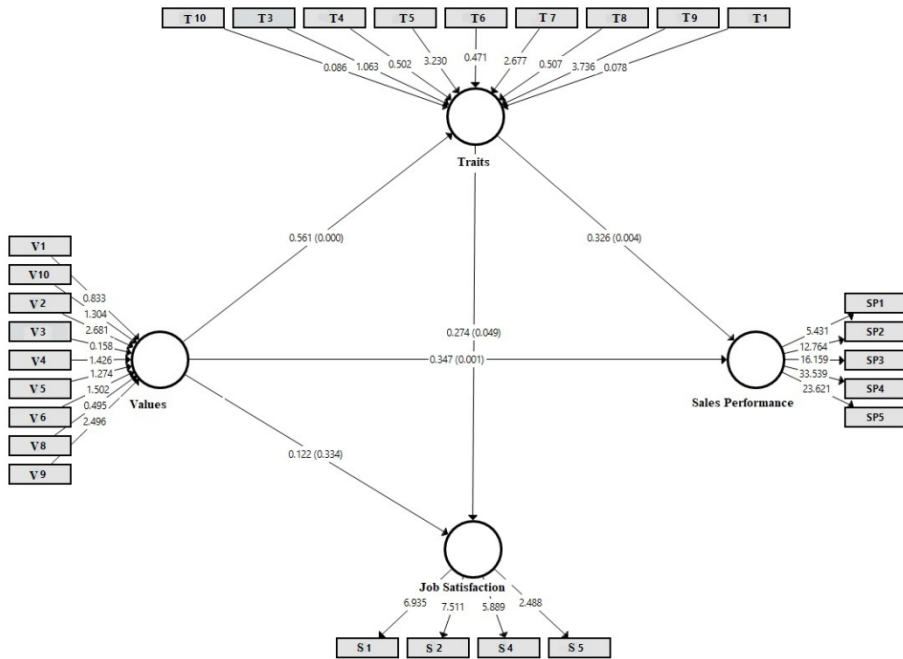
| | $Q^2 (=1-SSE/SSO)$ | R^2 |
|---------------------------|--------------------|-------|
| Personality Traits | 0,046 | 0,315 |
| Personal Values | | |
| Sales Performance | 0,185 | 0,354 |
| Job Satisfaction | 0,057 | 0,127 |

R^2 , f^2 and Q^2 values show that the model's estimates are within acceptable limits. t greater than > 1.96 , p should be less than <0.05 . According to the analysis results, H1, H3, H4, H5, H7 were accepted, and H2, H6 were rejected.

Table 4. Structural Equation Modeling

| Hypothesis | Relationship | Std. β | Std. Error | t-value | P value | f ² | Result |
|------------|-------------------------------------|--------------|------------|---------|---------|----------------|-----------------|
| H1 | Values → Traits → Sales Performance | 0,183 | 0,076 | 2,41 | 0,01 | - | Accepted |
| H2 | Values → Traits → Job Satisfaction | 0,154 | 0,086 | 1,79 | 0,07 | - | Rejected |
| H3 | Traits → Job Satisfaction | 0,274 | 0,139 | 1,97 | 0,04 | 0,059 | Accepted |
| H4 | Traits → Sales Performance | 0,326 | 0,118 | 2,76 | 0,00 | 0,113 | Accepted |
| H5 | Values → Traits | 0,561 | 0,074 | 7,60 | 0,00 | 0,460 | Accepted |
| H6 | Values → Job Satisfaction | 0,122 | 0,122 | 0,99 | 0,33 | 0,012 | Rejected |
| H7 | Values → Sales Performance | 0,347 | 0,101 | 3,41 | 0,00 | 0,127 | Accepted |

Fig. 2. PLS Result



Personality traits positively and significantly affect sales performance and job satisfaction. In this context, H3 and H4 were accepted. Similarly, values positively and significantly affected personality traits and sales performance. H5 and H7 hypotheses were accepted. Values were not found to significantly affect job satisfaction as they were greater than $p < 0.05$. H6 was not accepted. The mediation effect of personality traits between values and job satisfaction was investigated, and no significant effect was found. H2 was not accepted. The mediating effect of personality traits between values and sales performance was investigated. The analysis found a significant effect. H1 was accepted. In mediator variable effect analysis, $VAF = 0.35$. A partial mediation effect is mentioned if the VAF (Variance Accounted For) value is 0.20-0.80 (Hair et al., 2014: 224). It has been found that personality traits have a partial mediation effect between values and sales performance.

4. DISCUSSION

This study has theoretical and practical contributions to the literature on job satisfaction, sales performance, personality traits, and personal values. Theoretical contribution; this study examines the mediating role of personality traits and provides

more detailed information about the effects of values on sales performance and job satisfaction. Personnel selection and evaluation remain crucial issues throughout the life of any organization, large or small. Based on the five-factor personality traits and personal values, choosing the right person is practical, cheap, and correct (Vinchur et al., 1998: 593). The practical contribution of this study is; considering the impact of personality traits and values on performance, it proposes ideas for determining personality traits and values before making the final decision when hiring a candidate.

CONCLUSION

This article examines the relationships between personal values, personality traits, job satisfaction, and sales performance within the structural equation model and the framework of Value Perception Theory and using the Five Factor Personality Traits Scale, The Short Schwartz's Value Survey (SSVS), The Job Satisfaction Scale, The Sales Performance Scale. A positive relationship exists among personality traits (extraversion, agreeableness, openness to experience, conscientiousness, and emotional stability), sales performance, and job satisfaction. Employees with extroverted personalities use positive thoughts as a stimulant, and in this context, they have higher job satisfaction and performance (Therasa & Vijayabanu, 2015: 142). Extraversion, conscientiousness, and emotional stability are significant predictors of job satisfaction (Judge et al., 2002: 530), it is also stated that extraversion makes the most contribution in predicting job satisfaction (Tokar & Subich, 1997: 482). Agreeableness has high validity in jobs were helping others, cooperation, and interpersonal interaction is essential (Barrick et al., 2001: 9), especially in work relations, with a significant relationship with the capacity to be satisfied at work (Organ & Lingl, 1995: 339). Experienced individuals are creative. They can use these features to design new sales techniques or adapt them to a broader customer base and thus be successful in sales (Furnham and Fudge, 2008: 11). People with openness to experience are probably to have these values required in contemporary work environments, such as following changes in the workplace positively, thinking creatively in dynamic ways, and being open to new alternatives. In a rapidly changing or uncertain work environment, it will be precious to have an open-minded perspective and tolerance for the uncertainty that is not overwhelmed by tradition or norms of social conformity (Burke & Witt, 2002: 713). A positive relationship was found between openness to experience and job satisfaction (Judge et al., 2002: 530). Conscientious individuals make more efforts to fulfill their goals (Parks & Guay, 2012: 149). Thanks to the attitudes of conscientious employees toward fulfilling their obligations, salespeople probably set and stick to sales targets (Barrick et al., 2001: 9). In meta-analyses, it is observed that conscientiousness is associated with sales performance as well as extraversion (Goldberg, 1992: 26). Conscientiousness exhibited the strongest correlation after extraversion (Judge et al., 2002: 530). People with emotional balance often feel calmer, more relaxed, secure, and satisfied in stressful or difficult situations. They are more easily satisfied not only in their workplace but also in their life in general. A negative relationship was found between neuroticism and job satisfaction and a positive relationship with emotional stability (Nikolaou & Robertson, 2001: 161). There is a positive relationship between the value

of conformity (Klinger & Mallon, 2015: 821), achievement and excitement orientation (Swenson et al., 1994: 283), achievement and self-direction value (Dubinsky et al., 1997: 195), and sales performance. No relationship between the values of achievement, conformity, hedonism, power, security, self-direction, stimulation, tradition, universalism, and job satisfaction.

The results of the analysis are consistent with the literature. The study, in which personal values are analyzed in the context of the workplace and personality traits are examined as a mediating variable, is aimed to contribute theoretically and practically to the literature.

İŞ TATMİNİ VE SATIŞ PERFORMANSINA, KİŞİSEL DEĞERLERİN VE ARACI DEĞİŞKEN OLARAK KİŞİSEL ÖZELLİKLERİN ETKİSİNİN ARAŞTIRILMASI

1.GİRİŞ

Bir organizasyonun başarısı diğer tüm varlıklara yardımcı olacak insan gücüne bağlıdır. Çalışan memnuniyeti ve performansı herhangi bir işletmenin başarısında hayati bir rol oynar. Çalışanın kişiliği, iş tatmini düzeyini belirlemede kaçınılmazdır (Therasa ve Vijayabanu, 2015: 143). Kişilik özellikleri ile iş tatmini (Furnham ve Zacherl 1986: 455; Organ ve Lingl, 1995: 345; Tokar ve Subich 1997: 485; Nikolaou ve Robertson, 2001: 164; Judge vd., 2002: 530) arasında ilişki olduğu, kişilik özelliklerine göre performansın farklı olduğu öne sürülmektedir. Kişisel değerlerin satış performansı etkilediği (Herjanto ve Franklin 2019: 106), ve iş tatmininin önemli yordayıcıları olduğu ifade edilmiştir (İsmail vd., 2019: 5).

Değerler, işyeri davranışı dâhil (Schwartz, 1994: 21) davranışın itici güçleridir. Zamanımızın çok büyük bir kısmının, çalışma değerlerinin özellikle önemli ve dikkat çekici olduğu bir çalışma ortamında geçirildiğini gözlemlemektedir (Kumar vd., 2012: 12). Bu sebeple alandaki iş tatmini ile ilgili çalışmalarla ilgili olarak, çalışmaların çoğu kişisel değerlerden çok iş değerlerine odaklanmıştır. Ancak son yapılan çalışmalarda kişisel değerlerin iş tatmini üzerindeki etkisinin önemi vurgulanmış ve ek çalışmaların yapılması gerekliliği ifade edilmiştir (İsmail vd., 2019: 3). Bu bağlamda mevcut çalışmada iş değerlerinden ziyade kişisel değerlere odaklanılmıştır. Bu çalışmada kişilik özelliklerinin, kişisel değerler, satış performansı ve iş tatmini arasındaki ilişkide aracılık rolünün etkilerini ortaya koymak amaçlanmıştır.

2. YÖNTEM

Analizler SPSS 22 ve SmartPLS 3.3 istatistiki yazılım programları ile gerçekleştirilmiştir. Araştırmada kullanılan yapılardan kişilik özellikleri ve kişisel

değerler formatif, satış performansı ve iş tatmini ise reflektif değişken olarak ele alınmıştır. Son dönemde literatürde gerçekleştirilen çalışmalarda kişiliğin formatif olarak ölçümediği gözlenmektedir (Yu vd., 2017: 1472; Hajhoseiny v.d., 2019: 451; Myszkowski vd., 2019: 363). Benzer şekilde değerler de formatif olarak ele alınmaktadır (Hau & Thuy, 2012: 137; Thien vd., 2014: 3327; Tehseen v.d., 2017: 38). Literatürde iş tatmini reflektif olarak (Bashir & Gani, 2020: 525; Maria vd., 2020: 1) satış performansı da reflektif olarak ele alınmıştır (Ohiomah vd., 2019: 163; Djakasaputra vd., 2021: 305).

3. BULGULAR

Kişilik özellikleri satış performansı üzerinde pozitif ve anlamlı etkiye sahiptir. Değerlerin kişilik özellikleri ve satış performansı üzerinde pozitif ve anlamlı etkisi bulunmuştur. Değerlerin iş tatmini üzerinde anlamlı bir etkisi bulunamamıştır. Değerler ile satış performansı arasında kişilik özelliklerinin aracılık etkisi olduğu bulunmuştur. Kişilik özelliklerin aracılık etkisine yönelik diğer analizde ise değerler özelliği ile iş tatmini arasındaki aracılık etkisi bulunamamıştır. Aracı değişken etki analizinde VAF=0,35 değerindedir. VAF değeri 0,20-0,80 arasında ise kısmi aracılık etkisinden söz edilir (Hair vd., 2014: 224). Kişilik özelliklerin, değerler ile satış performansı arasında kısmi aracılık etkisi olduğu bulunmuştur.

4. TARTIŞMA

Bu çalışmanın iş tatmini, satış performansı, kişilik özellikleri ve kişisel değerler ile ilgili literatüre teorik ve pratik katkıları vardır. Teorik katkısı; yapılan çalışma kişilik özelliğinin aracı rolünü inceleyerek değerlerin satış performansı ve iş tatmini üzerindeki etkileri hakkında daha ayrıntılı bilgi sunmaktadır. Personel seçimi ve değerlendirmesi, küçük veya büyük her organizasyonun ömrü boyunca çok önemli bir konu olmaya devam etmektedir. Şirketler sadece boş pozisyonlarını doldurmak için uygun insanları seçmek için milyonlarca yatırım yapmakla kalmaz, aynı zamanda görüşmeci olarak görev yapan mevcut çalışanlarının değerli çalışma saatlerini de harcarlar (Nikolaou ve Robertson, 2001: 161). Beş faktör kişilik özellikleri ve kişisel değerlerin tespit edilerek doğru kişinin seçiminin sağlanması yararlı, ucuz ve doğru bir yoldur (Vinchur vd., 1998: 593). Buna istinaden bu çalışmanın pratik katkısı; kişilik özellikleri ve değerlerin performans üzerindeki etkisi göz önüne alındığında, adayın işe alınmadan önce kişilik özelliklerinin ve değerlerinin ölçülmesi için öneriler sunmaktadır.

SONUÇ

Bu makale, kişisel değerler, kişilik özellikleri, iş tatmini ve satış performansı arasındaki ilişkileri, Beş Faktör Kişilik Özellikleri Ölçeği, Kısa Schwartz Değer Ölçeği (The Short Schwartz's Value Survey-SSVS), İş Tatmini Ölçeği ve Satış Performans Ölçeği kullanılarak, Değer Algı Teorisi çerçevesinde, yapısal eşitlik modeli kullanarak açıklamaktadır. Kişilik özelliklerinden dışa dönüklük, uyumluluk, deneyime açıklık, özenetim ve duygusal denge ile satış performansı ve iş tatmini

arasında pozitif ilişki olduğu bulunmuştur. Uyum değeri (Klinger ve Mallon, 2015: 821) başarı ve heyecan odaklılık (Swenson vd., 1994: 283) başarı ve özyönelim değeri (Dubinsky vd., 1997: 195) ile satış performansı arasında olumlu ve anlamlı bir ilişki bulunmuştur. Kişisel değerlerden; Başarı, Uyma, Hedonizm, Güç, Güvenlik, Özyönelim, Uyarılım, Gelenek, Evrenselcilik değerleri ile iş tatmini arasında ilişki bulunamamıştır.

Yapılan analizlerin sonucundaki bulgular literatür ile uyumludur. Kişisel değerleri iş yeri bağlamında analiz edililerek, kişilik özelliklerin aracı değişken olarak incelendiği çalışmada, literatüre teorik ve pratik katkı sağlamak hedeflenmiştir.

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| KATKI ORANI / CONTRIBUTION RATE | AÇIKLAMA / EXPLANATION | KATKIDA BULUNANLAR / CONTRIBUTORS |
|---|--|--|
| Fikir veya Kavram / <i>Idea or Notion</i> | Araştırma hipotezini veya fikirini oluşturmak / <i>Form the research hypothesis or idea</i> | Eda İLHAN |
| Tasarım / <i>Design</i> | Yöntemi, ölçeği ve deseni tasarlamak / <i>Designing method, scale and pattern</i> | Duygu T. EROĞLU |
| Veri Toplama ve İşleme / <i>Data Collecting and Processing</i> | Verileri toplamak, düzenlemek ve raporlamak / <i>Collecting, organizing and reporting data</i> | Umut EROĞLU |
| Tartışma ve Yorum / <i>Discussion and Interpretation</i> | Bulguların değerlendirilmesinde ve sonuçlandırılmasında sorumluluk almak / <i>Taking responsibility in evaluating and finalizing the findings</i> | Eda İLHAN |
| Literatür Taraması / <i>Literature Review</i> | Çalışma için gerekli literatürü taramak / <i>Review the literature required for the study</i> | Eda İLHAN |