

Comparative Analysis of the Effect of Job Satisfaction on Customer Oriented Behaviors by Personality Type of Nurses

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ABSTRACT

This study was conducted to analyze the effect of Job Satisfaction on Customer-Oriented Behavior according to a nurse's personality type. The subject of this study was a survey conducted from December 1, 2020, to January 31, 2021, for nurses in four general hospitals across the country. A total of 320 questionnaires were distributed, and 295 copies (92%) of the recovered questionnaires were used for the final analysis.

The research method was classified into three personality types: Gut triad, Feeling triad, and Thinking triad through the Enneagram test. Job Satisfaction was extracted with three factors, Job environment, Organization characteristics, and Relationships, and Customer Oriented Behavior was extracted with two factors, Customer responsiveness, and Customer empathy. Based on the above results, the effect of the Job Satisfaction factor on the Customer-Oriented Behavior factor according to personality type was analyzed using AMOS 18.0.

In the Gut triad, it was found that the job environment had a significant effect on customer responsiveness and customer empathy. Organization characteristics were found to have a significant effect on customer responsiveness. In the feeling triad, it was found that the job environment had a significant effect on customer responsiveness and customer empathy. In the thinking triad, the job environment had a significant influence on customer responsiveness and relationships with customer empathy. Based on the research results, differentiated education programs according to the personality types of organizational members should be provided to improve employees' ability and job satisfaction and to contribute to enhancing Customer-Oriented Behavior

Keywords: Nurse, Personality Type, Job Satisfaction, Customer Oriented Behavior, Enneagram

1. INTRODUCTION

Recently, in Korea, the demand for medical services is diversifying due to the improvement of the economic level and increased interest in health. In particular, in the domestic and overseas medical environment, competition for survival is getting fiercer due to intensifying competition due to the continuous increase in hospitals, the diverse needs of customers and the advancement of medical services, and the opening of the medical market [1]. In particular, since the service of medical institution members to customers is directly related to the quality of the hospital and the competitiveness of the organization, the management is making great efforts to increase the job satisfaction of its employees.

Employee Job Satisfaction is highly related to organizational productivity improvement and customer service quality improvement. Therefore, it is an important factor in hospital management to increase the job satisfaction of internal members of the hospital and provide high-quality medical services through this. In a medical institution, when an employee's job satisfaction is high, the absenteeism rate and turnover rate decrease, and productivity and efficiency increase. Therefore, hospitals must introduce various job-related programs for employees to increase job satisfaction and provide high-quality medical services to customers [2].

A customer-oriented organization predicts and evaluates needs from the customer's point of view, and actively collects customer opinions to improve medical services. Customer Oriented Behavior helps internal members of the organization to recognize the customer's service needs and to make the right decision on the purchase decision process in the medical service. And by providing the services that customers need, they form

long-term relationships with customers [3]. Therefore, Customer Oriented Behavior can be viewed as an essential requirement for strengthening the competitiveness of hospitals in the recent medical environment.

Factors affecting Job Satisfaction and Customer Oriented Behavior are determined by the various factors constituting the job. These influencing factors can be classified into personal characteristics, organizational characteristics, work/environmental characteristics, job characteristics, and others. However, most of the research so far has focused on organizational characteristics, work/environmental characteristics, and job characteristics, and does not attach put much significance to personality type, which is an individual characteristic[4]. In particular, there are not many studies on Job Satisfaction and Customer Oriented Behavior based on personality type because it is not easy to classify individual personality types through objective measurement indicators and apply them to hospital management.

2. RESEARCH METHOD

3.1. Theoretical background

2.1.1 Enneagram

The personality type of the Enneagram consists of a total of 81 items and is divided into three types: Feeling Triad, Thinking Triad, and Gut Triad according to personality characteristics [4]. Looking at the characteristics of each personality type in, the types belonging to the Feeling Triad are Type 2, Type 3, and Type 4, the types belonging to the Thinking Triad are Type 5, Type 6, Type 7, and the types belonging to the Gut Triad are Type 8, Type 9, Type 1. Feeling Triad values feelings and emotions grasps life through feelings and tend to act according to subjective judgment and intuition. Each type and characteristic in Feeling Triad are as follows. Type 2 is Helper, Conformal, Type 3 is Achiever, Offensive, Type 4 is Individualist, and withdrawn. The Thinking Triad has a strong tendency to analyze the situation with one's head, take a step back from every situation, and analyze the situation through observation and comparison. The types and characteristics of each of the Thinking Triads are as follows. Type 5 is Investigator, withdrawn, Type 6 is Loyalist, Conformity, and Type 7 is Enthusiast and Offensive. Gut Triad has the characteristic of acting according to habit and instinct, is mainly interested in existence and power, and is good at quickly and accurately grasping, adjusting, and controlling current affairs [5]. Each type and characteristic in Gut Triad are as follows. Type 8 is a Challenger, Offensive, Type 9 is Peacemaker, Retracting, and Type 1 is Reformer and Adaptation.

2.1.2 Job Satisfaction

Job satisfaction is the self-evaluation of one's job in an organization and the perception of whether the expected needs for the job are being met. Job Satisfaction refers to a psychological state such as an individual's beliefs, feelings, achievements, and attitudes[19]. In Job Satisfaction, factors such as performance compensation, working environment/welfare, a delegation of authority, communication, education/training, and human-centered organizational characteristics are important for socializing organizational members[6][20]. Job Satisfaction was said to be an important variable affecting an individual's psychological attachment and commitment to the organization. It is said that the work environment and the clarity of roles have a positive effect on Job Satisfaction, that Job Satisfaction affects the company's pride, and that the company's pride has a positive effect on customer service [7] [8].

2.1.3 Customer Oriented Behavior

Customer Orientation Behavior is the behavior of organizational members to help customers make decisions and purchases in the process of satisfying customer needs. In addition, Customer Orientation Behavior effectively identifies customer needs and provides continuous value, allowing a company to gain a competitive advantage[9]. Customer Oriented Behavior means that a company's marketing activities should be recognized from the customer's point of view and directed in the direction of enhancing customer interests[10][11]. In order to analyze Customer Oriented Behavior in this study, Zeithaml (2000)'s analysis tool, meticulous consideration for customers, provision of services that customers want before customers speak, interest in waiting customers, etc. Customer-Oriented Behavior (Customer Oriented Behavior: COBEH), which was developed to measure the

degree of continuous improvement and effort for customers, was used.

Table 1. Characteristics of enneagram types

Classification	Type	Characteristics	MBTI
Feeling (Heart) triad	2 Helper	A person who has the helper personality is generous and loves to go to great lengths to make people happy. They are also quite possessive. The helper is caring and places great value on relationships. Helpers are sentimental, friendly, warm, and welcoming.	ESFJ, ENFJ
	3 Achiever	The achiever likes to get things done. They are goal-oriented and image-conscious. An achiever is ambitious, competent, and charismatic. An achiever enjoys being looked up to as a standard of success or professionalism in his field of endeavor.	-
	4 Individualist	This personality type values self-expression and is dramatic and temperamental. The individualist is a sensitive, reserved, and self-conscious person. The individualists often have creative and artistic abilities.	INTJ, INFJ
Thinking (Head) triad	5 Investigator	This enneagram personality is highly perceptive, curious, and innovative. Investigators have extensive problem-solving skills and a strong sense of independence. They are bold and can come across as very intense persons.	ISTP, INTP
	6 Loyalist	The loyalist type is responsible, reliable, and trustworthy. He is security-conscious and can detect problems at the earliest stages. Loyalists are hardworking and always willing to cooperate with others to achieve common goals.	ISFP, INFP
	7 Enthusiast	This enneagram type is a thrill-seeker. They are spontaneous, versatile, and acquisitive. The enthusiast is always optimistic, and values experience. He is seemingly joyous and appreciative.	ESTP, ESFP
Gut (Body) triad	8 Challenger	This enneagram type is known to have high levels of self-confidence. A challenger is willful, resourceful, and makes decisions quickly and firmly. They are never shy in the face of a confrontation and may often instigate one.	ENTP, ENFP
	9 Peacemaker	This enneagram type is complacent and resigned. They are also receptive and reassuring. Peacemakers find it easy to trust people and support others. They do not like conflicts and try to overlook or minimize problematic issues.	ISTP, ISFP
	1 Reformer	A reformer is purpose-driven, principled, and has firm self-control. A reformer aspires for perfection in all things. The reformer is idealistic with a rigid sense of right and wrong. Wherever they find themselves, reformers always try to improve the situation.	ESTJ, ENTJ

2.2 Research hypothesis and model

Based on previous studies, the personality types were classified into the Gut triad, Feeling triad, and Thinking triad using the Enneagram to analyze the effect of Job Satisfaction according to the nurse's personality type on Customer-Oriented Behavior. And Job Satisfaction was analyzed by extracting three factors, Job

environment, Organization characteristics, and Relationships, and Customer Oriented Behavior two factors, Customer responsiveness, and Customer empathy. Based on the above study, the following research hypothesis was established, and the research model is shown in Purpose: To investigate the effect of Job Satisfaction on Customer-Oriented Behavior according to the personality type of nurses.

Hypothesis 1: Job Satisfaction of Gut triad personality type will have a significant effect on Customer-Oriented Behavior.

Hypothesis 2: Job Satisfaction of Feeling triad personality type will have a significant effect on Customer-Oriented Behavior.

Hypothesis 3: Job Satisfaction of Thinking triad personality type will have a significant effect on Customer-Oriented Behavior.

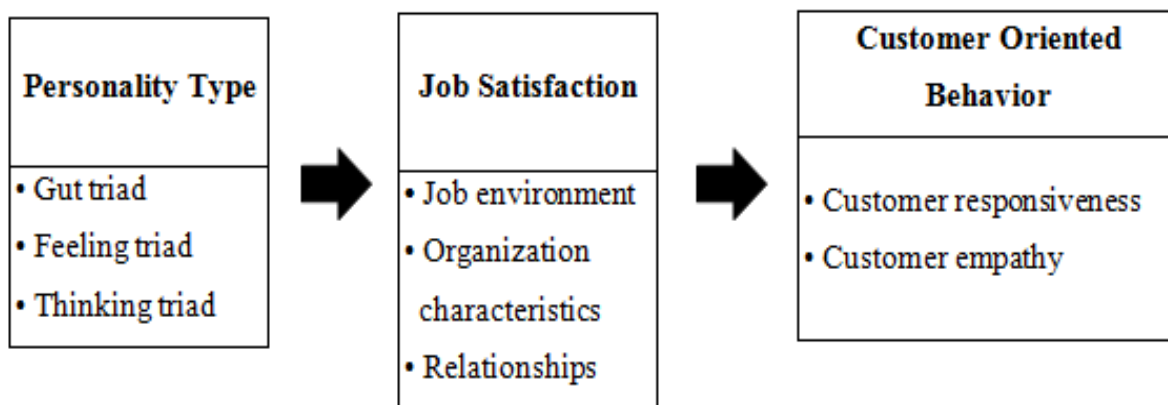


Figure 1. Research model

2.3. Collecting Data

In this study, a survey was conducted from December 1, 2020, to January 31, 2021, for nurses in 4 general hospitals nationwide for a comparative analysis of job satisfaction by personality type of nurses. With the cooperation of the hospital's general manager of nursing, 80 copies of the questionnaire were distributed each, and a structured questionnaire was completed in a self-filling format. A total of 320 questionnaires were distributed, and 295 copies (92%) of the recovered questionnaires were used for the final analysis. In consideration of ethical aspects, the purpose, content, and identity of the researcher and investigator were disclosed before the survey, and written consent was obtained for research participation and confidentiality.

2.4. Research Method

In this study, the Enneagram test was used for personality type analysis, and SPSS Statistics 21.0 and AMOS 18.0 were used to analyze the effect of Job Satisfaction on Customer-Oriented Behavior according to personality type. The analysis method is as follows.

First, a standardized test of 81 items was conducted using the Korean Enneagram Personality Type Indicator, and personality types were classified as a Feeling triad (Types 2, 3, 4), Thinking triad (Types 5, 6, 7), and Gut triad (1, 8, 9) were classified into 9 types.

Second, factor analysis of Job Satisfaction and Customer Oriented Behavior was performed using SPSS Statistics 21.0. Job Satisfaction was extracted with three factors, Job environment, Organization characteristics, and Relationships, and Customer Oriented Behavior was extracted with two factors, Customer responsiveness, and Customer empathy.

Third, by using AMOS 18.0, the effects of job satisfaction factors, such as job environment, organization characteristics, and relationships, on customer responsiveness and customer empathy, which are

customer-oriented behavior factors, were compared and analyzed according to the personality type of the nurse.

3. RESEARCH RESULTS

3.1 General Characteristics

<Table 2> shows the general characteristics of the study subjects. By gender, 269 women (91.2%), married 208 (70.5%), age 30-39, 128 (43.3%), college graduate 146 (49.5%), working years 11-15 years 87 people (29.5%), and the position was general nurse 221 (74.9%).

Table 2. General characteristics of the subject

Classification		Frequency	Percent (%)
Gender	Male	26	8.8
	Female	269	91.2
Marital status	Married	208	70.5
	Single	87	29.5
Age	20-29	45	15.3
	30-39	128	43.3
	40-49	105	35.6
	50-	17	5.8
Education	College	146	49.5
	University	93	31.5
	Graduate school	56	19.0
Job career	-4	41	13.9
	5-10	52	17.6
	11-15	87	29.5
	16-20	70	23.7
	21-	45	15.3
Position	Director nurse	12	4.1
	Head nurse	62	21.0
	General nurse	221	74.9
Total		295	100

Using the Enneagram, the personality types of the study subjects were divided into the Gut triad, Feeling triad, and Thinking triad. Looking at the characteristics according to personality type, there were 245 people in the Gut triad (83.1%), 13 people in the Feeling triad (4.4%), and 37 people in the Thinking triad (12.5%). Nurses showed the highest number of Gut triads regardless of gender, marriage, age, educational background, years of service, and position.

3.2. Reliability and Feasibility Analysis

For validation, factor analysis was carried out, and only values with a factor loading of 0.6 or more were extracted as factors. To verify the reliability of the questionnaire items, the internal consistency of the measurement items was evaluated through Cronbach's α coefficient. Looking at the reliability test statistics of measurement items, the job environment removed the number of 2 items out of 9 sub-factors, Cronbach's α was

0.802, and Organization characteristics removed the number of 2 items out of 6 sub-factors, and Cronbach's α was 0.691, Relationships was two items, and Cronbach's α was 0.756. Customer responsiveness removed the number of 1 item out of 6 sub-factors, Cronbach's α was 0.802, Customer empathy was 2 items, and Cronbach's α was 0.884.

Validation was investigated through exploratory factor analysis. Principal component analysis was performed to verify the conceptual validity of the measurement tool, and the orthogonal rotation method was used to maintain mutual independence between factors. The factor loading standard was set to 0.6, and the factor extraction eigenvalue was used as the standard value of

Table 3. Characteristics according to personality type

Classification		Gut triad	Feeling triad	Thinking triad	Total (%)
Gender	Male	22(84.6%)	1(3.8%)	3(11.5%)	26(8.8%)
	Female	223(82.9%)	12(4.5%)	34(12.6%)	269(91.2%)
Marital status	Married	176(84.6%)	13(6.3%)	19(9.1%)	208(70.5%)
	Single	69(79.3%)	0(0.0%)	18(20.7%)	87(87.0%)
Age	20-29	27(60.0%)	0(0.0%)	18(40.0%)	45(15.3%)
	30-39	110(85.9%)	6(4.7%)	12(9.4%)	128(43.4%)
	40-49	91(86.7%)	7(6.7%)	7(6.7%)	105(35.6%)
	50-	17(100.0%)	0(0.0%)	0(0.0%)	17(5.8%)
Education	College	122(83.6%)	0(0.0%)	24(16.4%)	146(49.5%)
	University	67(72.0%)	13(14.0%)	13(14.0%)	93(31.5%)
	Graduate school	56(100%)	0(0.0%)	0(0.0%)	56(19.0%)
Job career	-4	23(56.1%)	0(0.0%)	18(43.9%)	41(13.9%)
	5-10	39(75.0%)	6(11.5%)	7(13.5%)	52(17.6%)
	11-15	75(86.2%)	0(0.0%)	12(13.8%)	87(29.5%)
	16-20	63(90.0%)	7(10.0%)	0(0.0%)	70(23.7%)
	21-	45(100.0%)	0(0.0%)	0(0.0%)	45(15.3%)
Position	Director nurse	12(100.0%)	0(0.0%)	0(0.0%)	12(4.1%)
	Head nurse	43(69.4%)	7(11.3%)	12(19.4%)	62(21.0%)
	General nurse	190(86.0%)	6(2.7%)	25(11.3%)	221(74.9%)
Total (%)		245(83.1%)	13(4.4%)	37(12.5%)	295(100%)

1.0 as the standard to secure the maximum explanatory power. The KMO (Kaiser-Meyer-Olkin measure of sampling adequacy) sample fit test value to confirm the assumption of the appropriate correlation between each measurement variable, which is the basic assumption for factor analysis, was 0.821, which was as high as 0.5 or more. In addition, the Bartlett test result was also significantly less than 0.001, confirming that there was a correlation above an appropriate level between each measurement variable, and the total cumulative variance loading rate was 71.9%.

To measure the characteristics of factors, factor analysis was performed on 25 items, and 5 factors were extracted as shown in Table 4 below. The 7 factors of the job environment were: Providing opportunities for personal development and growth, Mutual encouragement, Job self-satisfaction, Appropriate delegation of authority, Job-related achievement, Appropriate amount of work, and a Comfortable working environment. Organization characteristics consisted of 4 factors: Wage Adequacy, Fair personnel and promotion, Job prospects, and Welfare system. Relationships were two factors: Relationships with colleagues and Relationships with bosses. Customer responsiveness consists of six factors: Voluntary help to customers, Customer-friendly

efforts, Efforts to identify customer needs, Efforts to accommodate customer requirements, and Always interest in customers at work. Customer empathy was Caring for the patient's pain and Sincerely considering the customer's position.

Table 4. Factor analysis and reliability analysis

Classification Survey question	Factor variables				
	Job environment	Customer responsiveness	Organization characteristics	Relationships	Customer empathy
Providing opportunities for personal development and growth	.703	.271	-.090	.163	.145
Mutual encouragement	.703	.074	.070	.150	.090
Job satisfaction	.688	.183	.379	-.111	.104
Appropriate delegation of authority	.686	.270	.371	.102	.200
Job related achievements	.650	.218	.466	-.059	.380
Appropriate amount of work	.648	.417	.113	.154	-.022
Comfortable working environment	.616	.397	.007	.113	.073
Job related incentives	.460	.416	.256	.115	.029
Provision of work related equipment	.288	.451	.391	.296	.213
Voluntary help to customers	.080	.789	.235	.104	.264
Customer-friendly efforts	.154	.722	.224	.200	.213
Efforts to identify customer needs	.164	.678	.062	.380	.128
Efforts to accommodate customer requirements	-.103	.617	.027	-.022	.205
Always interested in customers at work	.117	.608	.141	.073	.103
Maintaining a clean environment	.278	.597	.080	.029	.059
Wage Adequacy	.124	.199	.660	.314	.043

Fair Personnel and Promotion	-.234	.171	.648	.066	.012
Job prospects	.236	.036	.634	-.224	-.231
Welfare system	.257	.236	.615	.066	.238
Organizational social awareness	.448	.157	.469	.149	.342
Organizational policy	.121	.145	.177	.116	.467
Relationship with colleagues	.138	.147	.291	.813	.330
Relationship with boss	.209	.090	-.118	.744	.278
Sincerely consider the customer's position	.188	.118	.171	.471	.921
Caring for the patient's pain	.015	-.158	.180	4.0	.859
% Variance	34.7	12.5	10.3	8.6	5.8
Cumulative variance	34.7	47.2	57.5	66.1	71.9
KMO: .841, Bartlett's Test: <.001, % of Variance: 62.3					

3.3. HYPOTHESIS VALIDATION AND RESULTS

3.3.1. Relationship between Job Satisfaction and Customer Oriented Behavior according to personality type

One-way ANOVA was performed to investigate the difference between Job Satisfaction and Customer Oriented Behavior according to the nurse's personality type. There were significant differences in Job environment and Relationships, which are sub-factors of Job Satisfaction according to personality type. For job environment, Feeling triad 3.77, and Relationships, Feeling triad 3.22 was the highest. There were significant differences in Customer responsiveness and Customer empathy, which are sub-factors of Customer Oriented Behavior according to personality type. Customer responsiveness was highest in Feeling triad 3.63 and Customer empathy was highest in Feeling triad 4.43.

3.3.2. Hypothesis suitability

To verify the research hypothesis presented in this study, path analysis was performed using AMOS 18.0. Path analysis through AMOS provides several measures to evaluate the fit of hypotheses to sample data. In this study, the maximum likelihood ratio estimation method (MLE) was used to derive parameter estimates. To check the fit of the entire hypothesis, the chi-square value and other fit indices were applied. In this study, the chi-square statistic of the absolute fit index, Goodness-of-Fit Index (GFI), the Adjusted Goodness-of-Fit Index (AGFI), the Root Mean Square Residual (RMR), and the Normed-Fit-Index (NFI), the incremental fit index (IFI), Comparative-Fit-Index (CFI), etc. were judged for suitability. This study looks at the fit of the model according to the three types of personality types as shown below, it was found that the absolute and incremental fit indices were close to the optimal criterion in both hypotheses for each personality type.

Table 5. Analysis of difference by variables

Classification		Personality Type			F	P
		Gut triad	Feeling triad	Thinking triad		
Job Satisfaction	Job environment	3.38	3.77	2.97	15.556	0.000**
	Organization characteristics	3.04	3.21	3.03	0.606	0.546
	Relationships	2.58	3.22	2.84	5.773	0.003*
Customer Oriented Behavior	Customer responsiveness	3.40	3.63	3.02	9.480	0.000**
	Customer empathy	3.36	4.30	3.10	13.296	0.000**

Table 6. Goodness-of-Fit Index of Hypothesis

Category		Optimum Standard	Personality Type		
			Gut triad	Feeling triad	Thinking triad
Absolute Fit Index	CMIN(χ^2)	p>0.05	258.80 (0.000)	51.12 (0.000)	87.10 (0.000)
	GFI(Goodness-of-Fit Index)	Approximation of '1'	0.723	0.591	0.624
	AGFI(Adjusted Goodness-of-Fit Index)	Approximation of '1'	0.270	0.041	0.292
	RMR(Root Mean Square Residual)	p>0.05	0.082	0.301	0.081
Incremental Fit Index	NFI(Normed-Fit-Index)	Approximation of '1'	0.842	0.714	0.691
	IFI(Incremental-Fit-Index)	Approximation of '1'	0.812	0.734	0.609
	CFI(Comparative-Fit-Index)	Approximation of '1'	0.802	0.742	0.598

3.3.3. Hypothesis Validation

The hypothesis on the path relationship of the causal model proposed in this study was verified with the t-value (CR). The t value is a statistical significance verification index of path coefficients as an integrated concept for the relationship between exogenous and endogenous variables in the research model. The CR value is the value obtained by dividing the path coefficient by the standard error. In general, if the CR value exceeds 1.96 at the significance level of 95%, it is judged that there is a causal relationship between the two variables, and the hypothesis is accepted. The test results for the hypothesis are shown in [Table 7].

In the Gut triad of personality type, the job environment and organization characteristics had a positive influence on customer responsiveness with path coefficients of 0.089 and 0.911, respectively, and CR values of 4.101 and 41.001. Also, it was found that the job environment had a positive influence on customer empathy with a path coefficient of 0.261 and a CR value of 3.131. In the feeling triad, it was found that the job environment had a positive effect on customer responsiveness with a path coefficient of 0.407 and a CR value of 1.964. The job environment was found to have a positive effect on customer empathy with a path coefficient of 0.871 and a CR value of 10.131. In the thinking triad, it was found that the job environment had a positive effect on customer responsiveness with a path coefficient of 0.474 and a CR value of 1.987. Relationships were found

to have a positive effect on customer empathy with a path coefficient of 0.530 and a CR value of 2.197.

4. CONCLUSION

The results of analyzing the effects of Job Satisfaction on Customer-Oriented Behavior according to the personality type of this study are summarized as follows.

First, in the personality type analysis of nurses, the Gut triad (83.1%), the Thinking triad (12.5%), and the Feeling triad (4.4%) were investigated in order. Overall, the Gut triad accounted for the majority, and the Thinking triad showed a high number of singles, the 20s, less than 5 years, and head nurses. The feeling triad was dominated by college graduates and nurses with 5-10 years of experience.

Second, in the difference between Job Satisfaction and Customer Oriented Behavior according to the nurse's personality type, Job environment and Relationships were significantly different from the personality type. Also, there were significant differences in customer responsiveness and customer empathy according to personality type. However, there was no significant difference in organizational characteristics according to personality type[12][13].

Table 7. Results of Hypothesis Test

Personality Type	Path			Path coefficient	t(CR)	Adopt or Dismiss
Gut triad	Job environment	→	Customer responsiveness	0.089	4.101	Adopt
	Organization characteristics	→	Customer responsiveness	0.911	41.001	Adopt
	Relationships	→	Customer responsiveness	0.023	1.511	Dismiss
	Job environment	→	Customer empathy	0.261	3.131	Adopt
	Organization characteristics	→	Customer empathy	-0.069	-1.803	Dismiss
	Relationships	→	Customer empathy	-0.021	-0.298	Dismiss
Feeling triad	Job environment	→	Customer responsiveness	0.407	1.964	Adopt
	Organization characteristics	→	Customer responsiveness	0.078	0.918	Dismiss
	Relationships	→	Customer responsiveness	-0.009	-0.412	Dismiss
	Job environment	→	Customer empathy	0.871	10.131	Adopt
	Organization characteristics	→	Customer empathy	0.192	1.146	Dismiss
	Relationships	→	Customer empathy	-0.032	-1.661	Dismiss
Thinking triad	Job environment	→	Customer responsiveness	0.474	1.987	Adopt
	Organization characteristics	→	Customer responsiveness	0.069	0.510	Dismiss

	Relationships	→	Customer responsiveness	-0.005	-0.065	Dismiss
	Job environment	→	Customer empathy	0.036	0.320	Dismiss
	Organization characteristics	→	Customer empathy	0.185	0.967	Dismiss
	Relationships	→	Customer empathy	0.530	2.197	Adopt

Third, in the Gut triad, it was found that the job environment had a significant effect on customer responsiveness and customer empathy. Organization characteristics were found to have a significant effect on customer responsiveness. However, in the case of Relationships, there was no significant relationship between Customer responsiveness and Customer empathy. In particular, Gut triad employees showed higher Customer-Oriented Behavior when they were more satisfied with the work environment and organization, but it was analyzed that the relationship with co-workers and bosses did not significantly affect Customer-Oriented Behavior [14].

Fourth, in the feeling triad, it was found that the job environment had a significant effect on customer responsiveness and customer empathy. This suggests that, in the case of feeling triad employees, the job environment has a great influence on customer satisfaction.

Fifth, in the thinking triad, job environment had a significant effect on customer responsiveness and Relationships had a significant effect on customer empathy. However, it was found that organization characteristics had no significant relationship with customer responsiveness and customer empathy. This suggests that, in the case of thinking triad employees, the workplace environment and relationships with co-workers and supervisors greatly influence Customer-Oriented Behavior[15] [16].

Summarizing the above study results, it was found that the job environment (Personal development and growth, Mutual encouragement, Job satisfaction, Appropriate delegation of authority, Job-related achievements) and organizational characteristics (Wage Adequacy, Fair Personnel, and Promotion, Job prospects) of nurses belonging to the Gut triad and the Feeling triad have a great influence on Customer-Oriented Behavior[17]. For nurses belonging to the thinking triad, job environment and relationships were found to be important factors for Customer Oriented Behavior.

Based on this study, it is desirable for hospital managers to focus on hiring employees with personality types suitable for job performance rather than making efforts to change the characteristics of nurses. And since job satisfaction and Customer Oriented Behavior are different for each personality type, it is necessary to place employees in the right place according to the personality type[18]. In addition, through differentiated education programs according to personality types, it is necessary to enhance employees' ability and job satisfaction, and further contribute to enhancing Customer-Oriented Behavior.

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