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## Impact of Big Five Personality on Work Family Balance among Academics of Selected Public Universities in Western Province, Sri Lanka

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### Abstract

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#### Area of the Study

This study attempts to scrutinize the impact of 'big five personality (BFP)' on work-family balance (WFB) among academics of selected public universities in the Western Province.

#### Problem of the Study

There is an empirical and theoretical gap in the study of the impact of BFP and WFB in the Sri Lankan context. Hence, the research problem of this study is 'how big five personality impact on the work-family balance among married management faculty academics of selected public universities in Western Province?'.

#### Method of the Study

The primary data were collected using a self-administered questionnaire consisting of 63 statements with five points Likert Scale from the study population which consisted of married management faculty academics of three public universities in Western Province. Seven hypotheses were formulated in this regard under the deductive approach and the study was conducted using a random sampling technique having the total of the 181 married academics. The SPSS package with the univariate and bivariate analyses were used for the purpose of data analysis.

#### Findings of the Study

The results of the study emphasize that there is a positive relationship between the BFP and WFB. It is suggested through the overall results that each of the five factor model dimensions are unique and significant predictors of some form of positive or negative WFB in terms of time, involvement and satisfaction with life.

#### Conclusion of the Study

In conclusion, it could be noted that there is a significant positive relationship between BFP and WFB. The result provides clear evidence that the personality type extraversion, conscientiousness, openness and agreeableness are able to strike a proper balance between the work and the family. It was also identified that neuroticism causes negative effects on the maintenance of the balance between the work and the family. Hence, it is concluded that the personality type neuroticism is more vulnerable to work family imbalance.

**Keywords:** Big Five Personality, Public Universities, Western Province, Work Family Balance

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### Introduction

The link between substantial human behaviours is one of the most researched topics by the academicians in the field of psychology (Kinnunen et al. 2008)<sup>[01]</sup>. As per Lin (2013)<sup>[02]</sup>, some of these differences are personality, attitudes, intelligence, background, perceptions, culture, gender, motivation, disability, abilities, the roles they play and the race. The purpose behind the psychological studies on them is to identify and realize how these dissimilarities affect the day to day life of employees engaged in work, school and family life, etc. and to bring into light that 'Personality' is an exceptional feature which makes an employee an exclusively unique individual. There are numerous researches who have illustrated, for example how personality affects the employee behaviour in several circumstances such as education, family life, work life, career etc. (Allemand et al. 2008<sup>[03]</sup>; Klimstra et al. 2009<sup>[04]</sup>).

Further, in the modern society, it has been emphasized that the effective balancing of the work family relationship is one of the key challenge for employees. Carlson (1999)<sup>[05]</sup> has stated that an individual should be able to strike a proper balance between work and family as there are many factors that influence on the WFB and it is the the personality of the individual that plays a vital role in this balancing process. It has also been proved that there is a significant influence of personality on WFB and researchers (Malekiha et al. 2012<sup>[06]</sup>; Lin 2013<sup>[07]</sup>) also argue that it is the individual differences that has made the big five personality of individuals that would enable us to predict the balance between the roles of individuals in the work family context. As such, the objective of the paper is to investigate the impact of BFP on WFB among married academics in selected public universities of Western Province in Sri Lanka.

### **Problem Background and Problem of the Study**

Crooker (2002)<sup>[08]</sup>, has identified different cope up strategies of WFB with which he has been able to form the personality traits of different individuals. Costa and McCrae (1980)<sup>[09]</sup>, using BFP as a framework, state that the individuals with conscientiousness and agreeableness are more likely to have a positive WFB. Similarly, the environmental shifts, the value changes of employees and the desire of the employees for WFB have increased and employers have begun to offer more active support of their employees (Burkr 2009)<sup>[10]</sup>.

In a recent study, Dixon and Bruening (2006)<sup>[11]</sup> have found that 32% of employees report WFB as their leading job concern. Consequently, it is significant to study WFB because if there is a proper balance between work and family lives in general, there will be a greater degree of individual and organisational satisfaction. It is important to determine the impact of WFB within the public university setting as the contribution of the higher education sector is of greater significance when education is concerned. Yet, it is observed that in Sri Lankan context, there are few empirical research studies that have explored the effect of the BFP on WFB. Ediriweera and Weerakkody (2010)<sup>[12]</sup> have taken a similar attempt by a research on the relationship between the WFB of bank executives in Western province taking 35 banking executives as the sample.

The success of the university students mainly depends on educational performance to a great extent. Educational performance primarily depends on the personality factors of university academics and WFB. Further, the role of the very important in the building of a nation as they are directly involved in moulding the leaders of tomorrow. In order to meet the ever-changing challenges in the face of global challenges, Sri Lanka needs to get personality and WFB among academics continuing adjusted. Unfortunately, little attention has been paid to studying personality traits and WFB among academics in Sri Lanka despite there is an extensive body of literature in the international context related to the impact of BFP on WFB among academics. Therefore, it is observed that there is a gap concerning the BFP and WFB in Sri Lankan context with regard to the academics in selected public universities. Accordingly, it is clear that there is an empirical knowledge gap in the Sri Lankan context with regard to the BFP and WFB and as a result, it is very essential to identify the impact of

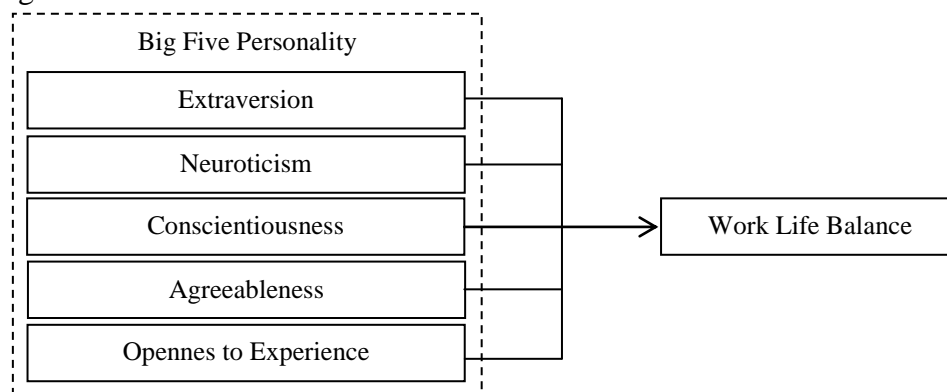
BFP on WFB among academics of the selected public universities in Western province. Therefore the research problem for this study is to investigate; ‘*How big five personality impact on work-family balance among married Management Faculty Academics of selected public universities in Western Province?*’.

### Research Framework

After the literature review of the prevailing literature, the research framework of the study has been depicted in Figure 1. Independent variable of this study is BFP and the dependent variable is WFB. Personality is made up by the characteristic patterns of thoughts, feelings and behaviours that make a person unique (Kaur 2013<sup>[13]</sup>; McCrae & Costa 2010<sup>[14]</sup>). At the same time personality is an individual's pattern of psychological processes which arises from motives, feelings, thoughts and other major areas of psychological function (Devadoss & Minnie 2013)<sup>[15]</sup>. BFP variable consists of extraversion (E), neuroticism (N), conscientiousness (C), agreeableness (A) and openness to experience (O) (McCrae & Costa 2010)<sup>[16]</sup>.

Limoges (2003)<sup>[17]</sup>, has explained that WFB is “primarily a matter of deciding when to hold on and when to let go”. Subsequently, Clark (2000)<sup>[18]</sup> has modified the given definition as satisfaction and good functioning at work and at home with a minimum of role conflict. Hill et al. (2004)<sup>[19]</sup> has defined, WFB as the extent to which a person can concurrently balance the emotions, between work and family life boundaries. WFB variable contains with time balance, involvement balance and satisfaction balance dimensions (Marks & MacDermid 1996)<sup>[20]</sup>.

Figure 1: Research Framework



Considering the research framework (Figure 1) and reviewing the existing literature, the hypotheses for this study is developed as follows.

According to Mudrack (2004)<sup>[21]</sup> and Crooker (2002)<sup>[22]</sup> personality traits have been associated with WFB. They have suggested that personality characteristics could be influenced by the ability of individuals to interact and react to a situation and also help to proactively shape the environment. Fleeson et al. (2004)<sup>[23]</sup> has investigated the relationship between each of the WFB traits and conflict with facilitation between work and family roles.

Further, this study identifies significant positive relationships between C, E, A, O with work-family and family-work balance, while a significant negative relationship between N with work-family and family-work balance. Hence, the first hypothesis is as follows:

H<sub>1</sub>: There is an impact of big five personality on work family balance among married Management Faculty academics of selected public universities in Western province.

According to Diener and Lucas (1999)<sup>[24]</sup> and McCrae and John (1992)<sup>[25]</sup> extraverts (E) can meet more positive affect, more readily attend to positive events and react more strongly to them and have more energy than do introverts so that they are likely to have more positive mood and energy to transfer across domains. Thus, they predict a positive relationship between E and WFB (Fleeson et al. 2002)<sup>[26]</sup>. Therefore, the first sub hypothesis is that;

H<sub>1a</sub>: Extraversion positively impacts on work family balance among married Management Faculty academics of selected public universities in Western province.

People with conscientiousness (C) experience proper organization, careful planning and excellent time management and may allow an individual to accomplish more in the time available, which should reduce unwanted time pressures thereby reducing conflict (Barrick & Mount, 2001<sup>[27]</sup>; Judge & Higgins, 1999<sup>[28]</sup>; McCrae & John, 1992<sup>[29]</sup>). According to Kaur (2013)<sup>[30]</sup> conscientious individuals are more likely to thoroughly and correctly perform tasks. Thus, C is expected to be positively related to WFB (Kaur 2013)<sup>[31]</sup>. Then second sub hypothesis is as follows:

H<sub>1b</sub>: Conscientiousness positively impact on work family balance among married Management Faculty academics of selected public universities in Western province.

Persons higher in agreeableness (A) are more likely to experience success at work and receive greater emotional support from co-workers (Zellars & Perrewe, 2001<sup>[32]</sup>; McCrae & John, 1992<sup>[33]</sup>) or family members. As such, they expect agreeableness to be positively related to WFB. As a result, the third sub hypothesis is as follows:

H<sub>1c</sub>: Agreeableness positively impact on work family balance of married Management Faculty academics of selected public universities in Western province.

Persons higher in neuroticism (N) are more likely to experience more job and family stress which, in turn, increases the degree of conflict experienced (Stoeva et al. 2002)<sup>[34]</sup>. N has generally been found to have no relationship to positive events rather than a negative relationship, so they predict that neuroticism is not related to WFB (Fleeson et al. 2002)<sup>[35]</sup>. However, Devadoss and Minnie (2013)<sup>[36]</sup> have praised a different argument by saying N is more vulnerable to maintain a balance between work and family roles. Therefore, the fourth sub hypothesis is as follows:

H<sub>1d</sub>: Neuroticism is not related to the impact on work family balance among married Management Faculty academics of selected public universities in Western province.

Persons higher in openness (O) are more accepting of change, likely to be creative in developing solutions when conflict arises (Barrick & Mount, 2001<sup>[37]</sup>; McCrae & John,

1992<sup>[38]</sup>). Similarly, individuals higher in openness might be more willing to transfer new skills and behaviours learned in one domain to benefit another. Thus, they predict that O is positively related to WFB (Devadoss & Minnie, 2013)<sup>[39]</sup>. Accordingly, the fifth sub hypothesis is as follows;

H<sub>1e</sub>: Openness positively impact on work family balance among married Management Faculty academics of selected public universities in Western province.

Milkie and Peltola (1999)<sup>[40]</sup> have identified the significance of the gender differences under the context of work family balance. As stated by them, women engage in more household work than men surprisingly, the results of their study based on time, role harmony and trade off variables; does not show a significant difference in gender in the achievement of work family balance. Similarly, Van der Lippe et al. (2006)<sup>[41]</sup> has argued that the combination pressure is higher among women than men due to their higher involvement in household chores than their partners. Moreover, women in the study of Van der Lippe et al. (2006)<sup>[42]</sup> argue that paid work put them in a difficulty to find time for household work. As a result, the next hypothesis developed in this study is as follows;

H<sub>2</sub>: There is a significant gender difference in relation to work family balance and big five personality among married Management Faculty academics of selected public universities in Western province.

Theoretically, person can manage time more efficiently when he has strong personality traits, more energetic, to perceive less stress, or easy to adopt coping mechanisms that reduce stress and will produce less conflict (Wayne et al. 2007)<sup>[43]</sup>. On the other hand, efficient time management may allow an individual to accomplish more in the time available thereby increase work family balance (Goldberg 1992)<sup>[44]</sup>. Thus, the third hypothesis of this study is as follows;

H<sub>3</sub>: Big five personality impacts on time balance.

Barnett and Marshall (1992)<sup>[45]</sup> have suggested that WFB can occur when the activities and performance in one role energize employees for the other roles, when they receive social support or the skills and attitudes they acquire in one role are useful in the other (Stephens et al. 1997, p. 32)<sup>[46]</sup>. Through processes qualities such as these, the involvement in one role positively influences on the other role. When one's involvement in work provides skills, behaviours or positive mood, will positively influence the family (Wayne et al. 2007)<sup>[47]</sup>. Therefore, the fourth hypothesis for this study is as follows;

H<sub>4</sub>: Big five personality impacts on involvement balance.

Some studies have found that WFB is positively related to family satisfaction whereas WFB is positively related to job satisfaction (Carlson & Kacmar 2000<sup>[48]</sup>; Frone 2003<sup>[49]</sup>). In their meta-analytic review, Kossek and Ozeki (1998)<sup>[50]</sup> have found that WFB is more strongly related to job and life satisfaction than WFB. According to Frone (2003)<sup>[51]</sup> rationale holds that WFB would be positively related to family satisfaction and effort that WFB would be positively related to job effort and satisfaction. Each component of WFB can represent positive balance or negative balance depending on whether the levels of involvement, time or

satisfaction are equally high or equally low. Hence, the fifth hypothesis of this study is as follows;

H<sub>5</sub>: Big five personality impacts on satisfaction balance.

## Method

### *Study Design*

This study was to investigate the impact of BFP on WFB among academics of selected public universities in Western province. Thus, the type of investigation that demands for a study in this nature is a co-relational one. Further, as the nature of the study was analytical as this study attempts to analyse the relationships between the dependent variable and the independent variable. Time horizon of the study was cross sectional due to the reason that the data for this study were collected at a single point in time (Sekaran & Bougie 2010)<sup>[52]</sup>. The survey was carried out among a sample of 181 married academics of Management Faculties in selected Western province public universities among the population of 386 married academics (University Grants Commission 2012)<sup>[53]</sup>. The unit of analysis was at the individual level. The secondary data were collected through various sources such as journals, books, internet, published reports relating to the topic.

### *Measures*

A self-administered questionnaire was developed to measure BFP and WFB. It consists of three sections. First section covers the demographic factors that are to be analysed through gender, age, number of children, number of dependents, designation, academic working experience and monthly salary income. Second section explains the BFP measured through McCrae and Costa (2010)<sup>[54]</sup> standard questionnaire consisting of 44 statements and the third section consists of WFB measured through Greenhaus et al. (2003)<sup>[55]</sup> questionnaire consisting of 12 statements. The responses to the positive statements were elicited on a 5-point Likert Scale of strongly agree, agree, moderate, disagree, and strongly disagree weights of 5, 4, 3, 2 and 1 respectively as well as negative statements vice versa.

### *Validity and Reliability*

The content validity of the instruments was achieved through literature review. The construct validity of the variables of this study was ensured as the correlation analysis connecting the relationship between BFP and WFB. To measure the external reliability of the questionnaire, a test-retest was conducted by using 20 academics: 10 males and 10 females from two public universities with a two-week time interval between the two administrations. The coefficient of the test-retest of the questionnaire suggests that the measures possessed a high external reliability. Based on the Cronbach's Alpha values, there was a satisfactory level of internal reliability of two variables of the study. Table 1 explains the inter item consistency reliability and test-retest results.

Table 1: Cronbach's Alpha Coefficients

Instrument	Test-retest Coefficient	Cronbach's Alpha
Personality	0.986	0.792
Work family balance	0.950	0.920

### *Techniques of Data Analysis*

Data were analysed using SPSS software package 20.0. Univariate and Bivariate analysers are applied in data analysis.

### **Results**

Factor analysis method was undertaken with the purpose of checking further, the measurement items used in the study. According to the results gained from the factor analysis, the summary of dimension -wise validity is presented in Table 2.

Table 2: Summary of Validity

Dimension	KMO	Bartlett values		AVE	Factor Loading	No of Items
		Chi	Sig			
Extraversion	0.61	122.33	0.000	42%	Yes	5
Agreeableness	0.56	161.75	0.000	44%	Yes	5
Conscientiousness	0.80	608.58	0.000	53%	Yes	7
Neuroticism	0.73	244.99	0.000	53%	Yes	5
Openness	0.70	689.99	0.000	56%	Yes	7
Time Balance	0.65	100.99	0.000	64%	Yes	3
Involvement Balance	0.66	269.60	0.000	66%	Yes	4
Satisfaction Balance	0.71	305.85	0.000	67%	Yes	4

Validity of each dimension is provided in Table 2. The KMO values are considered to be good since they are approximately 0.7. Majority dimensions have reported near or more than 50% single factor extraction value that explained half or more than half of the total variation in variables. According to the analysis, there is a significance validity among dimensions of both BFP and WFB.

Under the univariate analysis, all variables in the conceptual framework (refer Figure 1) were analysed using descriptive statistical method. The results of the univariate analysis are given in Table 3.

Table 3: Univariate Analysis

	Minimum	Maximum	Mean	S.D.	Skewness	Kurtosis
<b>BFP</b>						
Extraversion	2.40	5.00	3.58	0.58	.267	.083
Agreeableness	1.80	5.00	3.98	0.54	-1.121	2.897
Conscientiousness	2.57	5.00	3.92	0.59	-.001	-.636
Neuroticism	1.00	4.25	2.64	0.77	-.211	-.432
Openness	3.00	5.00	3.94	0.53	.131	-.507
<b>WFB</b>						
Time Balance	2.00	5.00	3.94	0.66	-.449	.182
Involvement Balance	2.50	5.00	3.83	0.63	.227	-.559
Satisfaction Balance	2.75	5.00	4.06	0.61	-.099	-.710
Work Family Balance	2.58	5.00	3.95	0.58		

In case of the independent variable, BFP varied between 2.87 to 4.54 with the mean value of 3.62 and dependent variable, WFB varied between 2.58 to 5 with the mean value close to 4. According to the mean values in the Table 3, it is indicated that the balance between BFP and WFB of the public university academics is “high”. The standard deviation of BFP is 0.3 and WFB is 0.58 which is less than 1. It indicates that the dispersion is “low”.

Mean values of each dimension is used to evaluate the importance of the determinants of the independent variable (BFP) and dependent variables (WFB) of the study. Hence mean values of BFP and WFB dimensions depicted in Table 4 and both dimensions are ranked relating to the importance of the sample.

Table 4: Rank Dimensions

BFP	Mean	Rank
Extraversion	3.58	4
Agreeableness	3.98	1
Conscientiousness	3.92	3
Neuroticism	2.64	5
Openness	3.94	2
WFB		
Time Balance	3.94	2
Involvement Balance	3.83	3
Satisfaction Balance	4.06	1

According to the mean values, academics have reported first rank dimension as agreeableness, 2<sup>nd</sup> as openness, 3<sup>rd</sup> as conscientiousness, 4<sup>th</sup> rank as extraversion and last as neuroticism whereas academics have reported for SB, TB and IB as the first, second and third respectively.

Furthermore, the objective of this study is to identify the impact of big five personality on work family balance among married management faculty academics in selected public universities in Western province. So, bivariate analysis was made to determine whether there is any relationship. The association between independent variable and dependent variable of the study is illustrated in Table 5.

Table 5: Correlation Analysis

		BFP	WFB
BFP	Pearson Correlation	1	.563**
	Sig. (2-tailed)		.000
	N	170	170

According to Table 5, the found Pearson Correlation Coefficient is 0.563 suggesting that there is a positive relationship between the BFP and WFB. Additionally regression analysis was used to find out the impact between independent variable and dependent variable (refer Table 6).



Table 6: Simple Linear Regression Analysis

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate	Constant	b value
1	.563 <sup>a</sup>	.317	.313	.48342	0.003	1.091

It indicates that about 31% of the variance (R Square) in the WFB is explained by BFP. Accordingly, the regression equation of WFB of academics is:  $WFB=0.003+1.091(BFP)$ .

The hypothesis testing was carried out using the results of Pearson's Product Movement Correlation analysis and for the results of Regression analysis (refer to Table 7).

Table 7: Summary of Hypothesis Testing

No	Hypotheses	Value	Remark
H <sub>1</sub>	There is a significant relationship between BFP and WFB among married Management Faculty academics of selected public universities in Western Province	b=0.563, sig=0.000	Accepted
H <sub>1a</sub>	Extraversion positively impacts on WFB among married Management Faculty academics of selected public universities in Western Province	b=0.577, sig=0.000	Accepted
H <sub>1b</sub>	Conscientiousness positively impacts on WFB among married Management Faculty academics of selected public universities in Western Province	b=0.457, sig=0.000	Accepted
H <sub>1c</sub>	Agreeableness positively impacts on WFB married Management Faculty academics of selected public universities in Western Province	b=0.491, sig=0.000	Accepted
H <sub>1d</sub>	Neuroticism negatively impacts on WFB married Management Faculty academics of selected public universities in Western Province	b= -0.335, sig=0.000	Accepted
H <sub>1e</sub>	Openness positively impacts on WFB among married Management Faculty academics of selected public universities in Western Province	b=0.431, sig=0.000	Accepted
H <sub>2</sub>	There is a no significant relationship between gender and work family balance among married Management Faculty academics of selected public universities in Western Province.	b=0.103, sig=0.180	Accepted
H <sub>3</sub>	BFP impacts on time balance.	b=0.382, sig=0.000	Accepted
H <sub>4</sub>	BFP impacts on involvement balance.	b=0.559, sig=0.000	Accepted
H <sub>5</sub>	BEP impacts on satisfaction balance.	b=0.613, sig=0.000	Accepted

## Discussion and Conclusion

This study explains the importance of the determinants of the independent variable (BFP) and dependent variables (WLB) in the study. According to the mean values, academics have reported first rank as agreeableness, 2<sup>nd</sup> as openness, 3<sup>rd</sup> as conscientiousness, 4<sup>th</sup> rank as extraversion and last rank as neuroticism. This finding was confirmed by pervious research Kaur (2013)<sup>[56]</sup> conducted on school teachers, getting the same results. On the other hand, considering the analysed data, academics have reported for SB (Satisfaction Balance), TB

(Time Balance) and IB (Involvement Balance) first, second and third respectively. This finding was confirmed by previous research Vithanage (2015)<sup>[57]</sup> done by the undergraduate level studies on university academics.

When considering the sample, married academics in the faculty tend to score high level of A and low level of N. However, C and O also report close to 3.9 which is high. According to the analysis, both females and males have scored lowest in N. This finding has been confirmed by a previous research (Kaur 2013)<sup>[58]</sup> which indicates that females score high on all BFP dimensions except openness and males score high similar to the results of this study. In the analysis of different age groups, designations, experience levels, salary income levels etc, it is scored differently for the BFP factors and WFB status.

According to the analysis, both female and male academics have a high level of satisfaction for their WFB while lowest involvement. This finding has been confirmed by the previous researches also. According to Milkie and Peltola (1999)<sup>[59]</sup>, there is a significant gender difference under the context of work family balance. All level of age categories have reported the highest in SB next in TB and the lowest in IB. According to this analysis, academics who have children or dependents have sound WFB and unsurprisingly there is low status in WFB of academics who have no children. As per the prior studies done by Vithanage (2015)<sup>[60]</sup>, there are 49% academics who have no children while 51% have one to three children. No single percentage counts for four or more than four children when findings are concerned.

According to the analysis, professors come under the category of the lowest rank in WFB status. This has been confirmed in previous research done by the Vithanage (2015)<sup>[61]</sup> regarding the WFB on academics. On the other hand, academics who earn the lowest income have the lowest balance in their work and family life. This is also confirmed by a previous researches done by Vithanage (2015)<sup>[62]</sup> regarding the WFB on academics.

According to Table 6, the calculated Pearson Correlation Coefficient is 0.563 which suggests that there is a positive relationship between the BFP and WFB. This finding runs consistent with prior researches (Mudrack 2004<sup>[63]</sup>; Crooker 2002<sup>[64]</sup>). As a whole, these results suggest that each of the five factor model dimensions are unique and significant predictors of some form of positive or negative WFB and Satisfaction with life.

As the five factor model of personality has given much consistency to personality research in general (Costa & McCrae 1990)<sup>[65]</sup>, it has also given rise to much of the personality research within the WFB literature of the most predictive of WFB. The studies that examined the full five factor model, it seems that extraversion, contribute much in WFB and satisfaction with life reason being that extraverted individuals build strong networks of social support which help them to maintain better WFB (Kaur 2013)<sup>[66]</sup>.

According to the results, there is no relationship between gender, age and working experience with WFB. But there is a relationship between number of the children, dependents,

designation and income level. In a previous research, this has been done by Vithanage (2015)<sup>[67]</sup> regarding the WFB on academics.

The relationship between extraversion and WFB is hypothesized as  $H_{1a}$ . Since extravert is a person who is recognized for positive, energetic, joyful and has the ability to develop and maintain social relations. They are more likely to seek resources and solutions to minimize negative work and causes for the breakdown of family relationships. Due to their energetic behaviour, they accomplish more tasks in a given time which may reduce their incompatible pressures and enable them to cope with their demands being positively correlated with WFB. Hence, the Pearson movement, the correlation between the two variables is 0.577. It is also revealed that there is a positive relationship between E and WFB among married academics of selected public universities in Western province. This hypothesis is consistent with prior researches as, E has also been identified as personality traits that can reflect a pattern of WFB (Kinnunen et al. 2003<sup>[68]</sup>; Mudrack 2004<sup>[69]</sup>; Crooker et al. 2002<sup>[70]</sup>; Fleeson et al. 2002<sup>[71]</sup>).

The hypothesized relationship between conscientiousness and WFB ( $H_{1b}$ ) is also well-supported. Conscientious individuals consider problem solving or conflict resolution in a positive manner and find solutions. Since they are always well-planned and scheduled, they overcome conflicts between domains by organizing things in order. They adopt effective strategies to minimize the conflict between the work and the family. Thus the results of Pearson movement correlation between two variables reveals that there is a positive relationship between C and WFB among married academics of selected public universities in western province. Thus, conscientiousness is expected to be positively related to WFB (Kaur 2013)<sup>[72]</sup>. As evident from Malekiha et al. (2012)<sup>[73]</sup>, results indicate that in the individuals higher in conscientiousness report high WFB as it was predicted (Burkr 2009<sup>[74]</sup>; Kinnunet et al. 2003<sup>[75]</sup>).

In case of agreeableness ( $H_{1c}$ ), individuals who can adapt and adjust to various situations will find more opportunities both in their work and family domains. Thus the results of Pearson movement correlation between two variables reveal that there is a positive relationship between A and WFB among married academics. This finding too has been subjected to confirmation by pervious research (Burkr 2009<sup>[76]</sup>; Kinnunen et al. 2003<sup>[77]</sup>; Rantanen 2008<sup>[78]</sup>; Zellars & Perrew 2001<sup>[79]</sup>).

According to the results of Pearson movement correlation between two variables, it is also revealed that there is a negative relationship between N and WFB among married academics ( $H_{1d}$ ). Neurotics may also have less available time to accomplish work and family tasks because they spend time worrying or focusing on negative affect, Neuroticism is expected to be negatively related to WFB as it is likely to be related to less efficient time use, greater preoccupation with role demands, and increased perceptions of or experience of stress. This hypothesis is consistent with prior researches as, neuroticism has also been identified as personality traits that can reflect a pattern of WFB (Burkr 2009<sup>[80]</sup>; Devi & Rani 2012<sup>[81]</sup>; Dijkstra et al. 2005<sup>[82]</sup>; Lin 2013<sup>[83]</sup>; Malekiha et al. 2012<sup>[84]</sup>; Wayne et al. 2004<sup>[85]</sup>).

According to the results of Pearson movement correlation between two variables, it is brought in to light. that there is a positive relationship between O and WFB among married academics ( $H_{1e}$ ). This hypothesis is consistent with prior researches as, persons higher in openness accept change to great extent, is not stifled by tradition, and is likely to be more creative in developing solutions when conflict arises. Similarly, individuals higher in openness might be more willing to transfer new skills and behaviours learned in one domain to benefit another. Thus, they predict that openness is positively related to WFB (Devadoss & Minnie 2013)<sup>[86]</sup>.

It is statistically claimed that there is a significant relationship between these two variables: TB and BFP. Even in theories it is stated that the personality traits of an employee enable his or her to use his or her time more efficiently, to engage in roles with more energy, to perceive less stress, or to adopt to the coping mechanisms that reduce stress minimizing the stress (Wayne et al. 2007)<sup>[87]</sup>.

According to the results of Pearson movement correlation between the two variables, there is a positive relationship between IB and BFP among married academics of selected public universities in Western province ( $H_4$ ). The finding of this hypothesis have been proven by the empirical studies of Barnett and Marshall (1992)<sup>[88]</sup> who have suggested that WFB can occur when the activities and performance in one role energize employees for the other role, when the social support they receive or the skills and attitudes they acquire in one role are useful in the other or when they have “*greater confidence and better moods in one role as a result of experiences in the other role. . .*” (Stephens et al. 1997, p. 32)<sup>[89]</sup>.

Depending on the results of Pearson movement correlation between two variables, it has been revealed that there is a strong positive relationship between SB and BFP among married academics (Hypothesis  $H_5$ ). This hypothesis is consistent with prior researches as, some studies have found that WFB is positively related to family satisfaction whereas WFB is positively related to job satisfaction (Carlson & Kacmar 2000<sup>[90]</sup>; Frone 2003<sup>[91]</sup>).

The result provides clear evidence that the personality type extraversion, conscientiousness, openness and agreeableness are able to strike a proper balance between work and family due to the positive impact of the personality at work and family. Also, neuroticism is in a bad shape of maintaining a balance between work and family. Hence, it is concluded that the personality type neuroticism is more vulnerable to work family imbalance.

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