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THE IMPACT OF SERVICE ORIENTATION AS A PERSONALITY TRAIT ON JOB SATISFACTION AND INTENTION TO LEAVE: A RESEARCH IN THE LOGISTICS COMPANIES

Abstract:

The purpose of this study is to determine the level of service orientation as a personality trait of logistics employees in the logistics industry and to investigate the impact of service orientation on job satisfaction and intention to leave. In this study, a casual model was offered to test the effects of logistics employees' service orientation as a personality trait on job satisfaction and intention to leave. The scales developed previously were used to measure the independent variable, service orientation, and the dependent variables, job satisfaction and intention to leave. In this study, purposive sampling method was used and the logistics employees of logistics companies in Türkiye were included in the field research. Data were gathered from hotel employees by means of a questionnaire. Frequencies, descriptive statistics, factor analysis, correlation, and regression analysis were used to analyze the data.

Keywords:

Service orientation, job satisfaction, intention to leave, logistics employees, logistics

Introduction

That consumer needs and demands change so fast in today's world is due to the great effects of rapid transformations in technology and economy. In this context, businesses aim to keep operating in their area of service industry by providing competitive advantage and by offering consumers quality and reliable services that make consumers feel themselves special and valuable (Değermen, 2008).

As a result of this, it is highlighted that businesses operating in service industry aim to understand consumer needs, meet consumer needs by offering them quality and reliable service, prolong relations between consumer-service (B2C) and increase their profit (Fu, 2013; Costen and Barrash, 2006; Coelho et al., 2010; Donavan et al., 2004; Ekiz, 2009; Eren, 2007; Kim, 2009;Yasin and Yavaş, 1999).

Due to the fact that service is an abstract notion, services need to be materialized for consumers to notice and comprehend which is remarked to be ensured with personality traits, physical appearances, attitudes and behaviors of employees who are in direct interaction with consumers during service delivery process (Buthcher et al., 2002; Eren, 2007; Kusluvan and Eren, 2011). In this context, it is asserted that employees who are in direct interaction with consumers directly influence service quality, consumer satisfaction and loyalty (Macintosh, 2007; Kim, 2009).

The behaviors which arise from the combination of personality traits, attitudes and learning experiences of employees are represented in the relevant literature as service-orientation (Brown et al., 2002; Cran, 1994; Donavan et al., 2004; Kuşluvan and Eren, 2011). The first study on service-orientation on an individual level was conducted by Saxe and Weitz (1982) (Brown et al., 2002). The importance of this concept in terms of marketing is reported to be assisting consumers with meeting their needs, avoiding behaviors which dissatisfy consumers and ensuring long term consumer satisfaction (Saxe and Weitz, 1982).

Service-orientation

It is noticed that service orientation is addressed both on an individual and on an organizational level in the relevant literature (Homburg et al., 2002; Kuşluvan and Eren, 2011). According to Lytle and others (1998:459), service orientation on organizational level is defined as " adopting a series of comparatively permanent basic organizational policies, implementations and operations across the organization in order to promote and reward behaviors that bring about and offer perfect service"   (quoted by Eren, 2007:26). It is observed that in international literature the relation between service orientation on an organizational level and job satisfaction, organizational loyalty, service quality image (Ltytle and Timmerman, 2006), consumer satisfaction (Lee et al., 2010) business performance and service image (Lee et al., 1999) have been analyzed.

It is claimed that service –orientation on an individual level is a concept that reveals employee skills with regards to consumer services (Cran, 1994; Costen and Barrash, 2006; Frei and McDaniel, 1998). According to Kuşluvan and Eren (2011:5), these skills are employee eagerness at serving to consumers and relationship and communication competence between individuals during serving process.

There have been numerous definitions of service –orientation on an individual level in the relevant literature. One of them was made by Hogan et al.,(1984:167) as in the following:" Service-orientation aptitude is employees' tendency of being helpful, thoughtful, respectful and cooperative when dealing with consumers and their

colleagues". Another definition follows as " aptitude and predisposition of employees towards meeting consumer needs during serving process (Brown et al., 2002:111).

It is seen in the relevant literature that service-orientation aptitude is measured differently by numerous researchers. These are Interpersonal Competence Scale – ICSI, Service Orientation – Customer Orientation Scale – SOCO ,Service Orientation Index – SOI, Biographical Data – Biodata, Customer Service Skill Inventory – CSSI, Service Orientation Scale – SO by Donavan et al., Service Predisposition Instrument – SPI, Customer Orientation Scale by Dienhart et al., Brown et al., and Hennig-Thurau (Kusluvan and Eren, 2011). It is clear that in the relevant literature Service Orientation – Customer Orientation Scale –SOCO, are the most common scales used to measure service –orientation. In this study the edited form of Customer Orientation Scale, initially developed by Donovan et al., (2001) to evaluate employees, by Donavan and Hocutt (2001) to evaluate consumers was used.

When the data obtained from researches conducted in the relevant literature is evaluated, it is noticed that service orientation of employees has a significant and positive effect on consumer satisfaction. As a result by depending on the evaluations and results from the relevant literature, the hypothesis developed in this study follows as;

H: Service orientation of employees has significant effect on employee

METHODOLOGY

Research Model

In the research model, (1) the effect of service orientation as personality trait on job satisfaction and on the intention of leave of employment and (2) the effect of job satisfaction on the intention of leave of employment will be studied (Image 1) In the research model showing cause and effect relation, the independent variable of the research is service orientation as personality trait. The dependant variables of the research are job satisfaction and intention of leave of employment.

Sample 1: Service Orientation Of Personality Traits, job satisfaction and intention to leave in logistics company
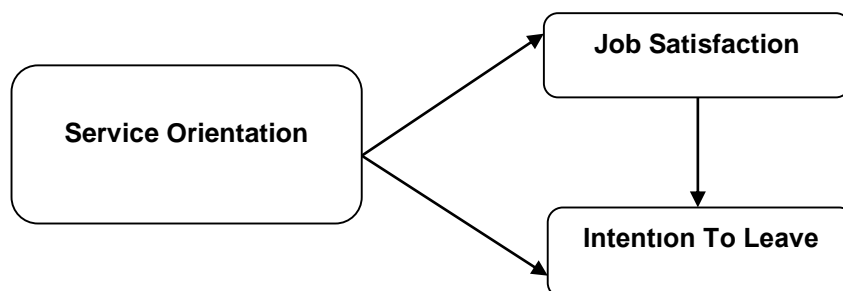
Variables of Research

In the study, employees who provide services as a personality trait predisposition, the level of job satisfaction and intention to leave, measured and examined the relationship between these three variables. Therefore, the argument of the research 'is predisposed to provide services'. In the study, the Donovan et al to measure the susceptibility to

serve. (2004) developed by the scale has been used to serve predisposition. In the process it appears to serve the emerging tendency to serve consumers when interacting with the surface or defining personality trait as Donovan et al. (2004) to provide services based on susceptibility consists of 4 dimensions and 13 items.

The dependent variables of the study 'job satisfaction and intention is redundancy'. Job satisfaction, attitudes towards employees' jobs; The intention to leave work reflects the behavioral intentions. To measure job satisfaction is Brayfield and Rothe (1951) and developed by Yoon and Thye (2002) shortens the overall job satisfaction as 5-point scale is used. That is the intention of leaving the body and Carson (1994) intention to leave work developed by 3-point (job withdrawal cognitions) were measured by scale. All scales, 5s were measured by Likert gradation

Samples

Sampling method was preferred for the purpose, the random sampling method (purpusiv) is sampling. Logistics enterprises in operation and features that greatly resemble each other and to serve predisposition resulting from the research will examine the employees' personality traits, it was applied to specific businesses with 70 employees serving in certain regions in Turkey.

Data Collection

Data predisposition to serve as a personality trait, job satisfaction and job separation with intent scale items related variables were collected using a questionnaire containing questions related to those employees and businesses. The survey consists of two parts. In the first part, employees and is located demographic variables associated with the company they work for. In the second part to serve predisposition it is situated job satisfaction and intention to scale redundancy.

Data Analysis

The data obtained through surveys were analyzed by computer. To analyze the data frequency, percentage, mean, peak (mode), the correlation (Pearson) and regression (multiple) and statistical analysis methods were used. Data were analyzed with SPSS 16.00.

Research Findings

The reliability coefficient of the scale used in this study to be reliable (Cronbach's Alpha) must be at least 0.70 (Peterson, 1994). The number of items of the scale used in this study in Table 1 and are given katkasıyı subscales and reliability (Cronbach's Alpha). Reliability coefficients of the scales used in this study as shown in Table 1 is a high and satisfactory (α> .70).

Table 1 Cronbach"s Alpha for Study Scales

Scales	Number of question	Cronbach"s Alpha (a)*
Service Orientation	12	0,80
Job Satisfaction	5	0,79
Intentıon To Leave	3	0,72

Research, especially in communication with customers of companies operating in the logistics sector has been carried out for businesses with employees. Table 2 provides information on the characteristics of employees who participated in the research.

Table 2 Distribution of the According to their Demographic Characteristics

	Total=70	Frequency(f)	Percent (%)
Gender	Male	49	70
	Female	21	30
Marital Status	Married	35	50
	Single	35	50
Age	Between 15-29 age	29	41,4
	Between 30-65 age	41	58,6
Status	Blue-collar	10	14,3
	White-collar	57	81,4
	Gold-collar	3	4,3
Department	İnsurance	1	1,4
	Logistics	35	50
	Warehouse	12	17,1
	Terminal	3	4,3
	Transportation	18	25,7
	Customs	1	1,4

The Duration of Work Experience	**less than one year**	**13**	**18,6**
	1-3 years	**27**	**38,6**
	4-7 years	**9**	**12,9**
	8-11 years	**11**	**15,7**
	12 years and more	**10**	**14,3**
The Duration of Sector Experience	**less than one year**	**9**	**12,9**
	1-3 years	**19**	**27,1**
	4-7 years	**11**	**15,7**
	8-11 years	**17**	**24,3**
	12 years and more	**14**	**20**
Graduate	**Primary school**	**7**	**10**
	High school	**11**	**15,7**
	Vocational school	**18**	**25,7**
	Bachelor's degree	**29**	**41,4**
	Post graduate education	**5**	**7,1**
Job status	**Permanent staff**	**69**	**98,6**
	Temporary staff	**1**	**1,4**
Service Delivery Status	**National**	**8**	**11,4**
	İnternational	**13**	**18,6**
	Both of	**49**	**70**
Monthly Wages	**Less than 1225 TL**	**8**	**11,4**
	Between 1226-3990 TL	**59**	**80**
	3991 TL and more	**6**	**8,6**

Table 3 predisposition to serve as a personality trait, job satisfaction and intention to leave some descriptive statistics of the scale is given. When Table 3 reveals that they rated as high as the general tendency to serve the participants (Avg. = 3.83). As a result,

logistics employees surveyed perceive as those employees likely to serve themselves. When the average of the answers given on Table 3 also job satisfaction and intention to leave the investigation, employees' moderate job satisfaction (Avg. = 3.80) and low levels of intention to leave the (Avg. = 2.63) shows that they have. Thus they love their jobs and said that the participants have low turnover intent.

Table 3 Summary of Correlations Analysis and Descriptive Statistics

Scales	Mean*	SD	SO	JS	ITL
Service Orientation	4,15	0,551	1		
Job Satisfaction	2,07	0,798	-,329[*]	1	
Intentıon To Leave	4,15	0,621	,607[*]	-,594[*]	1

*P< 0,01

With respect to the correlation analysis, as can be seen from table 3; There is the tendency of respondents to provide services and job satisfaction levels between positive and statistically significant correlation (r = 0.607; p = 0.000). It therefore has been confirmed. There are negative and statistically significant relationship between the intention to leave the service delivery susceptibility (r = -0.329; p = 0.000). Also it is seen that the negative significant relationship between job satisfaction and intention to leave (r = -0.594; p = 0.01).

Table 4 Summary of Regression Analysis and Descriptive Statistics

Variables		B	Standart F.	Beta	t	P
Dependent=Intentıon To Leave	Service Orientation	-0,476	0,166	-0,329	-2,868	0,005
	R = 0, 329 R² = 0,108		F = 8,228		P = 0,005	
Dependent =Job Satisfaction	Service Orientation	0,684	0,109	0,607	6,292	0,000
	R = 0, 607 R² = 0, 368		F = 39,592		P = 0,000	
Dependent=Intentıon To Leave	Job Satisfaction	-0,763	0,125	-0,594	-6,089	0,000
	R = 0,594 R² = 0,353		F = 37,073		P = 0,000	

Table 5 shows that the model set forth examined significant (P <0.05). 1-unit change in the susceptibility to provide services relating to all the participants of its intention to leave

the job of the participants leads to a decrease of 47.6%. 1-unit change in susceptibility to serve on the participants in the study, 68.4% of the participants leads to increased job satisfaction. In contrast, a 1-unit change in job satisfaction for the participants, the participants' intention to leave the job leads to decreased 76.3%. It therefore has been confirmed.

Sample 2: Summary Of Research Model

$R^2 = 0,108$

Service Orientation

Job Satisfaction

$R^2 = 0,353$

Intention To Leave

$R^2 = 0,368$
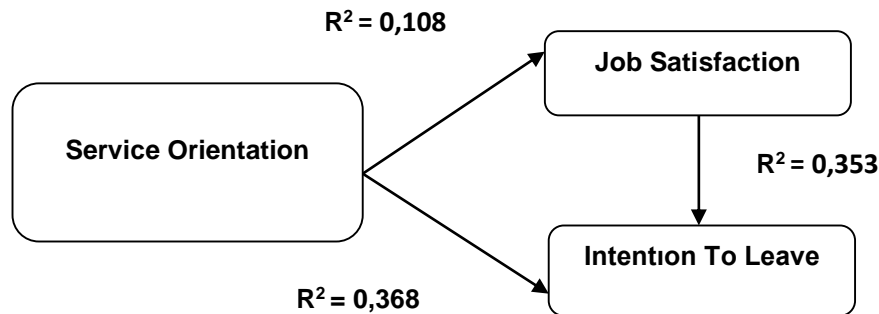
Conclusion

According to the survey, people are likely to serve in high-level employees who participated in the survey. The tendency for customers to feel special and important that the employees were found to be at a high level.

In the study, to be positive and statistically significant relationship between the predisposition to serve as the employees' job satisfaction is determined trait in the logistics business. Participants of the high level of susceptibility to serve and intend to leave appeared to be low. In addition, to provide services because it provides the susceptibility of the person-job fit is expected to reduce the formation of intention to leave.

In the study, it showed a negative and significant correlation with job satisfaction of employees' intention to leave in the logistics business. In other words, it decreases the formation of the intention to leave the job of job satisfaction increases. Thus one of the major factors that hinder the creation of jobs intention to leave the job satisfaction of employees in the hospitality business has been revealed that there is. Service not increase the susceptibility of job satisfaction and work serve to reduce the formation of the intention to leave the job satisfaction can reduce the tendency to satisfy his intention to leave the job through.

Intention to leave the job satisfaction negatively and significantly affect the statistical point of view. The research variables cause-and-effect relationship between the examination, to serve predisposition job satisfaction the positive intention to leave the negative, job satisfaction is the intention to leave the negative and statistically appears to be significantly affected.

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