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**BEŞ FAKTÖR KİŞİLİK ÖZELLİKLERİ İLE İŞ TATMİNİ  
ARASINDAKİ İLİŞKİ: AFYONKARAHISAR İLİNDEKİ  
BANKALARDA BİR UYGULAMA**

*THE RELATION BETWEEN FIVE FACTOR PERSONALITY TRAITS AND  
JOB SATISFACTION: AN APPLICATION BANKS IN  
AFYONKARAHISAR PROVINCE*

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**Özet**

İnsanlar, belirli özelliklerle doğarlar. Doğuştan başlayan ve kendilerini yaşamlarını geçirdikleri bu güne kadar geçen süreye kadar belirli kişilik özellikleri edinirler. Kişiliğin bütünlüğü içinde her insanın öteki insanlardan farklı olmasını sağlayan, kendine özgü özellikleri vardır. Bu özellikler, kişiliğin belli öğeleriyle bağlantılıdır ve bunların dışarıya yansımalarıdır. İş tatmini çalışma ortamına direk etkisi nedeniyle sadece akademisyenlerin değil aynı zamanda iş verenler ve çalışanlarında ilgi alanına girmektedir. Örneğin, artık başarı, daha karmaşık, daha talepkar, değişik iş döngüleri içeren; yüksek yetenek gerektiren iş tanımlarını ortaya çıkarmıştır. Yeni dönem çalışma dünyası yüksek rekabet ve sürekli değişen iş standartları nedeniyle çalışanlardan giderek artan iş talepleri ile karşı karşıya bırakmaktadır. Tatmin olmuş çalışanları işletmelere sağladığı faydaların aşikar olduğu kadar işlerinden tatmin olmuş çalışanların kendilerine sağladığı faydalar da ortadadır. Bu çalışmanın amacı beş faktör kişilik özellikleri ile iş tatmini arasındaki ilişkiyi ortaya koymaktır. Çalışmada beş faktör kişilik özellikleri ile iş tatmini olgularını ölçmek için iki farklı ölçek kullanılmıştır. Anket Afyonkarahisarda bulunan dört yüz banka çalışanı üzerinde uygulanmıştır. Anketlerin Yüz adedi geri gelmiş seksen yedi adedi kullanılmıştır. Anketlerden elde edilen veriler SPSS istatistikî analiz programı ile analiz edilmiştir. Elde edilen bulgulara göre duygusal dengelilik ve iç tatmin arasında negatif ve cinsiyet ile iç tatmin arasında negatif ve anlamlı bir ilişki bulunmuştur.

**Anahtar Kelimeler:** İş tatmini, Kişilik, beş faktör kişilik özellikleri

**Abstract**

Humans have born with specific qualities. The process starts with birth and continues through the end of individuals' life. During this process individual gathers the personality traits. Every individual have distinctive qualities that we can see the differences on their personality. These traits are connected with the personality components and the reflection to the outside world. Job satisfaction is on the center of the focus not only to the research community, but also to business employers and employees because of its impact on the workplace. For instance, jobs have increased in complexity and are more demanding, requiring greater job variety and skills to accomplish the work. The new working world era has created an intense and competitive marketplace, while organizational restructuring and workforce diversity have resulted in an increasingly complex work environment. Just as there is no debate about the benefits to firms of satisfied workers, there also is no debate about the benefits to workers of being satisfied with their job. The aim of this paper is to find out the relationship between five factor personality traits and job satisfaction. Two different surveys were used in order to measure and assess the five factor personality traits and job satisfacton. The survey conducted on 400 employees of the banking sector. 100 of them returned but 87 of them were used. Data, obtained from questionnaires analyzed through the SPSS statistical packaged software. The results show that there was a negative relationship between emotional instability and internal satisfaction and a negative relationship between gender and internal satisfaction.

**Key Words:** Job Satisfaction, Personnality, Five Factor Personality Traits

**Introduction**

Over the past four decades, job satisfaction has generated extensive attention among the research society across the world (Westover, Taylor, 2010, 812). Fierce competition experienced by the organizations due to today's conditions pushes them to develop different strategies in addition to increasing their quality of goods and services and offering them to the consumer (foreign customer). Workers not only improving the quality of produced goods and services, but also making the presentation of the goods are known to have a significant role in terms of maintaining the customer satisfaction and increasing the market share. For this reason, organizations have started to consider the workers as internal customers in order to have competition advantage in the market. This new understanding has underlined that the foreign customer satisfaction depends on the internal customer satisfaction, and emphasized the importance and the necessity to increase job satisfaction (Tepeci, 2005: 26). Customer satisfaction is mainly dependent to the employee job satisfaction. Employee satisfaction is established in the process of purchasing and felt by customers. In fact, it is integral part of the employee quality issue (Gu and Sui, 2008, 563). Moreover, Job satisfaction had a significant economic effect on organizations as an indicator of future labor-market trends and efficiency models (Long, 2005, 303). Organizations understood that job satisfaction and productivity can be achieved by the attitudes and motivations that employees have about their jobs constitute (Mirza, 2005, 18).

**1. Job Satisfaction**

General Job satisfaction term explains the employees' positive or negative approach to the job and the center of adult career planning (Jepsen and Sheu, 2003, 162). There are many definitions for job satisfaction. Among them, the most important definitions that are mostly seen in literature and referred by the individuals carrying out research about job satisfaction are indicated below. Job satisfaction means emotional responses given by workers towards their roles at work. The positive reaction towards the job can be named as job satisfaction and the

negative reaction is called dissatisfaction (Tütüncü and Çiçek, 2000: 125). There is a common understanding in the literature with regard to what job satisfaction refers to and how it is defined. In accordance with the general line of thought job satisfaction can be defined to be a subjective evaluation of the fit that a worker believes to be between what he considers his current work condition and what he assumes to be a fulfilling condition (Hajj and Dagger, 2000, 73). Job satisfaction is the evaluation of working conditions (the nature of work itself, the attitude of management) or the results gained from the work (wage, occupational safety) by worker. Job satisfaction is composed of the reactions of worker developed towards the perceptions regarding the work and working conditions of worker that are evaluated through the system of norms, values and expectations. Job satisfaction represents the positive emotional condition of a worker, which occurs as a result of the worker's evaluation of job and work experience. Job satisfaction can be defined as the content or discontent the workers feel for their job. Job satisfaction occurs when the desires and wishes of workers coincide with the job requirements. High level of job satisfaction relieves managers. Although a high level of job satisfaction is an indicator of how well the company is managed, it cannot be easily realized or bought. Job satisfaction is also a measure for creating a solid organizational environment in a company.

The concept of job satisfaction firstly emerged in 1920s-1930s. Rapid change required by fierce competition and high technology that has recently been experienced in business life has put forth the importance of human source in organizations. While it is possible for organizations in such circumstance to buy machinery, equipment and technology by paying money, it is nearly impossible to satisfy the workers only with money (Emir and Baytok, 2004: 251). Therefore, worker satisfaction should be provided in travel agencies where customer and worker are in direct relation and labor-intensive concept is emphasized.

Modern management doctrinaires are of the same mind that the first basic purpose of management is to increase the efficiency of service, and the other one is to maintain job satisfaction of workers (Tengilimoğlu, 2005: 24).

Behaviorists believed in the need of new motivation approaches for workers to obtain job satisfaction by increasing their interest for work, and they started to show more interest towards job satisfaction in order to solve the problems created by continuously emotional workers (Keser, 2005: 78).

Job satisfaction is the general result of attitudes, and means that workers are physically and psychologically in a good condition. It represents the emotion, which develops as a result of the interaction between occupational values the workers have towards their work and outputs they obtain from work (Demirer and Akgül, 2007: 4).

Should the needs and value judgments of workers in line with their job, job satisfaction realizes. Maintaining the job satisfaction of workers within the organization is one of the most important duties of management (Akıncı, 2002: 3). Job satisfaction is perceived by some researchers as a direct measure of worker's benefit and welfare. However, the fact that money cannot buy happiness should not be ignored (Demirer and Akgül, 2007: 4).

As can be understood from the various definitions, there is no unity of definition for job satisfaction. In this research, the definition 'Job satisfaction means emotional responses given by workers towards their job' should be taken into account.

### **1.1. The Characteristics of Job Satisfaction**

Job satisfaction has four important characteristics (Akıncı, 2002: 3):

Job satisfaction is the emotional response given to the situations that occur in a workplace. So it can't be seen, it can only be felt or expressed.

Job satisfaction is generally related to determining how much the expectations are fulfilled or how far they have been exceeded.

Job satisfaction stands for different attitudes related to work. While the individual has a positive attitude towards a dimension of the work, s/he may have a negative attitude towards the other dimension. For this reason, general job satisfaction should be determined by reviewing the different dimensions of job satisfaction.

A satisfaction only based on economic and physical realities is out of question in job satisfaction. A psychological satisfaction cannot be met, either. Organizations should make great effort in order to provide the organizational opportunities that are foreseen to maintain worker satisfaction.

Job satisfaction is a dynamic concept. Ensuring the job satisfaction once does not mean that it will always be maintained at the same level. While it can be provided quickly, it can also change into dissatisfaction as well (Akıncı, 2002: 3). Physical (noise, ventilation, illumination, crowd...), individual (responsibility, workload, role ambiguity...), interpersonal (superior and colleague relations) and corporate factors (ambiguity, administrative policies, organization level) at workplace are closely related to the increases and decreases in job satisfaction.

The most important evidence showing the corruption of conditions in an organization is the low level of job satisfaction (Akıncı, 2002: 3). So managers show an increasing interest towards the measurement of job satisfaction at certain intervals (Tütüncü, 2000: 169). Performing these measurements periodically will contribute to formation of better organizational climate (Tütüncü and Çiçek, 2000: 125).

### **1.2. The Factors Affecting Job Satisfaction**

First, the factors affecting job satisfaction should be recognized in order to ensure, increase and maintain job satisfaction, which is a highly important factor to reach individual and organizational objectives (Akıncı, 2002: 4). It is possible to divide the factors affecting job satisfaction into two groups as individual and organizational.

#### **Individual Factors**

Individual factors can be counted as personality, value judgments, beliefs, expectations, socio-cultural environment, age, sex, educational background, marital status, occupational position and seniority, term of service, family factor and genotypes (Akıncı, 2002: 4).

#### **Organizational Factors**

All of these individual and organizational factors have an effect on worker's attitude towards the organization. Every worker will evaluate these factors in her/his own way, and the level of being affected from these listed factors will vary. Consequently, the attitudes of workers towards the organization will be different.

### **1.3. Researches about Job Satisfaction**

Janseen, Peeters, Tummers (2004) studied the results of problems experienced at home and workplace on job satisfaction, job burnout and individuals. The nurses working in hospitals in America and Holland constitute the research sample. 93% of the participant nurses are female. According to the findings obtained, the problems experienced at home and workplace cause emotional exhaustion and psychological problems. Moreover, this effect leads to job dissatisfaction. This relation was found to be higher for the nurses in Holland. A significant relation was ascertained between social support and job satisfaction, not providing the social support at work results in emotional exhaustion and job dissatisfaction. The significant relation

between social support and job satisfaction for the nurses working in Holland was observed to be higher than the nurses in America.

Koustelios (2001) analyzed the organizational factors affecting the teacher burnout. 100 teachers participated in the research, and Maslach burnout inventory was used in order to collect data. Following the research, it has been concluded that job satisfaction affects depersonalization and emotional exhaustion; job satisfaction and the promotion opportunity together affect the personal accomplishment grades significantly.

According to the results of the study carried out by Savaş Şanlı concerning the analysis of job satisfaction and job burnout levels of 355 police officers working in Adana city by some variables, it has been determined that job satisfaction of police officers differs as depending on the branch they work in, daily working system and how they perceive the economic conditions; the level of emotional exhaustion differs as depending on the branch they work in, sex and how they perceive their economic conditions; the level of depersonalization differs as depending on sex, the branch they work in, daily working system, seniority and how they perceive their economic conditions; the level of sense of reduced personal accomplishment differs as depending on age, sex, appreciation, rewarding, the branch they work in and seniority.

A total of 384 doctors participated in the research where the relation of doctors' job satisfaction and job burnout levels with some socio-demographic variables are studied by Karlıdağ, Ünal and Yoloğlu (2000). It was found that, concerning the term of service variable, the job satisfaction level of the ones working for 5 years and less has been found to be lower when comparing with the ones with working experience of 6-10, 11 years and more.

85 general practitioners participated in the study in which Sünter, Canbaş, Dabak, Öz and Peşken (2001) attempted to determine the job burnout, job-related anxiety and job satisfaction levels and to study their relation with some demographic features and professional variables. In the study, although there is no significant difference in terms of the place of community health center where they work, it has been observed that the ones working in the city center have higher points for emotional exhaustion, depersonalization and job-related anxiety in comparison to the ones working in towns and villages, but job satisfaction points are lower.

Vocational high school teachers in Konya city center constitute the sample group of the study carried out by Avşaroğlu, Deniz and Kahraman (2004) with the purpose of determining whether life satisfaction, job satisfaction and job burnout levels of technical teachers differ significantly by some variables, and manifesting the relation between them. According to the results obtained, it was found a negative relation between life satisfaction, emotional exhaustion and personal failure, and a positive one between job satisfaction and life satisfaction.

## **2. Five factor Personnel Traits**

### **Personality**

Almost everyone understands what is meant by the word "personality" but things may get difficult when it comes to making a formal definition of it. There is not single definition that psychologists agreed on. What is understood from personality is "a distinguishing, coherent and established form of relationship that an individual builds with his/her internal and external environment" (Cüceloğlu, 1992:404).

In other words, personality is defined as "the distinguishing and characteristic patterns of thoughts, emotions and behaviors that define an individual's manner of interaction with his/her physical and social environment" (Saltürk, 2008:133).

Roger Holdsworth, A personality measurement guru and the co-founder of the counseling company "Saville&Holdsworth", says that "the answer of the question 'What kind of a person is he/she?' is personality" and indicates that what kind of a person you are is dependant on your personality, i.e. some preferences that are recorded in your brain. Human is the only being that has the ability of conscious thinking. It can make plans and fantasize (Yeung, 2012:15-16).

When we discuss personality with the factors that constitute it, it would be better to define it as a function and an entirety of the past, present and the future rather than a behavioral composition and a way of behavior within a period. Five factors constitute personality. These are (Saltürk, 2008:136):

- ✓ Genetic and physical factors,
- ✓ Cultural factors,
- ✓ The role and status in society and the social structure and the characteristics of class,
- ✓ Family related factors,
- ✓ Other factors

Your personality shapes how you think and how you act. It affects how you respond to different situations, how you perceive the world, how you decide and how you maintain your life. Anything that effects how you maintain your life also has an effect on your contentment with your career and on your success.

The most important thing that should be kept in mind about personality in workplace environment is that individuals are different. These differences make life and work variable and enjoyable. You will not only get better at finding the suitable career for yourself as you better understand both your and other people's personality, but you will also gain the ability to understand and work with other personalities around you (Llewellyn and Holt, 2007:70-71).

There are many theories about what personality consists of. Although some words such as "id", "superego", and "libido" are used in daily life correlatively with the word "personality", it is not appropriate to use them for various types of jobs. So, is our personality measurable? Our personality shows itself with different behaviors and reactions at various times. Even if we are not content with it, most of us may act outside the borders of our character for the feeling of comfort. This does not mean that we will not change. We change because of experiences and as we get to know ourselves better. For instance, do you not like to talk in front of an audience? If you get some training on talking in front of an audience and keep practicing, it may come as a natural thing to talk in front of an audience to you (Barret and Williams, 1992:69-70).

An extensive number of ideas have been put forth regarding personality and by making use of different personality data, different researchers attained findings related to the five dimensions of personality. Each dimension contains in itself inter-associated and restricted characteristics and personal differences within these dimensions remain constant for long years (Özyeşil, 2012, 324). The five-factor personality model is defined with these dimensions: extraversion, emotional stability, agreeableness, openness and conscientiousness. The typical behavioral attributions that define these dimensions are (Yelboğa, 2006:199):

**Extraversion:** Friendly, energetic, cheerful, thrill-seeker and dominant (high score); distant, calm, introverted, loner (low score).

**Openness:** Creative, analytic, open-minded, sensitive (high score); traditionalistic, conservative, advocate of truth, indifferent (low score).

**Emotional Stability:** Peaceful, self-confident, patient, open to criticism, stress-tolerant (high score); anxious, tense, shy (low score).

**Agreeableness:** Humble, open to cooperation, intimate, understanding (high score); skeptical, stubborn, obstinate, competitive, restrained (low score).

**Conscientiousness:** Systematic, determined, success-inclined, ambitious, precise (high score); uncoordinated, procrastinator, easy to get distracted, untidy (low score).

Personality is affected by many factors during its development. These are (Cerit, 2007:9):

Family related factors: Factors such as whether the kid was planned or not, the age gap between the kid and the parents, the physical, emotional and economic status of the family, the number of persons living in the family have positive or negative effects on the personality of the kid.

School, environment and society related factors: The social structure of the school where the kid studies, the religious, political and social values that the society holds, the sex role stereotypes have an effect on personality.

Kid related factors: The character of the kid has an equal effect on his/her personality. Character contains some features such as the intensity of the individual's emotional reactions, level of mobility and attention. These are inborn features.

Two basic data are needed for an individual to make a healthy career choice. The first one is the information held by the individual about his/her personality's characteristics and competencies. The second datum is related to professions. Individuals should be put through some tests and expert opinion should be sought about personality. Other information such as personal vision and goals should be set up by the individuals themselves (Çalık and Ereş, 2006:51).

The personality of the individual is highly important for career selection. Factors such as emotions, thoughts, achievements, psychological strength that has an effect on the formation of personality will be determinant during the selection of career. John Holland's study, which examines the relationship between personality orientation and choice of career and which puts forward the fact that people tend to choose professions that are suitable for their own personality orientation is the most recognized study in this field (Aytaç, 2005:94).

When we consider the importance that personality and social environment have on guiding the individual to a profession; even if the profession that the individual chooses is suitable for his/her physical nature, this individual cannot be successful and happy if the profession is not suitable for his/her psycho-social nature. For instance, it cannot be expected from an aggressive, neurotic individual in terms of personality to be successful in professions such as policing or teaching (Telman, 2000:39).

There were many researches examined the relationship between personality traits and job satisfaction. We can consider that job satisfaction is affected by emotional personal traits because job satisfaction partially depends on pleasure. Besides the individuals' internal psychological states, personality can affect the job satisfaction by changing the objective working conditions. Personality traits commonly used for job selection, evaluation and promotion in organizations. Nowadays more personality and EQ tests were conducted on employees (Dormann and Zapf, 2001, 484).

Over 20 years, there is a common understanding spread among researcher about the five factor model dispersed much of the clouds on personality. Some of the researches focused on relation of isolated personality traits from neuroticism and extraversion to job satisfaction. Others focused on affectability (positive or negative) (Franek and Mecera, 2008, 65). We focused

on effects of five factor personality traits on job satisfaction.

### **Hypothesis**

To achieve this aim we developed following hypothesis:

- H1: There is a relationship between Extraversion and job satisfaction factors
- H2: There is a relationship between Agreeableness and job satisfaction factors
- H3: There is a relationship between Emotional Instability and job satisfaction factors
- H4: There is a relationship between Shyness and job satisfaction factors
- H5: There is a relationship between Conscientiousness and job satisfaction factors
- H6: There is a relationship between Openness to Experiences and job satisfaction factors
- H7: There is a relationship between demographics and job satisfaction factors

### **Method**

#### **Research Goal**

The aim of this paper is to find the the relation between five factor personal traits and job satisfaction. To test the assumption two scales was conducted.

#### **Sample and Data Collection**

The contributors in the current study comprised banking sector employees in Afyonkarahisar province in Turkey. The sample was the all banks operated in Afyonkarahisar province, included nearly 400 employees and all of them participated to questionnaire. Questionnaires were spread by the researcher to every participant in different sessions in all of the banks. When the returned questionnaires were examined, 10 were invalid. As a result, a total of 87 valid responses were used in the research. The samples included 37 (42,5%) female and 50 (57,5%) male volunteers. Their education level was; 2 (2,3%) junior school, 5 (5,7%) high school, 18 (20,7) vocational school, 51 (58,6) graduate degree, 11 (12,6%) master's degree. Participants age differential was: 6 (6,9%) 20-24 years old, 56 (64,4) 25-34 years old, 20 (20,3%) 35-44 years old, 4 (4,6%) 45-54 years old, 1 (1,1%) 55 and up.

#### **Analyses and Results**

Data produced in this study were collected by survey. The survey consisted of three measures. In the first part, questions about the demographic characteristics of banking sector employees; in the second part questions were designed to measure five factor personality traits and the third part job satisfaction questions were asked.

Five factor personality traits were measured by the scale which is developed by Goldberg (1993), John ve Srivastava, (1999) and revised by Tomrukçu (2008). The measure included 42 items, each item was answered through a five-point Likert scale ranging from "1=strongly disagree" to "5=strongly agree." In the present study, the Cronbach's alpha coefficient for the scale was .89.

Job satisfaction scale is developed from Wong and Law (2000) performance measurement scale. This scale contains 13 performance measurement, 10 job satisfaction and 18 organizational citizenship behavior questions. We only use the job satisfaction questions. The measure included 10 items, each item was answered through a five-point Likert scale ranging from "1=strongly disagree" to "5=strongly agree." In the present study, the Cronbach's alpha coefficient for the scale was .83.

The Validity of the Measures: To ensure the validity and reliability of the study variables, explanatory factor analysis was conducted by using SPSS software.



The five-factor personality measure produced six factors upon factor analysis. The first factor named "Extraversion", explained 16.27% of the total variance. The second factor was named "Agreeableness" and it explained 13.03% of the variance. The third factor named "Emotional Instability" with a variance of 10.57 %. The Fourth factor named "Shyness" and explained 10,57%. The fifth factor was named as "Conscientiousness" and explained 10,43%. And the last factor named as "Openness to Experiences" and explained 9,78% of variance. The factors all together explained 70, 15% of the variance. KMO Bartlett's Test of Sphericity was .747.

Factors	Extraversion	Agreeableness	Emotional Instability	Shyness	Conscientiousness	Openness to Experiences
A35	,851					
A34	,836					
A40	,727					
A36	,697					
A41	,644					
A4		,830				
A1		,813				
A3		,795				
A10			,829			
A25			,792			
A15			,739			
A6				,846		
A2				,822		
A5				,635		
A17					,849	
A19					,763	
A18					,677	
A11						,767
A16						,729
A9						,711

Table 1 Five Factor Personality Factor Analyses

	Internal satisfaction	General Satisfaction
B4	,905	
B10	,705	
B5		,745
B6		,701

Table 2 Job Satisfaction Factor Analyses

Job satisfaction measure produced two factors upon factor analysis. The first factor named "Internal Satisfaction", explained 29.68% of the total variance. The second factor was named "General Satisfaction" and it explained 28.72% of the variance. KMO Bartlett's Test of Sphericity was .806.

The correlations between research variables listed below in Table 3. There is a negative relationship between "Internal Satisfaction" and "Conscientiousness". We could not find any relation between other variables. When we added the demographic variables (age, gender and education), we found that there is a negative correlation ( $-0,362$ ,  $p < 0,005$ ) between gender and internal satisfaction, there is a negative correlation ( $-0,298$ ,  $p < 0,005$ ) age and extraversion, there is a positive correlation ( $-0,280$ ,  $p < 0,005$ ) between gender and conscientiousness.

Scale	1	2	3	4	5	6	7	8
1.	(.89)							
2.	0.0	(.90)						
3.	0.0	.00	(.91)					
4.	.40	-.20	.18	(.88)				
5.	.40	-.01	.15*	-.01	(.81)			
6.	-.01	-.13	-.32	-.15	-.29	(.79)		
7.	-.11	.10	-.19	-.15	-.23*	.05	(.78)	
8.	.008	-.02	.97	-.15	-.10	.09	.00	(.78)

\* $p < 0,05$ 

Table 3 Correlations

To explore whether the independent variables had a significant impact on the dependent variables, hierarchical regression analyzes were conducted. Table-4 shows the regression analysis results for each five-factor personality dimension. In the regression analysis, demographic variables (education, age, and gender) were entered to control their effects. The results show that, gender had a negative and significant effect on internal satisfaction and

emotional instability had a negative and significant effect on internal satisfaction.

Dependent	Internal Satisfaction	General Satisfaction
	$\beta$	$\beta$
Extraversion	-,108	,029
Agreeableness	,057	-,030
Emotional Instability	<b>-,198*</b>	,089
Shyness	-,137	-,135
Conscientiousness	-,164	-,179
Openness to Experiences	,080	,099
Age	,053	,073
Gender	<b>-,286*</b>	-,095
Experience	-,083	,023
$\Delta R^2$	0,176	0,138
$\Delta F$	2.663	0,926

Table 4 Hierarchical Regression Analyses

Thus, hypotheses H3 (There is a relationship between Emotional Instability and job satisfaction factors) ( $\beta$ :-0,19,  $p < 0.05$ ) and H7 (There is a relationship between demographics and job satisfaction factors) ( $\beta$ :-0,28,  $p < 0.05$ ) accepted, H1 (There is a relationship between Extraversion and job satisfaction factors), H2 (There is a relationship between Agreeableness and job satisfaction factors), H4 (There is a relationship between Shyness and job satisfaction factors), H5 (There is a relationship between Conscientiousness and job satisfaction factors) and H6 (There is a relationship between Openness to Experiences and job satisfaction factors) were rejected.

### Conclusion

Today, it is considerably important both for organizations and for workers to feel themselves happy and to perform their responsibilities better with the satisfaction they get from their jobs by continuously engaging in the busy and exhausting pace of working life. In a highly competitive environment, for today's companies to gain advantage over their rivals is directly related to the human resources they have. Attracting the human source that is of utmost importance for companies, providing satisfaction in their jobs and keeping them in the organization appear as the prerequisite of the organizational efficiency and success. Loss of human source may put the organization's future in jeopardy and lead the rivals to grow stronger and to gain advantage in competition.

The aim of research is to explain the relationship between five-factor personality traits and job satisfaction within the organization. To achieve this aim we conducted an empirical research. We conducted a survey to explain the proposed relationship. The results showed that five-factor personality traits consisted of six factors upon factor analysis. The first factor named "Extraversion", the second factor was named "Agreeableness", third factor named "Emotional Instability", fourth factor named "Shyness", fifth factor was named as "Conscientiousness" and the last factor named as "Openness to Experiences". Moreover, the job satisfaction measure

produced two factors upon factor analysis. The first factor named "Internal satisfaction" and second factor was named "General satisfaction".

As a result of correlation analyses, we found that, there is a negative relationship between "Internal Satisfaction" and "Conscientiousness". We could not find any relation between other variables. When we added the demographic variables (age, gender and education), we found that there is a negative correlation between gender and internal satisfaction, there is a negative correlation age and extraversion, there is a positive correlation between gender and conscientiousness.

The hierarchical regression analysis displayed that, the results show that, gender had a negative and significant effect on internal satisfaction and emotional instability had a negative and significant effect on internal satisfaction.

The result showed us that, gender had a significant effect on job satisfaction in the context of internal satisfaction. In current research, we also found the similar results like older ones. We confirmed the previous researches about the relation between job satisfaction and gender. Organizations should measure and evaluate the job satisfaction by difference of gender. Another finding of this research is the negative relation between emotional instability and internal satisfaction. Deniz (2011) defined neuroticism as the tendency to experience a variety of negative effects, such as anxiety, embarrassment, personal insecurity, irritability, fear and depression. Individuals, who experience unpleasant and disturbing emotions and emotional instability, score high on neuroticism. In the light of this definition, we can conclude that satisfaction can not found any place to harbor beside the emotional instability. Organizations may establish friendlier climate within the organizations to relieve the tense of employees.

Without any doubt, these findings are limited by the sample and the assessment instruments used in the present study. This research conducted on banking employees in Turkey in Afyonkarahisar province; the findings might not be transferable to other organizations. Thus, it is recommended that further researches can be conducted on different sectors and also in different countries for the generalizability of the results. The fact that the present sample is composed of only 87 personnel is another drawback of this study.

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