

# ANALYSIS ON THE IMPACT OF PERSONALITY ON WORK LIFE BALANCE

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**Abstract:** Intervention of life domain in work and work domain in life is considered to be one of the major problems to balance one's both the domains. The interference arises when work demands one's time and one needs to sacrifice family domain and/or family demands attention and one needs to compromise on work domain. All these compromises and sacrifices liked to lead low job satisfaction, family/life satisfaction, decrease one's productivity and organization faces its impact through absenteeism and higher turnover ratio. Not everyone turns out to be a superman or superwoman and unable to balance both work and family at the same time, such situations force them to choose any of them but not both. Here, traits of one's personality can play an important role. One's personality traits can help oneself to face the challenges of balancing between work and family. Here, researchers examine the impact of personality on work-life balance. Researchers analyzed the individual differences in maintaining a proper balance between work and life domain, with respect to cause by the personality using "Big five" personality model. A survey is conducted among 50 women and men employees working in academics, banking and IT firm in Ahmedabad.

**Keywords:** Big Five Personality, Gender, Personality, Work Life Balance.

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**Introduction:** Achieving a 'balance' between work life and home life is a question of priority and has been argued by many researchers. [1] concluded that growing numbers of people are endorsing a 'lifestyle' career anchor [2] which implies that their primary career objective is to balance and integrate their personal needs, their family needs and the requirements of their career. Thus, it is important for every individual, whether working or non-working that the concept of work-life balance has to play a significant role to live a life free from mental health related problems like stress, depression, anxiety etc. to acquire a more satisfied job and to develop adaptive coping strategies in life to handle stressful situations either at work place or at home.

**Defining Work Life Balance:** The term work life balance was coined in 1986, although its usage in everyday language was random for a number of years. Interestingly, work life programs existed as early as the 1930s. "Satisfaction and good functioning at work and at home with a minimum of role conflict" [3]. Work-life balance is about one is having his/her own measure of control over when, how and where they work. It is only achieved when one can behave in his/her own comfort level adjusting with professional members and family members setting a mutual benefit.

There are different views regarding relation between work and life. The following are the main models of work-life balance. Segmentation model: this model hypothesises that work and life are two different aspects and they do not affect each other. Spillover model: the model hypothesises that one world can influence the other in either a positive or negative way. Compensation model: compensation model proposes that what may be lacking in one sphere, in terms of demands or satisfactions, can be made up in the other. Instrumental model: the model suggests that activities in one sphere facilitate success in the other. Conflict model: this model suggests that with high levels of demands in all spheres of life, some difficult choices have to be made, resulting in some conflicts and possibly some significant overload on an individual.

**Defining Personality:** The term personality is derived from Latin word "persona" which means mask. Personality is an important individual characteristic. According to psychologists, personality is a

dynamic concept that describes the growth and development of a person's psyche. [4] defined personality as, "The dynamic organization, within the individual of those psychological systems that determines his unique adjustment to his environment." Whereas [5] defined that, "Personality is the more or less stable and enduring organization of a person's character, temperature, interact, and physique which determines his unique adjustment to the environment."

In recent years, five basic personality dimensions come up with the most reliable personality types. Factors which are known as the BIG FIVE MODEL comprises of – openness, conscientiousness, extroversion, agreeableness, neuroticism. Openness is the level to which one is creative and more open to other things and people. Conscientiousness is the extent to which one is hardworking and reliable. Extraversion is the extent to which one is more sociable and out-going. Agreeableness is the level to which one is trusting and helpful. Neuroticism is the extent to which one is nervous, insecure and emotionally unstable.

**Review of Literature:** [6] have identified that different personality traits allow individuals to cope with work-life balance in different ways. Using these factors as framework, they say that people with high conscientiousness and agreeableness finds more balance between their different domains. As said, there is always a connection between one's personality trait and one's personal and professional domain. One's individual traits helps to balance or imbalance one's work or life balance. Reviewing how personality affects work life balance shows some significant results. [7] studied personality as a moderator between stress level and job attitudes. The result of the investigation revealed that task engagement dimension of stress state negatively correlated with job attitudes. Finding has also highlighted that different dimensions of personality significantly moderate the relationship between stress level and job attitudes. [8] studied the relationship between the Big Five Personality factors and job involvement in a financial institution. Results indicated that extroversion and agreeableness are positively related to job involvement. The ultimate purpose of this study is to investigate whether the personality affects one's work life balance or not.

**Methodology:** This study has been conducted with an objective to study an impact of personality factors (OCEAN) and work life balance of an individual. The purpose is also to trace the impact on gender with context to work life balance. A survey is conducted among 50 women and men employees working in academics, banking and IT firm in Ahmedabad. *Work-Life Balance:* to measure the work life balance, a six item scale developed by Udai Pareek, Abha Joshi were used. Respondents were asked to state that extent to which they agreed with the statements regarding work-life balance using a five point Likert scale which ranged from 5=strongly agree to 1= strongly disagree [9]. *Personality:* to access the personality of employees, the inventory having big five factors of personality developed by John and Shrivastva (1999) has been used. The inventory contains 44 items that are rated on the five-point scale ranging 0= if it is not true to 4= if it is definitely true [10]. Taking into consideration of the objectives the study confines to the fifty randomly selected academicians, banking/consulting, IT/ITes employees and of both the gender. Total respondents were 51, out of which 41.2% (21) were male and 58.8% (30) female. 52.9% (27) of the respondents were in 21-30 age group whereas 47.1% (24) were in 31-40 age group. Almost half of the respondents 56.9% (29) were married, 41.2% (21) were single and 2% (1) was divorced. Majority of respondents 88.2% (45) were post-graduates, 5.9% (3) were doctorate and 5.9% (3) were graduates.

### **Hypotheses and Objectives of the Study:**

#### **Hypotheses:**

H01. Work life balance is independent of personality.

H02. There is no significant gender difference in relation to work life balance.

#### **Objective:**

1. To examine the impact of personality on work life balance.
2. To trace the impact on gender with context to work life balance.

**Results and Analysis:** To check whether work life balance is independent of personality, researchers had applied Pearson correlation test with the significant level of 0.01.

**Table 1:** Pearson Correlation

Correlations							
		o	c	e	A	n	wlb
Work Life balance	Pearson Correlation	0.129	0.221	0.388	0.389	-0.507	1
	Sig. (2-tailed)	0.367	0.120	0.005**	0.005**	0.000**	
	N	51	51	51	51	51	51

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

\*\* Correlation is significant at the 0.01 level (2-tailed)

According to the results, it has been found that there is a positive correlation between openness (o) personality factor and work life balance. As the correlation value is reported as 0.129 with significance level of 0.367 which is greater than 0.01. Researchers have found positive correlation between conscientiousness (c) personality type and work life balance. As the correlation coefficient value reported as 0.221 with significance level 0.12 which is greater than 0.01. As per the result, there is a moderate positive correlation between extraversion (e) personality type and work life balance. As the correlation coefficient value is 0.388 with significance level of 0.005 which is lower than 0.01. There is a moderate positive correlation between agreeableness (a) personality type and work life balance. As the correlation coefficient value is 0.389 with significance level of 0.005 which is lower than 0.01. a noticeable point is, there is negative correlation between neuroticism (n) and work life balance, as the correlation coefficient value is (-0.507) with significance level of 0.000 which is lower than 0.01. (Table 1) The result has shown that no significant relation is found between openness (o) and conscientiousness (c) personality factors on work life balance but extraversion (e) and agreeableness (a) affects work life balance in a positive moderate level whereas neuroticism (n) negatively affects work life balance. So here, study reject the null  $H_0$ . There is a less or moderate impact of personality factors on work life balance.

To trace the gender difference in relation to work life balance, researchers have done t-test.

**Table 2**

Group Statistics					
Gender		N	Mean	Std. Deviation	Std. Error Mean
wlb	Male	21	59.5714	11.93933	2.60538
	Female	30	62.2025	13.13703	2.39848

The two population means are equal means the mean of work life balance of male (59.5714) is equal to work life balance of female (62.2025) (Table-2). According to the result of independent sample test, the associated  $p$ -value of t-test of equality of mean is 0.469 and 0.461 which are greater than significance level of 0.05. (Table 3)

so null hypotheses which says, there is no significant gender difference in relation to work life balance is accepted. It can be concluded from the result of mean and t-test that there is no significance difference of work life balance between male and female.

**Table 3:** T-test

Independent Sample Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Wlb	Equal variances assumed	0.004	0.951	-0.730	49	0.469	-2.63107	3.60257	-9.87071	4.60856
	Equal variances not assumed			-0.743	45.651	0.461	-2.63107	3.54128	-9.76078	4.49863

**Discussion:** The main objective of this study was to examine the impact of personality on work life balance. It was hypothesised that work life balance is independent of personality. Tests have proved that three out of five factors of personality which is extraversion and agreeableness have positive correlation with work life balance whereas neuroticism has negative impact on personality. Researchers have also found that there is no significant difference of work life balance between male and female.

Work life balance is an important workplace issue, and they are taking steps in that direction to mitigate this issues in a proper way. Organizations are doing many programmes to maintain the balance of work and life in their employees lives. Now, knowing the fact that personality affects work life balance, organization must check on the employees' personality and develop appropriate programmes and training for the same for the development of employees and organization itself.

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