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THE INSTITUTE OF SOCIAL SCIENCES
DEPARTMENT OF MANAGEMENT AND ORGANIZATION

**THE RELATIONSHIP BETWEEN STRESS LEVEL AND PERSONALITY AND
STRESS MANAGEMENT TECHNIQUES**

MASTER THESIS

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FEBRUARY 2017

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PLAGIARISM

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ABSTRACT

THE RELATIONSHIP BETWEEN STRESS LEVEL AND PERSONALITY AND STRESS MANAGEMENT TECHNIQUES

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February, 2017

This study aims to specify the relationship between personality, perceived stress level and stress management success on the independent accountants in Kırıkkale. In addition, whether there is a relationship between perceived stress levels of the independent accountants and some demographic variable such as income, vocational experience, age, gender, marital status and education level were tried to be specified. In order to collect data, questionnaire was applied and face to face meeting was made with 87 independent accountants in Kırıkkale. Eysenck Personality Inventory was used to identify the personality characteristics of the independent accountants and the Stress Level Scale to determine the sources of stress and stress management success scale to specify behavior types in stressful events. Correlation, regression, variance analyses, Tukey Post Hoc and t-test were used in the data analysis. As a result of the data and analyses, it was become real that there is a significant difference between personality type and perceived stress level. According to this model, personality type of the independent accountants explains twelve percent of the perceived stress level variance and in terms of demographic changes there is a relationship between income, vocational experience, age and perceived stress level but

there is not a relationship between gender, marital status and perceived stress level. In addition, there is a positive relationship between extraverted personality attribute and stress management success and there is a negative relationship between intraverted personality attribute and stress management success. On the other hand, there is a negative relationship between extraverted personality attribute and perceived stress level and there is a positive relationship between intraverted personality attribute and perceived stress level.

Keywords:Personality, Personality Theories, Personality Types, Stress, Stress Sources, Stress Management Techniques, Independent Accountants



ÖZET

STRES DÜZEYİ VE KİŞİLİK ARASINDAKİ İLİŞKİ VE STRES YÖNETİM TEKNİKLERİ

Türe, Nurhan

Yüksek Lisans, Yönetim ve Organizasyon Bölümü

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Şubat, 2017

Bu çalışma Kırıkkale’de çalışan mali müşavirlerin kişilikleriyle algılanan stres düzeyi ve stres yönetim başarısı arasındaki ilişkiyi belirlemeyi amaçlamaktadır. Ayrıca mali müşavirlerin stres düzeyiyle gelir, mesleki tecrübe, yaş, cinsiyet ve medeni durum gibi bazı demografik değişkenler arasında ilişki olup olmadığı belirlenmeye çalışılmıştır. Bilgi toplamak için çalışanlara anket uygulanmış ve Kırıkkale’deki 87 mali müşavir ile yüz yüze görüşme yapılmıştır. Mali müşavirlerin kişilik özelliklerini belirlemek için Eysenck kişilik envanteri, stres kaynaklarını belirlemek için stres düzeyi ölçeği, stresli durumlardaki davranışlarını belirlemek için stres yönetim ölçeği kullanılmıştır. Analiz kısmında ise korelasyon, regresyon, varyans analizi, tukey ve t-testi kullanılmıştır. Edinilen bilgiler ve yapılan analiz sonucunda kişilik tipiyle algılanan stres düzeyi arasında anlamlı bir fark ortaya çıkmıştır. Buna göre, mali müşavirlerin kişilik tipi algılanan stres düzeyi varyansının yüzde on ikisini açıklamaktadır. Demografik değişkenlerden gelir, mesleki tecrübe ve yaş ile algılanan stres düzeyi arasında bir ilişki çıkarken, cinsiyet ve medeni durum ile algılanan stres düzeyi arasında herhangi bir ilişki ortaya çıkmamıştır. Ayrıca dışadönüklük kişilik özelliğiyle stresi yönetme başarısı

arasında pozitif, içedönüklük özelliği ile negatif ilişki ortaya çıkmıştır. Diğer taraftan, dışadönüklük kişilik özelliğiyle algılanan stres düzeyi arasında negatif ilişki ortaya çıkarken, içedönüklük kişilik özelliğiyle algılanan stres düzeyi arasında pozitif ilişki ortaya çıkmıştır.

Anahtar Kelimeler:Kişilik, Kişilik Teorileri, Kişilik Tipleri, Stres, Stres Kaynakları, Stres Yönetim Teknikleri, Mali Müşavirler



DEDICATION

To my family and beloved friends in Ankara Yıldırım Beyazıt University.

ACKNOWLEDGEMENTS

The author wishes to express her deepest gratitude to her supervisor Associate Professor Ali İhsan AKGÜN and Associate Professor Kerim ÖZCAN for their guidance, advice, criticism, encouragements during the research.

The assistance Mr. Haydar YILMAZ in the Independent Accountant and Financial Advisor trade association and independent accountant Mrs. Ayşe GÖKYAY are also gratefully acknowledged.

TABLE OF CONTENTS

PLAGIARISM	ii
ABSTRACT	iii
ÖZET	v
DEDICATION	vii
ACKNOWLEDGEMENTS.....	viii
TABLE OF CONTENTS	ix
LIST OF TABLES.....	xi
LIST OF ABBREVIATIONS.....	xii
1 INTRODUCTION	1
2 PERSONALITY CONCEPT	3
2.1 What is Personality?	3
2.2 Personality Factors	4
2.3 PERSONALITY THEORIES.....	5
2.3.1 Psychodynamic Theories	6
2.3.2 Behaviorist and Cognitive Theories.....	9
2.3.3 Dispositional and Biological Theories.....	10
2.3.4 Humanistic Theories.....	11
2.4 PERSONALITY TYPES.....	12
2.4.1 Type A and B Individuals	12
2.4.2 Eysenck's Personality Types	13
2.4.3 Cattell's Personality Type(Big Five)	14
2.4.4 Jung's Psychological Types	15
3 STRESS CONCEPT AND STRESS MANAGEMENT	17
3.1 What is Stress?.....	17
3.2 Negative Effects of Stress.....	20
3.3 Stress Sources.....	21
3.3.1 Individual Stress Sources	21
3.3.2 Organisational Stress Sources.....	22
3.3.3 Environmental Stress Sources	25
3.4 STRESS MANAGEMENT	26
3.5 RELATED LITERATURE ABOUT STRESS AND PERSONALITY.....	29

4 A RESEARCH RELATED THE RELATIONSHIP BETWEEN STRESS LEVEL AND PERSONALITY AND STRESS MANAGEMENT TECHNIQUES	33
4.4 RESEARCH FINDINGS	38
4.5 Validity Study of the Perceived Stress Level Scale.....	38
4.5.1 Cronbach Alpha Reliability	39
4.6 Validity Study of the Stress Coping Strategies Scale.....	39
4.6.1 Cronbach Alpha Reliability	41
4.7 Validity Study of the Personality Type Scale.....	41
4.7.1 Cronbach Alpha Reliability	43
5 THE ATTRIBUTES OF THE RESEARCH SAMPLE	44
7 CONCLUSION AND EVALUATIONS	65
REFERENCES	69
APPENDICES.....	78
APPENDIX A: QUESTIONNAIRE.....	78
APPENDIX B: TEZ FOTOKOPİSİ İZİN FORMU.....	83

LIST OF TABLES

Table 1. The Total Item Correlation of the Scale, Factor Loads of the Items and Factor Common Variance	38
Table 2. The Total Item Correlation of the Scale, Factor Loads of the Items and Factor Common Variance	40
Table 3. The Factor Distribution of the Items and the Factor Load	42
Table 4. Variances Explained by the Factors.....	42
Table 5. The Distributions of Socio demographic Attributes of Related Participants.	44
Table 6. Arithmetic Mean and Standard Deviations Related Perceived Stress Level.....	47
Table 7. Arithmetic Mean and Standard Deviations Related to Stress Management Success.	49
Table 8. Arithmetic Mean and Standard Deviations Related to Personality Type.....	51
Table 9. Correlation Analysis between Personality Types and Perceived Stress Level.....	53
Table 10. Personality Types Simple Linear Regression Analysis	54
Table 11. Correlation Analysis between Extraverted Personality Type and Perceived Stress Level	55
Table 12. Correlation Analysis between Introverted Personality Type and Perceived Stress Level	55
Table 13. Correlation Analysis between Income Level and Perceived Stress Level	57
Table 14. Descriptive Statistics by Vocational Experience Year	58
Table 15. Analysis of Variance by Vocational Experience Years.....	58
Table 16. Correlation Analysis Between Age and Perceived Stress Level	59
Table 17. t- test Results between Gender and Perceived Stress Level	60
Table 18. t- test Results between Marital Status and Perceived Stress Level	61
Table 19. Correlation Analysis Between Extraverted Personality Type and Stress Management Success	62
Table 20. Correlation Analysis Between Introverted Personality Type and Stress Management Success.....	63

LIST OF ABBREVIATIONS

KMO	Kaiser Mayer Olkin
TÜRMOB	Chamber of Turkey Independent Accountant and Financial Advisor and Certified Public Accountant
USA	United States of America

1 INTRODUCTION

Stress which mostly stems from different comment and sense of the people became a part of life but it affects differently to each individual. Because everybody have different personality and the personality characteristics of the people are primary factor in increasing or decreasing of the stress.

As a result of the globalisation, fast change has been lived so stress started to be felt much more than before. That is, it may be said that there is not a person who was not affected from stress in all jobs. Especially the works of the independent accountants are related with intellectual activity and need regular attention so these cause intense stress for the independent accountants. As a result of that, independent accountants were selected as a sample. The research aims to specify the relation between personality, perceived stress level and stress management success on the independent accountants. Because of being a broad subject, only extraverted and intraverted personality types were examined in this working. This working consists of three parts. In the first part of the work it was mentioned from personality concept, theories and personality types.

In the second part, it was mentioned from stress concept, stress sources, stress management success and the relation between stress and personality. In this part, definitions related stress, stages of stress, negative effects, stress sources and stress management success were examined and then the researches related stress and personality were told.

In the last part, a research was made related the relation between personality, perceived stress level and stress management success of the 87 independent accountant and financial advisor in Kırıkkale. In order to collect data face to face meeting was made with employees. Five factor personality inventory that is used mostly in personality researches was used to specify personality type questions in questionnaire. Most of the personality psychologists compromised about the personality inventory and also it was enlarged by Goldberg in 1990 (Goldberg, 1990). As a result of the literature research, some personality attributes were added to this questionnaire. This scale was used by Deniz& Erciş (2008) and Karaman et al. (2010) so the reliability coefficient of scale is 0,85 in Deniz & Erciş research and 0,77 in Karaman et.al research. Stress level questionnaire was prepared from Turnage & Spielberger (1991) and Baltaş & Baltaş (1988)'s job stress questionnaire. In addition, Aytekin (2009) benefited from this questionnaire in her post graduate thesis working and cronbach reliability coefficient of her scale is 0,83. Stress management success questionnaire was developed from

questionnaire of Balcı (1993). Akova & Işık(2008) benefited from this questionnaire in their researches. In this research perceived stress level cronbach reliability coefficient is 0,80, stress management success reliability coefficient is 0,74 and personality type reliability coefficient is 0,74. According to results of the analysis, it may be said that the scale is reliable. The datas of the questionnaire were evaluated in Spss 21 programme to test the developed hypothesises.

Finally, it was found that there is a significant difference between personality type and perceived stress level of the independent accountants($F(1,85)=5,576$, $p=0,02<,05$.). According to this model, personality type of the independent accountants explains twelve percent of the perceived stress level variance. Similarly, there is a relationship between income, vocational experience, age and perceived stress level but there is not a relationship between gender, marital status and perceived stress level.

2 PERSONALITY CONCEPT

Personality is mostly defined as *human individuality* or *individual differences* when the literature was examined. As a result of personality differences between people stress become a strength for some people and a weakness for other people. So the people who perceive stress as a strength are more happy and successful in their life. In this section, conceptual explanations related personality, concepts about personality and personality factors will take place. Then personality theories and personality types will be mentioned in detail.

2.1 What is Personality?

Although personality word was examined by different areas such as psychology, anthropology and sociology there was not made a specific definition related this concept but most psychologists emphasised that personality means *human individuality* or *individual differences* (Haslam, 2007). It is defined within dictionaries such as all spiritual and cognitive characteristics that separate one from others (tdk.gov.tr).

Robbins says that it is dynamic organization within the individuals of those psychophysical systems that specifies their unique adjustment to environment. As it was stated each individual has different habit, attitude, belief and skill that change as a result of interaction with environment so each one shows different reactions and uses different strategies to similar events (Robbins, 1996).

According to Hergenhahn, personality is a function of genetic, trait, culture-society, learning, personal choice, unconscious mechanism and cognitive process (Hergenhahn, 1999). Funder(2001) claims that personality is related with the individuals' pattern of thought, emotion and behaviour along with psychological mechanisms.

Personality is defined as the individuals' consistent responses to environmental stimulants. It is a real that although people have different personality they mostly show consistent behaviours with their personality characteristics (Kassarjian & Sheffet, 1991). Berens(1999) states although people show consistent behaviours it does not mean that their personality will not change. The severity and appraisal of the events as stressful may change their attributes

and make them a pessimistic, quiet, calm and embittered person(Rai & Kumar, 2012). So the more stress perception the more personality change.

In real life some terms such as character, temperament and ego are used instead of personality by most people but actually they are main layers of the personality. These are;

Character is a concept related people's all emotions, thoughts, moral values and also behaviour style which were accepted by society(Eker, 2012). So character-wise individuals manage their behaviours consistent with moral rules and adopt to social value system but the people who have not a character show some behaviors as deceitful, impulsive and shiftless (Biçer, 2011). Its genetic aspect is less than temperament because it depends on social learning, culture and life events. So if the individuals give much importance to moral conducts and integrity they obey to the moral rules if not their behaviour does not continue consistently (Haslam, 2007; Arslan, 2008).

Temperament is related with aspects of psychological individuality that are present at birth or early in child development (Haslam, 2007). Biçer (2011) emphasises that body chemistry has an active role on temperament of the individuals because hormone of the individuals causes psychological breakdown, moodiness, feel sad and dejection.

Ego occurs with the effect of heredity, social environment and family. It is related with sensing manner of the people toward environment and also themselves. The important step in here is that the individuals' family should be reassuring, respectful and tolerant toward their children if not their children do not have positive thought and start to think as worthless about themselves and also they may have an inconfident personality (Kaya, 1997).

2.2 Personality Factors

Personality is a function of genetic, socio-cultural factors, learning, unconscious mechanism and also cognitive processes(Hergenhahn, 1999). That is, heredity and other social factors play active role in human behaviour. Some factors such as heredity, family, socio-cultural, geographic and physical factors cause to change personality or make person unique.

Heredity is related with people's physical image, neural system structure, sex, intelligence, and moving ability. It plays active role in personality development and also physical development of the people. For instance being strong physically makes easier to be successful, social, confident as a result ego may develop positively. On the other hand, the children who are weak and feeble may have a negative ego after comparing themselves with others (Tekin et al., 2012). According to a study related twins who were separated at birth, the researchers have reached approximately fifty percent of personality similarities and more than 30 percent of variation in occupational and leisure interests to be due to heredity (Robbins, 1998).

Family is second important factor in personality development after heredity. Because socio-cultural values and attitudes are learned and formed with the effect of family. For that reason the girls' behaviours mostly look like mother and boys' behaviours look like father (Kaya, 1997). In addition, socio-cultural factors as marital arrangement, child rearing practices, education level, custom, justice, socioeconomic level, family size, religion of the country affect to the individuals' thoughts and also shape their behaviours (Hergenbahn, 1999).

Finally, geographic and physical factors cause to have very different life style and also make their personality unique. For instance, the people who live in cold climate conditions have harsh and dull temperature but others who live in hot climate have more soft temperature, changing emotional attitudes (Karabacak, 2010).

2.3 PERSONALITY THEORIES

In terms of scientific method, the theories are means which provide to make research and organise observations and a scientific theory consists of unproven predictions. As Engler(2013) stated *theoria* means the act of viewing and thinking about something. A lot of theory have been developed to express personality development process by researchers until now (İnanç & Yerlikaya, 2015). These theories are;

2.3.1 Psychodynamic Theories

The first comprehensive personality theory was developed by Freud a hundred years ago. According to this theory many important parts of personality take place in our unconscious but they may be brought into conscious with an effort (Engler, 2013;Ewen, 2014). Freud was not the first scientist that mentioned from unconscious but nobody put emphasis on unconscious as much as Freud. In addition, Freud considered dreams as the royal to the unconscious and used symbol, sensitivity test, free association and hypnosis to understand unconscious instincts. According to psychoanalytic theory of Freud people have two type instinct as libido(life or sexual instincts) and tanatos(death or aggression instincts) and Freud states most of the behaviours stem from life or sexuality instinct. Typographic theory is the first theory developed by Freud. According to this theory personality consists from three concepts such as conscious, preconscious and unconscious (Burger, 2006). Conscious is related with thoughts that we are aware. It is verbalized and thought in a logical way. Preconscious is related with the thoughts that we are not aware but these thoughts may be brought with an effort and attention. Unconscious knowledge is related with urges, feelings and ideas that are tied to anxiety, conflict and pain feeling. Different from that, Freud constituted Structural theory that seperates personality three aspects such as id, ego and superego. The id is the reservoir for the instincts and libido (the psychic energy) and it is a powerful structure of the personality because it consists all energy for other two components (Schultz & Schultz,2005). Ego follows the reality principle so this principle brings a sense of rationality to the behaviour. It often plays an executive role in personality because of mediating the wishes of id and constraints of the external world. The final aspect of personality is superego which develops while the person have a conflict during development process. It is embodiment of parental and societal values and it strives for perfection rather than pleasure. Freud contributed psychology with the personality development theory and saw personality as a move through some stages as oral, phallic, latency and genital stage. He noted each stage gives our body different sexual energy in different time so they are defined as psychosexual stages. Freud states that healthy development process means that having no obstacle in each stages. The individuals who meet with obsession in each stage show characteristic of these stages (Burger, 2006;Charles, Carver & Scheier, 2008).

Adler was the first psychologist who gave up working with Freud and contributed to personality development with a journal named as individual psychology. He emphasised to

the importance of superiority effort, effect of parents in personality development and importance of birth order. Different from Freud who explains instincts as sexuality and aggression Adler explains it with superiority effort. Similar with Freud Adler claims that the first years of life are important periods in personality development but Adler thinks the parents have active role in that period and the children who were spoiled have difficulty in making decisions, living alone and managing with difficulties and also ignored children do not have warm relation with their environment on the contrary they become cold and skeptical. In addition Adler is the first psychologist who states the importance of birth order in personality development (Burger, 2006). That is, only children are dominant and often spoiled. Firstborns are disturbed by a new arrival and strive for domination. Second-borns surpass others, last-borns are pampered (Allen, 1994).

Jung who worked with Freud in one period and then separated from psychoanalytic group suggested a theory about personality where the unconscious consists from broad psychic energy rather than simply sexual energy as Freud claimed (Cloninger, 2004). Different from psychoanalytic that emphasises only past, this theory emphasises to the importance of both past and also future in personality development (İnanç & Yerlikaya, 2015). According to this theory, personality consists from lots of systems (persona, personal unconscious, collective unconscious and archetypes) which are interactive with each other (Topses & Serin, 2012). Persona is used by Jung to define one's public self and it is related with how we are known by other people. Personal Unconscious is related with materials which are repressed or forgotten. Collective Unconscious stems from collective experiences that the individuals had in evolutionary past. Anima is feminine component of men psyche but animus is masculine side of woman psyche. Shadow is related with immoral, aggressive (all animal instincts) and passionate behaviors of the individuals (Hergenhahn, 1999).

Different from other psychologists who rejected to the libido term of Freud, Erikson developed to the hypothesis of Freud so he accepted some terms of psychoanalysis such as child sexuality, unconscious process, conflict and structural pattern. Although Erikson agree with Freud's structural model of id, ego and superego. Freud gives import to the strength of ego more than Freud so he claims that society is a valuable support for the strength of ego (Ewen, 2014; İnanç & Yerlikaya, 2015). Theory of Erikson about psychosocial development defines eight stages in life span. They are trust versus mistrust, autonomy versus shame and doubt, initiative versus guilt, industry versus inferiority, identity versus identity confusion,

intimacy versus isolation, generativity versus stagnation and integrity versus despair. According to this theory the individuals meet with a crisis in each stage. If the crises in each stages are solved positively, the individuals may live with hope, will, purpose, competence and love. If not their ego becomes weak and also adaptation damages. Meeting with crises is very crucial factor for the individuals because who they are, where they are going in life and also developing identity are learned in these stages (Cloninger, 2004; Hergenhahn, 1999).

Horney did not work with Freud as the other psychologists but he examined to the studies of Freud at psychoanalysis institutions. He contributed to the psychoanalysis approach with woman psychology and views on the neurosis. Horney rejected to the views of Freud about woman and also stated that sexual differences stem from socio-cultural effects more than biology. In addition he claimed that neurosis people live with horror, inability and insecurity feeling regularly. Especially he emphasised that the children who increase anxiety feeling will have communication problem, low level confidence, continuous anxiety and horror (Burger, 2006). According to Engler (2013) if people gain affection, become submissive and attain power they may be protected toward anxiety feeling. For that reason, Horney suggested three neurotic needs to protect people against anxiety. They are moving toward people (compliant personality), moving against people (aggressive personality) and moving away from people (detached personality). Although compliant types want to have affection and approval feeling, aggressive types are hostile toward others and want superiority in their life and lastly detached types show a deep need for privacy in their life (Schultz & Schultz, 2005).

The other psychologist Sullivan states that individuals are not motivated by their instinct as Freud said but they are motivated by environmental influences (Jess & Feist Gregory, 2006). That is, an effective communication and interaction between people play active role in personality development. In order to be succesful in communication, strong and realist ego are crucial factors because strong ego develops self confidence and decreases anxiety feeling (Topses & Serin, 2012). Similar with Sullivan, Fromm's theory states that history and other environmental factors are more effective than biology in personality development. According to this theory, people use three strategy to escape from threatening freedom such as authoritarianism, malignant aggression and automaton conformity and although history and other environmental factors affect personality people have some degree of uniqueness as a result of their interpersonal experiences (Ewen, 2014; Jess & Feist Gregory, 2006).

2.3.2 Behaviorist and Cognitive Theories

Different from others, behaviorist and cognitive personality psychologists defend that examination of observable and measurable behaviours is necessary (İnanç & Yerlikaya, 2015). A leading exponent of the behaviorist approach is Skinner who rejects intrapsychic causes of behaviour. According to behaviorist theory continuity of the behaviours occur with classic and operant conditioning. Classic conditioning starts with stimulant-reaction relation but operant conditioning is lived if there are enhancement or punishment after individual behaviour. Skinner claims that majority of behaviour depend on the results of individuals' actions (operant conditioning) (Ewen, 2014; Burger, 2006).

Other psychologist Kelly rejected to the idea of Skinner that behaviour takes shape by environment or subjective sense of the people (İnanç & Yerlikaya, 2015). For Kelly the people develop personal constructs so they work as scientists to understand the world. His theory bases on the fundamental postulate of constructive alternativism (prediction that any event is open a number of comments). This fundamental postulate includes eleven corollaries such as construction, individuality, organization, dichotomy, choice, range, experience, modulation, fragmentation, communality and sociality. Kelly stated that people use alternatives offering them greater opportunity for further elaboration of their anticipatory system and he believed people from same cultural background have mostly same kind of experience so they perceive events similarly (Engler, 2013; Cloninger, 2004).

On the contrary radical behaviorist Skinner, Bandura gave more import to the cognitive processes so he developed behaviorist theory as adding cognitive variable. Although he accepted the idea of Skinner about classical and operant conditioning he put more emphasis on the learning with observing. In addition, Bandura claimed that human behaviours appear as a result of interaction between external and internal force not only with the effect of environment as Skinner claimed (İnanç & Yerlikaya, 2015).

2.3.3 Dispositional and Biological Theories

The dispositional and biological theories focus on conscious and concrete aspects of personality so they base on empirical research instead of clinical observation (Ewen, 2014).

Allport is the first person who started to use personal trait approach in personality psychology. He contributed psychology by developing some concepts such as personal trait, main personal trait and selfdom. For Allport in order to understand one person, firstly the main characteristics are specified then decided where the person will take place in that dimension. He claims that all traits stem from neurologic structure of the person and personal development continues after first years of birth as Freud stated (Burger, 2006).

Allport claims that personal traits constitute to the main structure of personality. Cattell accepts to the idea of Allport but he rejects that the traits are related neurologic structure of people. Cattell used factor analytic technique to find out the main personality characteristics. His theory states that only when people know someone's traits they may predict truly about his/her behavior type. Cattell divides traits which specify how to act and react to the events such as common (universal traits; extraversion, intelligence e.t.c.) and unique traits (liking for politics or an interest in baseball) and he states people differ with the amounts of common and also with unique traits. According to this factor analytic theory two-third of personality stems from environmental factors but one-third is related genetic factors but he did not ignore to the effects of situational factors (İnanç & Yerlikaya, 2015; Schultz&Schultz, 2005).

Similar with Cattell, Eysenck developed some scales (Eysenck personality scale) to evaluate behaviours so personality started to become a measurable phenomenon (İnanç & Yerlikaya, 2015). According to this theory, personality is affected both by environment and also by biological factors but biological factors are stronger than the other one. That is, Eysenck claimed that three fourth of the variance of personality dimensions stem from heredity and one fourth stems from environmental factors (Jess & Feist Gregory, 2006). Eysenck uses factor analysis method to learn the basic dimensions of personality and thinks the types state dimensions and also most of the people are somewhere near the middle in this dimension (Ryckman, 2012; Phares, 1991).

2.3.4 Humanistic Theories

Humanistic theories that emphasise growth and self-actualization in human personality appeared to correct limited concept of human nature of classical psychoanalysis, radical behaviorism and learning approaches. Rogers who is a spokesperson for humanistic viewpoint in psychology suggested self theory and claimed people are motivated by actualizing tendency rather than external forces in life. But in that process they meet with complexity, independency, creativity and social responsibility. According to this theory all psychologic problems stem from being prevented of actualizing tendency. Rogers claims that fully functioning people have the highest level of psychological health (Engler, 2013; Cloninger, 2004; İnanç & Yerlikaya, 2015). According to him, fully functioning people use their organismic valuing processes completely and they have some specific characteristics such as open to experience, creative, trust their organism, live richer than others. Rogers emphasised that people who have a healthy psychology become fully functioning person with unconditional positive regard, empathic understanding and congruence (Ryckman, 2012).

Maslow who criticized psychoanalysis for being pessimistic and also learning theories for being mechanistic has been called as the spiritual father of humanistic psychology (Engler, 2013). According to self-actualization theory people are born with instinctoid needs which are overwhelmed by more powerful forces. Their instinctoid needs occur from deficiency and also growth motives. Although deficiency motives are essential purposes (such as self-preservation), growth motives state higher, healthier and more pleasurable level of functioning and the hierarchy of human needs includes five level such as physiological (lowest), safety, belongingness and love, esteem and self-actualization (highest). When a lower need has been satisfied, it does not act as a strong motivator. The needs of the next higher level in the hierarchy only become motivating influence because of being unsatisfied (Ewen, 2014; Mullins, 2008).

2.4 PERSONALITY TYPES

Personality types are characteristic human behaviours that separate one from another and they specify the tendency toward stressors. Because although some behaviours of people increase their stress levels other behaviours may cause high level stress on them. In this section our main subject, that is, *extraverted* and *intraverted personality types* and other prevalent personality types will be mentioned.

2.4.1 Type A and B Individuals

Type A Individuals; Pandit & Madhura (2012) emphasise that type As are workaholic people and do not like any incomplete job (Sameen & Burhan, 2014). Similarly, they move too fast and emphasize quantity more than quality so they want to think two or more things at once. In managerial positions, Type As show their competitiveness by working long hours but make poor decisions. Stressed Type As rely on past experiences when faced with problems and as a result of their concern with quantity and speed, they are rarely creative (Langton & Robbins, 2007).

Type B Individuals; Type Bs never have time urgency problem, feel no need to show their achievements, give importance to fun and relaxation. They show higher level of resignation, lower levels of activity and lower levels conscientiousness. In addition, they are more controlled and have lower level social anxiety and hostility than Type As (O'Connor, 2002; Langton & Robbins, 2007). Research result showed that type B individuals do not suffer negative health consequences from jobs so type As who meet with high job complexity have higher death rates from heart-related disorders than Type Bs who meet lower job complexity (Langton & Robbins, 2007). Burger (2006) states classifying individuals such as type A and B is wrong because type As may show some type Bs or sometimes they may show characteristics of type A and B individuals.

2.4.2 Eysenck's Personality Types

Factor analysis used by Eysenck identifies basic number of types that each individual differs. Different from Cattell whose research includes list of source traits, Eysenck's research includes few personality dimensions such as extraversion-introversion, neuroticism, emotionally stable (Burger, 2006; Phares, 1991). After spending many years with the personality trait research psychoticism was added to personality dimensions (Aiken, 1993).

Extraverts: Extraverts are more cheerful, impulsive, social than introverts and also they show high level talkativeness, assertiveness, optimism (Jess & Feist Gregory, 2006; Phares, 1991; Jani, 2014). Nia & Besharat (2010) emphasise that high level extraverted people have some feelings such as happiness, liveliness and positivism, high level energy (Çolakoğlu, 2013). Similarly research result on nurses showed that highly extraverted people had higher level success and less emotional exhaustion so it may be said that they are highly successful in stress management (Karl, Peluchette & Herland, 2007).

Intraverts: Intraverts are more concerned with their own thoughts, reactions and mood (Phares, 1991). They are mostly quiet, peaceful and unsocial people. Similarly they join activities such as reading, writing or with a close friend (Parween & Ramzan, 2013). In addition, they are pessimistic, careful and controlled people (Jess & Feist Gregory, 2006).

Neurotics: The people who take high point in that dimension are indecisive, emotional, angry, excited and they show strong emotional reactions toward events although meeting with small problems (Boeree, 2006; Burger, 2006). Friedman et al., (2013) states they have tendency to have some negative feelings such as anxiety, self-consciousness and depression but others (emotionally stable) who take low point in this dimension are mostly calm, careful, even-tempered (Aiken, 1993).

Psychoticism: Eysenck emphasises that psychoticism is mostly genetic and it is more common on men than woman. The individuals who have high level psychoticism become solitary without loyalties, insensitive, cold, aggressive and also they have low level empathy and concern related other people's health (Phares, 1991; Aiken, 1993).

2.4.3 Cattell's Personality Type(Big Five)

Costa & McCrae (1992) emphasise that big five personality traits inform to the individuals about the level of extraversion, conscientiousness, emotional stability and openness to experience(Kattan & Fox, 2014). Cattell divides these traits as common (universal traits; extraversion, intelligence e.t.c.) and unique traits(liking for politics or an interest in baseball) and states people differ with the amounts of common traits and also with unique traits (Schultz &Schultz, 2005). The main traits or factors are extroversion, agreeableness, conscientiousness, emotional stability and openness to experience. They are;

Extraversion: Extraverted people become friendly, outgoing, energetic, talkative, assertive, active and social but intraverted ones are mostly shy, have fewer friends and they like solitude.

Agreeableness : They are warm, kind, cooperative, unselfish, agreeable, trustful, generous but the people who score low level focus their needs more than the others(Lee & Wu, 2011;Robbins, 1998). Robbins & Judge (2011) state that low level agreeable people are mostly cold and disagreeable(Kattan & Fox, 2014).

Conscientiousness: High level conscientious people have tendency to become organized, responsible, conscientious, practical, achievement-oriented and thrifty. On the other hand, low level conscientious people are more easily distracted and hedonistic.

Emotional stability: The people who have positive emotional stability are characterised as calm, stable, contented, unemotional, enthusiastic and secure but negative people are mostly nervous, depressed and insecure.

Openness to experience: Extremely open people have characteristics such as intelligent, analytical, reflective, curious, imaginative, creative, sophisticated but others are more conventional and they have fun with the familiar relations (Lee & Wu, 2011;Robbins, 1998).

Kaplan & Saccuzzo (2010) state that big five is one of prevalent instruments which is used to define and measure human personality because it includes most of variation in personality(Kattan & Fox, 2014). For that reason Van der Zee, Zaal, & Piekstra (2003) state

that it has been used both for research purposes and also for hiring, job selection, recruiting and career planning in organisations (Kattan & Fox, 2014).

2.4.4 Jung's Psychological Types

Jung stated that the individuals internalize variety of attitudes and psychological functions so he defined basic attitudes like extraverted-intraverted and functions like sensing, feeling, intuiting and thinking. Although extraverts give import to social relations and find conversation as pleasant, introverts become stimulated by inner world and like quiet, individual moments and also they tend to communicate by writing. In addition Jung called thinking and feeling as rational functions because they involve making judgments about experiences but he called sensation and intuition as irrational functions because they include recording experiences without evaluating or interpreting. With two basic attitudes and four functions, Jung created eight kind of intraverted and extraverted type (Boeree, 2006; Ryckman, 2012). They are;

The introverted thinking type: The collective unconscious is an important foundation for this type. They mostly focus on internal forces so they seem cold, aloof and inconsiderate of others but different from others they may have creative ideas.

The introverted feeling type: According to Jung, women are examples of the introverted feeling type. They are mostly silent, inaccessible and hard to understand. Although they seem unfeeling toward other people, in real life they are capable of an intense emotion originating in the collective unconscious.

The introverted sensing type: These people seem to show strong reaction to outside stimuli. They may interpret other people's inoffensive comments in imaginative or strange ways and also they may seem rational and incomplete control of their actions including other people.

The introverted intuitive type: An intensification of intuition causes estrangement from external reality. These people's ability to communicate effectively is limited because their judgment functions are prevented(Ryckman, 2012).

The extraverted thinking type: According to Jung, the extraverted thinking type is characterized by a need to make all his life-activities dependent on intellectual conclusions and also they repress emotion-feelings, neglect friends and relationship (Cloninger, 2004; Ryckman, 2012).

The extraverted feeling type: The feelings and behaviors of these individuals are controlled by the expectations of others so feelings change from situation to situation and from person to person.

The extraverted sensing type: Jung states that this type moves with reality oriented so they are away from thinking and contemplation. These people are mostly outgoing and jolly individuals.

The extraverted intuitive type: They are curious about making new things. Politicians, merchants, contractors, speculators and especially woman are examples of this type. On the positive side, these people are initiators of enterprises and often inspire others to great accomplishments.

3 STRESS CONCEPT AND STRESS MANAGEMENT

Stress which mostly stems from *comment* and *sense* of the individuals is actually a part of life so it affects all people but the degree of stress changes from person to person because of physical, emotional and mental differences in personality. In this section, conceptual explanations related stress and stages of stress will take place. Then negative effects of stress, stress sources, individual and organisational approaches in stress management will be mentioned in detail.

3.1 What is Stress?

Stress meant difficulty, nuisance and bad luck within dictionaries in the 14th century (Demirci et al.,2013). Similarly in the 17th century it was used in some meanings such as disaster, calamity, nuisance, sadness but in the 18th and 19th century its meaning changed and was used as a pressure toward object, individual, organism and spiritual structure. Therefore stress has come into use as a resistance for the deformation and disturbance of the objects or individuals with the effect of such powers(Altuntaş, 2003).

The stress term originally has been used in physics then it has been explained in different perspectives such as biology, psychology, medicine and biochemical. Although limitless working related stress were made there could not be done a common stress definition(Seaward, 2012; Ugoji, 2012). For example,

Richlin-Klonsky & Hoe(2003) define stress as internal or external changes that make people's adaptation to environment difficult. Similarly Holmes& Rahe (1967) define it as external and internal demands that necessiate changing of usual behaviors.

Lazarus & Folkman(1985) claim that stress is an unbalance between demands and resources that exceeds capacity of the individual. It is anxiety and strain state that appears as a result of inability feeling of individual toward environmental demands (Paksoy, 1986). So we can say that stress stems from perception of the people.

As it is seen from these definitions, stress is known as a negative concept by most people and also it is mixed with some terms such as anxiety, frustration and conflict. Most probably due to this convergence, they are used instead of stress but in reality they have different meaning (Sinha & Sharma, 2009). The first concept usually employed instead of stress is anxiety. According to Stranks (2005), it is “a state of tension coupled with apprehension, worry, guilt, insecurity and a constant need for reassurance” (p.44). There are some symptoms of anxiety on the individuals. They are profuse perspiration, difficulty in breathing, gastric disturbances, rapid heartbeat, frequent urination, muscle tension or high blood pressure (Stranks, 2005). The difference between stress and anxiety is that stress is not an environmental event, situation or a mental anxiety. On the contrary, it is a reaction to these things so Allen (1983) claims that “it is not to be equated with the agents that trigger it” (p.3). The level of anxiety depends on the intensity of stress. The individuals whose family members have anxiety, disorder problems and neurotic illness are in higher risk (Altuntaş, 2003). The other term is frustration which sometimes tends to be a substitute of stress. It is related with not reaching aims or being restrained by other people. It stems from the individuals’ environment or the own of the individuals. For instance if a person wants to be a singer but not have a good voice, his/her frustration source is inner frustration; but if a person wants to be a leader but not chosen by his/her environment that is an external frustration. It disappears when individuals reached their aims although stress continues in all times (Öztemiz, 2004). Another concept usually employed instead of stress is conflict. Thomas (1992) defines conflict as a process which appears when one of sides sensed as being prevented or will be prevented in a near future. The reasons of conflict are seperated groups like social, economic and organisation conditions (family, social-cultural environment, insufficient sources, aim and status difference, role uncertainty, management style and resistance to change). Although conflict is temporary, stress is persistent but both of them cause oppression and tension on the individuals. Also conflict leads frustration in terms of the ability to use expertise and the lack of scope for professional and occupational development (Pettinger, 2002;Karcıoğlu &Yakupoğulları, 2001).

Actually a specific level stress is useful for people although it is known as a negative concept by most people. Birkök emphasizes that positive side of stress is related with its level so moderate level stress means that health, motivation and movement are balanced. Because very few stress means there is not any effort and motive but excessive stress shows that there is excessive effort and very few satisfaction (Birkök, 2000). Patel (1996) gives an example and

says “finding the right balance is like adjusting the strings of a musical instrument: too loose and the tune will be ruined, too tight and the strings will break” (p.5).

Mihaela (2010) claims that “stress is the nonspecific reaction of the body to any type of demand” (p.69). It is a real that all people who were affected from stress show some reactions to that stressors. Allen(1983) states that all stressors whether positive or negative create some changes on human body but body shows reaction in the same way. Selye states that reactions of the people are named as general adaptation syndrome which means chronologic development of the responses. It concludes three phases as alarm, resistance and exhaustion stage(Selye, 1976; Lazarus & Folkman, 1985).

In the alarm stage the body shows some reaction such as respiration and blood pressure increase, mydriasis and muscle relaxation (Öztemiz, 2004;Selye,1975). In this stage the individual passes from shock and antishock phases. An unusual decrease and damage of the organism’s activity appear with shock and these damages are decreased and also the problems are solved with the antishock. If the stressor is very strong, the individual may die during alarm reaction (Tusak et al.,2008). In the second stage the exposure to stressor continues so the individual starts to show more resistance than before. In addition, the symptoms of alarm reaction decrease or disappear and adaptation starts. Heart beating, tension and respiration get better and muscle strain decreases (Çınar, 2010; Tusak et al.,2008). In the exhaustion stage the symptoms of alarm reaction reappear and adaptation to stressor is ended(Selye,1975). That is, the morale of resistance and defense mechanism of human body decrease and some negative results related health and productivity appear in this process (Öztemiz, 2004). It is emphasised that this stage is described as burnout because it continues for long periods of time as weeks, months or even years. As a result of strain in that process, the individuals’ energy drains so the only cure is resting, sleeping and doing nothing (Ward &Abbey, 2005).

3.2 Negative Effects of Stress

Stress damages to the health of individuals and at the same time it is harmful for the welfare and economic performance of organizations and national economies (Mihaela, 2010). The people who feel stress show some symptoms such as mental tension, anxiety, fatigue, changes in eating and sleeping habits (Ugoji, 2012). The main symptoms of stress range from physical to behavioral changes (Haniharan & Rath, 2008, p.207). That is, the people are affected from stress physically, emotionally, intellectually and behaviourally. For instance stress have some symptoms on the body of people such as headaches, digestive disorders, muscle tension, pain, fatigue, lack of energy, chest pain and irregular heartbeats, high blood pressure, weight gain or loss, hair loss, asthma, skin problems, periodontal disease, reproductive problems, immune system suppression, sweatiness, dizziness/light-headedness, weakness, fever, fainting and also their feeling may change such as sudden mood-shifts, frustration, anger and resentment, lowered interest in fun and hobby, unwanted jealousy. In addition their mind damages and the people may have some difficulties as memory problems, difficulty in decision making, inability to concentrate, poor judgment, confusion, shortened attention span, repetitive thoughts, misunderstanding of others' communication, loss of objectivity, lack of interest in things. Similarly as a result of high stress behaviours of the people may change such as eating and sleeping problem, isolating oneself from others, staying away from workplace, staying at workplace for extended hours.

Different from individuals the organisations are affected from stress negatively. As a result of excessive stress some problems are seen in organisations such as absenteeism, high fluctuation of staff, disciplinary problems, bullying, low productivity, accidents and increased costs from compensation or health care (Mihaela, 2010; Stranks, 2005). For instance as a result of high stress the people may have concentration and inattention problem so lots of accidents which are costly for the organisations happen and these accidents damage to the quality of works, relationship between colleagues and customer satisfaction (Ward & Abbey, 2005). The other problem is turnover and absenteeism, these problems affect not only productivity but also psychologic and physical health of the individuals (Bacak & Yiğit, 2010). Allen (1983) states that “estimates range from \$17 to \$20 billion in annual losses to American industry directly due to stress-related disease. The American Heart Association approximates that absenteeism due to heart-related diseases amounts to a loss of \$8.6 billion in wages per year” (p.XIII). Shortly we can say that stress is very expensive for the organisations.

Job accidents, turnover and absenteeism cause low productivity and performance in organisations. Hart(1990) thinks that a specific level stress is positive for the individuals because it motivates and also helps to give much effort than the expected level but there is a crash point and if it is exceeded stress starts to affect negatively to the individuals. For that reason the energies of individuals exhaust and also their physical-mental system is ruined (Durna, 2006). Shortly we can say that stress is useful both for organisations and individuals if it is managed successively.

3.3 Stress Sources

Stress sources are separated three part such as individual, organisational and environmental factors. Individual sources are generally more effective than the others because sense and comments of the people about events play active role in stress development. It is a real that positive and optimistic people have low level stress in their life and also they are very successful in stress management.

3.3.1 Individual Stress Sources

Individual stressors are mostly related with sense of the individual about stressors and also personal life events. The main individual stressors are personality, age, sex, familiar and financial problems. These are;

Personality which is one of the most important stressors is defined as a function of genetic, culture-society, learning, personal choice, unconscious mechanism and cognitive processes (Hergenhahn, 1999). It may be said that personality is total of individuals' physiological, cognitive and spiritual characteristics that come from birth and social factors in their environment. So each individual shows different characteristics and has an extraverted or intraverted personality. Güçlü(2001) claims that some attributes such as being autocratic, emotional, having an extraverted or intraverted personality or strength toward negativeness create stress. Ahadi & Narimani (2010) made a research related the relationship between personality traits and educational stress. The results showed that there was a significant negative correlation between extroversion, conscientiousness and educational stress on the

other hand a significant positive correlation was found between neuroticism and educational stress.

Age is other stressor for the people because when the individuals get older their control on body and mind decreases so they feel themselves more tired, exhausted and near to death (Soysal, 2009). Especially women when they are in menopause and men in andropause time meet with hormon changes so their balances get worse and they may have some problems such as dissappointments and emotional problems (Eren, 2010).

Sex becomes an important stressor especially in male-dominated societies so women executives are more exposed to organisational stress in working places because of having some familiar problems, sexual biases, conflict related responsibilities, not being favorable of organisational culture (Tutar, 2000;Fielden & Davidson, 2001).

Familiar problems create stress when the people do not find a balance between work and home life with the effect of some problems such as deathes or divorces in family, relations with children, illnesses in the family. Especially it appears when they reflect to the problems that they met in life and perceive that their tangible and intangible support are not enough for them (Marcintus, Berry, & Gordons, 2007).

Financial problem is a phenomen that affects individuals negatively. Especially financial fragilities and cyclical fluctuations make people anxious and create problems in their working places(Yüksel, 2014).

3.3.2 Organisational Stress Sources

Organizational stress may be defined as an emotional, cognitive, behavioral and physiological response to the aggressive and harmful aspects of the work. In another word it is a psychologic situation which specifies inconsistency between job sense, capabilities and expectations of the individuals(Tam &Mong, 2005). The main organisational stressors are role ambiguity, role conflict, dangerous working condition, shift work, pay deficiency, organisational culture and physical conditions in the workplace. These are;

Role ambiguity appears with the effect of unclear work objectives, confusion surrounding responsibility, unclear work procedures, confusion about what others expect of you and lack of feedback surrounding job performance. Research result showed that middle managers were the most stressful ones from three management levels because of finding themselves caught between top-level and lower level management (Girdano, Everly & Dusek, 1990). Different from role ambiguity, role overload or underload affects physical and psychological health of the individuals (Cartwright & Cooper, 1997). Especially in crisis times the individuals who do not have any work in job or have to do some routine works under their intelligence and ability become stressful (Yılmaz & Ekici, 2006; Valerie & Cary, 1990).

For Stranks (2005) “role conflict arises where members of the organisation who exchange information with the role holder have different expectations of his role” (p.48). Conflicts in organisations are separated into groups such as interindividual, intergroup, interdepartmental and interorganisation conflicts (Eren, 1998);

- *Interindividual Conflict*: It appears when the individuals in organisations have various ideas, feelings and view discrepancies in some issues.
- *Intergroup Conflict*: It mostly stems from competing of the groups who depend on the same department executive. It is the most prevalent conflict type in the organisations. Conflicts between rivals, conflict between organisation and producer organisation and also the dealer may be examples for intergroup conflict (Koçel, 2007; Eren, 1998).
- *Interdepartmental Conflict*: It appears if the conflict occurs between organizational departments which have different tasks, authority and responsibility.
- *Interorganisation Conflict*: It is created if the conflict happens between different organisations.

One of the most important stress sources is the dangerous conditions that affect individuals in their working place. That is, the possibility of falling, wounding, poisoning, exposing to radiation and also dying cause strain and uneasiness on the people. These negative factors increase tiredness, exhaustion feeling and also cause some problems such as boring working atmosphere, excessive anger and nervousness, depression, hearing problem, headache, low

production and performance(Cam, 2004). Similar with these workers shift workers have problem with blood temperature, blood sugar levels, mental efficiency, sleep patterns and familiar life (Cartwright & Cooper,1997). So as a result of sleep disorders the people feel isolated from their family, make serious accidents and also use more alcohol than others (Stranks, 2005).

Pay deficiency is another stressor for the organisations so the people have to find a second job to fulfill their needs. As a result, the people who do not have time for the familiar activities and resting become stressful (Luthans, 1985). In addition stress appears if the individuals' pay is not equal, balanced and objective or if it is not proportional with their advancement (Soysal, 2009). Similarly the individuals do not like to be evaluated in their job because of not being of the evaluations objectively, not having promotion possibilities, being insufficient or rapid promotion and being frustrated of the individuals(Palmer & Hyman, 1993). Generally the individuals who take active role in decision participation become less stressful and also think that they are an important person for their organisations if not some symptoms are seen such as alcohol habit, confidence deficiency, wish to leave their jobs and autism wish (Caplan & John, 1973).

Culture of the organisations which stems from values, norms, interactions, activities, expectations, assumptions, beliefs and attitudes affects some people negatively(Langton & Robbins, 2007). Pettinger(2002) claims that creating a positive culture depends on the level of universal acceptance of dominant values, attitudes and beliefs that are supported by the people. So the more individuals learn culture of their organisations the more cohesiveness and regularity are provided in their organisations(Cartwright &Cooper, 1997).

Finally the people meet with physical stressors such as excessive or inadequate lighting, inadequate workplace design, excessive noise and temperature in their working place. Generally every job has some stressors but either too little or too much light cause stress in the working place. For instance some jobs may require close detail work so too little light create problem or extremely much light may be problem for some people such as money market dealers. The optimum level light prevents tiredness, motivates individuals and increases their productivity so it is a tool that should be given import by the organisations (Gürel, 2011). The other important stressor is design and physical setting of the workplace. Poorly designed office causes role ambiguity and poor functional relationship between the

individuals (Cartwright & Cooper, 1997; Girdano, Everly, & Dusek, 1990). Noise as a stressor not only affects physiological functioning but also changes behaviours and causes hearing loss on the individuals. Research result shows that the workers who are affected from noisy conditions have tendency to suffer from shorter concentration spans and a lower frustration threshold. In addition high or low temperature cause discomfort and decreases performance of the individuals (Stranks, 2005, p.17).

3.3.3 Environmental Stress Sources

Sources related general environment are stressors excluding the own of individuals and the organisations. Although they are mostly ignored they create stress on the individuals. The main environmental stressors are economic problems, technologic change and political uncertainty, environmental and transportation problems. These are;

Economic problems such as inflation, unemployment, slow economic growth, reduced exports, increased imports, public expenditure cuts, devaluation of currency, energy crisis, recession, exorbitant house prices cause hazard and affairs on the individuals about future. In addition, these problems stop investment, decrease tax income and increase inflation (Patel, 1996).

Technological changes are also stressors for the organisations and individuals. It is known that today technology develops very fast so the organisations which do not follow to these changes are affected negatively. For that reason their productivity decreases, production quality becomes insufficient and also some jobs appear or disappear so all these events are risk factors for the individuals who have job or do not have any job (Girdano, Everly & Dusek, 1990; Eren, 2010). In addition some problems such as political instability, frequent changing of political governments, becoming a current issue of early elections, response against democracy affect negatively to economy policy and cause investment decreasing, low tax incomes and inflation (Girdano, Everly & Dusek, 1990; Eren, 2010).

Environmental problems such as weather, water and soil pollution appear as a result of not being removed of the rubbish and wastes so the individuals' life becomes in danger biologically and psychologically. In addition, the individuals who meet with transportation

problem expose all type of physical stress so they feel exhausted and show low level alertness and efficiency in their life (Eren, 2010;Tutar, 2000;Hariharan & Rath, 2008).

3.4 STRESS MANAGEMENT

As cited in Ivancevich, Matteson, Freedman &Phillips (1990) stress management intervention is any activity started by organization which aims to reduce work-related stressors or helps individuals to minimize the negative outcomes of the stressors(Pignata & Winefield, 2015). But the main aim in stress management is to provide physical and psychologic health of the individuals. As a result of individual approaches physical, psychological and behavioral effects are taken under control (Güney, 2006). With organisational approaches performance and productivity increase easily in organisations. But it is a real that there is not a common solution for everybody in stress management because each employee has a weak aspect or adaptation problem continuously for some stressors so the organisations should try to know their workers truly and also the own of the employee should find and try some methods which are suitable with their personality and life style because the own of the person know the best to himself or herself (Güçlü, 2001).

The main individual approaches are;

*Time Management;*Mirela &Madalina-Adriana (2011) state that being successful in time management needs to establish priorities, preparing a list of what must be done, eliminating time wasting activities, focus on essentials, delegating effectively, saying “no” easily, planning daily activities and having a list about targets. An efficient time management has important contribution to reach aim in a short time and to overcome organisational stressors. If the organisations want to be successful in time management, they should encourage their employees about joining courses, seminars or conferences in stress and time management (Özçelik et al., 2012).

Exercise; Exercise is one of the most effective and easy way in stress reduction. “*It returns body to its normal equilibrium by releasing natural chemicals that build up during the stressresponse*”. It is examined in two section such as physical and respiration exercise. If these exercises are made regularly by individuals, heart capacity increases, heart beat gets

better and also they are away from job strains and they do not have any vein illnesses. In addition, with these exercises their health is protected and their tiring feeling decreases by spending very short time (Öztemiz, 2004; Davis, Eshelman, & McKay, 2008).

Biofeedback; Biofeedback is related with taking information feedback on some aspect of physical functioning and using to control facets of physical functioning. It is used in practice of medicine because of preventing some illnesses such as headaches, hypertension, heart beat and other muscle tension disorders and also it provides to know which forms of systematic relaxation are the most effective so it gives clear information about whether relaxation strategy is lowering visceral arousal effectively or not. For that reason the people can learn how to control actions of system so they are protected from some illnesses related stress (Allen, 1983; Girdano, Everly, & Dusak, 1990).

Social Support; Social support that creates positive effects in job environment may stem from sources such as coworkers or senior executives. The individuals who have supported by coworkers and executives show high satisfaction, organisational commitment and low absenteeism in their workplace. Different from that if they are supported by social environment and family, their problem related health become less than others (Ersarı & Naktiyok, 2012; Ekinci & Ekici, 2003) and their probability of burnout feeling decreases although heavy workings (Langton & Robbins, 2007).

Meditation; Meditation training provides a mental state of calm, tranquility and peace. The main aim is to decrease psychophysiological arousal and second one is to increase somatic awareness, clarity of sensation and thought (Allen, 1983). Transcendental meditation is the most prevalent meditation type that is made in two period for twenty-five minutes as repeating mantra word. Meditation goes ahead with the deep breathing and muscle relaxation. The first thing is to concentrate on breathing and relax muscles. Then sit or lie quietly and while breathing out repeat a word or two (Allen, 2010). Mantra is a series that is consisted by added words in order to create positive effect. For example an individual who have low motivation may increase inner motivation as repeating this sentence “I have high motivation and I am disciplined and full of energy” (Güney, 2006, p.430). Coon (2000) mentioned that all enjoyable hobbies such as listening music or taking nature walks may be meditation of sorts so their physical, mental and spiritual well-being are provided and stress level are decreased (Hariharan & Rath, 2008).

Relaxation; It is used by most of people who want to reduce stress and anxiety for the relief of chronic pain. The main aim is to use the power of mind and body to feel more relaxed. A lot of relaxation techniques are used by individuals to decrease stress and anxiety. These methods may be deep or brief. The deep methods are related with autogenic training, meditation and progressive muscular relaxation; brief methods are related with paced respiration and self-controlled relaxation. “Deep method of relaxation focuses on both the mind and the body but brief relaxation method is often a shorter form of a deep method of relaxation” (Stranks, 2005, p.79; Allen, 1983, p.141).

Other Approaches; According to Stranks(2005), there are some stress management techniques such as regular exercises, meeting with friends who support you in problem solving, getting plenty of sleep, being open to new experiences like new places, new things, new food, new people, avoiding use of medication as sleeping pills and other stress relieving drugs, starting each day with a smiling, not being workaholic, not using alcohol and cigarette, continue praying-worship, positive thinking, giving import to healthy nutrition, avoid getting angry over things that you can not influence. In summary, the main positive actions to reduce stressors are modification of the behavior and mindset and also having a healthy lifestyle (Mirela & Madalina-Adriana, 2011).

The main organisational approaches are;

Regulations Related with Job and Duties; Some regulations related job are made in organisations such as redesign, rotation, enlargement and enrichment. With redesign the individuals have more responsibility, feedback and take active role in decision participation so negative effect of stress is decreased. Job rotation involves changing only employees’ job because the nature of the task or method of working is not restructured. It decreases individuals’ affairs such as insufficient promotion possibilities, routine works and becoming old on their works so their morale and motivation increase and personel relations develop more than before. Job enlargement which is related horizontal job design makes job structurally bigger. It lengthens time cycle of operations and gives person more variety than before. Job enrichment that is related vertical job enlargement gives the person more autonomy and authority over the planning, execution and control of their own work. It is another method to decrease stress level and make away with the stressors in routine jobs

because some factors related work are enriched such as responsibility, opportunity, different ability(Ceyhun, 2006; Kaymaz, 2010; Mullins, 2006).

Organisational Communication; As a result of globalisation, the organisations become multinational so that thing increases importance of communication (Langton &Robbins, 2007). It is stated that organisational communication should be swift, decrease stress associated with uncertainty, ignorance, role ambiguity or conflicts so collaboration and productivity develop easily in these organisations (Karcioğlu et al.,2009; Stranks, 2005; Langton &Robbins, 2007).

Other Organisational Approaches; The most important workings made in organisations related stress management are organisational programmes. Many organisations use stress management programmes for their employees. They have a range of objectives such as developing cooperation between employees, providing a proper work environment, improving technical competences, decreasing problems related stress, making clear disciplinary problems, establishing a supportive working culture, offering support for career development of the individuals, ensuring necessary knowledge and abilities for high performance e.t.c. For instance by providing workshops, the individuals may lose weight, control alcohol use, quit smoking easily so their physical and mental health become better (Robbins, 1998;Mirela& Madalina-Adriana, 2011) and also their self confidence becomes better after joining to these programs(Schultz & Schultz, 2006).

3.5 RELATED LITERATURE ABOUT STRESS AND PERSONALITY

It is a real that stress affects all people but each individual is affected from stress differently. Because although some events may be thought as a threat for some people they may also be thought as an opportunity for others. Robins(1998) claims that people have high level stress if there is an uncertainty and if the result of stressors is crucial for them. Hussin(2008) states that stress develops when the number of potentially stressful events and also their importance level are very high for the people. Stranks(2005) claims that the less control, predictability and support the more stress. Shortly it may be said that the degree of the stress is related with intensity of the stressful events and also importance, uncertainty, control level of these stressors.

Rowshan made a research related this subject and it showed that the policeman became more stressful when there was negative writings on the press but they became less stressful when they made a dangerous arrestment. Because although the arrestment is dangerous for them they may control but they do not control to the negative writings on the press (Rowshan, 2003, p.41). Mahakud, Sharma & Gangai(2013) emphasise that the level of stress depends on various psychic and interpersonal factors. Similarly Özcan & Alpar (2010) state that stressors of the people mostly stem from their personality traits. For instance some traits such as being autocratic, intraverted or extraverted, emotional, resistance toward negativeness and also success need may be stressors for some people and although some traits make them successful other traits may cause failure in another subject in their working life. So the workers should drive forward to their positive traits and decrease their negative traits which prevent their success in their job(Tokat, Kara &Karaa, 2013).

Until now a lot of research have been made about the relation between stress and personality. These are;

Sutherland & Cooper(1991) made a research related personality and stress in the offshore oil and gas industry. Research result showed that no significant differences in reported stress levels were observed between introverts and extraverts.

Otrar et al.(2002) investigated to the impact of stress and coping on the psychological well-being of the students of Turkey and relative societies' studying in Turkey. It was found that while men preferred using more problem-focused coping strategies, women showed more psychosomatic symptoms and although active coping strategies to deal with stress were found to be positively correlated with psychological well-being, passive coping strategies were negatively correlated with psychological wellbeing.

Mroczek & Almeida(2004) examined whether stress reactivity becomes stronger or weaker with age in their research related "The Effect of Daily Stress, Personality and Age on daily negative affect " and found a stronger association between daily stress and negative affect for older as compared to younger adults.

Odacı (2004) researched to the relation between loneliness level and stress management techniques of the university students and a negative relation was found between social support seeking and tending level toward problems and loneliness level of the students but a positive relation was found between loneliness level and avoiding level from problem solving. In addition it was seen that the students who have high level loneliness could not use stress management methods actively.

Smith & Flachsbart (2007) examined to the moderators of relations between Big Five personality traits and coping. Results showed that personality was weakly related to broad coping (Engagement or Disengagement), but all five traits used specific strategies. Similarly, extraversion and conscientiousness used more problem-solving and cognitive restructuring, neuroticism less. Neuroticism used problematic strategies like wishful thinking, withdrawal, and emotion-focused coping but also predicted support seeking such as extraversion.

Chen & Silverthorne (2008) tested to the relationships between locus of control and the job stress, job satisfaction and job performance. Subjects were drawn from a pool of accountants who completed a questionnaire made up of valid and reliable instruments that measured each of the variables studied. The findings showed that individuals with a higher internal locus of control were more likely to have lower level job stress and higher level job performance and satisfaction.

Korotkov (2008) made research whether personality moderate the relationship between stress and health behavior. As a results of expanding the nomological network of the five-factor model and testing the hypothesis, it was found that personality moderated the stress to health behavior relationship. That is, openness to experience, extraversion and neuroticism were found to moderate stress to health behavior relationship.

Ahadi & Narimani(2010) explored the relationship between personality traits, educational stress and educational performance in college students. The results showed that there was a significant positive correlation between conscientiousness, extroversion and openness to experience, agreeableness and educational performance and also there was a significant negative correlation between neuroticism factor and educational performance. In addition a significant negative correlation was found between extroversion and conscientiousness and

educational stress and a significant positive correlation was found between neuroticism and educational stress.

Sharma(2011) researched about whether personality patterns determine individuals' ability to relax in his working. Results showed that extraverts relax easily than introverts and average and high-intelligent participants used coping reactions better than participants low in intelligence.

Özkan & Özdevecioğlu(2011) examined to the effects of educational stress of the independent accountants on their physical and psychological health. Research result showed that although vocational stress level of the independent accountants were over average, their physical and psychological stress were under the average and a negative relation was found between educational stress and physical and psychological health.

Doğan(2012) examined to the relation between personality traits and subjective well-being. According to research results a negative relation was found between neurotic personality traits and subjective well-being but a positive relation was found between extraverted, responsibility, peacefulness, openness to experience and subjective well-being.

Basim, Begenirbaş & Yalçın(2013) examined to the effects of teachers' personality traits on their emotional exhaustion. Data were obtained from 798 teachers working in primary and high schools in Ankara and Eskisehir. According to the findings, neuroticism and extraversion were found to affect emotional exhaustion significantly whereas other dimensions of personality were not found to be predictive of emotional exhaustion.

4 A RESEARCH RELATED THE RELATIONSHIP BETWEEN STRESS LEVEL AND PERSONALITY AND STRESS MANAGEMENT TECHNIQUES

4.1 Aim and Importance of the Research

Although the stress concept was heard mostly in the last years, for a long time it has been a subject of the various researches in literature. Especially job stress has increased both in Turkey and also in the world. As a result of globalization, a fast change has been lived in the technologic, economic and social area so that change clearly caused stress to appear in the workplace. With these changes, uncertainty in work and also in the normal life of the employees increased so that they were forced to live with anxiety, tension and constraints in the workplace more than ever before. Because of the high stress, stress management techniques became important and started to draw attention. As a result of literature review, it was seen that stress management techniques were not used efficiently, neither by employees nor by organizations, and also that the organizations could not make a crucial contribution to productivity and the life quality of the employees; therefore, the stress factor was chosen as the thesis subject. In addition, although there are some studies about this subject, there is a very limited number of studies which examine the relationship between personality type and the stress level of the employees, and it was thought that the number of empiric works is insufficient. Similarly, this research is important and has a potential contribution to literature because there is no study on independent accountants about this subject. The aim of this thesis is to examine the stress level of the independent accountants in Kırıkkale in terms of some demographic variables, the relationship between stress level and personality type and also to specify the stress management techniques. Kırıkkale is a small city, so access to a sample is easier, more reliable answers may be reached with this method and also this study may constitute a source to the other studies about the stress subject in Kırıkkale. With this study the stress level of the independent accountants who work in Kırıkkale will be examined in terms of some demographic variables, the relationship between stress level and personality types will be specified, and how effectively they use the stress management techniques will be examined.

As a result of this research about the relationship between the personality type and the stress level of the independent accountants and stress management techniques, the findings about the following subjects may be considered useful:

- If the negative effects of excessive stress on the employees such as low productivity and low motivation are taken into consideration, the stress management techniques of the independent accountants may be determined and with some precaution, the stress level of the employees may be decreased so that the productivity of the organizations and the life quality of the employees may be improved.

- This research may create a resource for the larger works related to independent accountants and also it may help the other studies of this type in other sectors.

4.2. Hypotheses of the Research

Stress that appears as a result of having different sense and comments of the people is felt at different levels by each person because people have very different personalities from each other. Güçlü (2001) emphasises that some personality attributes cause stress but some other personality attributes may decrease stress. For that reason it is thought that personality is a crucial factor within the tendency of people toward stress. Therefore, the H1 hypothesis becomes the main hypothesis of this study:

H1: There is a significant relationship between personality types of the independent accountants and perceived stress level.

Nia & Besharat (2010) and Karl, Peluchette & Herland (2007) state in their studies that the people who have extraverted personalities live with less stress compared with introverted people and also they are happier and more successful in their lives. As a result of this knowledge, the H2 and H3 hypotheses were developed:

H2: There is a negative relationship between the extraverted personality attribute and the perceived stress level.

H3: There is a positive relationship between the introverted personality attribute and the perceived stress level.

Yıldırım et al. (2004) and Zeytin & Gökgöz (2011) found low income as a stressor of the independent accountants. All of these studies were supported, thus the H4 hypothesis was developed:

H4: There is a negative relationship between the income level and the perceived stress level.

In the research of Mroczek & Almeida (2004), a strong relationship was found between stress and its negative effects (among youths and adults). As a result of the research it was concluded that the adults were affected from stress more than the youths. In the research of Koçyigit, Bal & Öztürk (2010), it was found that there is a significant relationship between demographic attributes (sex, age, position and job experience) and organizational stressors. As a result of this research, a significant relationship between sex and position was not found, but a significant relationship between age and job experience was found. In addition, in the research of Azizoglu & Özyer (2010) it was found that adults felt burnout syndrome more than youths, single people felt more stress than married ones and also the workers with successful careers felt more stress than the other workers who are at the beginning of their careers. According to this knowledge, the H5, H6, H7 and H8 hypotheses were developed:

H5: There is a significant relationship between vocational experience and the perceived stress level.

H6: There is a positive relationship between age and the perceived stress level.

H7: There is a significant relationship between gender and the perceived stress level.

H8: There is a significant relationship between marital status and perceived stress level.

It is thought that stress which appears as a result of people's different sense and evaluation affects the extraverted people less than introverted ones. As the researchers state that extraverted people are positive, social and energetic but the introverted people have the opposite attributes, so extraverted people become more happy and successful in stress management. Also their stress management techniques are different from those of introverted people (Jess&FeistGregory,2006;Phares,1991;Jani,2014). As a result of this thought, finally the H9 and H10 hypotheses were developed:

H9: There is a positive relationship between the extraverted personality attribute and stress management success.

H10: There is a negative relationship between the introverted personality attribute and stress management success.

4.3. Methodology of the Research

4.3.1 The Sample of the Research

The universe of this research consists of the independent accountants that are registered to the Independent Accountant and Financial Advisor trade association in Kırıkkale. According to these registrations, there are 92 independent accountants that work actively as of August 2016. The sample of this research consists of 87 independent accountants which are chosen randomly from the universe. It is thought that this sample represents the universe that consists of 92 independent accountants.

4.3.2 Progress of the Data Collection Tool

The questionnaire form was used as the data collection tool in this research. The questionnaire form consists of four parts. In the first part, there are nine questions which specify the demographic information (gender, marital status, age, education level, vocational experience, position, income, the way of the work and the number of taxpayers represented) of the independent accountants.

In the second part there is a stress level scale that is related with the stressors of the workers. It consists of ten questions and the answer choices of the independent accountants are “I absolutely do not agree”, “I do not agree”, “I am indecisive”, “I agree” and “I absolutely agree”. In this research the questions were prepared according to the five point Likert scale.

In the third part, there are seven questions that specify the stress management strategies of the independent accountants. The answer choices of the independent accountants are “Never”, “Rarely”, “Sometimes”, “Often” and “Always”.

In the fourth part, there is a personality type scale that consist of twelve questions. The answer choices of the independent accountants are “I absolutely do not agree”, “I do not agree”, “I am indecisive”, “I agree” and “I absolutely agree”. Seven of the questions are related with

extraverted personality attributes, and five of the questions are related with introverted personality attributes.

4.3.3 Data Collection

In order to have an objective and reliable questionnaire form, an interview was conducted with the Independent Accountant and Financial Advisor trade associations in Kırıkkale, and the addresses and phone numbers of the independent accountants in Kırıkkale were obtained. Then face-to-face meetings were conducted with 87 independent accountants. This questionnaire work was completed between 10 June and 14 July in 2016.

4.3.4 Constraints in Research

- This research consists of the independent accountants who joined the research voluntarily in Kırıkkale because reaching the whole universe is impossible in terms of time and cost,
- Use of the questionnaire form as a data collection tool may cause scope, sample measurement and respondency mistakes that may be found in questionnaire work,
- This research is limited to the demographic attributes of the independent accountants, the relationship between personality traits and stress level and stress management techniques.

4.4 RESEARCH FINDINGS

4.5 Validity Study of the Perceived Stress Level Scale

Factor analysis was conducted to ensure structure validity of the perceived stress level and to obtain a functional dimensioning by determining the factor loads of the items in the scale (Büyüköztürk, 2003). Kaiser Mayer Olkin (KMO) and Bartlett tests were used to test the conformity of the data to the factor analysis before doing the factor analysis. For the 87 test scale forms of 18 items that were evaluated, the KMO value was found to be 0,71 and the Bartlett test result was found to be $\chi^2= 443,204$ ($p \leq .05$). Having a KMO value higher than .60 and a significant result of the Bartlett test indicate that the data were suitable for the factor analysis (Büyüköztürk, 2003). In this case, the KMO value that was found to be .71 is higher than the recommended KMO value. In this case, the scale data are suitable to carry out the factor analysis. As a result of the basic components analysis that was done, the scale items were collected under a single factor. 8 items with factor loads of less than 0,40 were removed from the analysis in the first factor. According to the literature, having an item with a factor load value of 0,40 or higher is a great criterion for selection. However, this limit value can go down to 0,30 for a limited number of items in practice (Büyüköztürk, 2011).

After the repeated analysis, the KMO value for the 10-item test scale form evaluated was found to be 0,74 and the Bartlett test result was found to be $\chi^2= 286,435$ ($p \leq .05$). In this case, the KMO value of .74 is higher than the recommended KMO value. In this case, the data in the scale are found to be suitable to conduct factor analysis.

Table 1. The Total Item Correlation of the Scale, Factor Loads of the Items and Factor Common Variance

Item	Item Total Correlation	Factor Load
4	,620	,787
17	,493	,702
10	,488	,698
1	,465	,682
12	,437	,661
8	,404	,578
3	,400	,523

9	,391	,507
13	,391	,466
11	,371	,401

Total variance explained:47%, Eigen value: 47,46%

Table 1 includes the total item correlations and factor loads of the scale. The basic components that were checked before rotation were found to be gathered under a single factor according to the factor analysis results and the adapted scale was found to have a single dimension (Table 1). When we examine the total correlation of the items, we found the item total correlation values of all items were higher than 0,30. Table 1 demonstrates that the factor values vary between .40 and .78. Total variance explained by these items in a single factor was found to be 47%. It may be sufficient to have the explained variance in one-factor scales to be 30% and higher (Büyüköztürk, 2003).

4.5.1 Cronbach Alpha Reliability

Cronbach Alpha Coefficient was checked to determine the internal consistency coefficient of the scale. The calculated internal consistency Cronbach Alpha coefficient was found to be $\alpha = 0.80$. When we studied the corrected item total correlation coefficient, no item was removed as there was no item that could exceed the current reliability and all items had the correlation value of more than 0,30. In general, the items with corrected total correlation coefficient of 0,30 and higher were good items, those between 0,20 and 0,30 could be included in the measurement instrument if necessary and those less than 0,20 should be removed from the measurement instrument (Büyüköztürk, 2011). The scale can be considered to be a reliable according to these findings obtained after the analysis.

4.6 Validity Study of the Stress Coping Strategies Scale

Factor analysis was conducted to ensure the structure validity of the Stress Coping Strategies Scale and to obtain a functional dimensioning by determining the factor loads in the scale (Büyüköztürk, 2003). Kaiser Mayer Olkin (KMO) and Bartlett tests were used to test the

conformity of the data to the factor analysis before doing the factor analysis. For the 87 test scale forms of 10 items that were evaluated, the KMO value was found to be 0,70 and the Bartlett test result was found to be $\chi^2= 343,104$ ($p \leq .05$). Having a KMO value higher than .60 and a significant result of the Barlett test indicate that the data were suitable for the factor analysis (Büyüköztürk, 2003). In this case, the KMO value that was found to be .70 is higher than the recommended KMO value. In this case, the scale data are suitable to carry out the factor analysis. As a result of the basic components analysis that was done, the scale items were collected under a single factor. 3 items with factor loads of less than 0,40 were removed from the analysis in the first factor. According to the literature, having an item with a factor load value of 0,40 or higher is a great criterion for selection. However, this limit value can go down to 0,30 for a limited number of items in practice (Büyüköztürk, 2011).

After the repeated analysis, the KMO value for the 7-item test scale form evaluated was found to be 0,71 and the Barlett test result was found to be $\chi^2= 380,228$ ($p \leq .05$). In this case, the KMO value of .71 is higher than the recommended KMO value. In this case, the data in the scale are found to be suitable to conduct factor analysis.

Table 2. The Total Item Correlation of the Scale, Factor Loads of the Items and Factor Common Variance

Item	Item Total Correlation	Factor Load
1	,465	,682
4	,409	,640
10	,407	,638
6	,402	,634
3	,341	,584
2	,328	,485
7	,307	,456

Total variance explained: 42%, Eigen value: 42,84%

Table 2 includes the total item correlations and factor loads of the scale. The basic components that were checked before rotation were found to be gathered under a single factor according to the factor analysis results and the adapted scale was found to have a single dimension (Table 2). When we examine the total correlation of the items, we found the item

total correlation values of all items were higher than 0,30. Table 2 demonstrates that the factor values vary between .45 and .68. Total variance explained by these items in a single factor was found to be 42%. It may be sufficient to have the explained variance in one-factor scales to be 30% and higher (Büyüköztürk, 2003).

4.6.1 Cronbach Alpha Reliability

Cronbach Alpha Coefficient was checked to determine the internal consistency coefficient of the scale. The calculated internal consistency Cronbach Alpha coefficient was found to be $\alpha=0.74$. The scale can be considered to be a reliable according to these findings obtained after the analysis.

4.7 Validity Study of the Personality Type Scale

Factor analysis was conducted to ensure structure validity of the personality type scale and to obtain a functional dimensioning by determining the factor loads of the items in the scale (Büyüköztürk, 2003). Kaiser Mayer Olkin (KMO) and Bartlett tests were used to test the conformity of the data to the factor analysis before doing the factor analysis. For the 87 test scale forms of 13 items that were evaluated, the KMO value was found to be 0,77 and the Bartlett test result was found to be $\chi^2=366,042$ ($p \leq .05$). Having a KMO value higher than .60 and a significant result of the Bartlett test indicate that the data were suitable for the factor analysis (Büyüköztürk, 2003). In this case, the KMO value that was found to be .77 is higher than the recommended KMO value. In this case, the scale data are suitable to carry out the factor analysis. As a result of the basic components analysis that was done, the scale items were collected under two factors. According to the literature, having an item with a factor load value of 0,40 or higher is a great criterion for selection. However, this limit value can go down to 0,30 for a limited number of items in practice (Büyüköztürk, 2011). 1 item that had a factor load value less than .40 and that was overlapping was removed and the analysis was repeated.

After the repeated analysis, the KMO value for the 12-item test scale form evaluated was found to be 0,77 and the Barlett test result was found to be $\chi^2= 349,677$ ($p \leq .05$). In this case, the KMO value of .77 is higher than the recommended KMO value. In this case, the data in the scale are found to be suitable to conduct factor analysis.

Table 3. The Factor Distribution of the Items and the Factor Load

Items	Factors	
	Factor 1 Load Values	Factor 2 Load Values
7	,791	
6	,763	
5	,743	
4	,741	
1	,636	
3	,543	
12	,430	
8		,811
9		,762
10		,535
2		,519
11		,409

In this study, Varimaxrotation analysis was used and a 2-factor structure with eigenvalues higher than 1 was obtained.

Table 4. Variances Explained by the Factors

Factors	Factor Eigen Values	% Variance Explained	% Total Variance Explained
1	4,055	29,520	29,520

As seen in Table 4, the variance explained by the 2 factors in the scale was found to be 29,52% for the first factor and 19,85% for the second factor. All of the two factors explains the 49,37% of the total variance. This variance value can be considered to be at a good level for a two-factor scale. Having a high explained variance can be interpreted as an indicator of good measurement of the concerned concept or structure (Büyüköztürk, 2003). Having the eigenvalues of all factors higher than 1 indicates that this scale can have two significant factors.

The content of the items collected in the factors was taken into consideration in naming these two sub-dimensions. As the items in the first factor mainly reflect the behavioural qualities of the individuals in external environments, this factor was named to be extrovert personality test. The factor loads of the 7 items collected under the extrovert personality test factor vary between .43 and .79.

As the items in the second factor mainly reflect the personal behavioural qualities of the individuals, this factor was named under introvert personality test. The factor loads of the 5 items collected under the introvert personality test factor vary between .37 and .81.

4.7.1 Cronbach Alpha Reliability

Cronbach Alpha Coefficient was checked to determine the internal consistency coefficient of the scale. The Cronbach Alpha coefficient calculated for the whole scale was found to be $\alpha=0.74$. Moreover, the Cronbach Alpha coefficient was calculated to be $\alpha=.81$ for the first factor (extrovert personality test) and $\alpha=.71$ for the second factor (introvert personality test). The scale can be considered to be a reliable according to these findings obtained after the analysis.

5 THE ATTRIBUTES OF THE RESEARCH SAMPLE

In this part, there are results and suggestions related to the analysis of questionnaire data which appear by joining of the independent accountants.

5.1 Sociodemographic Attributes

There are sociodemographic attributes of the independent accountants in this section. The sociodemographic attributes are shown in Table 5.

Table 5. The Distributions of Socio demographic Attributes of Related Participants.

Variables	Frequency(n)	Percent Value (%)
Gender		
Women	22	25,3
Men	65	74,7
Marital Status		
Married	73	83,9
Single	14	16,1
Age		
30 and under	2	2,3
31-40	26	29,9
41-50	35	40,2
51-60	17	19,5
61 and over	7	8,0
Education Level		
Two-year degree	11	12,6
Undergraduate	72	82,8
Post Graduate	4	4,6

Vocational Experience		
5 year and under	3	3,4
6-10 year	9	10,3
11-15 year	20	23,0
16-20 year	20	23,0
21 year and over	35	40,2
Average Income		
0-1299	0	0
1300-2999	22	25,3
3000-4999	37	42,5
5000 and more	28	32,2
Position		
Independent Accountant and Financial Advisor	87	100
The Way of Work		
Free	76	87,4
Dependent to Organisation	9	10,3
Common Accounting Office	2	2,3
The Number of Customer		
0-50	29	33,3
51-100	50	57,5
101-150	8	9,2
151-200	0	0
201 and more	0	0
Total	87	100,0

There are 22 women (% 25,3) and 65 men (% 74,7) within the 87 independent accountants who joined the research. If we examine them by marital status, there are 73 married (83,9) and

14 single (16,1) employees. Therefore, it may be said that most of the participants are men who are married.

In this research there are two people (% 2,3) who are age 30 and under, 26 people (%29,9) who are between the ages of 31-40, 35 people (%40,2) who are between the ages of 41- 50, 17 people (%19,5) who are between the ages of 51-60 and also 7 people (% 8,0) who are age 61 and over. As a result it may be said that most of the participants are between the ages of 41-50.

If the education level of the participants are evaluated, there are 11 people (%12,6) who graduated with a two year degree, 72 people (%82,8) who graduated with a bachelor's degree and four people (%4,6) who graduated with a a post graduate degree. In this research there are no people who graduated only from high school or from doctorate programmes.

If the vocational experience of the participants are evaluated, there are 3 people (%3,4) who have 5 years experience and under, there are 9 people (%10,3) who have 6-10 years experience, there are 20 people (%23,0) who have 11-15 years experience, there are 20 people (%23,0) who have 16-20 years experience and there are 35 people (%40,02) who have 21 years experience and over.

If the income levels of the participants are examined, there is no person who has income between 0-1299, there are 22 people (%25,3) who have income between 1300-2999, there are 37 people (%42,5) who have income between 3000-4999, and there are 28 people (%32,2) who have income of 5000 and over.

If the positions of the participants are examined, there is no person who is a certified public accountant, but the 87 people are Independent Accountants and Financial Advisors.

The participants consist of 76 people (%87,4) who work independently, 9 people (%10,3) who work dependently with their organization and 2 people (%2,3) who work in the common accounting office.

If participants are examined by the number of customer, there are 29 people (%33,3) who have between 0-50 clients, there are 50 people (%57,5) who have between 51-100 clients,

there are 8 people (%9,2) who have between 101-150 clients, and there is no person who has 201 or more clients.

5.2 Arithmetic Mean and Standard Deviations Related to Questionnaires

In this part there are arithmetic mean and standard deviations related to perceived stress level, stress management techniques and personality type.

5.2.1 Arithmetic Mean and Standard Deviations Related to Perceived Stress Level

Arithmetic mean and standard deviations related to perceived stress level are shown in Table 6.

Table 6. Arithmetic Mean and Standard Deviations Related Perceived Stress Level

Statements	\bar{X}	SS
I think that I do not have enough authority to carry out responsibility.	2,4943	1,21878
I do not allocate time to my private life because of intensity at work.	3,8276	1,09126
I think that the quantity of work that I have to do negatively affects the quality of the work.	2,9425	1,25157
I do not have the exact education that	1,7931	,82318

my job necessitates.

There is an inconformity between my personality and work.	2,0920	1,21648
I feel excessive time pressure while working.	3,7586	1,21966
The stress that stems from coworkers is more than the stress stemming from customers.	2,2989	1,03559
My job affects my health negatively.	3,6782	1,10490
We work with less personnels than there should be.	3,5747	1,12717
Social support in my work (help,relaxation,entertainment,internet etc.) is insufficient.	3,0575	1,40891
General Mean	2,96	

The arithmetic mean of ten questions related to the perceived stress level of the independent accountants is 2,9 out of 5 points. According to this point, it is seen that stress is felt in the workplace. The highest point comes from the question, “I do not have enough time for my personal life because of intensity in the workplace” with 3,8 points, and it continues with

these questions “I feel excessive time pressure” with 3,7 points, “My job affects my health negatively” with 3,6 points, “We work with insufficient people” with 3,5 points, “Social support is not sufficient in my work” with 3,0 points. The least points comes from the question “I do not completely have education that my job needs” with 1,7 points and continues with the question “The stress that stems from coworkers is more than from customers” with 2,2 points and lastly “There is an inconformity between my personality and work” with 2,9 points. In this case, it may be said that the independent accountants think that they have the education that their job needs and also that they have problems with customers more than coworkers. Also the independent accountants support the idea that there is an inconformity between their personality and work, thus it is thought that one of the stressors is their own personalities. According to the data, the highest point comes from intensity in the work place, thus it is clear that the independent accountants feel stress both in their homes and workplace. For that reason, it is suggested that TÜRMOB should make some changes related to that subject. For instance, the long and tiring work of the employees may be decreased with the activation of fiscal holiday, and they may spend more time with their families and social lives. In addition, the results show that the employees think that social support systems are insufficient. For that reason, the development of social support systems may cause the employees to start thinking more positively toward their families and also society. Similarly some precautions toward stress may be taken such as stress counseling and education programmes that decrease stress at the organizational level.

5.2.2 Arithmetic Mean and Standard Deviations Related to Stress Management Success

Arithmetic mean and standard deviations related to stress management success are shown in Table 7.

Table 7. Arithmetic Mean and Standard Deviations Related to Stress Management Success

Statements	\bar{X}	SS
Doing physical exercise	3,8391	1,20920
Listening to music or going to cinema or theatre.	2,7816	,78393
Changing of the manner of work and keep from	2,4023	,84165

monotony.

Believing that the work will
get back on track in the long
term.

3,3333

1,34395

Making some constructive
actions to decrease the
effects of stressors.

3,0920

1,11681

Relaxing by externalizing
anger in stressful positions.

2,8621

1,06937

Accepting the situation by
thinking “Worse things
could happen”.

3,4253

1,18746

General Mean

3,10

The arithmetic mean of seven questions related to the stress management success of the independent accountants is 3,1 out of 5 points. According to these results, the independent accountants give more importance to stress management techniques. The highest point in the stress management success questionnaire stems from “Physical exercise” with 3,8 points, then “Believing that the work will get back on track in the long term” with 3,3 points, “Making some constructive actions to decrease the affects of stressors” with 3,0 points, but the least points stem from “Changing the manner of work to keep from monotony” with 2,4 points, “Listening to music or going to cinema or theatre” with 2,7 points and lastly “Relaxing by externalizing anger in stressful positions” with 2,8 points. In this context, it may be said that the independent accountants are mostly optimistic in stressful times, and they do not change the manner of work. In addition, they sometimes externalize their anger, and they do not go to theatre and cinema or listen to music very much.

5.2.3 Arithmetic Mean and Standard Deviations Related to Personality Type

The arithmetic mean and standard deviations related to personality type are shown in Table 8.

Table 8. Arithmetic Mean and Standard Deviations Related to Personality Type

Personality Type	Statements	\bar{X}	SS
Extraverted Personality Type	I am positive and cheerful.	3,6897	1,02651
	I am very social and energetic.	3,7126	1,11968
	I do not feel bad about drawing attention.	3,1954	1,16977
	I talk with very different people at friend meetings.	3,5632	,96088
	I like friend meetings.	4,2989	,79409

Intraverted Personality Type

I always start to conversations before others.	3,2644	,85535
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I plan all things that I want to do before attempting them.	3,8851	,96960
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I do not like to speak very much.	2,8276	1,06974
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I share few things with other people.	3,0000	1,06749
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I do not speak very much among foreign people	2,9540	,95123
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I feel myself very relaxed in society.	3,8621	,99033
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I like reading more than spending time with other people.	3,0805	1,11249
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General Mean	3,44	
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6 THE RESULTS RELATED TO HYPOTHESES

6.1 Correlation Analysis Between Personality Types and Perceived Stress Level

Within the context of this study there is the hypothesis “There is a significant relationship between personality types and the perceived stress level of the independent accountants”. In order to test this hypothesis, firstly the Pearson correlation analysis was examined between two questionnaires. The results of the analysis are shown in Table 9.

Table 9. Correlation Analysis between Personality Types and Perceived Stress Level

Component		Personality Types	Perceived Stress Level
Personality Types	PearsonCorrelation	1	,348*
	Sig. (2-tailed)		,020
Perceived Stress Level	PearsonCorrelation	,348*	1
	Sig. (2-tailed)	,020	

*. Correlation is significant at the 0.05 level (2-tailed).

According to the results related to correlation analysis in Table 9, there is a positive and significant relationship between personality types and the perceived stress level, $r=0,348$, $p=0,02<,05$. As a result of this significant difference, simple regression analysis was made to specify the effects of personality types toward perceived stress level. Before implementing regression analysis, it was specified that there is a linear relationship between the perceived stress level and personality types and the data show normal distribution. As a result of being verified of the hypotheses, the data were analyzed and are shown in Table 10.

Table 10. Personality Types Simple Linear Regression Analysis

Model	Predicted Variable: Perceived Stress Level							
	Variables	B	ShB	β	t	p	Pearsoncorrelation	Partial Correlation
Constant	4,215	,540			7,808	,000		,
Personality Type	0,347	,155	,348		2,361	,020	,348	348

As it is seen in Table 10, personality types of the independent accountants have a significant effect on the perceived stress level ($F(1-85)=5,576$, $p=0,02<,05$). According to this model, the personality type of independent accountants explains twelve percent of the perceived stress level variance ($R=,338$, $R^2 =,121$).

In this study it was found that there is a significant difference between personality types and perceived stress level. As a result of research of related job stress and the personality attribute of executives, Aktaş (2001) found that there is a significant relationship between stress level and the personality attribute. Similarly, Torun & Tekin (2014) researched the medical establishments in terms of job stress and the personality attribute and found that there is a significant relationship between job stress and the personality attribute, and also Türksoy, et al (2013) found a significant correlation between the personality attribute and stressors. As a result, all these results support this study's findings.

6.2 Correlation Analysis between Extraverted Personality Type and Perceived Stress Level

Within the context of this study there is the hypothesis "There is a negative relationship between the extraverted personality type and the perceived stress level". In order to test the hypothesis the Pearson correlation analysis was examined between two questionnaires. The results of the analysis are shown in Table 11.

Table 11. Correlation Analysis between Extraverted Personality Type and Perceived Stress Level

Component		Perceived Stress Level	Extraverted Personality Type
Perceived Stress Level	PearsonCorrelation	1	-,391*
	Sig. (2-tailed)		,006
Extraverted Personality Type	PearsonCorrelation	-,391**	1
	Sig. (2-tailed)	,006	

*. Correlation is significant at the 0.05level (2-tailed)

According to the results related to correlation analysis in Table 11, there is a negative and significant relationship between the extraverted personality type and the perceived stress level, $r=-0,391$, $p<,05$. This relationship is medium-level between two variables. Therefore, if the extraverted personality type increases, the perceived stress level decreases. When the determination coefficient ($r^2=0,15$) is taken into consideration, the extraverted personality type explains fifteen percent of the perceived stress level variance.

6.3 Correlation Analysis between Introverted Personality Type and Perceived Stress Level

Within the context of this study there is the hypothesis “There is a positive relationship between introverted personality type and perceived stress level”. In order to test the hypothesis the Pearson correlation analysis was examined between two questionnaires. The results of the analysis are shown in Table 12.

Table 12. Correlation Analysis between Introverted Personality Type and Perceived Stress Level

Component		Perceived Stress Level	Intraverted Personality
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			Type
Perceived Stress Level	PearsonCorrelation	1	,591*
	Sig. (2-tailed)		,006
Intraverted Personality Type	PearsonCorrelation	,591**	1
	Sig. (2-tailed)	,006	

*. Correlation is significant at the 0.05 level (2-tailed).

According to the results related to correlation analysis in Table 12, there is a positive and significant relationship between the introverted personality type and the perceived stress level, $r=0,591$, $p<,05$. This relationship is medium-level between two variables. Therefore, if the introverted personality type increases, the perceived stress level also increases. When the determination coefficient ($r^2=0,35$) is taken into consideration, the introverted personality type explains thirty-five percent of the perceived stress level variance.

It was found that there is a negative relationship between the perceived stress level and the extraverted personality type, and also there is a positive relationship between the perceived stress level and the introverted personality type. Nia & Besharat (2010) and Karl, Peluchette & Herland (2007) found in their studies that extraverted people live with less stress than introverted people and also they are happier and more successful in life. Ahadi & Narimani (2010) found that there is a negative relationship between the extraverted personality type and vocational stress. All these results support this study's findings. But Sutherland & Cooper (1991) did a study related to personality and stress in the offshore oil and gas industry. According to their research result, no significant differences in reported stress levels were observed between introverts and extraverts. This result contradicts with this study's findings.

6.4 Correlation Analysis between Income Level and Perceived Stress Level

Within the context of this study there is the hypothesis "There is a negative relationship between income level and perceived stress level". In order to test the hypothesis, the Spearman correlation analysis was examined between two questionnaires. The results of the analysis are shown in Table 13.

Table 13. Correlation Analysis between Income Level and Perceived Stress Level

Component		Perceived Stress Level	Income Level
Perceived Stress Level	CorrelationCoefficient	1	-,374*
	Sig. (2-tailed)		,046
Spearman'srho Income Level	CorrelationCoefficient	-,374*	1
	Sig. (2-tailed)	,046	

*. Correlation is significant at the 0.05 level

According to the results of the related correlation analysis in Table 13, there is a negative and significant relationship between the income level and the perceived stress level, $r=-0,374$, $p<,05$. This relationship is medium-level between the two variables. Therefore, if the income level increases, perceived stress level decreases. When the determination coefficient ($r^2=0,14$) is taken into consideration, the income level explains fourteen percent of the perceived stress level variance.

It was found that there is a negative relationship between the income level and the perceived stress level. Yıldırım, et al (2004) did a study to specify the effect of stress on the independent accountants and found that economic problems were one of the the first and second priority problems. In addition, Zeytin & Gökgöz (2011) found low income as an important factor that causes stress. All these results support this study's findings. On the other hand, Torun & Tekin (2014) did a study on related job stress and personality types of the medical establishments executives and could not find a significant relationship between income level and stress. Therefore, this result contradicts with this study's findings.

6.5 Analysis of Variance Related to Vocational Experience and Perceived Stress Level

Within the context of this study there is the hypothesis "There is a significant relationship between vocational experience and perceived stress level". Descriptive statistics are shown in Table 14 by vocational experience years.

Table 14. Descriptive Statistics by Vocational Experience Year

Measurement	N	\bar{X}	S
5 years and under(1)	3	2,933	1,06
6-10 years (2)	9	3,133	,60
11-15 years (3)	20	3,030	,53
16-20 years (4)	20	2,945	,48
21 years and over (5)	35	2,865	,88

When descriptive statistics of the accountants' vocational experiences are examined, the point average of the people who worked five years and under is =2,93, people who worked between six and ten years is =3,13, people who worked between eleven and fifteen years is =3,03, people who worked between sixteen and twenty years is =2,94 and lastly the people who work for twenty-one years and over is =2,86.

An analysis of variance was made to learn if the perceived stress level differs significantly by number of vocational experience years or not. The results related to this analysis are shown in Table 15.

Table 15. Analysis of Variance by Vocational Experience Years

Variance Source	Total Square	sd	Mean Square	F	P	Significant Difference
Intergroup	896,467	4	,170	,336	,043	3-5, 2-4
In-group	58529,513	82	,507			
Total	59425,980	86				

It was found that there is a significant difference between the perceived stress level and vocational experience ($F(4-86) = 0,336, p = 0,04 < 0,05$). The effect size related test result (η^2)

=0,06) shows that this difference is medium level. As a result of the Tukey test, it was found that significant difference stems from the points of people who have experience between 11-15 years (3), 21 years and over (5), 6-10 years (2) and 16-20 years (4).

In this study, a significant relationship was found between vocational experience and the perceived stress level. Koçyiğit, Bal & Öztürk (2010) researched whether the stressors differ according to demographic attributes or not. They found that there is a significant relationship between stressors and vocational experience. Similarly, Azizoğlu & Özyer (2010) found that the people who have successful careers live with more stress than the people who are at the start of careers. All these results support this study's findings. On the other hand, Akpochafo (2012) did a study on related perceived vocational stressors on primary school teachers and did not find a significant relationship between stress and vocational experience. This result contradicts with this study's findings.

6.6 Correlation Analysis Between Age and Perceived Stress Level

Within the context of this study there is the hypothesis "There is a positive relationship between age and perceived stress level". In order to test the hypothesis the Spearman correlation analysis was examined between two questionnaires. The results of the analysis are shown in Table 16.

Table 16. Correlation Analysis Between Age and Perceived Stress Level

Component		Perceived Stress Level	Age
Perceived Stress Level	CorrelationCoefficient	1,000	,429
	Sig. (2-tailed)	.	,034
Age	CorrelationCoefficient	,429	1,000
	Sig. (2-tailed)	,034	.

According to the results related to the correlation analysis in Table 16, there is a positive and significant relationship between age and perceived stress level, $r=0,429$, $p<,05$. This

relationship is high level between two variables. Therefore, when age increases the perceived stress level increases. When the determination coefficient ($r^2=0,18$) is taken into consideration, age explains eighteen percent of the perceived stress level variance.

It was found that there is a positive and significant relationship between age and the perceived stress level. In the research of Mroczek & Almeida (2004), it was stated that stress affects the older people more negatively than younger ones. Also Koçyiğit, Bal & Öztürk (2010) researched whether stressors differ according to demographic attributes or not, and it was found that there are significant relationships between age and stressors that affects independent accountants. All these results support this study's findings. On the other hand, Akpochafo (2012) could not find a significant relationship between vocational stress and age in research related to the perceived vocational stress in primary school teachers, and also Aktaş (2001) could not find a significant relationship between age and stress level. These results contradict with this study's findings.

6.7 Correlation Analysis Between Gender and Perceived Stress Level

Within the context of this study there is the hypothesis "There is a significant difference between gender and perceived stress level". In order to test the significant difference, the results of unrelated t- test analysis are shown in Table 17.

Table 17. t- test Results between Gender and Perceived Stress Level

Measurement	N	\bar{X}	S	Sd	T	p
Man	65	3,0169	0,73			
Woman	22	2,7591	0,57	85	1,50	0,13

When Table 17 was examined, as a result of the independent-samples t-test it was specified that the average point of the men is 3,0169 ($S=0,73$) and the average point of the women is 2,75 ($S=0,57$), but a significant difference did not appear between the average points ($t(85)=1,50$, $p=0,13>0,05$). In other words, gender does not have a significant effect on the perceived stress level.

As a result of the research, a significant relationship between gender and the perceived stress level could not be found. Koçyiğit, Bal & Öztürk (2010) researched whether stressors show a significant relationship according to demographic attributes but could not find a significant relationship between stressors and gender. Azizoğlu & Özyer (2010) examined the burnout syndrome and some demographic variables which may play an active role to affect that syndrome. Therefore, a significant relationship between gender and burnout syndrome could not be found. Akpochafo (2012) did a study related to vocational stressors of primary school teachers but could not find a significant relationship between vocational stress and gender. All these results contradict with this study's hypothesis. But in a study by Watson et al. (2011) related to "Gender Influences on the Work-Related Stress-Coping Process" and in the research of Katkat & Kurudirek (2012) "Occupational Stress Sources Among University Academic Staff" different levels of stress appeared between women and men. These results support this study's hypothesis.

6.8. Correlation Analysis between Marital Status and Perceived Stress Level

Within the context of this study there is the hypothesis "There is a significant relationship between marital status and perceived stress level". In order to test the significant difference, the results of independent-samples t- test analysis are shown in Table 18.

Table 18. t- test Results between Marital Status and Perceived Stress Level

Measurement	N	\bar{X}	S	Sd	T	p
Married	73	2,9753	0,720			
Single	14	2,8286	0,59	85	0,716	0,476

When Table 18 was examined, as a result of the independent-samples t-test it was specified that average point of the married people is 2,97 (S=0,72) and the average point of the single people is 2,82 (S=0,59), but a significant difference did not appear between the average point (t (85)=0,716, p=0,476>0,05). In other words, marital status does not have a significant effect on the perceived stress level.

In this research a significant relationship could not be found between marital status and perceived stress level. In the research of Azizoğlu & Özyer (2010) about burnout syndrome in policemen it was found that single people felt more stress than married people. This result supports this study's hypothesis, but Katkat & Kurudirek (2012) researched whether the burnout level of the employees is affected by demographic factors but could not find a significant relationship between marital status and burnout levels, and Okutan et al. (2013)

researched whether burnout levels of the finance and accountant personnel differ from some demographic variances and found that there is not a significant difference within burnout levels of the participants. All these results contradict with this study's hypothesis.

6.9 Correlation Analysis Between Extraverted Personality Type and Stress Management Success

Within the context of this study there is the hypothesis "There is a positive relationship between the extraverted personality type and stress management success". In order to test the hypothesis, the Pearson correlation analysis was examined between two questionnaires. The results of the analysis are shown in Table 19.

Table 19. Correlation Analysis Between Extraverted Personality Type and Stress Management Success

Component		Stress Management Success	Extraverted Personality Type
Stress Management Success	PearsonCorrelation	1	,492*
	Sig. (2-tailed)		,000
Extraverted Personality Type	PearsonCorrelation	,492*	1
	Sig. (2-tailed)	,000	

*. Correlation is significant at the 0.05 level (2-tailed).

According to the results related to the correlation analysis in Table 19, there is a positive and significant relationship between the extraverted personality type and stress management success, $r=0,492$, $p<,05$. This relationship is medium-level between two variables. Therefore, if the extraverted personality type increases, stress management success also increases. When the determination coefficient ($r^2=0,24$) is taken into consideration, the extraverted personality

type explains twenty-four percent of the stress management success variance.

6.10 Correlation Analysis Between Introverted Personality Type and Stress Management Success

Within the context of this study there is the hypothesis “There is a negative relationship between the introverted personality type and stress management success”. In order to test the hypothesis the Pearson correlation analysis was examined between two questionnaires. The results of the analysis are shown in Table 20.

Table 20. Correlation Analysis Between Introverted Personality Type and Stress Management Success

Component		Stress Management Success	Intraverted Personality Type
Stress Management Success	PearsonCorrelation	1	-,211*
	Sig. (2-tailed)		,040
Intraverted Personality Type	PearsonCorrelation	-,211*	1
	Sig. (2-tailed)	,040	

*. Correlation is significant at the 0.05 level (2-tailed).

According to the results related to the correlation analysis in Table 20, there is a negative and significant relationship between the introverted personality type and stress management success, $r=-0,211$, $p<,05$. This relationship is low-level between two variables. Therefore, if

the introverted personality type increases, stress management success decreases. When the determination coefficient ($r^2=0,44$) is taken into consideration, the introverted personality type explains forty-four percent of the stress management success variance.

Finally, the research results show that there is a positive relationship between the extraverted personality type and stress management success, but there is a negative relationship between introverted personality type and stress management success. Sharma (2011) researched about whether personality patterns determine an individual's ability to relax in his work. Results showed that extraverts relax more easily than introverts. Odacı (2004) examined the relationship between loneliness level and stress management techniques of the university students. At the end of the research, a positive relationship was found between the loneliness level and the avoidance level from problem solving. In addition it was seen that the students who have a high level of loneliness could not use stress management methods actively. All these results support this study's findings.

7 CONCLUSION AND EVALUATIONS

In this study, first of all the definitions of stress and personality were given and the relationship between personality type, perceived stress level and stress management success were stated and also perceived stress level was examined by some demographic variables such as income, vocational experience, age, gender and marital status. In this context, the data of the questionnaire were evaluated in the Spss 21.0 statistic programme (Statistical Package for Social Sciences). Correlation, regression, variance analyses and Tukey Post Hoc and t-test were used in the data analysis.

In this study when the independent accountants are examined in terms of gender and marital status, most of them consist of married people and men. When the age variable is evaluated, approximately half of the independent accountants are between the ages of 41-50, and in terms of education level, most of them have post graduate degrees, but there is no person who has only finished high school or has a doctorate degree. In addition, when the experience of them are examined, more than half of employees have at least eleven years experience. Therefore, it may be said that most of them are experienced individuals. Also there are 37 people (%42,5) who have income between 3000-4999, 28 people (%32,2) who have income 5000 and over. For that reason it is clear that more than half of the participants have income of at least 3000, and similarly more than half of the independent accountants have at least 50 customers. Lastly, there are no Certified Public Accountants in this research, but all are Independent Accountant and Financial Advisors, and also 87 percent of these employees work independently in their jobs.

This thesis tried to determine whether there is a relationship between personality type and perceived stress level of the independent accountants. Different from other studies, the relationship between extraverted and introverted personality type, perceived stress level and stress management success were examined. Findings of this study indicated that there is a significant difference between personality type and perceived stress level and personality types of the independent accountants have a significant effect on the perceived stress level. Also the personality type of independent accountants explains twelve percent of the perceived stress level variance ($R=,338$, $R^2 =,121$). Güçlü (2001), Aktaş (2001) and Torun & Tekin (2014) emphasize, personality is a crucial factor within the tendency of the people toward stressors. As Güçlü(2001) and other researchers emphasised before, this study also found same results. In addition, it was seen that extraverted and introverted personality types have attributes that are previously mentioned in literature. That is, extraverted people take the highest point from being positive, social and energetic, but introverted people take the highest point from sharing too few things with other people, moving controllably and reading more than spending time with other people. Similarly most of the research results and also Nia & Besharat (2010), Karl, Peluchette & Herland (2007) state that extraverted people have positive emotions like happiness, liveliness, optimism, high level energy, fun and also they

are very happy and relaxed in their life. Therefore, the relationship between extraverted-introverted personality types was examined on the independent accountants. As a result of this research, a negative and significant relationship was found between the extraverted personality type and the perceived stress level ($r=-0,391$, $p<,05$), but a positive and significant relationship was found between the introverted personality type and the perceived stress level ($r=0,591$, $p<,05$). Although Sutherland & Cooper (1991) found no significant differences between introverted and extraverted people, Ahadi & Narimani (2010) found a negative relationship between the extraverted personality type and educational stress. Thus, this study supports our findings. In addition, this study showed that extraverted people are more successful in stress management than introverted people. As a result of this study, a positive and significant relationship was found between the extraverted personality type and stress management success ($r=0,492$, $p<,05$), but a negative relationship was found between the introverted personality type and stress management success ($r=-0,211$, $p<,05$). In addition, in the research of Sharma (2011) and Odacı (2004) similar results were found with this study.

The hypothesis which is related to income level was supported: a negative and significant relationship was found between the income level and the perceived stress level. When the determination coefficient ($r^2=0,14$) is taken into consideration, income level explains fourteen percent of the perceived stress level variance. Although more than half of the participants have income of at least 3000, it was seen that their satisfaction level is not high. Gökgöz (2011) emphasized that the most important stressors of the independent accountants are excessive work load, having limited time in private life and lastly low income. In addition, Yıldırım et al. (2004) found that the most important stressors of independent accountants are financial problems, family problems and time pressure. In short, satisfaction level related income may be affected negatively because of work load, time pressure and having limited time in private life. The other hypothesis related to age and the perceived stress level was also supported. A positive and significant relationship was found between age and the perceived stress level, $r=0,429$, $p<,05$. This relationship is high level between two variables. When the determination coefficient is taken into consideration, age explains eighteen percent of the perceived stress level variance. It may therefore be said that having a job that needs intellectual activity and regular attention causes intense stress for the independent accountants because in older ages control and attention level of the people decrease so that the people have high tendency toward stressors. As a result of research the hypothesis related to vocational experience was supported: a significant difference was found between vocational experience and perceived stress level. This difference is medium level. Research of Koçyiğit, Bal & Öztürk (2010) support our findings. To make clear, it was found that the significant difference mostly stems from the points of people who have experience between 6-10 years, and also it stems from points of people who have experience of 21 years and more. That is, the more experience, the least stress. Although more than half of the independent accountants have at least 11 years experience, stress is felt generally by the workers. That is, being experienced does not destroy some stressors such as working under time pressure and excessive workforce because feeling stress is inescapable for some stressors. Literature research emphasizes that independent accountants have excessive work load and feel time pressure and spend limited time for private life. Thus, it was thought that especially married people feel more stress than single ones, but the research showed that marital status has not got a significant effect on the perceived stress level. Katkat & Kurudirek (2012), Okutan et al. (2013) found similar results to this study's findings. It may be thought that because single people have insufficient tangible or intangible support, these people should take regular support concerning stressors in their workplace. In addition, stressful people should be specified and some seminars or conferences, stress counseling programmes should be given

by the organization, and also the individuals should notice their personality type and try to change mind, behaviour and also thought. It is a reality that having some roles such as being a housewife or mother make people more stressful in the workplace, so generally women feel more stress than men in their job or normal life because of excessive stressors. But this study did not support to this knowledge. So a significant difference between gender and the perceived stress level could not be found. Koçyiğit, Bal & Öztürk (2010), Azizoglu & Özyer (2010) and Akpochafo (2012) found similar results to these findings, but in the research of Watson et al. (2011) and Katkat & Kurudirek (2012), different levels of stress appeared between women and men. In conclusion, it may be thought that the women may have a lower level of introverted personality attribute so they feel less stress like men, and they mostly have an optimistic view in stress management.

The arithmetic mean of the perceived stress level states that the independent accountants feel stress both in their homes and also workplace because they do not spend enough time for private life, feel time pressure while working, mostly think that social support is insufficient and find that the work affects their health negatively. In addition, being married, most of the employees feel high stress in their workplace because of excessive work. For that reason, it is suggested that TÜRMOB should activate fiscal holiday so they may spend more time with their family and also in social life. Similarly, some precautions against stress may be taken by the Chamber of Independent Accountant and Financial Advisor or TÜRMOB. With stress counseling, education programmes, seminars or conferences, the employees may think more positively and become more successful in time management and also stress management.

The arithmetic mean of stress management success states that the independent accountants are mostly optimistic in stressful times. In addition, they sometimes externalize their anger, and they do not go to the theatre and cinema or listen to music very much, and they rarely change the manner of work. But they mostly do physical exercise and also have positive thoughts. In the research of Doğan (2012) related to the relationship between personality traits and subjective well-being, a positive relationship was found between extraverted and subjective well-being. Similarly Otrar et al. (2002) investigated the impact of stress and coping on the psychological well-being of the students. Active coping strategies to deal with stress were found to be positively correlated with psychological well-being, passive coping strategies were negatively correlated with psychological well-being. Shortly it may be said that the psychological well-being of the employees plays an active role in successful stress management. For that reason, the employees should try to decrease the negative effects of stress with management techniques. For instance, they should do some work together with other similar work, and also they should give importance to the time management subject, doing the work in real time. As a result of that they may feel less stress while working and become more successful and happy in their workplaces. Besides, although they have to work until late in the office, they should do other social activities or hobbies such as listening to music, etc. for a limited time. In addition, they may enhance the physical working conditions so the level of stress may be decreased and also the psychological well-being of the employees may be improved. Finally, when the employees know themselves well, they may cope with stress better than before. Therefore, the individuals should find which stressor affects them strongly and try to get rid of that stressor because each individual has a different personality and therefore the stressors affect them differently.

Some Suggestions Related Other Researches;

- If the number of question is more than expected, the participants may answer to the questions unwillingly. For that reason that subject should be cared by researchers,
- If this research is done with more participants, answers may be more reliable and also true,
- In this research only extraverted and intraverted personality type were examined. Other researches should be done with different personality types or this subject should be enlarged so more productive results may be provided like that. In addition, this research may be done in some special and public establishments so the awareness of the participants may be increased and also more eye-opener results about stress and personality type may be reached,
- This research should be done not only in Kırıkkale but also other cities in Turkey.

¹ Fiscal Holiday: According to the law 5064, the times between 1 July and 20 July (including 20 July) in every year are foreseen such as fiscal holiday.

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APPENDICES

APPENDIX A: QUESTIONNAIRE

THE RELATIONSHIP BETWEEN STRESS LEVEL AND PERSONALITY AND STRESS MANAGEMENT TECHNIQUES

This working was started as a Post Graduate Thesis in Yıldırım Beyazıt University, Institute of Social Science, Management and Organisation Department. Within the scope of the research about the subject “The relationship between stress level and personality and stress management techniques” a questionnaire form was organized and the data about the subject will be examined. Thank you for joining the questionnaire and supporting the research.

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1. Gender

- a) Man (....) b) Woman (.....)

2. Marital Status

- a) Married (.....) b) Single(....)

3. Age

- a) 30 and over (...) b) 31-40 (....) c) 41-50(....) d) 51-60(...) e) 61 and upper (....)

4. Education Level

- a) High School (...) b) Two-year degree (...) c) Undergraduate(...) d) Post Graduate(....) e) Doctorate(....)

5. Vocational Experience

- a) 5 years and under(...) b) 6-10 years(...) c) 11-15 years(...) d) 16-20 years(...) e) 21 years and over(...)

6. Average Income

- a) 0-1299(...) b) 1299-2999(...) c) 3000-4999(....) d) 5000 and more(....)

7. Position

- a) Independent Accountant and Financial Advisor (....) c) Certified Public Accountant (....)

8. The Way of Work

- a) Free (...) b) Dependent to Organisation(....) c) Common Accounting Office(...)

9. The Number of Customer

- a) 0-50 (...) b) 50-100 (...) c) 100-150 (...) d) 150-200(...) e) 200 and more (...)

STRESS LEVEL

1. I think that I do not have enough authority to carry out responsibility.

- a) I absolutely do not agree b) I do not agree c) I am indecisive d) I agree e) I absolutely agree

2. I do not allocate time to my private life because of intensity at work.

- a) I absolutely do not agree b) I do not agree c) I am indecisive d) I agree e) I absolutely agree

3. I think that the quantity of work negatively affects the quality of work.

a) I absolutely do not agree b) I do not agree c) I am indecisive d) I agree e) I absolutely agree

4. I do not have the exact education that my job necessitates.

a) I absolutely do not agree b) I do not agree c) I am indecisive d) I agree e) I absolutely agree

5. There is an inconformity between my personality and work.

a) I absolutely do not agree b) I do not agree c) I am indecisive d) I agree e) I absolutely agree

6. I feel excessive time pressure while working.

a) I absolutely do not agree b) I do not agree c) I am indecisive d) I agree e) I absolutely agree

7. The stress that stems from coworkers is more than the stress stemming from customers.

a) I absolutely do not agree b) I do not agree c) I am indecisive d) I agree e) I absolutely agree

8. My job affects my health negatively.

a) I absolutely do not agree b) I do not agree c) I am indecisive d) I agree e) I absolutely agree

9. We work with less personnels than there should be.

a) I absolutely do not agree b) I do not agree c) I am indecisive d) I agree e) I absolutely agree

10. Social support in my work (help, relaxation, entertainment, internet etc.) is insufficient.

a) I absolutely do not agree b) I do not agree c) I am indecisive d) I agree e) I absolutely agree

STRESS MANAGEMENT TECHNIQUES

1. Doing physical exercise.

a) Never b) Rarely c) Sometimes d) Often e) Everytime

2. Listening to music or going to cinema or theatre.

a) Never b) Rarely c) Sometimes d) Often e) Everytime

3. Changing of the manner of work to avoid monotony.

a) Never b) Rarely c) Sometimes d) Often e) Everytime

4. Believing that the work will get back on track in the long term.

a) Never b) Rarely c) Sometimes d) Often e) Everytime

5. Making some constructive actions to decrease the effects of stress.

a) Never b) Rarely c) Sometimes d) Often e) Everytime

6. Relaxing by externalizing to the anger in stressful positions.

a) Never b) Rarely c) Sometimes d) Often e) Everytime

7. Accepting the situation by thinking "Worse things could happen".

a) Never b) Rarely c) Sometimes d) Often e) Everytime

PERSONALITY TYPE

Extraverted Type

1. I am positive and cheerful.

a) I absolutely do not agree b) I do not agree c) I am indecisive d) I agree e) I absolutely agree

2. I am very social and energetic.

a) I absolutely do not agree b) I do not agree c) I am indecisive d) I agree e) I absolutely agree

3. I do not feel bad about drawing attention.

a) I absolutely do not agree b) I do not agree c) I am indecisive d) I agree e) I absolutely agree

4. I talk with very different people in friend meetings.

a) I absolutely do not agree b) I do not agree c) I am indecisive d) I agree e) I absolutely agree

5. I like friend meetings.

a) I absolutely do not agree b) I do not agree c) I am indecisive d) I agree e) I absolutely agree

6. I always start to conversations before others.

a) I absolutely do not agree b) I do not agree c) I am indecisive d) I agree e) I absolutely agree

7. I plan all things that I want to do before attempting them.

a) I absolutely do not agree b) I do not agree c) I am indecisive d) I agree e) I absolutely agree

Intraverted Type

1. I do not like to speak very much.

a) I absolutely do not agree b) I do not agree c) I am indecisive d) I agree e) I absolutely agree

2. I share few things with other people.

a) I absolutely do not agree b) I do not agree c) I am indecisive d) I agree e) I absolutely agree

3. I do not speak very much among foreign people.

a)I absolutely do not agree b)I do not agree c)I am indecisive d)I agree e)I absolutely agree

4. I feel myself very relaxed myself in society.

a)I absolutely do not agree b)I do not agree c)I am indecisive d)I agree e)I absolutely agree

5. I like reading more than spending time with other people.

a)I absolutely do not agree b)I do not agree c)I am indecisive d)I agree e)I absolutely agree



APPENDIX B: TEZ FOTOKOPİSİ İZİN FORMU

ENSTİTÜ

Fen Bilimleri Enstitüsü

Sosyal Bilimler Enstitüsü

YAZARIN

Soyadı : TÜRE

Adı : NURHAN

Bölümü : YÖNETİM VE ORGANİZASYON (İNGİLİZCE)

TEZİN ADI(İngilizce) : THE RELATIONSHIP BETWEEN STRESS LEVEL AND PERSONALITY AND STRESS MANAGEMENT TECHNIQUES

TEZİN TÜRÜ: Yüksek Lisans

Doktora

1. Tezimin tamamından kaynak gösterilmek şartıyla fotokopi alınabilir.
2. Tezimin içindekiler sayfası, özet, indeks sayfalarından ve/veya bir bölümünden kaynak gösterilmek şartıyla fotokopi alınabilir.
3. Tezimden bir (1) yıl süreyle fotokopi alınmaz.

TEZİN KÜTÜPHANEYE TESLİM TARİHİ