ROLE OF PERSONALITY TRAITS IN BALANCING WORK-LIFE

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ABSTRACT

Personality is the sum total of ways in which an individual react and interact with others. A person is judged through his or her personality, we all have problems and difficulties in our work and personal life, but it is one’s personality which makes those hurdles in work-life to take it easy for someone and some might get depressed or stressed by the situations because of not able to maintain a balance between work-life. The overall purpose of this study is to find out relation between personality traits and work–life among bank professionals in Rajasthan and also to find out interconnection between personality traits, work-life and stress using a standard Big-Five personality traits (developed by Costa & McCrae, 1992) consisting of five global dimensions Extraversion, Neuroticism, Openness to Experience, Agreeableness, Conscientiousness. The findings highlights the personality traits which were found maximum in professionals and also found those personality traits in which stress is at minimal level and good at maintaining balance between work-life.

Keywords: Extraversion, Openness to Experience, Conscientiousness, Neuroticism, Agreeableness, Work-Life balance and stress.

INTRODUCTION

Work-life balance is the capability to manage stability between work and personal life and to stay dynamic and competitive at work while maintaining a cheerful, healthy home life with necessary ease, in spite of having work stress and endless actions which need your time and consideration.

Personality is a set of qualities or traits which differentiate one person with other. The ways in which an individual differ from another as individuals differ in work at workplaces and in personal lives carrying different personalities and different stress levels attached with these personalities comprising various other factors apart from personality which effects stress levels.

THE BIG-FIVE

The Big Five is the commonly used term for the model of personality developed by Costa & Crae which describes the five fundamental factors of our personality and each factor consists of six-facets.
The NEO PI-R is a measure of the Big-five factors of personality as well as the six facets that define each factor. Taken collectively, the five factor scales and thirty facets of the NEO PI-R facilitate a broad and detailed assessment of an individual’s personality. The NEO PI-R is accepted worldwide as a gold standard for assessing one’s personality.

Thirty, Facets of Big-Five scale mentioned below:

- **Extraversion** – A Personality characteristic which shows how much a person is inclined towards the social world (Warmth, Gregariousness, Assertiveness, Activity, Excitement seeking, Positive emotions)

- **Agreeableness** – A Personality characteristic which showsthe interactions for which an individual have a preference from compassion to tough mindedness (Trust, Straightforwardness, Altruism, Compliance, Modesty, Tender Mindedness)

- **Conscientiousness** – A Personality characteristic which shows how much a person is systematized, determined, controlled and motivated for goal oriented behavior (Competence, Order, Dutifulness, Achievement Striving, Self-Discipline, Deliberation).

- **Neuroticism** - identifies individuals who are prone to emotional distress(Anxiety, Angry hostility, Depression, Self-Consciousness, Impulsiveness, Vulnerability)

- **Openness** – Individuals who actively accept and appreciate new experiences (Fantasy, Aesthetics, Feelings, Actions, Ideas, Values.)

**STRESS**

According to Richard S Lazarus, stress is a feeling experienced when a person thinks that "the demands exceed the personal and social resources the individual is able to mobilize."

"Stress is not essentially always negative, it all depends on how your personality take it. The stress of exciting, innovative fruitful work is advantageous, while that of failure, embarrassment is disadvantageous."

**LITERATURE REVIEW**

A review on the previous studies on Personality and Work-Life of individuals is necessary to know the areas already covered. This will help to find our new areas uncovered and to study them in depth. The earlier studies made on relation between Personality and Work-Life of individuals is briefly reviewed here.

- Ishaq et al (2013): To Investigate the Factors Analysis of Effectiveness of Performance Appraisal and Big Five Personality Trait through Exploratory Factor Analysis. Authors conducted this research to examine the determinants of effectiveness of performance appraisal and role of personality traits factors in evaluating banking employees performance. Findings highlight that commercial banks should confidently appraise employees as per their needs, as per their personality traits and formulate an honest attempt to improve and implementing an open door policy for the Linkages for the performance appraisal effectiveness.

- Kaur (2013): - Work-Life Balance: It’s Correlation with satisfaction with life and personality dimensions amongst college teachers. In this study author attempted to
investigate the relationships between Work life balance, Satisfaction with life and Personality dimensions (Big Five Personality Traits). The results revealed that positive correlation exists between Work life balance, Satisfaction with life and Extroversion dimension of personality. Some of the personality dimensions are positively inter-correlated and no gender differences have been reported on all the variables except Conscientiousness and Extroversion contributes towards WLB and WLB contributes to SWL.

- Satija and Khan (2013): *A Study of working professional’s mental health in relation to personality at workplace*. Authors conducted this study to examine mental health in relation to personality attributes of working professionals using Cattell’s 16PF. The results reveal that personal characteristics are related to mental health. Authors concluded that prior attention must be given to selection and development of employees with increased focus on workplace personality attributes which actively contributes to higher level of individual and organizational performance as well as psychological well-being of the employees.

- Eswaran et al (2011) : *A Study of the Relationship between the Big Five Personality Dimensions and Job Involvement in a Foreign Based Financial Institution in Penang*. Authors conducted this study to find out the relationship between the Big Five Personality Dimensions and job involvement. Results indicate that extroversion and agreeableness are positively related to job involvement. Emotional stability/neuroticism, conscientiousness and openness to experience did not show any significant relationship with job involvement. Overall, the findings recognized the existence of a relationship between the Big Five Personality Dimensions and job involvement, although they are not very strong or extensive.

- Kumar and Singh (2011): “*Personality as a moderator between Stress State and Job Attitudes*”. This study was conducted to examine the relationship of stress state and job attitudes (job satisfaction and job involvement) and to test whether personality moderates the relationship between stress state and job attitudes. The result of the investigation revealed that task engagement dimension of stress state was found to be positively correlated with job attitudes and distress dimension of stress state negatively correlated with job attitudes. Findings highlight that different dimensions of personality significantly moderate the relationship between stress state and job attitudes.

**SIGNIFICANCE OF THE STUDY**

Present research aimed at exploring role of Personality traits on an individual work life balance and role of personality traits in maintaining a stress free life, So that the persons with specific personality traits can be employed for job’s for different stress levels.

**RESEARCH OBJECTIVES**

- To identify the type of Personality traits of sampled bank professionals.
- To explore the relation between Big-Five personality traits and Work-Life balance of employees.
To find out the role of Personality traits in Stress management.

**SCOPE OF THE STUDY**

- Study is limited to considering only bank professionals
- Secondly, though Personality is the most prominent dimension which effects work-life and stress though there are other dimensions also which somehow effects them.

**HYPOTHESIS**

- **H₀₁:** There is no significant relationship between big-five personality traits and work-life Balance of bank professionals.
- **H₀₂:** Personality traits do not help in managing stress significantly.
- **H₀₃:** There is significant relationship between big-five personality traits and work-life balance of bank professionals.
- **H₀₄:** Personality traits help in managing stress significantly.

**METHODOLOGY AND DATA COLLECTION**

**SAMPLE SIZE:** 42 professionals from public and private banks in Rajasthan were selected for the study.

**DATA COLLECTION**

Primary data was collected from 2 sets of structured questionnaires. First set, based on NEO-PI-R (Big-Five measurement tool developed by Costa & McCrae) used to judge the personality traits of respondents. Second, set consisting of self-developed questions to find out work-life balances and stress level of respondents.

**STATISTICAL TOOLS**

Correlation Analyses has been used to find out relationship between Personality traits, Work Life Balance and stress.

**RESULTS AND DISCUSSION**

On the basis of questionnaire filled by respondents which consists of questions in two sets to judge their Personality traits and consequently their Work-Life Balance and stress levels and on the basis of answers given by them their accumulated scores on various facets of Big-Five traits were calculated professionals with high scores on particular trait on first set were judged as Extraverted, Open, Agreeable, Conscientious and Neurotic. Professionals in second set were judged as their percentage of Work-Life Balance and stress levels and then these percentages were linked with the Personality traits in first set and on the basis of that inferences were drawn as to which Personality trait is highest and lowest in Work-life Balance and Stress aspects.

**DEMOGRAPHIC PROFILE OF RESPONDENTS**

There were 42 respondents between age group of 25 to 55 out of which 9 were unmarried and 33 married. 24 were from Government Organization and 18 from Non-Government Organizations. Among these respondents 15 were female and 9 were males.
PERCENTAGE OF PERSONALITY TRAITS

Table 1: Percentage of personality traits

<table>
<thead>
<tr>
<th>Personality traits</th>
<th>% of Personality (Approx)</th>
</tr>
</thead>
<tbody>
<tr>
<td>open-minded</td>
<td>28</td>
</tr>
<tr>
<td>Conscientious</td>
<td>35</td>
</tr>
<tr>
<td>Agreeable</td>
<td>35</td>
</tr>
<tr>
<td>Extraverted</td>
<td>42</td>
</tr>
</tbody>
</table>

Table 1 and Figure 1 clearly indicates that among all respondents Percentage of Extraverted are highest followed by Conscientious and Agreeable and lowest are open-minded.

PERCENTAGE OF NEUROTICISIM

Table 2: Maximum percentage of neuroticism found in different personality traits

<table>
<thead>
<tr>
<th>Personality traits</th>
<th>Maximum Neuroticism%</th>
</tr>
</thead>
<tbody>
<tr>
<td>open-minded</td>
<td>70</td>
</tr>
<tr>
<td>Conscientious</td>
<td>63.33333333</td>
</tr>
<tr>
<td>Agreeable</td>
<td>60</td>
</tr>
<tr>
<td>Agreeable &amp; Extraverted</td>
<td>83.33333333</td>
</tr>
<tr>
<td>Agreeable, Extraverted, conscientious &amp; Open-minded</td>
<td>76.66666667</td>
</tr>
<tr>
<td>open-minded &amp; Extraverted</td>
<td>73.33333333</td>
</tr>
<tr>
<td>Extraverted</td>
<td>76.66666667</td>
</tr>
<tr>
<td>Conscientious&amp;extraverted</td>
<td>73.33333333</td>
</tr>
</tbody>
</table>
Fig 2: Maximum percentage of neuroticism found in different personality traits

Table 2 and Figure 2 indicates that some amount of neuroticism exists in all personality types but lowest among them are conscientious and highest are those which have more than one personality type as in Agreeable & Extraverted personality type neuroticism found to be 83% highest among all.

RELATIONSHIP BETWEEN PERSONALITY TRAITS, STRESS AND WORK-LIFE BALANCE

Table 3: Relationship between personality traits, stress and work-life balance

<table>
<thead>
<tr>
<th>Personality traits</th>
<th>% in stress</th>
<th>% WLB</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open-minded</td>
<td>50</td>
<td>75</td>
</tr>
<tr>
<td>Conscientious</td>
<td>40</td>
<td>60</td>
</tr>
<tr>
<td>Agreeable</td>
<td>20</td>
<td>80</td>
</tr>
<tr>
<td>Extraverted</td>
<td>0</td>
<td>100</td>
</tr>
</tbody>
</table>

Karl Pearson’s coefficient of Correlation between personality traits and stress \( (r = -0.85280287) \)

Karl Pearson’s Coefficient of Correlation between personality traits and work-life balance \( (r = 0.866025404) \)

Karl Pearson’s Coefficient of Correlation between work-life balance and stress \( (r = -0.984731928) \)
Correlation between personality traits and stress found to be negative \((r=-0.85280287)\) which means that personality traits have no relation with stress. Correlation between Personality traits and Work-Life balance found to be positive \((r = 0.866025404)\) which means that personality traits are significantly related to work-life balance. Correlation between Work Life Balance and Stress found to be negative \((r = -0.984731928)\) which shows that there is no relation between work-life balance and stress. As there are other factors except Work-Life balance which causes stress. From Table 3 and Figure 3 it is clear that Extraverts are at highest level in balancing their Work-Life with minimal amount of stress followed by Agreeable with some amount of stress and then open-minded and conscientious with higher level of stress.

**RELATIONSHIP BETWEEN GOVERNMENT AND NON-GOVERNMENT EMPLOYEES AND STRESS AND WORK-LIFE BALANCE.**

Table 4: Relationship between Government and Non-Government employees and Stress and Work-Life balance

<table>
<thead>
<tr>
<th>Organization</th>
<th>Respondents</th>
<th>% Stress</th>
<th>%WLB</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government</td>
<td>24</td>
<td>25</td>
<td>87.5</td>
</tr>
<tr>
<td>Non-Government</td>
<td>18</td>
<td>50</td>
<td>50</td>
</tr>
</tbody>
</table>

![Fig 4: Relationship between Government and Non-Government employees and Stress and Work-Life balance](image)

Table 4 and Figure 4 indicates that high percentage of stress shown in Non-Govt employees as compared to Govt. Employees show high percent in work-life balance as compared to Non-Govt.

**RELATIONSHIP BETWEEN INCOME, WORK-LIFE BALANCE AND STRESS**

Table 5: Relationship between Income, Work Life Balance and Stress

<table>
<thead>
<tr>
<th>Income per month</th>
<th>Respondents</th>
<th>%WLB</th>
<th>%in Stress</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;20,000</td>
<td>12</td>
<td>75</td>
<td>50</td>
</tr>
<tr>
<td>20,000-30,000</td>
<td>12</td>
<td>75</td>
<td>50</td>
</tr>
<tr>
<td>30,000-40,000</td>
<td>9</td>
<td>100</td>
<td>0</td>
</tr>
<tr>
<td>40,000&amp;above</td>
<td>9</td>
<td>33</td>
<td>33</td>
</tr>
</tbody>
</table>
Karl Pearson’s coefficient of correlation between Income and Work Life balance \( (r = 0.577350269) \)

Karl Pearson’s Coefficient of correlation between Income and stress \( (r = 0.904534034) \)

There exists a positive correlation between Income and Work Life balance \( (r = 0.577350269) \) which shows significant relation between income and WLB as income increases WLB also increases up to a point. Also positive correlation between Income and stress level \( (r = 0.904534034) \) shows that as income increases stress level goes down. It is clear from Table 1.5 and Figure 1.5 as income increases WLB increases and stress reduces as income reaches its peak WLB decreases, but stress level still goes down.

**HYPOTHESIS TESTING**

**Results of Hypothesis Testing**

**H01:** There is no significant relationship between big-five personality traits and work-life Balance of bank professionals.

**Table 6: Chi-square test for first hypothesis**

<table>
<thead>
<tr>
<th>Table value</th>
<th>Calculated value</th>
<th>Degree of freedom</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.815</td>
<td>7.37</td>
<td>3</td>
<td>5%</td>
</tr>
</tbody>
</table>

Table value > Calculated value; Null hypothesis is accepted and alternate rejected

**H02:** Personality traits do not help in managing stress significantly.

**Table 7: Chi-square test for second hypothesis**

<table>
<thead>
<tr>
<th>Table value</th>
<th>Calculated value</th>
<th>Degree of freedom</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.815</td>
<td>10.6</td>
<td>3</td>
<td>5%</td>
</tr>
</tbody>
</table>

Table value < Calculated value; Alternate hypothesis is accepted and Null rejected

Chi-square Test: The calculated value of chi square for first hypothesis \((H_{01})\)at 5% level of significance and 3 degree of freedom is 7.37 (approx.) and the tabular value come to be 7.815 (Table 6).
Thus we conclude that as the calculated value is less than the table value accepts the null hypothesis that there is no significant relationship between big-five personality traits and work-life Balance of bank professionals.

The calculated value of chi square for second hypothesis at 5% level of significance and degree of freedom 3 is 10.60 (approx.) whereas the tabular value is 7.815 (Table1.7),

As the calculated value is much greater than table value i.e. 10.60 > 7.815 the null hypothesis is rejected and it concludes that personality traits are closely associated with stress i.e. they depend on each other.

**FINDINGS**

Findings highlight that among Bank respondents extravert personality found to be more among individuals with some amount of neuroticism found in all types. Extraverts found to be more efficient in balancing work-life with minimal stress. It has been found that there is significant relationship between work-life balance an personality traits and personality traits helps in reducing stress significantly. Other than personality traits factors which affect work life balance and stress are Income, Public v/s private sector etc.

**RECOMMENDATIONS**

For better Work-life management it is necessary that an individual understands:

- His/hers personality traits and move towards its improvement to achieve his/her goals.
- Role of self-management and time management in work-life.
- Identifying one’s own weaknesses and making efforts to remove them.
- Striving for balance between work-life through personality development.

**CONCLUSION**

From the above research it is concluded that Extraverted people are able to balance their work and life more effectively with lower amount of stress followed by Agreeable and then conscientious. Open-minded people show higher level of stress and low at balancing their work & life. Thus this highlights the fact that that Extraverted people can opt for more stressful positions in job than Agreeable and conscientious with medium level stress and Open-minded people should opt for less stressful positions. Secondly, it was also found that though people are able to balance their Work-Life due to their particular personality traits but still they are stressed, the reason behind this is there are lot many other factors which causes stress like income, marital status, income, age, gender. Family type (Joint, Nuclear) etc.

As this research is conducted on Bank professionals and only Personality dimension affecting work-life balance and stress has been considered. Future research could be conducted on professions other than Banks and other dimensions affecting work-life balance and stress could be considered.

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