

# THE EFFECT OF JOB SATISFACTION FOR PERSONALITY TRAITS OF SQUARE AND TRIANGLE PERSONALITY TRAIT. ON THE RELATIONSHIP BETWEEN WORK ENVIRONMENT AND PERFORMANCE IN SAUDI ARABIA

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## Abstract

**Contemporary companies have realized the importance of the human factor in business success, as it is a factor characterized by the ability to interact, influence and be affected by the surrounding factors. Therefore, recent research in the field of business administration has directed to study this factor to determine the conditions and factors that lead to increasing the effectiveness of this factor to the maximum extent possible.**

**In these papers, the effect of job satisfaction as a mediating factor between the work environment and the job efficiency of employees with square and triangle personality was studied In Saudi Arabian Organizations. As it is clear, the classification of geometric shapes has been adopted, which is the latest theory in the classification of personality types. By following the path analysis methodology using AMOS software. The study proved that, General Job Satisfaction of Square personality trait (SGJS) mediates the relationship between both Authoritarian Work Environment (AWE) and Role-Based Work Environment (RBWE) in one side and Job Performance of Square personality trait (SJP) in the other side. In addition, General Job Satisfaction of Triangle personality trait (TGJS) mediate the relationship between Authorities Work Environment (AWE), Dynamic Work Environment (DWE) and Independent Work Environment (IWE) in one side and Job Performance of Triangle personality trait (TJP) on the other side.**

**Keyword: Business Management, Job environment, Job satisfaction, Job performance, Personality trait, Square personality trait, Square personality trait.**

## 1.INTRODUCTION

Studies dealing with human resources have gained great importance in recent times, due to the institutions realizing the importance of the human element in the success of any institution in achieving its goals.[1] Human resources, or as it is called for short, HR is a dynamic resource that has the privacy of not being imitated, as it is related to the human personality, its reactions and actions. [2]

A lot of research has sought to study human behavior and try to classify people according to their behavior and personalities, and there have already been many classifications, including personality traits according to the Big Five[3], which are based on the classification of personalities according to five main factors (Extroversion, Conscience, Approval, Openness, Nervousness), these classifications have been used in research related to the Business Administration to try to study the behavior of these individuals within the organization and during working hours.[4]

Classifying human personalities and studying their behavior is extremely important in business management[5], as the management is always interested in obtaining the highest level of job performance of the individual, and to achieve this goal researches divided into three axes. The first examines the field of job satisfaction and its relationship to job performance,[6] in the second context, the impact of personality traits on job satisfaction[2], and the third

examines the job environment and its relationship to job performance[7].[8]

In fact, what was mentioned in these researches contains some contradictions, especially that they mostly depend on the classification of the Big Five personality traits, and it has been proven that this classification is not sufficient to include all aspects of the human personality and, on the other hand, does not include the three dimensions (personality traits, job satisfaction, job performance) within a same research framework.[4]

In this research paper, a new classification of personality traits (character classification according to geometric shapes) is adopted, which is more comprehensive and more reliable than the classification of the big five, to study the impact of job satisfaction for each of the square and triangle personality on the relationship between the work environment and job efficiency through Conducting a descriptive statistical study that included three large institutions in the Kingdom of Saudi Arabia (ARAMCO, SABIC, Saudi electricity company)

## 2. PERSONALITY TRAITS:

According to Theory and Research, developed by authors Roberts, Wood, and Caspi, definition of personality traits is "the relatively persistent patterns of thoughts, feelings, and behaviors that distinguish individuals from one another". [5]

According to the attribute theory, personality consists of several different broad attributes. Openness, for example, it is a personal dimension that describes how an individual interacts with other people and the world. In other words, personality traits are a complex combination of traits and characteristics that an individual possesses that distinguishes him from other individuals.[5]

### 2.1. The Big Five Factors of Personality traits:

The Big Five Personality Traits, also known as the Five Factor Model or the OCEAN Model, is a classification of personality traits. When factor analysis (a statistical technique) is applied to personality test data, certain words are used to describe aspects of personality that often apply to the same person. For example, a person described as a pronoun is more likely to be described as "always ready" rather than "anarchic". Thus, this theory is based on the association between words, not

neuropsychological experiences. The theory uses common language adjectives and suggests five major dimensions commonly used to describe human personality and psyche [9]

The five factors include:

- Openness to experience (creative/curious vs. Homogeneous/wary): It is the general appreciation of art, emotion, adventure, unfamiliar ideas, imagination, curiosity, and diversity of experiences. People who are open to experimentation have cultural curiosity, emotional openness, appreciation of beauty, and a willingness to try new things. They tend to be more creative and aware of their feelings compared to introverted people
- Conscience (active/organised vs easy-to-mother/ampathetic): It is the tendency to show self-discipline, act responsibly and strive for achievement against standards or beyond expectation. It is about the way people control, regulate and manage their impulses. A strong conscience is often described as stubbornness or focus
- Extraversion (unreserved/energy vs. Aloof/reserved): It is characterized by amplitude of activities (as opposed to depth), the impulse of external activities and situations and the creation of energy in external ways.
- Entente (friendly/passionate vs. Defiant/detached): Individual differences reflect general concerns about social harmony.
- Neuroticism (sensitive/anxious vs. Reassuring/confident)

### 2.2. Geometric Shapes personality traits:

Dr. Susan Dillinger developed a new theory and put it in her book "Communicating Despite Our Differences" [10] that each of the geometric shapes has meaning for each person and determines the person's tendencies and his way of dealing. This theory is considered one of the latest theories in the current era and has gained high reliability due to the simplicity and comprehensiveness of its testing at the same time. This theory is based on classifying individuals according to five geometric patterns (triangle, square, rectangle, circle and zigzag), and each pattern has different practical and

psychological characteristics from the other. During these papers, attention will be given to only two patterns, the square and the triangle, as they represent rational personalities.

- The square

The square is composed of equal lines and angles. It is the most organized of the five shapes. The owner of the box is a dedicated person in his work or a strong insistence on the completion of work, resorted to by people to carry out tasks cares about the details puts everything in the right place cares about knowing the rules of work and deadlines. His disadvantages is that he is a whisperer, a catcher of cool mistakes. Resistant to change[10]

- Triangle

Like the square, he uses the left side of the brain, but he is ambitious and cares about power and leadership, knows what the goal is and focuses on him.

It is negativities: excessive attention to itself, burdened with burdens. Sticking to his opinion . Always seeking positions.[10]

### 3. JOB SATISFACTION

The term job satisfaction expresses the positive feeling that the employee feels in general about his work, due to the fulfillment of his needs and desires to work, as it is one of the basic goals that most institutions seek to obtain because of its role in increasing the productivity of workers and motivating them. [11]

Several theories have been developed to study the factors of job satisfaction and its relationship to job performance, such as Maslow Hierarchical Needs Theory, [12]Where this theory talks about the ladder of different human priorities, stressing that there are many needs that he seeks to satisfy through his many actions and behaviors to reach them, and states that unsatisfied needs cause frustration, tension and severe psychological pain. Whereas Herzberg Two Factor Theory Motivation built on rewards and incentives. All of these theories seek to reach a state of general satisfaction in the person so that the person is in a state of constant stimulation.[13]

### 4. WORK ENVIRONMENT

As definition, It is the location that is used to perform a specific task until its completion, and the work

environment includes the geographical location, and the areas surrounding the work, such as the location of offices or the facility building, and may also include other components such as noise level, and special additional features at work, and the work environment is defined as the place where People use it for work[3], such as in an organization, factory, or office.

Management science is interested in dividing the work environment in different establishments into several types, and each type helps to clarify the nature of the relationship between these types of environments, which contributes to providing an explanation about the quality of the elements that make up each work environment.[14]

Thus, there is a general classification of work environments (general work environment, private work environment, internal and external work environment)[8], In these papers, attention was paid to the internal work environment and were divided into the following types:

#### A. Independent working environment

An independent work environment gives employees an opportunity to plan and implement projects in their own ways, in other words, that employees achieve results and search for solutions to problems themselves, in addition to that they are distinguished by that they set goals and achieve them themselves, and therefore they can organize, schedule and formulate a clear strategy themselves, manage their time efficiently and remain in Important without much oversight.

#### B. Authoritarian working environment

In this type of work environment, responsibility for decision-making and developing strategic plans to achieve the company's goals lies in the hands of very few trusted and authorized decision-makers. These people enjoy special privileges in the workplace and a full delegation of responsibility, while the rest of the employees follow the instructions of their superiors literally only and do not have the freedom to express alternative points of view.

#### C. Team work environment

This type of work environment focuses heavily on team and cooperation between team members. It encourages teamwork, building strong relationships based on trust and openness. And therefore, the interest of the team in

achieving the goals of the company or institution is presented in the interest of the individual

#### D. Role-based work environment

This work environment depends on specialization more than anything, where a specific task is assigned to each employee according to his expertise and specialization and he must implement it according to a specific time

#### E. Dynamic working environment

The dynamic work environment is based on one principle, which is: "survival of the fittest", where competition intensifies in the workplace where the company maintains the most efficient and competitive staff, it is a competitive environment with distinction

#### F. Standard working environment

In a work environment of this type, the rules and laws are strict and constitute for employees more than words on paper, where employees adhere to the rules and pay special attention to them, and the company's training programs emphasize to employees the need to understand the principles behind operational policies and procedures. It is a highly organized environment with no chaos.

### 5. JOB PERFORMANCE

Job performance consists of several factors that collectively contribute to determining the level of competency of employees, namely:[15]

Employee and competencies: They express the information and skills owned by the employee in addition to his attitudes and values, which represent the basic factors that produce an effective level of performance for that employee. In addition to dedication and seriousness in work and the ability to assume responsibilities and complete work on time and the need for supervision and direction.[15]

Work and requirements: It includes the tasks, responsibilities, roles, skills and experience required by the job, its requirements and challenges, as well as accuracy, order, mastery, skill, technical proficiency, ability to organize and carry out work and speed. Achievement and Freedom from Errors. [16]

The organizational environment and its components: It consists of internal and external factors, and internal

factors that affect performance and include the organization, structure, objectives, resources, strategic location and procedures followed, while the external factors that form the organizational environment that affect effective performance are economic, social, technological, civilizational, political and legal factors. [1]

### 6. RELATED WORK:

Most Previous research interested in the field of human resource efficiency in institutions and companies of all kinds and patterns of work studied the relationship between job satisfaction and job performance and emphasized the existence of a statistically significant relationship between job satisfaction and job performance. [16] in isolation from personality trait and separately from studying the impact of personality traits on Job Satisfaction.

It was found some studies that studied the relationship between personality traits and job satisfaction[1], but the approach based on the big five traits was used to classify personality traits, and these research concluded that there was a statistically significant relationship between the Big Five personality traits and job satisfaction where the results were contradictory in some cases so that this research is so unreliable.

While some research found a statistically significant relationship between work environment and job satisfaction, independent of personality patterns.[8]

It also found research examining the relationship between personality traits, job satisfaction and job performance But the Big Five Traits approach was used for personality styles, the study found that there is effect of personality traits on job satisfaction where personality traits as mediation variable.

And it was found some research that suggest to find a new classification of personality styles more comprehensive and specific.[4]

Some research also confirmed the existence of a positive relationship between work environment and job competence.

On the other hand, there was no research that adopted the method of classification of characters according to geometric shapes, and three variables (work environment, job satisfaction and job competence) were not studied within the framework of personality trait. To determining the level of job performance of employees

with a specific personality traits and in a specific job environment. Which contributes effectively to choosing the right employee for the right place according to an appropriate work environment and redesigning the job in a way that is compatible with the personality of the employees to ensure a high level of job satisfaction and thus a high job performance

**Research Hypothes:**

Depending on the study of the personality traits of the square and the triangle, a set of hypotheses were developed to be studied through a statistical study.

**Table 1: Research Hypothesis**

Code	Description	Path
<b>Direct Effect of performance</b>		
H1	General Job Satisfaction of Square personality trait (SGJS) positively affected by the Standard Work Environment (SWE)	SWE→SGJS
H2	General Job Satisfaction of square personality trait (SGJS) positively affected by the Role-Based Work Environment (RBWE)	RBWE→SGJS
H3	General Job Satisfaction of Square personality trait (SGJS) positively affected by the authoritarian work Environment (AWE)	AWE→SGJS
H4	Job performance of Square personality trait (SJP) positively affected by the general Job satisfaction of Square personality trait (SGJS)	SGJS→SJP
H5	General Job Satisfaction of Triangle personality trait (TGJS) positively affected by the Authorities Work Environment (AWE)	AWE→TGJS
H6	General Job satisfaction of Triangle personality trait (TGJS) positively affected by Dynamic Work Environment (DWE)	DWE→TGJS
H7	General Job Satisfaction of Triangle personality trait (TGJS) positively affected by Independent Work Environment (IWE)	IWE→TGJS
H8	Job Performance of Triangle personality trait (TJP) positively affected by General Job Satisfaction of Triangle personality trait (TGJS)	TGJS→TJP
<b>Mediation Effects of job satisfaction</b>		
H9	General Job Satisfaction of Square personality trait (SGJS) mediates the relationship between the Authoritarian Work Environment (AWE) and Job Performance of Square personality trait (SJP).	AWE→SGJS→SJP

- H10 General Job Satisfaction of Square personality trait (SGJS) mediate the relationship between the Role-Based Work Environment (RBWE) and Job Performance of Square personality trait (SJP) RBWE→SGJS→SJP
- H11 General Job Satisfaction of Square personality trait (SGJS) mediate the relationship between the Authoritarian Work Environment (AWE) and Job Performance of Square personality trait (SJP) AWE→SGJS→SJP
- H12 General Job Satisfaction of Triangle personality trait (TGJS) mediate the relationship between Authorities Work Environment (AWE) and Job Performance of Triangle personality trait (TJP). AWE→TGJS→TJP
- H13 General Job Satisfaction of Triangle personality trait (TGJS) mediate the relationship between Dynamic Work Environment (DWE) and Job Performance of Triangle personality trait (TJP). DWE→TGJS→TJP
- H14 General Job Satisfaction of Triangle personality trait (TGJS) mediate the relationship between Independent Work Environment (IWE) and Job Performance of Triangle personality trait (TJP). IWE→TGJS→TJP

## 7. RESULTS AND DISCUSSION

### 7.1. The Direct Effect of Variables:

#### A. Square Personality Traits:

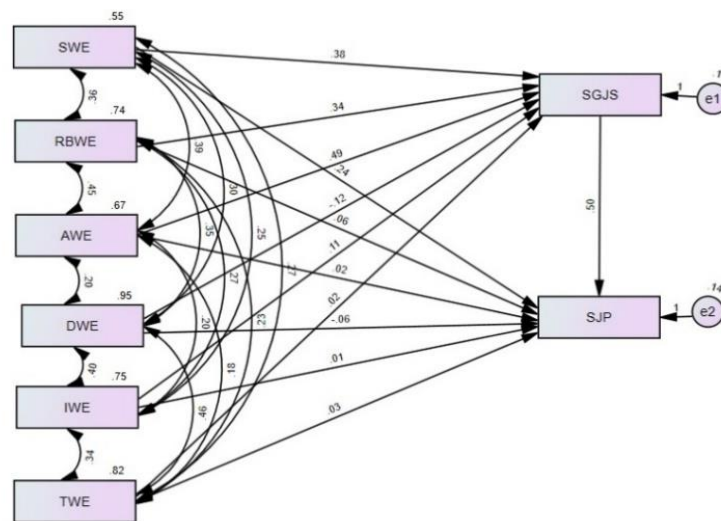


Figure 1 shows the basic model for the relationships between variables. The model was designed using AMOS tools. The data collected from individuals who have a square personality trait were applied and then statistical analysis was performed.

Figure 1: THE RESULT OF APPLYING THE DATASET OF SQUARE PERSONALITY TRAIT ON AMOS STRUCTURE

for personality trait of Square there is a strong positive correlation between Square General Job Satisfaction (SGJS) and both Authoritarian Work Environment (AWE), Role Based Work Environment (RBWE), Standard Work Environment (SWE) and Square Job Performance (SJP). The sample correlations were 0.822, 0.742, 0.750 and

0.855, respectively. This gives an initial indication of the validity of the H1, H2, H3 and H4 hypotheses. The coefficient standard and non-standard estimate of paths related to hypothesis (H1,H2,H3,H4) which described in table 1 shown in table 2.

**Table 2: The coefficient standard and non-standard estimate of paths related to hypothesis (H1,H2,H3,H4)**

		Estimate		S.E.	C.R.	P
		Unstandardized	Standardized			
SWE	→ SGJS	.383	.303	.060	6.39	***
RBWE	→ SGJS	.342	.312	.050	6.83	***
AWE	→ SGJS	.488	.426	.055	8.89	***
SGJS	→ SJP	.501	.622	.072	6.95	***

“\*\*\*” means the significant level of 0.05

As shown in table 2, the effect of Authorization Work Environment (AWE) , Role-Base Work Environment (RBWE) and Standard Work Environment (SWE) on Square General Job Satisfaction (SGJS) ,moreover the effect of Square General Job Satisfaction (SGJS) on Square Job Performance (SJP) were positive and statistically significant at level of 0.05. In other words, the hypothesis H1, H2, H3 and H4 are supported.

**B.Triangle Personality Traits:**

The data collected from individuals who have a triangle personality trait were applied to basic model for the relationships between variables as shown in figure 2 After that statistical analysis was performed.

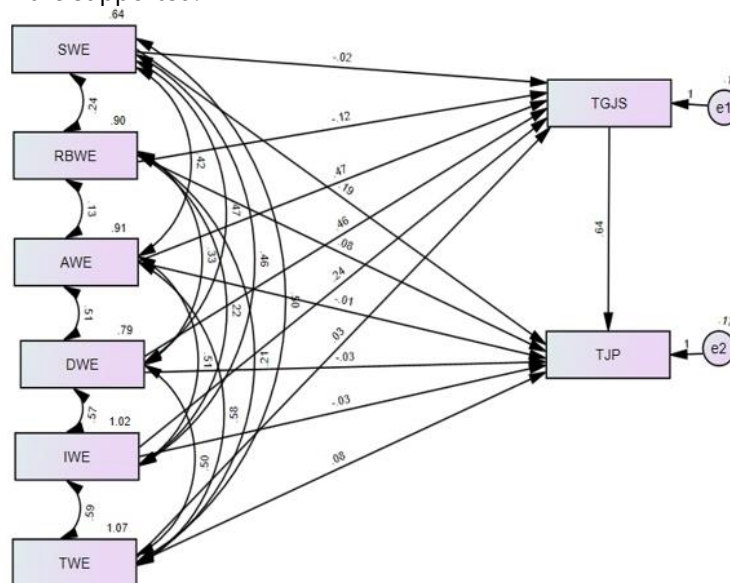


Figure 2: 8THE RESULT OF APPLYING THE DATASET OF TRIANGLEPERSONALITY TRAIT ON AMOS STRUCTURE

The coefficient standard and non-standard estimate of paths related to hypothesis (H5,H6,H7,H8) which described in table 1 shown in table 3.

**Table 3: The standard and non-standard estimate regression weight of paths related to hypothesis (H5,H6,H7,H8)**

			Estimate		S.E.	C.R.	P
			Unstandardized	Standardized			
AWE	→	TGJS	.467	.440	.062	7.588	***
DWE	→	TGJS	.456	.402	.075	6.051	***
IWE	→	TGJS	.236	.236	.058	4.047	***
TGJS	→	TJP	.636	.736	.096	6.631	***

\*\*\*\* means the significant level of 0.05

As shown in table 3, the effect of Authorization Work Environment ( AWE) , Role-Base Work Environment (RBWE) and Standard Work Environment (SWE) on Square General Job Satisfaction (SGJS) ,moreover the effect of Square General Job Satisfaction (SGJS) on Square Job Performance (SJP) were positive and statistically significant at significant level of 0.05. In other words, the hypothesis H1, H2, H3 and H4 are supported.

**7.2. The Indirect Effect of Variables:**

During this section, the mediation effect of General Job Satisfaction (GJS) for different Personality traits will be

**Table 4: Total , Direct and Indirect effects of variables related to hypothesis H9, H10 and H11**

		SJP	P	H9	H10	H11
		Unstandardized	Standardized			
Total Effect	SWE	.436	.427	***	Sig	
	RBWE	.230	.261	.267		Non-Sig
	AWE	.261	.283	.793		Non-Sig
Direct Effect	SWE	.244	.239	***	Sig	
	RBWE	.059	.067	-----		---
	AWE	.016	.018	-----		----
Indirect Effect	SGJS					
	SWE	.383	.303	***	Sig	
	RBWE	.342	.312	***		Sig



		SJP		P	H9	H10	H11
		Unstandardized	Standardized				
	AWE	.488	.426	***			Sig
Indirect Effect	SGJS	.501	.621	***	Sig	Sig	Sig
RESULT					Partial Mediation	Indirect Relationship	Indirect Relationship

**H9) General Job Satisfaction of Square personality trait (SGJS) mediates the relationship between the Standard Work Environment (SWE) and Job Performance of Square personality trait (SJP).**

The result showed that there is statistically significant relationship between the independent variable SWE and the related variable SJP in the absence of the intermediate variable SGJS with a total effect of value 0.427 and the value of P equals to "\*\*\*\*", therefore the effect of the independent variable (SWE) on the related variable (SJP) without the inclusion of the intermediate variable (SGJS). Also, there is significant direct effect of independent variable (SWE) on dependent variable (SJP) of value 0.239.

There is an indirect effect of the independent variable (SWE) on the median variable (SGJS) with the value 0.303 and the value of P "\*\*\*\*", and thus it is a statistically significant, also there is an indirect effect of the intermediate variable on the dependent variable with its value 0.621 and the value of P "\*\*\*\*".

As a result, General Job Satisfaction of Square personality trait (SGJS) mediates the relationship between the standard Work Environment (SWE) and Job Performance of Square personality trait (SJP) at level Partial Relationship, and H14 supported.

**H10) General Job Satisfaction of Square personality trait (SGJS) mediate the relationship between the Role-Based Work Environment (RBWE) and Job Performance of Square personality trait (SJP)**

The result showed that there is no statistically significant relationship between the independent variable RBWE and the related variable SJP in the absence of the intermediate variable SGJS with a total effect of value 0.261 and the value of P equals to 0.267, therefore the

effect of the independent variable (SWE) on the related variable (SJP) without the inclusion of the intermediate variable (SGJS).

There is an indirect effect of the independent variable (RBWE) on the median variable (SGJS) with the value 0.312 and the value of P "\*\*\*\*", and thus it is a statistically significant, also there is an indirect effect of the intermediate variable (SGJS) on the dependent variable (SJP) with its value 0.621 and the value of P "\*\*\*\*".

As a result, General Job Satisfaction of Square personality trait (SGJS) mediate the relationship between the Role-Based Work Environment (RBWE) and Job Performance of Square personality trait (SJP) at a level indirect relationship, and H15 supported.

**H11) General Job Satisfaction of Square personality trait (SGJS) mediate the relationship between the Authoritarian Work Environment (AWE) and Job Performance of Square personality trait (SJP)**

The result showed that there is no statistically significant relationship between the independent variable AWE and the related variable SJP in the absence of the intermediate variable SGJS with a total effect of value 0.283 and the value of P equals to 0.793, therefore the effect of the independent variable (AWE) on the related variable (SJP) without the inclusion of the intermediate variable (SGJS).

There is an indirect effect of the independent variable (AWE) on the median variable (SGJS) with the value 0.426 and the value of P "\*\*\*\*", and thus it is a statistically significant, also there is an indirect effect of the intermediate variable (SGJS) on the dependent variable (SJP) with its value 0.621 and the value of P "\*\*\*\*".

As a result, General Job Satisfaction of Square personality trait (SGJS) mediate the relationship between the Authoritarian Work Environment (AWE)

and Job Performance of Square personality trait (SJP) at a level indirect relationship, and H16 supported.

Triangle personality trait:

Table shows the total and direct effect of Authorization Work Environment (AWE), Dynamic Work Environment

(DWE) and Independent Work Environment (IWE) on Triangle Job Performance (TJP), also it shows the indirect effect of AWE, DWE and IWE on TGJS and the indirect effect of TGJS on TJP.

**Table 5: Total, Direct and Indirect effects of variables related to hypothesis H12, H13 and H14**

		TJP		P	H17	H18	H19
		Unstandardized	Standardized				
Total Effect	AWE	.290	.316	.096	Non-Sig	Non-Sig	Non-Sig
	DWE	.260	.265	.721			
	IWE	.119	.138	.610			
Direct Effect	AWE	-.007	-.008	---	---	---	---
	DWE	-.030	.067	---	---	---	---
	IWE	-.031	-.036	---	---	---	---
		SGJS					
Indirect Effect	AWE	.467	.440	***	Sig	Sig	Sig
	DWE	.456	.402	***			
	IWE	.236	.236	***			
		SJP					
Indirect Effect	SGJS	.636	.736	***	Sig	Sig	Sig
RESULT					Indirect Relationship	Indirect Relationship	Indirect Relationship
					.ip	.ip	.ip

**H12) General Job Satisfaction of Triangle personality trait (TGJS) mediate the relationship between Authorities Work Environment (AWE) and Job Performance of Triangle personality trait (TJP).**

The result showed that there is no statistically significant relationship between the independent variable AWE and the related variable TJP in the absence of the intermediate variable TGJS with a total effect of value 0.316 and the value of P equals to 0.096, therefore the effect of the independent variable (AWE) on the related variable (TJP) without the inclusion of the intermediate variable (TGJS).

There is an indirect effect of the independent variable (AWE) on the median variable (TGJS) with the value

0.440 and the value of P "\*\*\*\*", and thus it is a statistically significant, also there is an indirect effect of the intermediate variable (TGJS) on the dependent variable (TJP) with its value 0.736 and the value of P "\*\*\*\*".

As a result General Job Satisfaction of Triangle personality trait (TGJS) mediate the relationship between Authorities Work Environment (AWE) and Job Performance of Triangle personality trait (TJP). at a level indirect relationship, and H17 supported.

**H13) General Job Satisfaction of Triangle personality trait (TGJS) mediate the relationship between Dynamic Work Environment (DWE) and Job Performance of Triangle personality trait (TJP).**

The result showed that there is no statistically significant relationship between the independent variable DWE and

the related variable TJP in the absence of the intermediate variable TGJS with a total effect of value 0.265 and the value of P equals to 0.721, therefore the effect of the independent variable (DWE) on the related variable (TJP) without the inclusion of the intermediate variable (TGJS).

There is an indirect effect of the independent variable (DWE) on the median variable (TGJS) with the value 0.402 and the value of P "\*\*\*\*", and thus it is a statistically significant, also there is an indirect effect of the intermediate variable (TGJS) on the dependent variable (TJP) with its value 0.736 and the value of P "\*\*\*\*".

As a result General Job Satisfaction of Triangle personality trait (TGJS) mediate the relationship between Dynamic Work Environment (DWE) and Job Performance of Triangle personality trait (TJP). At a level indirect relationship, and H18 supported.

H14) General Job Satisfaction of Triangle personality trait (TGJS) mediate the relationship between Independent Work Environment (IWE) and Job Performance of Triangle personality trait (TJP).

The result showed that there is no statistically significant relationship between the independent variable IWE and the related variable TJP in the absence of the intermediate variable TGJS with a total effect of value 0.138 and the value of P equals to 0.610, therefore the effect of the independent variable (IWE) on the related variable (TJP) without the inclusion of the intermediate variable (TGJS).

There is an indirect effect of the independent variable (IWE) on the median variable (TGJS) with the value 0.236 and the value of P "\*\*\*\*", and thus it is a statistically significant, also there is an indirect effect of the intermediate variable (TGJS) on the dependent variable (TJP) with its value 0.736 and the value of P "\*\*\*\*".

As a result General Job Satisfaction of Triangle personality trait (TGJS) mediate the relationship between Independent Work Environment (IWE) and Job Performance of Triangle personality trait (TJP). At a level indirect relationship, and H19 supported.

## 8. CONCLUSION

The current study proved that different work environments affect the general job satisfaction of different personality traits. People with a square personality trait feel more satisfied in standard, authoritarian, and disciplined work environments.

Where the personality of the square always focuses on orders, discipline with rules and attention to minute details and he always has a passion for learning new things as he depends on the left part of the brain and therefore the square does not prefer making decisions as much as his interest in implementing them, so he feels more satisfying in an authoritarian work environment. The personality of the square will be good in jobs that need careful observation, perseverance and constant challenge, and will not be very effective in decision-making offices because he will take care of the smallest details and will have a terrifying helpless towards the potential risks of decisions and thus delay in making decisions. [17]

The personality of the square has high job performance within the standard work environment in general, the standard work environment will enhance the feeling of job satisfaction for the square, and job satisfaction will lead to raising the level of job performance, and thus it can be said that job satisfaction mediates the relationship between the standard work environment and the job performance of the square. While the job satisfaction of the square is a prerequisite for raising the level of job performance within an authoritarian and role-based work environment. [17]

An authoritarian, dynamic and independent work environment affects the triangle job satisfaction. The triangle is distinguished by its strong personality and intelligence in making decisions and has good social relations and thus an authoritarian or changing (dynamic) work environment or an independent that forms a suitable place for the personality style of the triangle.

The dynamic, authoritarian and independent work environments do not directly affect the job performance of triangle, but it can be said that the triangle job satisfaction mediates the relationship between the authoritarian, independent and dynamic work environment and job performance at an indirect level.

The triangle is suitable in administrative jobs that require a leader who is able to make quick and bold decisions and tasks related to team leadership. He is a leadership person and has confidence in himself and in his decisions. [17]

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