



## EFFECTS OF TOURIST GUIDES' PERSONAL TRAITS ON JOB ATTITUDE AND JOB SATISFACTION: A STUDY IN TURKEY

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### Abstract

**Objective:** The aim of the study is to determine effects of tourist guides' personality traits on their job attitudes and job satisfactions.

**Methodology / Approach:** The study was structured in quantitative research. As data collection method, survey technique was used. In order to measure personality traits, job attitude and job satisfaction, 600 questionnaires were distributed and 462 questionnaires were collected. Questionnaires with missing or incorrect data were removed and 453 questionnaires were used in total. Reliability, arithmetic mean, correlation and regression analyzes were used in the study.

**Originality / Relevance:** This study has originality due to the lack of similar studies, as no other article or thesis was found with the same variables or sample belongs to tourist guides.

**Main results:** Results showed that among personality traits; tourist guides' responsibility and agreeableness were surpassing. Also, tourist guides' attitude towards their profession was found to be generally in good and job satisfaction levels were detected as moderate. In addition, as a result of the correlation and regression analyzes, it was determined that personality traits of the tourist guides have had a significant effect on their job attitudes and job satisfaction.

**Theoretical / methodological contributions:** The findings are important to guiding profession and tourist guides career path and tourist guides' continue to profession and raise vocational commitment and notify relevant persons about tourist guides situations.

**Keywords:** Personality Traits. Job Attitude. Job Satisfaction. Tourist Guides. Turkey.

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## EFEITOS DOS TRAÇOS PESSOAIS DOS GUIAS TURÍSTICOS SOBRE ATITUDE DE TRABALHO E SATISFAÇÃO NO TRABALHO

### Resumo

**Objetivo:** O objetivo do estudo é para determinar efeitos dos traços pessoais dos guias turísticos sobre atitude de trabalho e satisfação no trabalho.

**Metodologia / Aproximação:** O estudo foi estruturado em pesquisa quantitativa. Como método de coletar dados foi usado a técnica de pesquisa. Em ordem ,para medir desempenho das pessoas,atitude e satisfação no trabalho ,foram distribuídos 600 questionários .Foram coletados 462. Questionários foram eliminados incompletos ou com erros de dados e 453 questionários foram usados em total.A confiabilidade dos dados do estudo, média aritmética foram calculadas analisando dados de correlação e regressão.

**Originalidade / Relevância:** Este estudo é originalidade devido a falta da semelhante dos estudos como não tem outro artigo e nem outro tese foram achados com a mesma variável e amostra pertence aos guias turísticos.

**Resultado Principal:** Os resultados mostraram que entre traços dos pessoais; responsabilidades e agradabilidades dos guias turísticos estavam superando. Além disso a atitude dos guias turísticos para com a sua profissão foram achados para ser geralmente boas e os níveis de satisfação do trabalho detectados como moderado. Além de que os resultados da análise dos dados de correlação e de regressão, determinaram que a atitude pessoal dos guias turísticos teve um efeito significativo sobre a atitude e satisfação no trabalho deles.

**Teórico / Metódico Contribuição:** Os resultados são importantes para orientar a profissional guia turístico que segue um plano de carreira e os guias turísticos continuam ao profissão e alçar o compromisso vocacional e informe as pessoas que relacionadas sobre situação do guia turístico.

**Palavra Chave:** Traço da pessoa. Atitude no trabalho. Satisfação no trabalho. Os guias turísticos. Turquia.



## EFFECTOS DE LOS RASGOS PERSONALES DE LAS GUÍAS TURÍSTICAS SOBRE LA ACTITUD Y LA SATISFACCIÓN LABORAL: UN ESTUDIO EN TURQUÍA

### Resumen

**Objetivo:** El objetivo del estudio es determinar los efectos de los rasgos de personalidad de los guías turísticos en sus actitudes y satisfacciones laborales.

**Metodología / Enfoque:** El estudio fue estructurado en investigación cuantitativa. Como método de recolección de datos, se utilizó la técnica de encuesta. Para medir los rasgos de personalidad, la actitud laboral y la satisfacción laboral, se distribuyeron 600 cuestionarios y se recogieron 462 cuestionarios. Faltaban cuestionarios y se utilizaron 453 cuestionarios en total. Fiabilidad, media aritmética, correlación y análisis de regresión se utilizaron en el estudio.

**Originalidad / Relevancia:** Este estudio tiene originalidad debido a la falta de estudios similares, ya que no se encontró ningún otro artículo o tesis con las mismas variables o muestra perteneciente a guías turísticas.

**Resultados principales:** Los resultados mostraron que entre los rasgos de personalidad; la responsabilidad y la amabilidad de los guías turísticos fueron superiores. Además, se encontró que la actitud de los guías turísticos hacia su profesión era generalmente buena y los niveles de satisfacción laboral se detectaron como moderados. Como resultado de los análisis de correlación y regresión, se determinó que los rasgos de personalidad de los guías turísticos han tenido un efecto significativo en sus actitudes y satisfacción laboral.

**Contribuciones teóricas / metodológicas:** Los hallazgos son importantes para orientar la profesión y las guías turísticas siguen la trayectoria profesional y continúan profesionalando y aumentan el compromiso vocacional e informan a las personas relacionadas sobre las situaciones de los guías turísticos.

**Palabras clave:** Rasgos de la personalidad, actitud de trabajo, satisfacción en el trabajo, guías de turismo, Turquía.



## INTRODUCTION

Tourism is one of the rapidly developing sectors in the world, providing growth for the economies. Defined as “a person who guides visitors in the language of their choice and interprets the cultural and natural heritage of an area which person normally possesses an area-specific qualification usually issued and/or recognized by the appropriate authority” by WFTGA (2018), tourist guiding is one of the major profession in tourism sector.

Countries rich in resources and historical heritages spend millions of dollars every year by creating macro-level policies and plans for day lighting, preserving and promoting these values. Within this framework, training of tourist guides, who will provide service for the identification and promotion of the attractiveness, has become a great necessity. In this context, authorities in many tourism destinations started to understand the importance of tourist guiding within the tourism system in recent years. Many countries seek ways to improve the quality of service and professionalism of tourist guiding (Mak et al., 2011). For example, Hong Kong government provided financial support to investigate tourist guides’ problems in the region (Ap and Wong, 2001). Turkey has also started to pay attention to tourist guiding and qualified personnel to be occupied in the field, aiming to accelerate efforts in training. Profession Law of Tourist Guide, no: 6326, which was constituted in 2012, can be considered as an indicator of the progress. On the other hand, it has a great importance for tourist guides to survive sociologically and psychologically in a highly competitive environment and perform their profession effectively (Cohen, Maurice and Cohen, 2002).

High job stress is associated with lower quality of life (QOL), which is a common indicator to assess an individual’s general health status, mental health and well-being (Min, 2013). Developing business standards of tourist guides, implemented by Law No. 6326 have great importance with increasing audits, preventing illegal guidance and providing state support for them in difficult times. The tourist guides, feeling safe, will be psychologically empowered and this will enable the guides to perform their profession in a better way and as a result of that they may provide better quality service. Thus, with empowered psychology, they may work with higher efficiency. This is very important both in terms of customer satisfaction, the success of travel agencies and tourist guides’ satisfaction. Tourist

guiding is a difficult profession. The tourist guides struggle with extreme temperatures during the summer months and extreme cold in winter and they are sometimes not satisfied with the wages they receive from the services they offer. Beside the problems mentioned, incidents such as terrorist actions, economic and political crises, the use of mobile guides in the historical places and museums, make it harder for tourist guides to find jobs. Moreover, all the issues stated lead to a negative reflection on the psychology and attitude to the profession of tourist guiding. In this case, instead of doing their job, tourist guides tend to find more guaranteed jobs because of their negative attitudes towards their professions and their working life, and it may result in decrease in job satisfaction. All of these issues provide important clues about the current situation and the need to raise awareness in solving the problems of tourist guides. From this point on, in this study, tourist guiding profession is recognized as a profession by Turkish Grand Assembly in 2012 (Article no:6326).

It is aimed that the results of the study will contribute to the policies developed by authorized and interested parties regarding the problems of tourist guiding and tourist guides. In addition, the results of this study are aimed at providing clues for the ones who are willing to be tourist guides. Tourist guide candidates should take their personality traits into account while choosing the profession they perform for the rest of their lives.

## LITERATURE REVIEW AND RESEARCH HYPOTHESES

There are many different definitions of personality. Allport (1937) defines personality as a unique mechanism which decides to become psycho-physically compatible with its surroundings in a dynamic organization (Yang and Hwang, 2014: 8). Allport (1937) stated that personality has fifty different meanings derived from philosophy, sociology, law and psychology. McCrea and Costa (1989) describe personality as responses to behaviors that arises in different situations as emotional resistance, internal, experiential, attitude, and motivational. Funder (2015: 5) defines personality as a psychological reflection of emotions, thoughts and behaviors that are clearly present or hidden in a person’s character, and emphasizes that the concept of personality has a significant effect on life style. Although personality traits have been used for a long time in behavioral



sciences, there has been considerable support for five-factor personality theory among personality theories (Luthans, 2010: 132). Five-factor personality model developed by Costa and McCrae (1985) was widely accepted by personality researchers. These five dimensions are extroversion, agreeableness, conscientiousness, neuroticism, and openness to experience. Extroversion measures sociality of an individual. Individuals with extrovert characteristics are highly social, energetic, optimistic, friendly and confident (Maltby et al., 2007: 176). Extroverted individuals can work efficiently in sales - marketing, politics and fine arts (Buchanan and Huczynski, 2013: 196). People with extrovert characteristics are talkative, defending the right, self-esteem and ambitious (McCrae and Costa, 1987: 87). Like extroversion, agreeableness is also a dimension of interpersonal behavior. Social interactions of individuals with agreeableness are high. Individuals with agreeableness do their utmost for others, are moderate, generous, reliable and helpful (Judge and Cable, 1997: 366). Teaching, social services, psychology, advertising, management and mediation etc. are appropriate for them (Buchanan and Huczynski, 2013: 196). Individuals with conscientiousness characteristics are regular, qualified, reliable, careful and sensible individuals (McCrae and Costa, 1987: 88). It is emphasized that people with conscientiousness are more compatible with traditional jobs, influenced by organizational culture, and are result-oriented and hypercritical (Judge and Cable, 1997: 365). Neuroticism is also called as emotional balance/imbalance. Individuals with high neuroticism are considered as anxious, insecure, angry, feeble individuals. Individuals with low neuroticism are reported to be comfortable, emotionally balanced, calm in stressful situations, are not easily irritable and self-confident with having positive feelings (Doğan, 2013: 58; Somer et al., 2002: 24). Those with neuroticism are suitable for professions such as social sciences, academics, piloting, engineering, financial expertise and customer service etc. (Buchanan and Huczynski, 2013: 196). Individuals with openness to experience are analytical thinkers, complex, independent, creative, liberal, original, unconventional, imaginative, strong, bold, artistic and open minded (McCrae and Costa, 1987: 84; Somer et al., 2002: 24). Therefore, individuals with openness to experience should work in occupations in areas related to entrepreneurship, architecture, theater,

project work and applied sciences (Buchanan and Huczynski, 2013: 196).

Personal characteristics affect the individual's job attitudes and behaviors. Personality has an extremely important effect on individual's perception of work and environment and evaluation of it (Özkalp, 2001: 52). It has been revealed that personality traits affect work life (Skibba, 2002; Silva, 2006; Ehrhart and Makransky, 2007). Tour guiding (Prakash and Chowdhary, 2010: 54), one of the main activities in the tourism values chain, is a comprehensive profession in terms of its requirements. Tourist guides are the ones who make tours completely happy. Therefore, the tourist guides, who are the first ones to encounter these problems, can be seen as the main actor of a number of problems (traffic intensity, bad weather conditions, etc.) (Prakash, Chowdhary and Sunayana, 2011: 66). In addition, accommodation problems, lack of language proficiency, fake, bad etc. products sold in shopping places. Tourist guides can be accused of so called incidents or offensive (Ap and Wong, 2001: 555).

The fact that the tourist guides have optimistic or pessimistic, introverted or extroverted personality traits affect the way they perceive life and this reflects on their professional life. In particular, pessimistic mood and neuroticism trait affect tourist guides' works and viewpoints towards tourist guiding profession. It is known that people who have such characteristics are unhappy and independent of the work environment and raise simple problems (Köroğlu, 2014: 141). Personality characteristics also influence the attitudes of tourist guides. In general, the concept of attitude is defined as the tendency to react in a particular way, to a person, group, situation, object or event either positively or negatively (Ajzen, 2005: 3). The attitude towards the profession is an important personality variable in the evaluation of work capacities and workplaces as well as work performances in different occupational groups. Efficient behavior of an employee depends on professional skills and competencies, specific to a particular job, personality traits that are significant for that job, needs, values and attitudes towards different aspects of organization and professional activity (Bentea, 2015: 1562).

Brymer and Pavesic (1990) determined that the personality of university graduates is one of the factors that affect quitting and job retention. Stewart, Carson and Cardy (1996) examined relationship between employees' personality traits and their performance assessments in a hotel in United States. The results have revealed that there is a significant



relationship between conscientiousness and managers' performance of employees. In their research on employees and managers in America; Liao and Chuang (2004) have suggested that extroversion and conscientiousness affect the performance of individual's service performance shaped by personality traits (conscientiousness, neuroticism, extroversion and agreeableness) and accordingly it has an impact on service quality. Richardson (2008), in his research found that personalities of the majority of students were suitable for the types of tourism and 89.5% of them believed that they could exhibit their skills and abilities by working in tourism.

Sutaria (1979) investigated effects of achievement motivation and job attitude on personality traits (extroverted-introverted and neuroticism). As a result of the research, it was found that—positive job attitudes affected performance positively while negative job attitudes affected the mental health in a negative way, and that caused the intention to job leaving behavior. In the related study, it was determined that neuroticism played a more important role than the extroverted-introverted personality traits in order to decide the response of the person to his / her profession. Also, Teng (2008), in his study on relationship between the personality traits of the students who have tourism education in Taiwan and their attitudes towards the occupations in tourism indicates that the extroversion is significantly related to the attitudes and expectations of the students towards tourism-related professions. It has also been revealed that extroversion and agreeableness personality traits affect attitudes towards sector-person harmony and interpersonal relationships.

The research also emphasizes that employers prefer extroverted people because they have excellent social skills. All these aspects can be considered as important clues about the role of personality in the attitude to be displayed against business factors.

Eser (2017), detected that 5.7 % of the attitudes of undergraduate students toward the profession can be explained with personality traits in his study. It was discovered that "extraversion, agreeableness, conscientiousness" are the personal traits that explained the attitudes toward the profession best on the part of undergraduate students of tourist guiding. Results of the study have showed that the effect of personality traits on professional attitudes coincided only with the extroversion trait.

As it is well known that tourist guides are the managers of the tours and accordingly, if the tours managed by the guides, well-trained, intellectual, and high-level individuals with knowledge and skill levels in visited destinations, tourists have positive image about the destination. However, even if the tourist guides have higher qualities, they may not reflect when their extrinsic - intrinsic job satisfaction levels are low and burnout levels are high. So, dissatisfaction may occur among tourists coming to the region. As a result, tourist movements towards the region may decline due to the tourist guiding services (Gokdemir, 2017). Tourist guiding is a profession where physical, intellectual and emotional labor efforts must be used. In this context, some difficulties and occupational barriers that perceived by the active guides in the sector may arise (Guzel et al., 2014: 173).

These barriers can stem from personality traits of the tourist guides, job attitudes and job satisfaction, etc. Therefore, tourist guides may not find enough tours / jobs, this may lead to an increase in neuroticism personality trait for tourist guides, negative attitudes towards their professions and, as a result of this, they may experience job dissatisfaction and leave the profession. This may have negative consequences both for tourism, economy of the region and tourist guides themselves. In this context, there are some cognitive, emotional and behavioral characteristics that people who have chosen guiding as a profession to eliminate the negative consequences that may arise. People who have chosen guiding as a profession do not only gain mental and physical skills, but also knowledge about the field.

Additionally, tourist guides should be affectionate, patient, friendly, enjoy learning and teaching and also be able to motivate the learner. It can be stated that the guides with these characteristics will develop more positive attitudes towards their professions. When the literature is examined, it was identified that there were limited thesis (master or PhD thesis) about personality traits of tourist guides such as Özoğul (2017), Eser (2017), Özsoy (2019) and limited article such as Jahwari, Sirakaya-Turk and Tanrisever, (2017), also. In addition, there is no adequate research on variables as tourist guides' personality traits and job attitude. In literature review, no research has been encountered correlated with tourist guides' personality traits linking with job attitude and job satisfaction variables, too. In this scope, it can be commented that there is a research gap in the



literature. This study was conducted in order to fulfill the gap in literature, providing necessary information to parties (travel agencies, chambers and other employers etc.) about the guides' personality traits and their predominant personality traits, and how they perceive their profession. So, the first hypothesis of the research was as follows:

**H1: *The personality traits of the tourist guides have a significant effect on their job attitudes.***

Since tourism is a labor-intensive sector, individuals have to work intensively in the tourism sector, regardless of the department they work. Tourist guides are one of the indispensable employees of the tourism sector. distinctive features of the profession can be summarized as the physical power need, dependence on external factors, the necessity of continuous self-renewal and the requisite of having interdisciplinary equipment (Güzel, Altıntaş and Sahin, 2017: 138). Tourist guides also take many responsibilities while they provide guiding service. However, tourist guides usually face many problems and these problems make them tense, their motivation gets lower, as well. Many researches were conducted in order to reveal and reduce these problems. Chowdhary and Prakash (2008) have unearthed that existence of unlicensed and uneducated tourist guides, poor working conditions as well as deducting wage of the guides or no payment by agencies (Mak et al., 2011). Hu and Wall (2013) carried out a research on tourist guides in Hainan. They have found that tourist guides get in trouble with the guiding service companies since they do not pay wages to guides regularly.

Other issues, revealed by Hu and Wall, are nonpermanent and insufficient education programs, lack of training, unfair work relations and remuneration systems, absence of law protection and supervision by authorities in Hainan.

Many researchers and academicians discovered a wide range of problems faced by tourist guides in Turkey, including illegal guiding activities, low wage (Batman, 2003; Karamustafa and Cesmeci, 2006; Tastan and Genc, 2017; Karacaoglu and Sert, 2018); no or late retirement (Karakas, 2018). In addition, there is no legal agreement between guides and employers (De Beer, 2011). Moreover, tourist guiding is regarded as seasonal activity (Ababneh, 2017) and that cause delimitation in working days within a year. Therefore, tourist guides can experience burnout leading to life and job dissatisfaction.

Many researchers carried out many researches on job satisfaction. Job satisfaction is one of the most critical issues in organizational behavior field. A satisfied employee brings positive affect and desirable work values leading to enhanced efficiency and productivity. Job satisfaction leads to lower absenteeism and employee turnover rate and also reduces hiring costs (Kanwar et al., 2012). Researchers define job satisfaction differently. Locke (1976) defines job satisfaction as a positive situation as a result of a person's job or work experience. Job satisfaction, defined by Oshagbemi (2000) as the emotional response of the desired, expected or deserved outputs to the results of the comparison with the actual outputs, is observed in two ways; intrinsic and extrinsic satisfaction. Intrinsic satisfaction means that the employee feels about their duties and responsibilities in their works (Weiss et al., 1967). Satisfaction felt during the work, such as sense of achievement, sense of independence, self-esteem, sense of winning, sense of control, and other similar feelings from work, is expressed as intrinsic satisfaction (Chen, 2008: 107). Extrinsic satisfaction is related to the physical aspect of the job and measures job satisfaction depending on certain factors. These are: remuneration, work environment, progress and development opportunities within the organization, management and supervision, and cooperation with employees (Jones, Hill and Henn, 2015: 297).

Extrinsic satisfaction is obtained in the result of working such as remuneration, economic rewards (Weiss et al., 1967). According to organizational theorists, as Likert (1961), McGregor (1960), Argyris (1964), when the employees are happy, their loyalty increases. Thus, they tend to work more voluntarily for their employers and do their best. This is effective in increasing the awareness of workplace and increasing productivity while working with less commitment and potential, which limits the efficiency of workplace and production facilities (Ostroff, 1992: 965).

There are many studies focusing relationship between personality traits and job satisfaction. In these studies, negative correlation was found between the neurotic dimension and job satisfaction (Furnham and Zacherl, 1986; Ilies and Judge, 2003; Judge et al., 2002). Judge, Heller and Mount (2002) found that the dimension of neuroticism was the personality trait that had the strongest correlation with job satisfaction according to the results obtained from the five-factor personality model and job satisfaction study. In his



study on 202 full-time workers in England, Furnham found a positive but insignificant relationship between neuroticism and job satisfaction.

In the studies conducted by Sun (2002) and Silva (2006), it was determined that personality traits affected job satisfaction. Kınık (2007) investigated personality traits and job satisfaction of the bank employees. As a result of his study, a positive relationship was found between bank employees' personality traits and job satisfaction. Aydogmus (2011) examined the relationship between personality traits and job satisfaction. As a result of the research, it was revealed that openness to experience affected the job satisfaction positively, but the effect of the dimension of conscientiousness did not affect job satisfaction or openness to experience. Besides, neuroticism adversely affected job satisfaction. Likewise, no relation was found between extroversion and agreeableness. In a study conducted by Husin and Zaidi (2011), it was found that there was a small, positive and significant relationship between the general job satisfaction of the employees and their personality traits. Besides, in a study conducted by Koroglu (2011), it was found that the job satisfaction of tourist guides was moderate.

In the literature review, it is observed that the studies conducted on tourist guides' professional problems and their roles. There is little research on the positive development of tourist guides, their strengths and individual differences that shape their behavior (Ozogul, 2017). Thus, it is important to determine the personality traits and job attitudes of the tourist guides and to determine how the personality and attitudes affect their job satisfaction, and to determine the willingness or unwillingness of the tourist guides to make their profession and to give suggestions to the related shareholders.

Based upon above explanation, second hypothesis of the research was as follows.

**H2: Personality traits of the tourist guides have a significant effect on job satisfaction.**

## METHODOLOGY

According to Law constituted in 2012 by Turkish Grand Assembly, tourist guides have to make a registration to chambers where tourist guides reside (Article 4/2). The Union of Tourist Guides consist of 13 chambers in Turkey. These chambers are: Adana Regional Professional Chambers (ADRO), Ankara Professional Chambers (ANRO), Antalya Professional Chambers (ARO), Aydın Professional

Chambers (ATRO), Bursa Regional Professional Chambers (BURO), Çanakkale Regional Professional Chambers (ÇARO), Gaziantep Regional Professional Chambers (GARO), İstanbul Professional Chambers (IRO), İzmir Professional Chambers (IZRO), Muğla Regional Professional Chambers (MURO), Nevşehir Professional Chambers (NERO), Şanlıurfa Regional Professional Chambers (ŞURO) and Trabzon Regional Professional Chambers (TRO), respectively.

All the chambers have registered 7022 tourist guides in total, and these guides active in the field are the population of this research. In this respect, 600 questionnaires were distributed, by taking into account the number of registered guides in the chambers. Later, 462 of them returned and 453 questionnaires were included in the study by excluding the missing - incorrect questionnaires. When the distribution of tourist guides according to TUREB is examined; it is observed that the participants are as follows: ADRO (%12,4), ANRO (%5,3), ARO (%8,2), ATRO (%6,4), BURO (%5,3), ÇARO (%12,8), GARO (%5,1), İRO (%11,7), İZRO (%8,8), MURO (%6,0), NERO (%6,6), TRO (%5,7) and ŞURO (%5,7). These distributions were realized by taking into account the rates the number of registered tourist guides in each chamber and reaching each chamber of tourist guide.

In order to find out personality traits (neuroticism, openness to experience, extraversion, agreeableness, and conscientiousness), the NEO PI-R scale, developed by Costa and McCrea (1985), was used. The NEO PI-R scale has five dimensions and each of them consists of six expressions and describing personality traits. The questionnaire was designed in accordance with 5-point Likert scales. In addition, the NEO PI-R scale was used in the different studies in the literature (McCrea and John, 1992; Barrick and Mount, 1991; Awadh and Wan Ismail, 2012; Bui, 2017).

The scale used to measure the job attitude levels of tourist guides was developed by Üstüner (2006) and was used in various studies in literature (Terzi and Tezci, 2007); Şahin and Acun (2016) including 32 items adapted to the Department of Tourism Guiding students (Şahin and Acun, 2016). 5 point Likert type scale was utilized in this study (1=totally disagree; 5=totally agree). The scale was used to measure job satisfaction levels of the tourist guides, which was developed by Weiss et al. (1967) with 20 items measuring job satisfaction. The scale, known as the Minnesota Satisfaction Questionnaire-MSQ is more comprehensive compared with other job





satisfaction scales (Blake et al., 2004; Hancer and George, 2003; Herrera and Lim, 2003; Irving et al., 1997; Nystedt et al., 1999). The scale was designed to identify the extent to which tourist guides are satisfied with the present conditions of their professions on a 5-point Likert-type scale.

The survey was applied to tourist guides in Turkey between December 2017 and June 2018. After data collection procedure, factor analysis, reliability, arithmetic mean, correlation and regression analysis were conducted.

**RESULTS**

As for demographic characteristics, it was found that the tourist guides participating in the study are 71.7% male and 28.3% are female. Moreover, it was observed that 58.9% of them are married and 41.1% of them are single. In terms of the experience period of the tourist guides, it was noticed that 8-13 years is (34.2%), 2.7 years is (29.4%), 14-19 years is

(12.1%), 26 years and over is (10.6%), 20-25 years is (7.1%) and 1 year and less is (6.6%), respectively.

As a result of factor analysis, the personality trait scale consisting of 30 items revealed 67.27% of the total variance, 63.62% of the total variance for job attitude scale consisting of 32 items and 71.21% of the total variance for job satisfaction consisting of 20 items. According to Cronbach Alpha ( $\alpha$ ) values, which give the internal consistency coefficient for reliability analysis, it was found out that  $\alpha = 0.851$  for responsibility;  $\alpha=0.779$  for extraversion;  $\alpha=0.769$  for openness to experience;  $\alpha = 0.765$  for neuroticism;  $\alpha = 0.761$  for agreeableness. Besides, it was observed that job attitude scale was found as  $\alpha = 0.926$  and the job satisfaction scale was found to be  $\alpha = 0.937$ . The arithmetic mean and standard deviation values of the tourist guides regarding personality traits, job attitudes and job satisfaction are presented in Table-1.

*Table 1: Arithmetic Average and Standard Deviation for Scales*

		Mean ( $\bar{X}$ )	Standard Deviation (Sd)
Personality Traits	Neuroticism	1.87	0.60
	Extraversion	3.97	0.67
	Openness to Experience	4.17	0.61
	Agreeableness	4.23	0.56
	Conscientiousness	4.44	0.58
Job Attitude		4.00	0.58
Job Satisfaction		3.61	0.68

As shown in Table 1, the dimension with the lowest mean is neuroticism. General arithmetic average of neuroticism is ( $\bar{X} = 1.87$ ). One of the items among neuroticism dimension "impulsiveness" ( $\bar{X} = 1.29$ ) has the lowest mean, while "anxiety" ( $\bar{X} = 2.21$ ) has the highest mean. General arithmetic average of the extroversion is ( $\bar{X} = 3.97$ ). "Excitement seeking" ( $\bar{X} = 3.44$ ), one of the items among extroversion dimension, is the lowest mean while the highest mean is "warmth" ( $\bar{X} = 4.34$ ). The general arithmetic average of openness to experience is ( $\bar{X} = 4.17$ ). One of the items in openness to experience dimension "fantasy" ( $\bar{X} = 3.75$ ) is the lowest mean while the highest mean is "ideas" ( $\bar{X} = 4.55$ ). The general arithmetic average of agreeableness is ( $\bar{X} = 4.23$ ). One of the items in agreeableness dimension "trust" ( $\bar{X} = 3.47$ ) is the

lowest mean while the highest mean is "altruism" ( $\bar{X} = 4.52$ ). The general arithmetic average of the conscientiousness is ( $\bar{X} = 4.44$ ). One of the items in conscientiousness dimension "order" ( $\bar{X} = 4.12$ ) is the lowest mean while the highest mean is "dutifulness" ( $\bar{X} = 4.70$ ).

Job Attitude Scale's general average mean has been determined as ( $\bar{X} = 4.00$ ). When examined, it can be stated that job attitude of the tourist guides is good in general. Item as "tourist guiding profession sounds boring to me" is the lowest average mean ( $\bar{X} = 1.55$ ), while the highest item mean is "I would like to be successful in fulfilling the profession of guiding" ( $\bar{X} = 4.65$ ) in the scale. The general average of Job Satisfaction Scale is found as ( $\bar{X} = 3.61$ ). When the job satisfaction scale is examined, "the way company policies are put into practice" owns



the lowest mean ( $\bar{X}$  = 2.40) while “the feeling of accomplishment I get from the job” ( $\bar{X}$  = 4.38) has the highest item mean. Results of the correlation analysis of the relationship between the personality traits of the tourist guides and their job attitude and job satisfaction are presented in Table 2.

According to correlation analysis results, a negative, weak but significant relationship between neuroticism and job attitude ( $r = -0.367$ ;  $p < 0.05$ ) was found ( $0.20 < r < 0.40$ ). There was a positive,

weak but significant relationship ( $r = 0.275$ ;  $p < 0.05$ ) between extroversion and job attitude ( $0.20 < r < 0.40$ ). A positive, weak but significant relationship between Openness to experience and job attitude ( $r = 0.221$ ;  $p < 0.05$ ) was found ( $0.20 < r < 0.40$ ). A positive, weak but significant relationship was found between agreeableness and job attitude ( $r = 0.251$ ;  $p < 0.05$ ). There was a positive, weak but significant relationship between conscientiousness personality trait and job attitude ( $r = 0.278$ ;  $p < 0.05$ ).

**Table 2: Correlation Matrix**

Scales		r/p	Job Attitude	Job Satisfaction
Personality Traits	Neuroticism	r	-0,367	-0,339
		p	0,000	0,000
	Extraversion	r	0,275	0,327
		p	0,000	0,000
	Openness to Experience	r	0,221	0,296
		p	0,000	0,000
	Agreeableness	r	0,251	0,341
		p	0,000	0,000
	Conscientiousness	r	0,278	0,315
		p	0,000	0,000

\*:  $p < 0,05$ ; r: Coefficient of correlation; p: Significance level.

Table 3 shows that multiple linear regression model of the relationship between personality traits and job attitudes. According to the results in Table 3, the multiple linear regression model between the

personality traits (neuroticism and extraversion) and job attitudes of the tourist guides was found to be significant ( $F = 22.151$ ;  $p < 0.05$ ).

**Table 3: Results of Multiple Linear Regression Analysis (Personality Traits and Job Attitude)**

Independent Variable (PT)		b <sub>j</sub>	S(b <sub>j</sub> )	t	p	ANOVA
Personality Traits	Constant (JA)	3,402	0,265	12,836	0,000	F=22,151 p=0,000*
	Neuroticism (N)	-0,312	0,044	-7,093	0,000	
	Extraversion (E)	0,139	0,048	2,901	0,004	
	Openness to Experience (OE)	-0,002	0,058	-0,035	0,972	
	Agreeableness (A)	0,103	0,059	1,747	0,081	
	Conscientiousness (C)	0,067	0,061	1,103	0,271	

Dependent Variable: Job Attitude (JA) \* $p < 0.05$ ; Sig. Level, b<sub>j</sub>: Beta Coefficient, S(b<sub>j</sub>): Standard Error

According to the results obtained from the regression analysis in Table 4, it can be stated that personality traits (openness to experience, agreeableness and conscientiousness ( $p > 0.05$ ) are not statistically significant on job attitude whereas neuroticism and extraversion have a significant effect on job attitude ( $p < 0,05$ ). The multiple linear regression model of the relationship between

dependent variable (job attitude) and independent variables (personality traits, job satisfaction) was set a model as follows:  $JA = 3,402 - 0,312 \cdot N + 0,139 \cdot E$ .

On the other hand, according to the results, as the tourist guides' extraversion level ( $p = 0.000$ ) increases, their job attitudes also increase positively. The results have shown that “the personality traits of the tourist guides have a significant effect on their



job attitudes” and it supports the first hypothesis of the research.

Table 4 shows the multiple linear regression model of the relationship between personality traits and general job satisfaction. According to the results

in Table 4, the multiple linear regression model between the personality traits and general job satisfaction of the tourist guides was found as significant ( $F = 26,830$ ;  $p < 0,05$ ).

**Table 4: Results of Multiple Linear Regression Analysis (Personality Traits and Job Satisfaction)**

Independent Variable (PT)		bj	S(bj)	t	p	ANOVA
Personality Traits	Constant (JS)	2,215	0,293	7,548	0,000	F=26,830 p=0,000*
	Neuroticism (N)	-0,303	0,049	-6,235	0,000	
	Extraversion (E)	0,173	0,053	3,268	0,001	
	Openness to Experience (OE)	0,046	0,064	0,716	0,474	
	Agreeableness (A)	0,222	0,065	3,399	0,001	
	Conscientiousness (C)	0,034	0,068	0,506	0,613	

Dependent Variable: Job Satisfaction (JS) \*:  $p < 0,05$ ; Sig. Level bj: Beta Coefficient; S(bj): Standard Error

According to the results obtained from the regression analysis in Table 4, it can be stated that openness to experience and conscientiousness dimensions of personality traits are not statistically significant on job satisfaction whereas personality traits as neuroticism, extroversion and agreeableness have an effect on the job satisfaction ( $p < 0.05$ ). In this scope, the multiple linear regression model of the relationship between dependent variable (job satisfaction) and independent variables (personality traits, job attitude) was formed as follows:  $JS = 2,215 - 0,303.N + 0.1173.E + 0.222.A$ .

As the neuroticism level of tourist guides increases, job satisfaction of the guides is negatively affected. As the extroversion level increases, tourist guides job satisfaction increases in positive. The second hypothesis of the research, “The personality traits of the tourist guides have a significant effect on job satisfaction”, is also supported.

#### DISCUSSION, CONCLUSION AND IMPLICATIONS

Tourism is a labor intensive sector. Also, tourism’s contribution the national economies is significant. The tourist guides are one of the most important stakeholders of the tourism sector. Performing an important role in meeting the needs of tourists starting from the arrival of tourists till their departure; tourist guides can be perceived as volunteer tourism ambassadors of countries. However, there was no professional law until 2012, tourist guides faced many problems such as working without insurance or contract, lack of legal rights etc. Furthermore, the chambers of guides could not seek their official rights on legal grounds, and more

importantly, tourist guiding was not presumed as a profession. However, in 2012, “The Profession Law of Tourist Guide” was constituted by the Grand National Assembly of Turkey and since then tourist guiding has been recognized as a profession. This reveals that Turkey has overlooked tourist guiding profession for a long time. This situation is not specific to Turkey. There are similar challenges faced by tourist guides almost all over the world due to lacking of law. Even if the countries has Professional Tourist Guide Law, they don’t come into effect the law efficiently. Therefore, many problems arise in terms of tourist guides. According to some researches such as Kong, Cheung and Baum (2009) it was found that tourist guide profession was not regarded as a highly respected profession by society or among family members due to shortcomings in career development and adequate training opportunities in China. Also, in Zimbabwe, the situation tourist guides experience was underwhelming. Because tourist guides faced many challenges such as lacking of job security, low remuneration, a limited and expensive training curricular and low career development opportunities etc. (Nyahunzvi and Njerekai, 2013). In Egypt, poor payment circumstances, the role conflict between the tour leader and the tourist guide, the foreign labour, feeling not appreciated from the government, renewing the license, creation of other tour guiding jobs may be some of the basic problems (Magdy, 2016).

It can be inferred from the challenges mentioned above that authorities are still not paying attention to tourist guiding profession.



Tourist guiding has been an area of research activity for the past years (Chikuta, Kabote and Chikanya, 2017). In addition, academicians have also carried out many studies on tourist guiding both post graduate and PhD levels. One of the most ignored topic in the field is personality traits of tourist guides (Özoğul, 2017) and their job attitudes (Teng, 2008; Tolga, Korkmaz and Atay, 2015; Wannathanom, 2017). It is widely known that tourist guides' personality traits and job attitudes are important for the travel agencies and tourist guides' satisfaction playing a key role in tourist groups. Therefore, tourist guides who possess negative attitudes towards their job and have personality problems can cause the loss of the customer and lead to the damage in country's image. In this scope, the effects of personality traits on job attitudes and job satisfaction were investigated in this study. When the personality traits of the tourist guides were examined, it was found that the personality trait with the highest average was conscientiousness. The second highest personality traits of tourist guides are agreeableness, openness to experience, extroversion and the last personality trait is neuroticism, respectively.

In respect thereof in PhD study on the personality traits of the tourist guides by Özoğul (2017), means of the personality traits were as follows: openness to experience ( $x = 4.23$ ), extroversion ( $x = 4.09$ ), conscientiousness ( $x = 3.81$ ), neuroticism ( $x = 2.77$ ) and agreeableness ( $x = 2.63$ ). The openness to experience has the highest mean. It is understood that agreeableness is the personality trait with the lowest mean. Values of personality characteristics of agreeableness and neuroticism are moderate, while the values of extroversion and conscientiousness personality traits are high. On the other hand, Özoğul's (2017) findings are not coherent with the findings of this study. The reason stems from the fact that personality traits may change according to situation. When the tourist guides' attitudes towards their professions are examined, it can be stated that the attitudes of the guides towards their jobs are generally positive (high).

Sahin and Acun (2016) carried out a study in order to determine tourist guiding department students' attitudes towards guiding profession. As a result, it was determined that the tourism guiding department students tend to perform guiding profession. In addition, the attitudes of the freshmen were found to be more positive. The result supports the findings obtained in this study. Moreover, there are many reasons why tourist guides exhibit positive

attitudes towards their profession. The most important of these reasons is that guides like performing their professions. Guiding is a profession with many difficulties such as physical strength requirement, late or no retirement, long working hours and working without job security, no balance between the income and their performance. The emergence of such a result regarding the job attitude in the research can be explained by the belief that the tourist guides love their professions, they attach value to the profession and they wish to be successful in tourist guiding.

When the findings on tourist guides' general job satisfaction levels were examined, it was found that they had job satisfaction above moderate. That is compatible with the results of the studies conducted by Koroglu (2011), Ozdemir (2016) and Gokdemir (2017). The biggest factor of tourist guides' job satisfaction in mid-level is that it stems from lack of permanent jobs and fluctuations in their revenues. Also, no social security insurance, long and tiring journeys, low wages etc., can cause diminishing in job satisfaction of tourist guides. Results of this study on the tourist guides in Turkey show that the tourist guides' personality traits have a significant effect on their job attitudes and the personality traits of the tourist guides have a significant effect on job satisfaction. Thus, it can be stated that both of the research hypotheses were supported. Teng (2008), in his study that examines the relationship between the students' personality traits and the attitudes towards the tourism professions in Taiwan, shows that the extroversion is significantly related to the attitudes and expectations of students towards tourism-related professions, and it affects attitudes towards interpersonal relationships. The results of the study support the results of this research. Also, Judge et al. (2002) expressed that neuroticism, extroversion and conscientiousness personality traits had a strong correlation with job satisfaction in their research on the relationship between five factor personality traits and job satisfaction.

There are also studies discovered a negative relationship between neuroticism (emotional balance / imbalance) and job satisfaction (Furnham and Zacherl, 1986; Ilies and Judge, 2003; Judge et al., 2002). Judge, Heller and Mount (2002) found that personality traits of neuroticism were the most strongly correlated with job satisfaction according to the results of five-factor personality model and job satisfaction meta-analysis; however, the strong correlation was negative. Skibba (2006) examined the effect of firefighters' personality traits and job



satisfaction on firefighters' work performance. According to the results obtained, it was determined that personality traits had an effect on job satisfaction. This result supports this research results and the second hypothesis used in the research.

Guiding' may be ranked among those qualifications required. taking the tourist guiding literature into consideration, it is observed that researchers studying on this topic have evaluated leadership and tourist guiding as a whole (Acar and Tanrisevdi, 2015: 349). Meged (2010: 21) states that Cohen (1985) divided roles of tourist guides into leadership and mediation and both roles have intrinsic and extrinsic components. In this regard, Randall & Rollins (2005) point out intrinsic roles of tourist guides focusing on leadership in the form of social interaction and information dissemination. On the other hand, though leadership styles of tourist guides exhibit in service styles, Wong and Lee (2012) emphasize that tourist guides should not only show around places of interest but they should also take care of visitors from the beginning to the end of the tour. Thus, the task taken on by a tourist guide may be defined as a type of leadership.

A tourist guide is defined as "a leader" who directs people through attractions, showing them what to see and what to do, where to position themselves in order to view the attractions and does so in entertaining interpretive ways (Zillinger et al., 2012). As a leader, exhibiting neuroticism characteristic, such as worry, nervousness and self-pity will tend to be less successful than more emotionally stable leaders because these traits tend to inhibit rather than facilitate the accomplishment of work task. It can lead to the employees' job performance become low at the workplace (Barrick, & Mount, 1991). Neurotic leader probably does not have positive attitudes towards work and may lack of confidence and optimism, which results in less ambition and less focus on career goals. Therefore, a negative relationship would probably exist between neuroticism and goal direction that affects followers' job performance (Malouff et al., 1990).

As a result; the tourist guidance as a profession should not be seen as an ordinary and unimportant job. The tourist guide needs to have characteristics such as addressing, speaking, researching and being disciplined. However, in today's conditions qualified and well-equipped tourist guides can face many psychological and economic problems. Tourist guides have to deal with these problems by themselves or quit. Tourist guides have stress factors that cause both physiological and psychological

problems due to the characteristics of the profession. These are stressful situations such as death, failure, material and spiritual difficulties and bad habits. Due to stress, tourist guides can experience neuroticism and their job attitudes and job satisfaction can be adversely affected. Imbalance in wages, lack of holiday opportunities, late retirement, lack of health benefits and most importantly working without job security and lack of state support in difficult times can be regarded as actors that can cause stress (Güzel et al., 2014). For this reason, working conditions of tourist guides should be improved and sector representatives and authorities should endorse the tourist guides. Thus, the positive personality traits of the tourist guides will be more dominant and their job attitudes will be positive and their job satisfaction will be at the top level. Accordingly, it will improve their performance showcasing a high level of service quality and they will provide an important contribution in promoting Turkey.

## SUGGESTIONS

This research is related to the personality traits of tourist guides and their job attitudes and job satisfactions. Personality traits of tourist guides may associate with different variables in future studies. Tourist guides' personality traits and job attitude variables can be evaluated separately and these variables may be studied in different contexts such as chambers' point of view. Hence, the personality traits and job attitude profiles of the tourist guides registered to 13 chambers can be determined within chambers and the profiles of the tourist guides registered to the chambers can be compared with each other, and similarities and differences can be revealed. That can contribute to the literature. It may also be useful to conduct in-depth studies on the personality traits of the tourist guides and their attitudes towards the profession in detail. Personality traits, job attitude and job satisfaction research model can be discussed on different occupational groups related to transportation, accommodation, food and beverage, travel agencies in tourism sector. Conducting such studies may provide comparison among occupational groups. This study is one of the few studies on tourist guides' personality traits. Active tourist guides were the population of study and data were collected from all the chambers in Turkey. This study may be considered as an inclusionary research since it is aimed to reach the registered members of 13 guide chambers. This study can be done within different countries'



contexts and results can be compared with the results obtained in this study. These researches may provide a cultural benchmark for tourist guides in the different cultures that make up this profession and will be able to create new ideas that may contribute to the development of quality standards in the guiding profession. In addition, the number of studies investigating both personality traits and job attitudes of tourist guides can be increased and the gap in the literature can be fulfilled.

#### LIMITATIONS AND FUTURE RESEARCH AVENUES

The most important limitations of this research are time, cost and accessibility. The study was conducted in a six-month period, and some problems aroused such as reaching tourist guides to fulfill the questionnaires. Furthermore, chambers' headquarters are in different regions in Turkey and distance among regions made it difficult to reach 13 chambers all over the country. In addition, there is no doubt that the tourist guides may have doubts about filling in the questionnaire. For avoidance of doubt, all participants were well informed about data collection procedure. What makes this work important is that it is one of the first studies to investigate the tourist guides' personality traits and work attitudes. At the same time this work will provide precious information about tourist guides personality and work attitudes to related persons. Also, this work will pave the way improve work and life quality standards of tourist guides.

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