

THE EFFECT OF JOB SATISFACTION FOR PERSONALITY TRAITS OF CIRCLE AND ZIG-ZAG PERSONALITY TRAIT ON THE RELATIONSHIP BETWEEN WORK ENVIRONMENT AND PERFORMANCE IN SAUDI ARABIA

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Abstract

The human factor is affected by several factors within the organization, some of which are related to the organization, such as the work environment, and what is related to the employee himself, such as his personality traits, in addition to a group of factors related to the organization and the employee's personality, such as job satisfaction and job performance. But in most cases, the available research did not exceed the study of two or three factors, and studies were done using traditional theories such as the Big Five theory to classify the personality of individuals.

In these papers, the effect of job satisfaction as an intermediary factor between the work environment and the job efficiency of employees with a circle and zigzag personality was studied in Saudi Arabia Kingdom 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 Zig-Zag personality trait (ZGJS) mediate the relationship between both of, Independent Work Environment (IWE) Team Work Environment (TWE), and Job Performance of Circle personality trait (ZJP). Where as, General Job Satisfaction of Circle personality trait (CGJS) mediate the relationship between Team Work Environment (TWE) and Job Performance of Circle personality trait (CJP).

Keyword: Business Management, Job environment, Job satisfaction, Job performance, Personality trait, Circle personality trait, Zig-Zag personality trait.

1.INTRODUCTION

Scientific research related to business management is mainly concerned with studying the factors affecting the achievement of business goals, because the human factor is one of the most important factors affecting the achievement of business goals, most of the research focused on studying this factor.

The human factor in institutions and companies has a unique peculiarity. It is a dynamic factor with feelings and unlimited capabilities that make it capable of creativity if the appropriate environment is provided for it, and this was confirmed by many modern researchers in this field.[1] What these researchers brought led to a change in the direction of Business looks at the human factor. Before discovering the importance of the human factor, business viewed it as a production tool, and the focus was on technical factors in achieving business goals, but after discovering the great importance of the human factor, it became seen as the real capital of institutions and companies.[2]

The study of the human factor prompted the study of many complex factors that affect each other within a wide range of personality types. The most important of these factors are the work environment, job satisfaction and job performance.[3]

Previous research focused on studying the Big Five personality types (Extroversion, Conscience, Approval, Openness, Nervousness), Although the Big Five traits have received a lot of criticism due to their lack of

comprehensiveness and shortcomings in classifying the entire personality traits. [4]On the other hand, the previous research focused mostly on only two of the previous factors and did not include all the factors.[5] These papers depend on the classification of personalities based on geometric shapes and are concerned with studying two patterns, the circle and the zigzag, to find out the effect of job satisfaction as a mediating factor between the work environment and job performance .

2. LITERATURE REVIEW

2.1. Personality traits

Personality traits are usually defined as the various characteristics that together constitute an individual's personality. The personality book "Theory and Research" developed by the authors Roberts, Wood, and Kaspi provides another definition of personality traits as "Personal traits are patterns of relatively permanent thoughts, feelings, and behaviors that distinguish individuals from each other".[6]

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.[6]

A. Circle

The owner of this form is a lover among others, and he is doing what he can to make them happy. Those who know the best of falsification and fraud, avoid making a firm and unpopular decision by all, often exploited by the triangle.[7]

Disadvantages: excessive me dealing personally – manipulator – talkative fit for himself – does not care about politics – hesitant

B. Zigzag

Zigzag symbolizes creativity, and has an open and endless beginning. It represents people who rely on the right side of the brain, who tend to make cognitive leaps in thinking, jumping to conclusions without going through the most common sequential heuristics, who have produced great ideas, and who are always looking for New ways of doing business.[7]

2.2. Work Environment

Humens interact with the circumstances surrounding them in general, and therefore they are usually able to adapt their behavior according to the type of circumstances in which they live, and the persons working within organizations is affected by the environment in which they work.[5] This environment may become an important factor in achieving his ambitions if it keeps pace with his ambitions and goals. Otherwise, it is a reason for his low productivity, especially when the environment surrounding the work is not clear about the rules and limits.[3]

The work environment includes several factors, some of which have varying effects on individuals working within organizations, so the effect of the work environment on individuals working within organizations does not arise due to a specific factor or group of separate factors,[8] but rather it is due to the outcome of the interaction between multiple environmental factors. Some of them had the governing influence on the behavior or group of certain behavioral phenomena[9].

The concern for the work environment has been and still is the determinant of the success of the organization significantly in its services. Weak or bad work environment and its components may lead the organization to fail in providing its services, even if the organization has excelled in some administrative functions such as planning and follow-up.[5]

Therefore, the concept of the work environment has received great attention from those concerned with contemporary organizational thought after they criticized the pioneers of the traditional thought of the role of the work environment because they neglected the mutual influence between it and the organizations. Many contemporary researchers have differentiated between the degree of interest in this influence in business organizations [9]. As this interest diminishes due to the focus of this type of organizations on profit, and their failure to take into account the demands of their employees and dealers, and thus not to improve their relations with the surrounding environment and deepen their understanding of their variables, unlike government organizations, where Attention to this aspect was earlier and more important due to the public ownership of these organizations and because they

were established to achieve public interests in addition to being subject to official control.[3]

According to Alex S.Nitisemito (1992) Ergonomics is the sum total of external and internal states that can affect the spirit and performance of work and lead to the completion of work. As stated Khaled Al-Omari . [8]

According to Sedarmayanti the appropriate work environment is the surrounding environment and the area in which employees can perform their tasks in a manner that is closer to ideal and ensures the safety, safety and health of employees[8].

Working Procedures and Work Productivity an Overview of Aspects of Ergonomics or the link between Man and Work Environment. Bandung.[8]

According to Soniotto, the work environment is defined as everything that goes on or happens around the employee and that may affect him during the performance of his work or in other words during the performance of his responsibilities and duties required of him. As Ramli mentioned [5]

From the previous definitions, it can be concluded that the definition of work environment includes the following elements: [10]

- Work Environment is everything that surrounds an individual in his field of work, and affects his behavior and performance towards his work.
- Work Environment includes natural, social and human elements (such as land, climate, location, population, habits, and technologies).

Work Environment includes restrictions imposed on management, whether external, such as (social, political, and economic restrictions). Or was it internal, such as (relations between employees and management, regulations that organize work within the organization). Thus, the work environment can be defined as (everything that surrounds the organization's workers from the physical side such as (workplace design, lighting, air conditioning, ventilation, noise, and the quality of vehicles used in the field of work and from the

moral side such as (the nature of work, the activities of workers, and relationships within the work) And upgrade.

2.3. Job satisfaction

Job satisfaction is defined as all the good feelings that a worker feels towards his or her establishment, which helps him to turn his work into a real pleasure. [11]In another definition, job satisfaction is a state of acceptance, employee's sense of security, and stability in The job satisfaction is of course an essential pillar on which the organization or organization depends on achieving success and superiority over other organizations. [12]It is worth mentioning that the job satisfaction process is considered as a continuous link that leads to each other. Increase the amount of worker on This helps the organization to achieve its goals and increase its profits. Therefore, managers and officials in the various bodies and institutions have a great responsibility, which is to invest the human resources available to them in order to achieve the desired results.[13]

2.4. Job performance

It is a set of activities related to the work resulting from the employee and the nature of its implementation of these activities; many managers seek to assess the performance of the employees, whether through the adoption of a quarterly or annual basis [14]. Job performance is a behavior that seeks to achieve a particular goal, and the administrative view of job performance varies; it is treated as a measure of an individual's performance, the performance of a group of individuals (team), or the performance of an entity as a unit[15]

3. RELATED WORK

| Author | Year | Title | Objectives | Methodology | Results | Reference |
|-----------------|---------|---|--|--|--|-----------|
| Merridy Macutay | V. 2020 | Quantitative Analysis Of Job Satisfaction | To study the relationship between job satisfaction | The descriptive correlation method was | If the university's faculty members are satisfied with their jobs, they will | [15] |

| Author | Year | Title | Objectives | Methodology | Results | Reference |
|---|------|--|---|---|--|-----------|
| | | And Job Performance Of Teaching Personnel Of Isabela State University | and job performance of faculty members at Isabela State University, Ishag, Philippines | used in the research to determine whether there is a relationship or association between job satisfaction and job performance | achieve a higher level of job performance. | |
| Piched Gridwichai, Anuchit Kulwanich, Bunjob Piromkam and Parinya Kwanmuangvanich | 2020 | Role Of Personality Traits On Employees Job Performance In Pharmaceutical Industry In Thailand | To study the effect of personality traits (extraversion, agreement, conscientiousness, nervousness, and openness) on job performance in the Thai pharmaceutical industry. | Quantitative analysis using Smart-PLS version 3 and SPSS 24 data analysis software. | Employees with high extroverted traits are constantly looking for a better career opportunity as well as for recognition. If they can develop themselves in their current company, they will be loyal and committed to their company | [16] |
| Neema Gupta, Ashish K. Gupta | 2020 | Big Five Personality Traits And Their Impact On Job Performance Of Managers In FMCG Sector | To determine the impact of five personal characteristics on the performance of managers in the workplace, especially in the FMCG sector. | The research methodology relied on descriptive statistics, i.e., measuring percentage, mean, standard deviation, correlation, regression technique, | The personal traits of a manager influence his job performance in the organization. | [17] |

| Author | Year | Title | Objectives | Methodology | Results | Reference |
|---|------|---|---|---|--|-----------|
| Adriana AnaMaria Davidescu, Simona-Andreea Apostu, Andreea Paul and Ionut Casuneanu | 2020 | Work Flexibility, Job Satisfaction, And Job Performance Among Romanian Employees Implications For Sustainable Human Resource Management | To study the relationship between work environment (flexible office, co-working, total home office, partial home office - FO, CW, HOT, HOP) and job satisfaction and job aptitude | and reliability analysis. The effect of individual and employment flexibility on the overall level of job satisfaction was measured using binary logistic regression models where a "composite index of employee flexibility" was developed, which takes into account different types of flexibility, using comments received from Romanian employees, collected through a nationally representative | New types of workspaces are held in high esteem by employees. The results of the multiple correspondence analysis highlighted a moderate level of resilience among these Romanian employees interviewed, with only a third of them exhibiting high levels of resilience. The empirical analysis of the logistic regression analysis indicated the role of job flexibility, work time and workspace flexibility along with the composite elasticity index in increasing the level of job satisfaction in the employees. Thus increasing functional efficiency | [2] |

| Author | Year | Title | Objectives | Methodology | Results | Reference |
|--|------|--|---|--|---|-----------|
| Nicholas J. Ashill, Rania W. Semaan, Tanya Gibbs, Aaron Gazley | 2020 | Personality Trait Determinants Of Frontline Employee Customer Orientation And Job Performance: A Russian Study | To study the effect of personality styles on the job performance of frontline employees working in customer service | Descriptive statistical analysis and path analysis using AMOS software | There is an influence of personality styles on job performance. | |

4. METHODOLOGY

Table 1: Research Hypothesis

| Code | Description | Path |
|---------------------------------------|--|----------|
| Direct Effect of performance | | |
| H1 | General Job Satisfaction of Zig-Zag personality trait (ZGJS) positively affected by Independent Work Environment (IWE) | IWE→ZGJS |
| H2 | General Job Satisfaction of Zig-Zag personality trait (ZGJS) positively affected by Team Work Environment (TWE) | TWE→ZGJS |
| H3 | Job Performance of Zig-Zag personality trait (ZJP) positively affected by the general job satisfaction of Zig-Zag personality trait (ZGJS) | ZGJS→ZJP |
| H4 | General Job Satisfaction of Circle personality trait (CGJS) positively affected by Team Work Environment (TWE) | TWE→CGJS |
| H5 | Job Performance of Circle personality trait (CJP) positively affected by General Job Satisfaction of Circle personality trait (CGJS) | CGJS→CJP |
| Mediation Effects of job satisfaction | | |

| | | |
|----|--|--------------|
| H6 | General job Satisfaction of Zig-Zag personality trait (ZGJS) mediate the relationship between Independent Work Environment (IWE) and Job Performance of Circle personality trait (ZJP) | IWE→ZGJS→ZJP |
| H7 | General Job Satisfaction of Zig-Zag personality trait mediate the relationship between Team Work Environment (TWE) and job performance of Zig-Zag personality trait (ZJP) | TWE→ZGJS→ZJP |
| H8 | General Job Satisfaction of Circle personality trait (CGJS) mediate the relationship between Team Work Environment (TWE) and Job Performance of Circle personality trait (CJP) | TWE→CGJS→CJP |

5. RESULTS

5.1. Direct effect of variable:

A. Zig-Zag Personality Traits:

The data collected from individuals who have a Zig-Zag personality trait were applied to basic model for the relationships between variables as shown in figure 4.9 After that statistical analysis was performed.

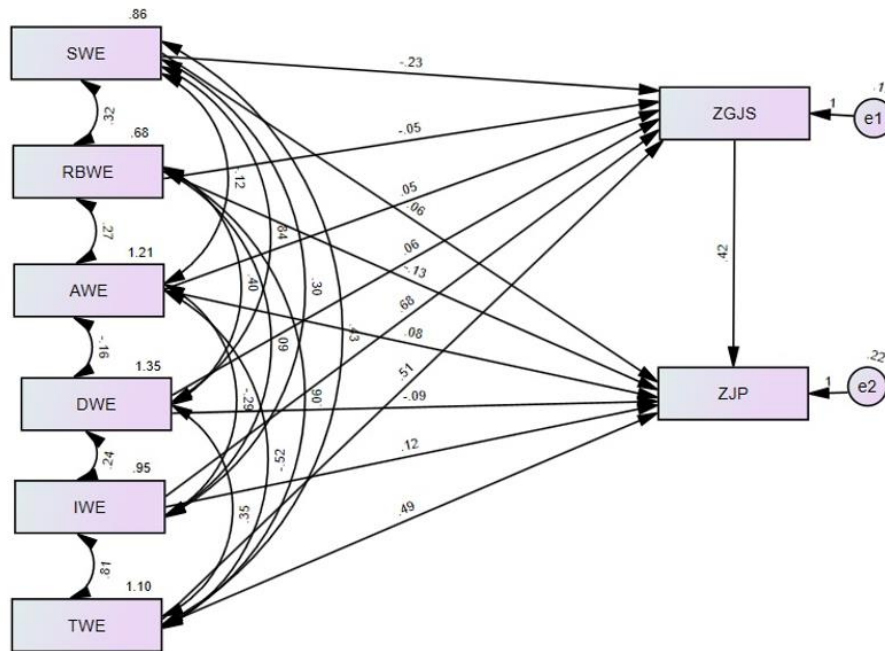


Figure 1: THE RESULT OF APPLYING THE DATASET OF ZIG-ZAG PERSONALITY TRAIT ON AMOS STRUCTURE

The coefficient standard and non-standard estimate of paths related to hypothesis (H1, H2,H3) which described in table 1 shown in table 2.

Table 2: The standard and non-standard estimate regression weight of paths related to hypothesis (H9,H10,H11)

| | | | Estimate | | S.E. | C.R. | P |
|------|---|------|----------------|--------------|------|-------|-----|
| | | | Unstandardized | Standardized | | | |
| IWE | → | ZGJS | .730 | .584 | .087 | 8.358 | *** |
| TWE | → | ZGJS | .527 | .472 | .093 | 5.682 | *** |
| ZGJS | → | ZJP | .627 | .622 | .126 | 4.953 | *** |

**** means the significant level of 0.05

As shown in table 2, the effect of Independent Work Environment (IWE) and Team Work Environment (TWE) on Zig-Zag General Job Satisfaction (ZGJS), also the table shows the effect of Zig-Zag General Job Satisfaction (ZGJS) on Zig-Zag Job Performance (ZJP) were positive and statistically significant as the value of P is shown as **** which means the significant level of 0.05. In other words, the hypothesis H9, H10 and H11 are supported.

H1) General Job Satisfaction of Zig-Zag personality trait (ZGJS) positively affected by Independent Work Environment (IWE)

The standard estimate of the effect of IWE on ZGJS 0.584 with P-Value **** which means when IWE goes up by '1' the ZGJS goes up by 0.584 and the probability of getting a critical ratio (.CR) as large as 8.358 in absolute value is less than 0.001. In other words, the regression weight for IWE in the prediction of ZGJS is significantly different from zero at the 0.001 level (two-tailed). So General Job Satisfaction of Zig-Zag personality trait (ZGJS) positively affected by Independent Work Environment (IWE) is approximately correct for large samples under suitable assumptions and H9 had supported.

H2) General Job Satisfaction of Zig-Zag personality trait (ZGJS) positively affected by Team Work Environment (TWE)

The standard estimate of the effect of TWE on ZGJS 0.472 with P-Value **** which means when TWE goes

up by '1' the ZGJS goes up by 0.472 and the probability of getting a critical ratio (.CR) as large as 5.682 in absolute value is less than 0.001. In other words, the regression weight for TWE in the prediction of ZGJS is significantly different from zero at the 0.001 level (two-tailed). So General Job Satisfaction of Zig-Zag personality trait (ZGJS) positively affected by Team Work Environment (TWE) is approximately correct for large samples under suitable assumptions and H10 had supported.

H3) Job Performance of Zig-Zag personality trait (ZJP) positively affected by the general job satisfaction of Zig-Zag personality trait (ZGJS)

The standard estimate of the effect of ZGJS on ZJP 0.622 with P-Value **** which means when ZGJS goes up by '1' the ZJP goes up by 0.622 and the probability of getting a critical ratio (.CR) as large as 4.953 in absolute value is less than 0.001. In other words, the regression weight for ZGJS in the prediction of ZJP is significantly different from zero at the 0.001 level (two-tailed). So Job Performance of Zig-Zag personality trait (ZJP) positively affected by the general job satisfaction of Zig-Zag personality trait (ZGJS) is approximately correct for large samples under suitable assumptions and H11 had supported.

Circle Personality Traits:

The data collected from individuals who have a Circle personality trait were applied to basic model for the relationships between variables as shown in figure 4.10. After that statistical analysis was performed.

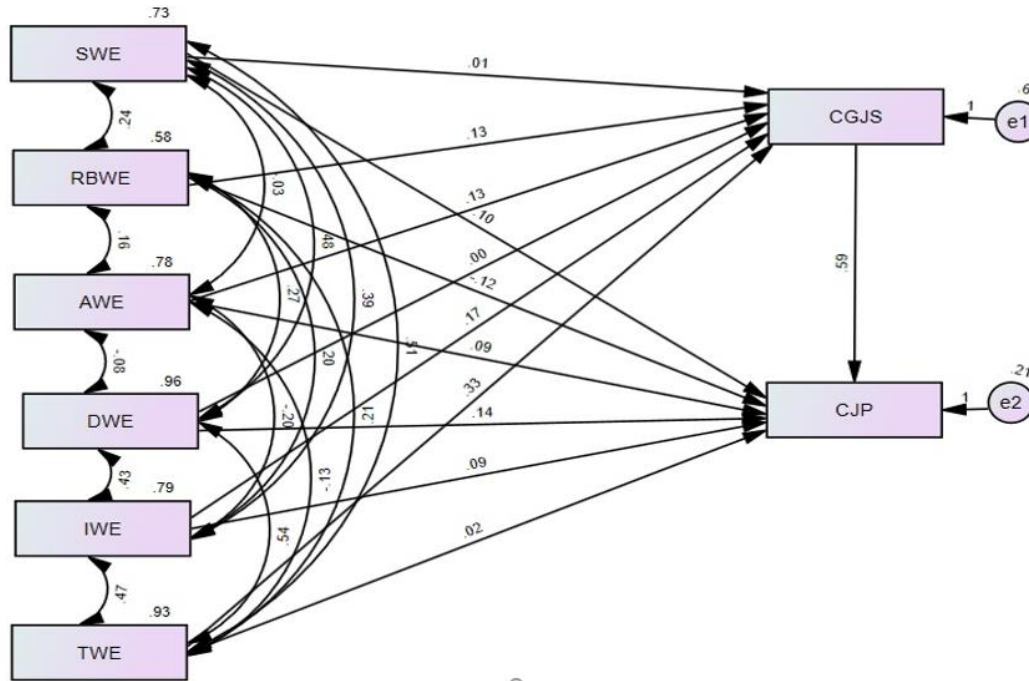


Figure 2 : THE RESULT OF APPLYING THE DATASET OF CIRCLE PERSONALITY TRAIT ON AMOS STRUCTURE

The coefficient standard and non-standard estimate of paths related to hypothesis (H12, H13) which described in table 1 shown in table 3.

Table 3: The standard and non-standard estimate regression weight of paths related to hypothesis (H4,H5)

| | | | Estimate | | S.E. | C.R. | P |
|------|---|------|----------------|--------------|------|-------|-----|
| | | | Unstandardized | Standardized | | | |
| TWE | → | CGJS | .333 | .351 | .072 | 4.590 | *** |
| CGJS | → | CJP | .588 | .664 | .037 | 5.956 | *** |

**** means the significant level of 0.05

As shown in table 3, the effect of Team Work Environment (TWE) on Circle General Job Satisfaction (CGJS), also the effect of Circle General Job Satisfaction (CGJS) on Circle Job Performance (CJP) were positive and statistically significant as the value of P is shown as **** which means the significant level of 0.05. In other words, the hypothesis H12 and H13 are supported.

H4) General Job Satisfaction of Circle personality trait (CGJS) positively affected by Team Work Environment (TWE)

The standard estimate of the effect of TWE on CGJS 0.351 with P-Value **** which means when TWE goes up by '1' the CGJS goes up by 0.351 and the probability

of getting a critical ratio (.CR) as large as 4.590 in absolute value is less than 0.001. In other words, the regression weight for TWE in the prediction of CGJS is significantly different from zero at the 0.001 level (two-tailed). So General Job Satisfaction of Circle personality trait (CGJS) positively affected by Team Work Environment (TWE) is approximately correct for large samples under suitable assumptions and H12 had supported.

H5) Job Performance of Circle personality trait (CJP) positively affected by General Job Satisfaction of Circle personality trait (CGJS)

The standard estimate of the effect of CGJS on CJP 0.664 with P-Value **** which means when CGJS goes up by '1' the CJP goes up by 0.664 and the probability of getting a critical ratio (.CR) as large as 5.956 in absolute

value is less than 0.001. In other words, the regression weight for CGJS in the prediction of CJP is significantly different from zero at the 0.001 level (two-tailed). So Job Performance of Circle personality trait (CJP) positively affected by General Job Satisfaction of Circle personality trait (CGJS) is approximately correct for large samples under suitable assumptions and H13 had supported.

5.2. The Indirect Effect of Variables

During this section, the mediation effect of General Job Satisfaction (GJS) for different Personality traits will be analysis to verify the hypotheses H6, H7 and H8.

Zig-Zag Personality Trait:

Table 4 shows the total and direct effect of Independent Work Environment (IWE) and Team Work Environment (TWE) on Zig-Zag Job Performance (ZJP), also it shows the indirect effect of IWE and TWE on ZGJS and the indirect effect of ZGJS on ZJP.

Table 4: Total, Direct and Indirect effects of variables related to hypothesis H6 and H7

| | | ZJP | | P | H6 | H7 |
|-----------------|------|----------------|--------------|------|-----------------------|-------------------|
| | | Unstandardized | Standardized | | | |
| Total Effect | IWE | .360 | .306 | .585 | Non-Sig | Sig |
| | TWE | .787 | .721 | *** | | |
| Direct Effect | IWE | -.068 | -.058 | --- | -- | |
| | TWE | .466 | .427 | *** | | Sig |
| | | ZGJS | | | | |
| Indirect Effect | IWE | .683 | .584 | *** | Sig | |
| | TWE | .512 | .472 | *** | | Sig |
| | | ZJP | | | | |
| Indirect Effect | ZGJS | .627 | .622 | *** | Sig | Sig |
| RESULT | | | | | Indirect Relationship | Partial Mediation |

H6) General job Satisfaction of Zig-Zag personality trait (ZGJS) mediate the relationship between Independent Work Environment (IWE) and Job Performance of Circle personality trait (ZJP)

The result showed that there is no statistically significant relationship between the independent variable IWE and the related variable ZJP in the absence of the intermediate variable ZGJS with a total effect of value 0.306 and the value of P equals to 0.585, therefore the effect of the independent variable (IWE) on the related variable (ZJP) without the inclusion of the intermediate variable (ZGJS).

There is an indirect effect of the independent variable (IWE) on the median variable (ZGJS) with the value 0.584

and the value of P "****", and thus it is a statistically significant, also there is an indirect effect of the intermediate variable (ZGJS) on the dependent variable (ZJP) with its value 0.622 and the value of P "****".

As a result General job Satisfaction of Zig-Zag personality trait (ZGJS) mediate the relationship between Independent Work Environment (IWE) and Job Performance of Circle personality trait (ZJP) at a level indirect relationship, and H20 supported.

H7) General Job Satisfaction of Zig-Zag personality trait mediate the relationship between Team Work Environment (TWE) and job performance of Zig-Zag personality trait (ZJP)

The result showed that there is statistically significant relationship between the independent variable TWE and

the related variable ZJP in the absence of the intermediate variable ZGJS with a total effect of value 0.721 and the value of P equals to "****", therefore the effect of the independent variable (TWE) on the related variable (ZJP) without the inclusion of the intermediate variable (ZGJS). Also there is significant direct effect of independent variable (TWE) on dependent variable (ZJP) of value 0.427.

There is an indirect effect of the independent variable (ZWE) on the median variable (ZGJS) with the value 0.472 and the value of P "****", and thus it is a statistically significant, also there is an indirect effect of the intermediate variable (ZGJS) on the dependent variable (ZJP) with its value 0.622 and the value of P "****".

As a result General Job Satisfaction of Zig-Zag personality trait mediate the relationship between Team Work Environment (TWE) and job performance of Zig-Zag personality trait (ZJP) at level Partial Relationship, and H21 supported.

B. Circle Personality Trait:

Table 5 shows the total and direct effect of Team Work Environment (TWE) on Circle Job Performance (CJP), also it shows the indirect effect of TWE on CGJS and the indirect effect of CGJS on CJP.

Table 5: Total, Direct and Indirect effects of variables related to hypothesis H8

| | | CJP | | P | H8 |
|-----------------|------|----------------|--------------|------|-----------------------|
| | | Unstandardized | Standardized | | |
| Total Effect | TWE | .213 | .255 | .687 | Non-Sig |
| Direct Effect | TWE | .018 | .021 | --- | -- |
| | | ZGJS | | | |
| Indirect Effect | TWE | .333 | .351 | *** | Sig |
| | | CJP | | | |
| Indirect Effect | CGJS | .588 | .664 | *** | Sig |
| RESULT | | | | | Indirect Relationship |

H8) General Job Satisfaction of Circle personality trait (CGJS) mediate the relationship between Team Work Environment (TWE) and Job Performance of Circle personality trait (CJP)

The result showed that there is no statistically significant relationship between the independent variable TWE and the related variable CJP in the absence of the intermediate variable CGJS with a total effect of value 0.255 and the value of P equals to 0.687, therefore the effect of the independent variable (TWE) on the related variable (CJP) without the inclusion of the intermediate variable (CGJS).

There is an indirect effect of the independent variable (TWE) on the median variable (CGJS) with the value

0.021 and the value of P "****", and thus it is a statistically significant, also there is an indirect effect of the intermediate variable (CGJS) on the dependent variable (CJP) with its value 0.664 and the value of P "****".

As a result, General Job Satisfaction of Circle personality trait (CGJS) mediate the relationship between Team Work Environment (TWE) and Job Performance of Circle personality trait (CJP) at a level indirect relationship, and H22 supported

4. RESEARCH HYPOTHESIS SUMMARY:

Table 6 shows the research hypothesis and the results of testing this hypothesis:

| Cod e | Description | Path | Result | P value |
|---------------------------------------|--|--------------|--|---------|
| Direct Effect of performance | | | | |
| H1 | General Job Satisfaction of Zig-Zag personality trait (ZGJS) positively affected by Independent Work Environment (IWE) | IWE→ZGJS | Supported | *** |
| H2 | General Job Satisfaction of Zig-Zag personality trait (ZGJS) positively affected by Team Work Environment (TWE) | TWE→ZGJS | Supported | *** |
| H3 | Job Performance of Zig-Zag personality trait (ZJP) positively affected by the general job satisfaction of Zig-Zag personality trait (ZGJS) | ZGJS→ZJP | Supported | *** |
| H4 | General Job Satisfaction of Circle personality trait (CGJS) positively affected by Team Work Environment (TWE) | TWE→CGJS | Supported | *** |
| H5 | Job Performance of Circle personality trait (CJP) positively affected by General Job Satisfaction of Circle personality trait (CGJS) | CGJS→CJP | Supported | *** |
| Mediation Effects of job satisfaction | | | | |
| H6 | General job Satisfaction of Zig-Zag personality trait (ZGJS) mediate the relationship between Independent Work Environment (IWE) and Job Performance of Circle personality trait (ZJP) | IWE→ZGJS→ZJP | Supported at Level Indirect relationship | |
| H7 | General Job Satisfaction of Zig-Zag personality trait mediate the relationship between Team Work Environment (TWE) and job performance of Zig-Zag personality trait (ZJP) | TWE→ZGJS→ZJP | Supported at Level Partial Mediation | |
| H8 | General Job Satisfaction of Circle personality trait (CGJS) mediate the relationship between Team Work Environment (TWE) and Job Performance of Circle personality trait (CJP) | TWE→CGJS→CJP | Supported at Level Indirect relationship | |

5. CONCLUSION

The independent and team work environment has a positive effect on the Zigzag job satisfaction. Where Zigzag represents people who rely on the right side of the brain, and who tend to make cognitive leaps in

thinking that is, jumping to conclusions without going through the most common consecutive inferential processes who produce great ideas, and they are always looking for new ways to do things. (susan dellinger, 2005) And he is a social person by nature and thus the team work environment constitutes a helpful factor in raising the level of job performance. Thus Zigzag's job

satisfaction mediates the relationship between the team work environment and the zigzag job performance at a partial level. Whereas job satisfaction mediates the relationship between independent work environment and zigzag job performance at an indirect level.

Regarding the circle, team work environment is a positive factor for enhancing job satisfaction, where the owners of the character of the circle are friendly and love for others and give feelings priority and therefore it can be said that the career ground of the circle mediates the relationship between the team work environment and job performance.

Thus, all the objectives of the research will be achieved, and all questions raised at the beginning of this research have been answered. Where the appropriate work environment for each trait of personality that achieves the highest job satisfaction had been determined, The extent of job satisfaction mediating the relationship between the work environment and job efficiency has been studied, as it was found that job satisfaction mediates the relationship between the work environment and job competence at different levels according to the personality traits studied.

6. FUTURE WORK RECOMMENDATIONS

As mentioned previously, during this work, various factors of job satisfaction have been neglected, so in future research, the various factors of job satisfaction must be taken into account. On the other hand, hybrid personality patterns must be taken into account by considering the personality type variable as one of the independent mutants and takes scalar values.

On the other hand, the effect of different leadership styles on job satisfaction must be studied, and the different motivational factors and their impact on the job efficiency of different personality traits must be studied.

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