

Effects of the Personality Types on the Sales Performance and an Application in Supermarket Chains

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Abstract

Nowadays, competitive market environment, increased customer knowledge, skills and expectations, increased cost pressure and reduced profit rates increase the importance of qualified sales people for businesses. Salespeople make a difference due to the qualities they possess and the attitudes they have towards their customers and thus contribute to the sales performance and the benefits customers achieve. Despite the fact that salespeople's performance is highly important in supermarkets where close relationships should be established with customers, it seems that retailers, especially small and medium sized supermarkets, have difficulty in finding qualified sales personnel, commissioning sales personnel in the right position and keeping the same sales personnel employed for a long time. In order to reduce this problem, it is important for store managers to commission salespeople in positions appropriate to their personality traits. This study aims to produce useful information for businesses by examining the role of personality types on the performance of employees in supermarkets' decisions about their employees. In this context, interviews, one of primary data collection methods, were held in Ankara and Kırıkkale with supermarket managers and employees. The obtained data were analysed through statistical package program; the results were interpreted and suggestions for businesses were developed.

Keywords: Personal Sale, Retail Industry, Supermarket, Personality, Five Factors Personality Model.

1. INTRODUCTION

Rapid growth in the retail industry has brought competition to the top level, and this competition has forced businesses in this industry to endeavour to differentiate themselves from their competitors in what they do. The most important reasons for this are that consumers are becoming more conscious thanks to today's technological possibilities, that they have more information about the product they will buy, that they have higher purchasing power and are expecting higher service quality. Since the businesses operating in this industry are not in the position of producers, which is the most important feature of the retail sector, and they sell the products they receive from the producers to the final consumers, they can differentiate themselves from their competitors only by differentiating the services they provide. The most important way of making the service distinguished is the success of the sales people who are in direct contact with the final consumer. This is because the retail sector is a

sector where the most intense shopping relations are experienced and where there is the most communication with the customer. Hence, the importance of personal selling in the sector is quite high.

Salespeople make a great contribution to the realization of the objectives of the business by meeting the needs and desires of the customers correctly. In other words, businesses need qualified sales people in order to be successful. Supermarkets, which are important businesses of the retailing sector and the sector, need to find or train qualified salespeople. It is very difficult for the businesses to find the qualified personnel they need in these sectors, which are growing very fast in our country. There are many reasons for this, but among the most important reasons can be shown the lack of schools that train personnel for the retail industry, the fact that working conditions are heavy, people do not regard the job of salespeople as a profession, and businesses are constantly in need of new personnel due to fast growth in the sector. When we look at supermarkets, it is seen that these factors seriously affect the sector and the turnover rate of personnel in supermarkets is higher than other retailers.

This study mainly aims to determine the personality types of people to be employed in supermarkets by the five-factor personality inventory and to reveal the positions in which these types of personality are successful. In this context, first a five-factor personality scale was used to determine which of the five personality types each employee had. Afterwards, through the questionnaire applied to the supermarket managers, the performances of the employees in the work places were evaluated. As a result of these two applications, it has been examined whether the employees' personality types show a significant difference on the tasks of salespeople in supermarkets. That is, by looking at whether a type of personality has high or low performance in a task, it seeks to identify personality types of persons to be employed and to employ them in tasks where they can be successful.

2. THE CONCEPT OF PERSONALITY AND THEORIES

The words that are used with the meaning of personality in Western languages (personality, personalite, persönlichkeit) are derived from the word "persona" which means "masks", which stage actors wear on their faces in accordance with their roles (Ozcan 1997). Personality is defined as "all the habits and behaviours that the individual has in his social life". As can be understood from this definition, personality is the whole of inherent characteristics of individuals and the characteristics that the societies they live in create in them later. Innate characteristics are based on genetic and biological and it is not possible to change them. But the characteristics acquired from the environment will vary according to the nature of the community, the group, the business, or the job (Simsek, et al., 2001).

Personality is a concept that reflects all the characteristics of the individual. According to a general definition, personality is a distinctive relationship that the individual establishes with his/her inner and outer environment and it distinguishes the individual from other individuals (Cuceloglu 1991: 404). Personality is not a temporary feature; it is a person's continuous behavioural characteristic in a certain period of time. Personality refers to the behavioural

aspect and continuous features of a person's attitude in a particular situation or event (Oktay 2000: 28).

The main factors that make up the personality are individual's biological-physiological structure, group membership, role behaviours and social status, as well as many other factors. Significant conclusions can be reached when cultural structure, group relations, role behaviour and social status, which are the factors that constitute the personality, are investigated in a more orderly way and how each factor in each group affects personality is researched in an effective way. The factors that constitute personality can be listed as hereditary and physical factors, socio-cultural factors, social structure and social class characteristics, family variable, geographical and physical factors, mass media, adult and elderly groups in social groups and birth order (Simsek et al., 2001 : 73-74).

Mankind is the most complex entity, and psychologists perform a very different task than scientists when examining human behaviour. Considering the complicated human behaviour and the difficulties of self-examination, it is inevitable that there are theories with different views. Although no theory can reveal all the truths in every field, they have made important contributions to us in understanding who we are (Yazgan et al., 2008: 5-7).

In the past century, different theories of personality were introduced (Burger 2006: 24). The main theories are Sigmund Freud's Psychoanalytic Theory, Alfred Adler's Individual Psychology Theory, Carl Gustav Jung's Analytic Psychology Theory, Karen Horney's Psychoanalytic Social Theory, Harry Stack Sullivan's Interpersonal Relations Theory, Distinguishing Feature Approach, Biological Approach, Humanistic Approach, Behavioural and Social Learning Approach, John B. Watson's Classical Conditioning Approach, Fredrick Skinner's Conditional Conditioning Approach, John Dollard and Miller's Classical Learning Approach, Jullian Rotter's Social Learning Approach, Albert Bandura's Social / Cognitive Learning Theory, Cognitive Approach and George Kelly's Psychology of Personal Structures Theory. The psychoanalytic approach is an approach that supports the idea that subconscious plays a key role in determining individual's behaviours and that personality should be examined by bringing what is in subconscious to the conscious (Burger 2006: 95).

The aim of many theoreticians and researchers interested in personality is to identify specific characteristics of individuals and to group them in special patterns according to these characteristics. However, this grouping is only theoretical. In other words, personality patterns were tried to be established in order to make it easier for scientists to analyse and explain the behaviour of individuals. Introverted and extroverted personalities can be taken as an example. In reality, the possibility of finding an entirely introverted or extroverted individual is low. Because, identifying the personality patterns of the individual is quite difficult because the individual will change over time (Ozdevecioglu, 2002).

According to the personality type classification that Ernst Kretschmer did in the early 20th century, it is possible to talk about three types (Koknel et al., 2000):

Those who are tall, whose muscles are developed and tend to be leaders, represent the athletic type,

Those who are tall and thin, even-tempered, stubborn, touchy and revengeful represent the asthenic type

Those who are medium-sized, fat, have soft muscles, open to the outside world, open-hearted and optimistic represent the picnic type (Eroğlu 2007: 208-209).

Furthermore "Type A" and "Type B" personality forms, which were suggested by Freidman and Rosenman in the late 1960s by establishing a relationship with the concept of stress, have now found wide acceptance (Zel 2006: 430). Measuring personality means describing, classifying, and summarizing a function of personality traits, internal experiences and observable behaviour of persons (Somer 1998).

Cattell, Allport and Odbert found 16 factors in the study which they conducted using 4500 adjectives describing personality traits. However, later on, researchers who re-analysed Cattell's variables could not find these factors and they could only find 5 factors (Stanton et al., 1991). Norman named these five factors as 1-Extroversion, 2-Docility / Agreeable, 3-Responsibility, 4-Emotional Balance and 5-Culture. Factor theories and mathematical personality theories are based on objective measurement of personality, use of mathematical techniques, methods of variance, covariance and factor analysis, and evaluation of personality factors' role in individual (Sheppard 1997: 78). Personality factors are similar to personality traits defined by humanist theories. Quantitative personality measurement was initiated by the multivariate analysis method developed by Galton, Sperman and Thurstone. In this method, the plural variables measured at the same time are correlated with each other and these variables can be separated by functional units if necessary to reveal certain personality patterns. They are caused by features on the surface, i.e. underlying factors. Through functional psychological tests, attempts are made to reveal the dynamic and functional capacities and habit features underlying the personality (Stanton et al., 1991: 88). Cattell defined the features that constitute building blocks of personality by applying multivariate analysis and factor analysis methods in personality researches. He developed a personality test with 16 quantitative factors that define the functional profile of personality. Among Cattell's factors are emotional warmth, intelligence, ego power, excitability, sovereignty, superego power, shrewdness, being inclined to feel guilty and self-efficacy. Some of the factors were distinguished as being of biological origin (e.g., sex, aggression, parental protection) and others of environmental origin (e.g., job, religion, friendliness and views regarding the identity) (Somer 1998: 4).

The five-factor personality scale suggests that the personality consists of five basic dimensions: extroversion, responsibility, compatibility, emotionality, and openness to development (Goldberg 1992: 28). The scale has marked the last 20 years about personality and its measurement / evaluation and has been supported by a large number of surveys and the validity and reliability of the cultural compatibility of the scale have been determined by many cross-cultural surveys (Solmus 2004: 1). The validity of the Five Factor Scale has also been researched in other languages around the world. Research on descriptive terms of personality has been made in Dutch, German, Italian, Spanish, Slovak, Hebrew, Hungarian, Chinese, Filipino (Tagalog), Polish and Russian and mostly results that support the scale have been found (Somer et al., 2002: 22). Somer, Korkmaz and Tatar revealed the construct validity of the five-factor personality scale in terms of Turkish language in 2002. The scale was basically developed as a result of factor analysis of the adjectives used on daily basis to describe the personalities of individuals. The five-factor personality scale is interesting due to the fact that it integrates the

personality structures in a wide range, thus facilitates the communication between researchers with different orientations, makes it possible to make a systematic examination of the relationships between personality traits and behaviour and provides a general description of personality by grounding it on five sub-factors.

The Five Factor Personality is a theory studied by Goldberg and developed by Paul Costa and Robert McCrae. It seems that many of the ideas raised about personality today are integrated within the framework of the five factor personality theory. According to this model, personality is examined in five factors (Bacanli et al., 2009). According to Goldberg, the traditional names of five factors are Extroversion, Agreeability, Responsibility, Emotionality and Openness to Development (Goldberg 1992: 29).

Table 1. Basic Factors in Five Factor Personality Inventory

Characteristics	Factor Name			Characteristics
Distant, serious, unobtrusive, reclusive, not basing his/her decisions on others	Introverted	EXTROVERSION	Extroverted	Lively, sociable, social, active, enthusiastic, relaxed, natural, optimistic
Misanthrope, competitive rather than cooperative, independent, fighter, vigilant, responsive, sceptical, selfish	Headstrong	COMPATIBLE/ COMPLIABLE	Compliable	Peaceful, sensitive, compassionate, compatible, calm, trusting in people, tending to cooperate
Flexible, disorganized, quick decider, hot tempered, nonconforming	Low Self-Control	RESPONSIBILITY / SELF-CONTROL	High Self-Control	Organized, purposeful, determined, cautious, responsible
Self-confident, effective in coping with obstacles, calm, compatible, unhurried	Balanced Emotional State	EMOTIONAL IMBALANCE	Variable Emotional State	Sensitive, emotionally worried, tense, unresisting, frivolous,
Conservative, resistant-innovation, rude, inconsiderate, limited areas of interest, traditional	Tangible-Practical	OPENNESS TO INNOVATION	Open to development	Thinking analytically, sensitive, broad areas of interests, open to innovation, creative

Source: O. SOMER, M. KORKMAZ, A. TATAR (2004) Five Factor Personality Model and Five Factor Personality Inventory from Theory to Practice, Izmir, p.48.

3. PERSONAL SELLING PERFORMANCE

Personal selling is an integral part of today's marketing system. Marketing is defined here as a structure that serves to distribute and improve the products and meet the needs of consumers and industrial buyers. As part of the marketing system, sales offer significant functions to both the society as a whole and to the company (Dwyer et al., 1987: 24).

Personal selling is the oldest selling effort concept known from the promotion mix elements which is a marketing mix. In many sources, this concept is under various names such as sales force, face-to-face sales and sales (Uslu 2006: 3). Personal selling is a special form of interpersonal communication. In this communication process, the salesperson of the company meets the potential customers and advertises the product orally (Yukselen 2007: 384).

By definition, Personal selling is a persuasive communication and promoting activity that allows the direct identification of an identifiable organization's marketing offer. It is a face-to-face communication in which a sales representative meets potential customers and tries to direct their purchasing needs to his/her company's products and services (Tek 1999).

Personal selling is the use of speech and personal opinions to realize sales. It is an interpersonal and face-to-face communication required to establish, develop and maintain mutually beneficial relationships (Kollat et al., 1972).

The American Marketing Association defines personal selling as: "Verbal presentation by talking to one or more buyers for the purpose of selling". According to another definition, Personal selling is "a persuasive communication and promoting activity that allows the direct identification of an identifiable organization's marketing offer" (Cagliergin 1994: 61).

Personal selling, also known as face-to-face sales, aims to meet one or more potential customers, talk to them, and perform sales. The personal selling method is usually used when the purchase amount of a product is high, when it is purchased at irregular intervals, or when the product's properties need to be explained and shown. In this method, sales personnel can communicate more creatively and more effectively with customers. Its two key features are flexibility and commitment. The flexibility feature results from its being a face-to-face method and sales efforts are conducted according to the demands, needs and reactions of the customers. However, it requires a high cost compared to other sales efforts. Although it is an expensive and demanding technique, it is applied by many businesses today and takes its place in organizations (Uslu 2006: 7).

Companies benefit from personal selling activities while carrying out many activities; they make use of personal selling in activities such as giving information about goods, increasing interest in goods or services, negotiating prices or payment conditions (Kotler 2000: 301).

As a concept, personal selling is a reciprocal dialogue between buyer and seller. In other words, it requires individual relation and direct communication rather than mass communication. Personal selling requires the development of relationships with customers, understanding of customer needs, and finding the products in direction of the needs of customers. In general, the success of a personal selling process depends on the compatibility of the physical, social and personal characteristics of the personal salesperson to the customer, his/her trustworthiness, reliability, courtesy and image (Bagozzi 1986: 429).

4. A RESEARCH TO DETERMINE THE IMPACT OF PERSONALITY TYPES ON THE SALES PERFORMANCE

4.1. The Purpose and Importance of the Research

The main objective of this study is to reveal "to what extent the personality types of the personnel working in personal selling field are effective on the sales performance" .

The second main objective of the research is to determine "the personality type variables that will be effective and determinative in selecting the most suitable people to be recruited in the sales area and in the correct position in order to reduce the turnover rate of salespeople in supermarkets which are one of the most important businesses of the retail sector".

Sales, which is one of the most important sub-elements of marketing and which directly affects marketing performance in enterprises, is becoming increasingly important due to the increasing competition conditions and economic crises. Desired outcomes are usually not achieved in enterprises' works towards promoting. Personal selling, one of the promoting mix elements of marketing, is often one of the least studied issues. The most important reason for this is that the human element is much more difficult to control and plan than the other mix elements. Marketing managers often act with non-scientific methods while employing personnel and they act according to their experiences.

4.2. Method of the Research

Within the scope of the research, a survey was conducted in the local supermarkets with many branches in Ankara and Kirikkale. A survey was applied to 1,000 personnel working in these stores to identify their personality types and 934 of these surveys were accepted as valid. In addition, an assessment form was applied to a total of 110 store managers to evaluate their personnel and all of the data were used.

In order to reveal the structure of the target group that was examined in terms of its characteristics, the raw data obtained in the study were analysed in SPSS 15, a computer-assisted statistical program, and transformed into information.

Two different questionnaires were used in the study. The first of the questionnaires was applied to the personnel who worked as Personal selling personnel and the second questionnaire was applied to the store managers in order to get information about the performance of the personnel.

The questionnaire applied to salespeople consisted of questions for identifying personality types in the five factor personality test model. The questionnaire included 50 questions that measure the five factor personality dimensions that have already been proven in terms of validity and reliability. The work developed by Goldberg and conducted by Demirci et al. in 2007 was used to form the five factor personality dimensions questionnaire. In order to test the reliability of the scale, the Cronbach's alpha coefficient of 50 questions was examined and the Cronbach's alpha coefficient was found to be 0.70. This result indicates that the scale is highly reliable.

4.3. The Findings of the Research

25.3% (the highest rate) of the supermarket employees who responded to our questionnaire are cashiers, 20.9% are sales people, 12.1% are chefs, 10.5% are butchers and the rates of other job positions are close to each other.

Table 2. Distribution of Employees According to Their Positions

POSITION	Frequency	Rate
Chief	113	12,1
Cashier	236	25.3
Greengrocer	89	9.5
Butcher	98	10.5
Deli	77	8.2
Sales Person	195	20.9
Bakery Products Department Staff	26	2.8
Cosmetics Department Staff	27	2.9
Dried Nuts and Fruits Department Staff	25	2,7
Warehouse Staff	48	5.1
Total	934	100.0

61.3% of supermarket employees who responded to our questionnaire are men and 38.7% are women. While 38.8% of the supermarket employees responding to our questionnaire are between the ages of 18-24, 35.5% of them are between 25-31 years old.

According to the results of the research, 42.7% of the employees have been working at the current work place for 2 to 4 years and 31.8% have been working for 1 year or less than 1 year. These rates indicate a very high staff turnover rate in the retail sector in our country.

Table 3. The Distribution Of Employees According To Their Professional Experience

PROFESSIONAL EXPERIENCE YEAR	Frequency	Rate
1 and less	162	17.3
2-4 years	324	34.7
Between 5 and 7 years	198	21.2
Between 8 and 10 years	111	11.9
10+ years	139	14,9
Total	934	100.0

According to the results of the research, when the performances of the employees are evaluated by their managers, 36% of the employees show good performance and 31.8% of them show neither good nor bad performance. According to the difference analysis, it was determined that the success level of the employees did not vary depending on gender, age, marital status, working years and professional experience. On the other hand, in terms of education level, it is understood that those who have education at high school level are more

successful than those who have education at primary school level. Besides, no differences were found in the working years in the working place in terms of personality type.

4.4. Test Results Regarding Whether Personality Types Vary in Terms of Success Levels

When the success levels of employees according to their personality types are examined, it is seen that those who have responsible personality type have the highest average of success with 2,23, those who have extroverted personality type have 2,11 and those who have personality type that is open to development have the lowest level.

Table 4. Success Level Average and Standard Deviations of Personality Types

PERSONNEL SUCCESS LEVEL	N	Mean	Standard Deviation
Emotional	170	2.14	,792
Responsible	128	2.23	,786
Compatible	134	2.15	,790
Extroverted	291	2.11	,782
Open to development	127	2.11	,847
Total	850	2.14	,795

Here, it was examined whether there is a difference between personalities in terms of success level. Analysis of Variance (ANOVA) was applied for this. When we consider the results, there is no difference in success level among personality types since $p=0,728 > 0,05$ in terms of significance level.

4.5 Position Success of Employees According to Personality Types

When the success levels of the employees working in the chief position are examined according to their personality types, it is seen that employees with personality type that is open to development have the highest performance with 55.6% and employees with emotional personality type are in the second place with 54.5%. It can also be seen that those who have compatible personality type have the lowest success level with 38.5%.

Table 5. Success Level Average and Standard Deviations of Personality Types

Position: Chief	Personnel Success Level		
	Bad	Neither good nor bad	Good
Emotional	18.2%	27.3%	54.5%
Responsible	21,4%	35,7%	42,9%
Compatible	30.8%	30.8%	38.5%
Extroverted	26,5%	32.4%	41.2%
Open to development	16.7%	27.8%	55.6%

When the success levels of the employees working in the cashier position are examined according to their personality types, it is seen that employees with compatible personality type have the highest performance with 83,7% as good or neither good nor bad, and employees with responsible personality type are in the second place with 77,7%. Employees with emotional

personality type appear to have the lowest success level with 59%. Managers can be recommended to commission employees with compatible personality type to the cashier position in the first place and employees with responsible personality type in the second place; they are not recommended to commission employees with emotional personality type to this position.

Table 6. Success Level Percentages of Chiefs According to Personality Type

	Personnel Success Level		
	Bad	Neither good nor bad	Good
Emotional	37.1%	25,7%	33.3%
Responsible	25.9%	40,7%	37,0%
Compatible	16.2%	48.6%	35,1%
Extroverted	27.3%	35,1%	37.7%
Open to development	28.3%	34.8%	37.1%

When the success levels of the employees working as green grocers are examined according to their personality types, it is seen that employees with responsible personality type have the highest performance with 45,5%, and employees with personality type that is open to development are in the second place with 40%. It can be seen that the employees with compatible personality type have the lowest success level with 20%.

Table 7. Success Level Percentages of Green Grocers According to Personality Type

	Personnel Success Level		
	Bad	Neither good nor bad	Good
Emotional	14.3%	57,1%	28.6%
Responsible	36.4%	18.2%	45,5%
Compatible	40,0%	40,0%	20,0%
Extroverted	25,0%	40,6%	34.4%
Open to development	40,0%	20,0%	40,0%

When the success levels of the employees working as butchers are examined according to their personality types, it is seen that employees with personality type that is open to development have the highest performance with 50%, and employees with responsible personality type are in the second place with 47,4%. It can be seen that the employees with extroverted personality type have the lowest success level with 28,6%.

Table 8. Success Level Percentages of Green Grocers According to Personality Types

	Personnel Success Level		
	Bad	Neither good nor bad	Good
Emotional	26.3%	26.3%	46.7%
Responsible	13.3%	40,0%	47.4%
Compatible	23.5%	41.2%	35.3%
Extroverted	25,0%	46,4%	28.6%
Open to development	30,0%	20,0%	50,0%

When the success levels of the employees working as deli attendants are examined according to their personality types, it is seen that employees with extroverted personality type have the highest performance with 82,1% in the good and neither good nor bad classifications, and employees with emotional personality type are in the second place with 80%. It can be seen that the employees with compatible personality type have the lowest success level with 62%.

Table 9. Success Level Percentages of Deli Attendants According to Personality Types

	Personnel Success Level		
	Bad	Neither good nor bad	Good
Emotional	20,0%	40,0%	40,0%
Responsible	25,0%	25,0%	50,0%
Compatible	37,5%	12,5%	50,0%
Extroverted	17,9%	50,0%	32,1%
Open to development	25,0%	37,5%	37,5%

When the success levels of the employees working as salespeople are examined according to their personality types, it is seen that employees with compatible personality type have the highest performance with 53,8%, and employees with responsible personality type are in the second place with 52,6%. Employees with emotional personality type appear to have the lowest success level with 24,2%.

Table 10. Success Level Percentages of Salespeople According to Personality Types

	Personnel Success Level		
	Bad	Neither good nor bad	Good
Emotional	33.3%	42.4%	24.2%
Responsible	21.1%	26.3%	52.6%
Compatible	23,1 %	23,1 %	53,8%
Extroverted	27.3%	34.5%	38,2%
Open to development	33.3%	19,0%	47,6%

When the success levels of the employees working as bakery attendants are examined according to their personality types, it is seen that employees with emotional personality type have the highest performance with 66,7%, and employees with responsible personality type are in the second place with 50%. It can be seen that the employees with extroverted personality type have the lowest success level with 11,1%.

Table 11. Success Level Percentages of Bakery Attendants According to Personality Types

	Personnel Success Level		
	Bad	Neither good nor bad	Good
Emotional	,0%	33.3%	66.7%
Responsible	,0%	50,0%	50,0%
Compatible	20,0%	60,0%	20,0%
Extroverted	33.3%	55.6%	11.1%
Open to development	100,0%	,0%	,0%

When the success levels of the employees working as cosmetics salespeople in the supermarkets are examined according to their personality types, it is seen that employees with emotional personality type have the highest performance with 66,7%, and employees with personality type that is compatible and open to development are in the second place with 50%. Employees with responsible personality type appear to have the lowest success level with 33,3%.

Table 12. Success Level Percentages of Cosmetics Salespeople According to Personality Types

	Personnel Success Level		
	Bad	Neither good nor bad	Good
Emotional	,0%	33.3%	66.7%
Responsible	33.3%	33.3%	33.3%
Compatible	,0%	50,0%	50,0%
Extroverted	25,0%	33.3%	41,7%
Open to development	50,0%	,0%	50,0%

When the success levels of the employees working as dried nuts and fruits store attendant in the supermarkets are examined according to their personality types, it is seen that employees with compatible personality type have the highest performance with 66,7%, and employees with personality type that is open to development are in the second place with 50%. It can be seen that the employees with extroverted personality type have the lowest success level with 25%.

Table 13. Success Level Percentages of Dried Nuts and Fruits Store Attendants According to Personality Types

	Personnel Success Level		
	Bad	Neither good nor bad	Good
Emotional	50,0%	16.7%	33.3%
Responsible	33.3%	,0%	66.7%
Compatible	,0%	33.3%	66.7%
Extroverted	25,0%	50,0%	25,0%
Open to development	,0%	50,0%	50,0%

5. CONCLUSION

Although managers know that they need to recruit qualified sales people in supermarkets where personal selling is important, they have much difficulty in finding such qualified sales people owing to the fact that people do not regard supermarket salespeople as professions,the industry is growing very fast and all businesses need new employees almost every day. Managers who are unable to find qualified sales people employ their personnel only by considering their past experience and without resorting to any scientific method and they start to commission these employees to any position that is vacant without taking the new employee's knowledge, skills and expectations into consideration. This hinders employees who are hired as salespeople and who are vital to the business from achieving expected

performance. It is a fact that if businesses have a method that can determine at which position the newly hired personnel will be most successful, performances of sales people will be higher. In this context, this study aims to demonstrate business managers how to employ personnel according to their personality types by identifying their personality types according to the five factor personality model, and get the highest performance from employees.

According to the results of the research, when the distribution of personality types of participants are examined in terms of their performances, it is observed that the employees with responsible personality type have the highest ratio and the employees with compatible personality type are in the second place. Therefore, supermarket managers are advised to choose the people they will hire from among those who have a responsible or compatible personality type.

When the success percentages are evaluated according to employees' positions in the supermarket, it is concluded that employees with a certain type of personality are more successful in certain positions. This is summarized below:

-Among the employees working as chiefs, it was seen that those who have the personality type that is open to development have the highest success level performance (55.6%) and those with compatible personality type have the lowest level (38.5%).

-Among the employees working as greengrocers, it is observed that those who have responsible personality type have the highest success level performance (45.5%) and those with compatible personality type have the lowest level (20%).

-It is observed that those who have the personality type that is open to development have the highest success level (50%) among the employees working as butchers, and those with extroverted personality type have the lowest level (28,6%).

-It was also concluded that the most successful ones among those working as deli attendants are the employees who have extroverted personality type (82,1%) and the least successful ones are the ones who have compatible personality type (62%).

-It was seen that the most successful sales people are the ones who have compatible personality type (53,8%) and the least successful ones are those who have emotional personality type (24,2%).

-Among the employees working as bakery products attendants, it was seen that those who have emotional personality type have the highest success level performance (66,7%) and those with extroverted personality type have the lowest level (11.1%).

-It was observed that those who have emotional personality type have the highest success level (66,7%) among cosmetics store attendants, and those with responsible personality type have the lowest level (33,3%).

-Among the employees working in dried nuts and fruits store, the most successful ones are those who have responsible and compatible personality types and those with the least success level (25%) are the employees who have extroverted personality type.

-It can be seen that the most successful warehouse employees are the ones who have extroverted personality type (66,7%) and those who have personality type that is open to development have the lowest success level (20%).

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