

IMPACT OF BIG FIVE PERSONALITY TRAITS ON WORK LIFE BALANCE OF MANAGERIAL LEVEL EMPLOYEES IN SEMI GOVERNMENT ORGANIZATIONS IN AMPARA DISTRICT, SRI LANKA

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Abstract

Personality plays an important role in work life balance irrespective of the organizational setups and other factors. Personality traits have become one of the major themes that emerged with this background. Hence this study attempts to investigate the impact of big five personality traits on work life balance of managerial level employees of semi government organizations in Ampara district, Sri Lanka. Five hypotheses were developed based on the conceptual framework which was derived from the literatures. The population of the study was randomly selected from the sample of eighty managerial employees in semi government organizations in Ampara district by administering a questionnaire. The data was analyzed with univariate, bivariate and regression tools of analysis. The results show that there is a significant positive relationship between personality traits and work life balance. This study indicates that openness to experience, conscientiousness, extroversion agreeableness and neuroticism are positively impact on work life balance of managerial employees of semi-governmental sector organizations in Ampara district, Sri Lanka. The main recommendation is suggested to carry out to find out the impact of broad range of personality traits on work life balance of employees in the organizations. Findings suggested for the semi government organizations to pay their devotion on big five personality traits when engaging in management of balance between work and family of their managerial level employees. This will be helpful in achieving organization objectives by balancing work life of their managerial employees.

Keywords: Big Five Personality, Openness to Experience, Conscientiousness, Extroversion, Agreeableness, Neuroticism, Work Life Balance

1. Introduction

In recent decades, man has been considered a foster parent and women as home maker. Today, everything has changed and men and women have the same responsibility in work and family (Carlson, 2005). The mid-nineteenth century industrial environment had a significant influence on the roles of men and women (Voydanoff, 2004.). Both men and women are working in the present. (Clark, 2000) has identified various work life balance (WLB) management strategies for which he has succeeded in establishing the personality traits of different individuals. Psychologists have defined personality consists with stable traits that explain why a person behaves in a certain way. Trait can be defined as a distinguishing quality key or characteristic, typically one belonging to a person. Trait

approach is one of the main theoretical areas of personality study Hyman, (2011) argue that personality is a determinant of individual behavior in the workplace. In recent years, the measurement of personality characteristics related to the workplace has become a key function of human resources in the employee selection process (Levy, 2011.). The area of staff assessment focuses solely on knowledge, skills and attitudes KSA by developing other personal characteristics, including personality traits (Levy, 2011.). In this context, the balance between personality and professional life is a very important aspect.

This study attempts to identify the impact of big five personalities (BFP) and work life balance (WLB) on managerial level employees at semi-government organizations in Sri Lanka. Moreover, the semi government sector is of great importance since it is the portion of the public sector that is burdened with profit and economic contribution goals. Therefore, the importance of conducting studies to help discover methods of promoting behavior patterns such as WLB that would benefit the organization and make it more effective is very important. The WLB is influenced by many factors, although the person plays an important role in determining the balance between the work and the family. It is easy to understand that an individual's personality can affect his or her own balance between work and family (Devadoss & Minnie, 2013).

According to Ramesh and Nagapriya, (2012) work-life balance has an impact on employee behavior, attitudes, well-being and efficiency of the organization. Stress, exhaustion, anxiety, low marital satisfaction, poor performance, poor professional well-being, life dissatisfaction, low organizational commitment, dissatisfaction at work, burnout. Therefore, WLB is significance for both organization & individual. Researchers agree that almost all personality measures can be classified according to a five-degree personality model (also called the "big five" personality dimension) (Goldberg, 1992). Therefore, the big five personality factors may seem to be appropriate for providing a complete picture of individual personality, behavior, and interpretation of objective situations in various domains of life (Judge & Higgins, 1999).

With that number of evidences, the impact of big five personality on work life balance, personality is a key to determine the differences among individuals and it also influence to determine the work life balance. Testing these concepts with semi-governmental sector is lacking. This study attempts to achieve to identify the impact of Big Five Personality on work life balance of managerial level employees in the semi-government organizations in Ampara district.

2. Review of Literature

Theoretical studies

Carlson (1999) stated that a person should be able to balance work and family because many factors influence the WLB and his personality plays a key role in this weighting. Hence personality is an important factor in determining the WLB. The psychology of accessing individual differences can also be fruitful for exploring the balance between work and life, because studying the aspects of different types of personality can increase our understanding of the perception of balance. In this way one can understand that the personality of an individual can have an effect on his/her balance between work and life (Kaur, 2013). However, there are many factors that influence the balance between work and professional life. Personality of an individual also plays a key role in balancing the working life (Devadoss & Minnie, 2013). A research carried out by (Padmasiri & Mahalekamge, 2016) has shown that there is a link between the personality type and work life balance. Hence it is clear that personality can be influence in WLB of an individual not only in the global context but also in the local context.

Curtis, (2015) found that different personality traits allow individuals to manage the balance of work and life in different ways. Personality leads for individual differences and these different behaviors allow people to manage their lives in different ways. Wickramaaratchi & Perera (2016) found that there is a positive link between the big five factors and the balance between work and life. The results of their study provide clear evidence that the extraversion,

consciousness, openness and agreeableness are able to balance work and family through the positive influence of the person on work and family. Also, other scholars have found that these positive influences regarding the personality factors and WLB. Openness of personality is able to strike a proper balance between work and personal life, this is due to the positive influence of personality on work and family (Devadoss & Minnie, 2013). Agreeableness and conscientious are more likely to have a positive balance between work and life (Kaur 2013). It has been established that the agreeableness positively related to facilitating the family domain in the field of work (Wayne, 2004). The reason is agreeable people can create a support mechanism with others and reach out when facing stressful situations (Kaur 2013). But all the big five factors are not contributing positively for WLB. In addition, neuroticism is in a poor state of balance between work and family. It is therefore concluded that the type of personality neuroticism is more vulnerable to the imbalance of family work (Devadoss & Minnie, 2013); Wickramaaratchi & Perera 2016).

Also, scholars found that there is a significant relationship between personality traits and work family conflicts. Recent studies have shown that agreeableness and conscientiousness are significantly negatively correlated with work-family conflict and family-work conflict (Bruck 2003; Wayne 2004). If there is low level of agreeableness and conscientiousness, that may lead to high level of work family conflicts. In the same sense Kinnunen et al. (2003) reports a moderate effect of emotional stability (neuroticism) on the relationship between the work family conflict and burnout. High neuroticism is associated with emotional instability which can lead to an unstable balance between work and life (Kinnunen et al. 2003). In various patterns and studies, neuroticism is positively correlated with the negative effects between work to family and family to work (Grzywacz 2000). As well as the WLB these personality traits also affect for the work family conflicts.

By understanding the evidences between big five personality traits on work life balance, this study conceptualizes those relations among teachers concerns. Accordingly, the conceptual model was developed as follows;

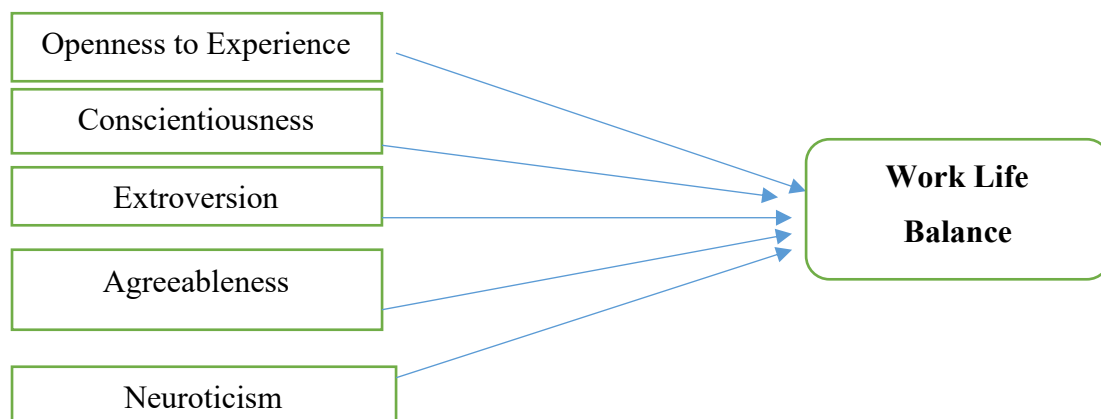


Figure 1: Conceptual framework of the study

Based on the above conceptual model, hypothesis was formulated as follows:

Hypothesis 1: There is a positive impact of openness to experience on WLB of managerial level employees in the semi-government organizations in Ampara district.

Hypothesis 2: There is a positive impact of conscientiousness on WLB of managerial level employees in the semi-government organizations in Ampara district.

Hypothesis 3: There is a positive impact of extroversion on WLB of managerial level employees in the semi-government organizations in Ampara district.

Hypothesis 4: There is a positive impact of agreeableness on WLB of managerial level employees in the semi-government organizations in Ampara district.

Hypothesis 5: There is a negative impact of neuroticism on WLB of managerial level employees in the semi-government organizations in Ampara district.

3. Methodology

Data

The study aims all the population of the research consists of 100 managerial level employees in the selected semi government sector organizations of Ampara district. Sample represents the target population; thus, it should be adequate to warrant the generalization of the findings about the population. The selection of sample is critical to the accuracy with which the data collected reflects the behavior, awareness and opinions of the total population. Through this study, researcher attempts to test hypothesis as well as to accept and reject the established hypothesis. Therefore, the type of investigation of this study was casual. The study was limited to individual responses of managerial level employees in the semi government sector organizations of Ampara district. Hence the unit of analysis of the study was individual

Analytical tools

Descriptive, Correlational and Multiple Regression analyses were employed to check the trend, relationship and influences of variables.

4. Results and Discussions

The inter item consistency reliability was examined with Cornbrash's Alpha test. It suggests that the internal reliability of each instrument is satisfactory with regard to big Five Personality Traits as 0.797 and work Life Balance 0.804. The realized sample size (82) of this study is above this cutoff value. Hence, the Bartlett's Test of Sphericity (Bartlett's Test) is significant at $p < 0.05$ for the factor analysis to be considered as appropriate. This test determines the suitability of factor analysis for the data set of a study.

According to the findings KMO values of WLB and BFP are 0.922 and 0.922 respectively which are above the benchmark of 0.5 and the recorded chi-square values resulting from the use of Bartlett's Test of Sphericity of WLB and BFP are 1098.586 (df=190) and 241.236 (df=28) respectively at the significance level of $p < 0.000$. The conclusion derived from the results was that the questionnaire statements were essentially related, implying that the factor analysis was appropriate for the data set, since each KMO indices are higher than 0.5. Bartlett's Test of Sphericity ensured the suitability of the factor analysis for the data set in this study.

The mean value of the big five personality traits of managerial level employees is 3.72. This value is more than 3 which depicts strong big five personality traits of managerial level employees of semi government organizations in Ampara district. Hence the data recorded for the work family balance was approximately normally distributed. Further, the mean value of the work life balance is 3.33, which depicts a high work life balance of managerial level employees of semi government organizations.

The relationship between big five personality traits and work life balance were identified through correlational measures. The $r = 0.844$, $p = 0.000$, indicates that there was a strong positive relationship between these factors were exist in the organization.

Table :1 Results of Regression Analysis

Model		Summary						
R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
.844 ^a	.713	.709	.183	.713	198.554	1	80	.000

a. Predictors: (Constant), BFP

b. Dependent Variable: WLB

According to the results, the regression equation of big five personality traits and work life balance of managerial level employees of semi government organizations is;

$$\text{Work Life Balance} = 0.116 + 0.994(\text{big five personality traits})$$

The b value of the equation, the gradient of the regression is .994, which is significant at 0.000. This explained that the one unit of increase in big five personality traits will result in 0.994 enhancement of work life balance of managerial level employees in semi government organizations. The standardized beta is .994 and the F value is 198.554, which are significant at .955. Since $t = 14.091$, $p = 0.000 < 0.05$, it can be inferred that occupational health and safety is significant predictor of employee engagement.

5. Conclusions

The general objective of the study was to investigate how big five personality traits impact on work life balance of managerial level employees of semi government organizations in Ampara district. The mean value of big five personality traits was 3.72 with the standard deviation of 0.289. According to the decision rule ($P > 3$) it says that the big five personality traits of managerial level employees are strong. The mean value of work life balance was 3.82 with the standard deviation of 0.340. As to the decision rule ($W > 3$) WLB of managerial level employees are comparatively high. Regression coefficient between openness to experience and WLB is 0.732, which is significant at .000. This also proves that there is a positive impact of openness to experience on WLB of managerial employees.

Openness of personality is able to strike a proper balance between work and personal life, this is due to the positive influence of personality on work and family (Devadoss & Minnie 2013). In Sri Lankan context there is no empirical knowledge available regarding the impact of big five personality traits on work life balance. As indicated by this study, big five personality traits have an impact on work life balance of managerial level employees of semi government organizations in Ampara district, Sri Lanka.

The next specific objective developed in the study was to investigate the impact of conscientiousness personality on work life balance of managerial level employees in the semi-government organizations in Ampara district. Regression coefficient between conscientiousness on work life balance was 0.654 which is significant at 0.000. As to the model summary table 4% of employees' work life balance has resulted due to the conscientiousness of managerial employees. According to Kaur (2013) conscientious is more likely to have a positive balance between work and life.

The third objective of the study to identify the impact of extroversion personality on work life balance of managerial level employees in the semi-government organizations in Ampara district. Coefficient between extroversion and work life balance was 0.478 which was significant at 0.000. The findings were matched with theoretical arguments given by Devadoss & Minnie (2013); Crooker et al (2002); Wickramaaratchi & Perera (2016) and Kaur (2013). They argued that there is a positive impact of extroversion on work life balance.

The fourth objective was to identify the impact of agreeableness personality on work life balance of managerial level employees in the semi-government organizations in Ampara district. Regression coefficient between agreeableness and work life balance was 0.721 which was significant at 0.000. According to the model summary agreeableness personality have affected by 53.1% for the work life balance of managerial level employees. Agreeableness is more likely to have a positive balance between work and life (Kaur, 2013). It has been established that the agreeableness positively related to facilitating the family domain in the field of work (Wayne et al. 2004; Devi and Rani 2012). Hence the results of this study are match with the theoretical arguments of previous researches regarding agreeableness.

The fifth objective was to identify the impact of neuroticism personality on work life balance of managerial level employees in the semi-government organizations in Ampara district. According to this objective, Regression coefficient between neuroticism and work life balance was 0.251 which was significant at 0.005. As to the model summary, neuroticism has reduced work life balance of managerial employees by 9.3%. Neuroticism is in a poor state of balance between work and family. It is therefore concluded that the type of personality neuroticism is more vulnerable to the imbalance of family work (Devadoss & Minnie 2013; Wickramaaratchi & Perera 2016).

This study indicates that openness to experience, conscientiousness, extroversion agreeableness and neuroticism are positively impact on work life balance of managerial employees of semi government sector. Hence the researcher can be recommended to conduct personality tests to assess the personality of managerial employees at the selection process. It will be advantageous for semi government organizations for determining the work life balance of managerial employees. Following initiatives can be implemented within the organization for more productivity.

- Take note of the personality traits you need before hiring
- Look for personalities that will fit into and compliment your company culture
- Pair new employees up with team members who suit their personality type

Further research studies are suggested to carry out to find out the impact of broad range of personality traits on work life balance of employees in semi government organizations in Sri Lanka. Further, longitudinal studies covering all levels of employees and different industries will be needed to generalize the findings of this study.

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