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## Article

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## Personality as a Determinant of Work-Family Conflict

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### **Abstract:**

**Purpose:** Extant literature reported that the perceptible experience of work-family conflict (W-F conflict) is determined by any of work/family role-specific characteristics. This study is done under the premise that the perception on the occurrence of W-F conflict is influenced by person-specific personality characteristics. Authors have used big five personality dimensions as the independent variables and bi-directional nature of W-F conflict as dependent variable. It was hypothesized that extraversion, agreeableness, conscientiousness and openness positively predict W-F conflict and neuroticism negatively predicts W-F conflict.

**Design/methodology/approach:** A self-reported questionnaire consisting of items borrowed from published literature was used to collect data. This study comprised of 205 IT/ITES (Information technology/Information technology enabled services) employees working in Chennai city. The cross sectional data was collected using snow-ball sampling technique.

**Findings:** Structural equation modeling (SEM) was used to predict W-F Conflict by the personality dimension (The measurement model in this study is found to have good model fitness; CFI = .969; NFI = .929; RMSEA = .058; CMIN= 1.682 and TLI = .941). Results suggest that the personality dimensions such as extraversion, conscientiousness, openness to experience, and agreeableness predict W-F Conflict. Neuroticism does not appear to support our hypothesis which is contrary to predictions by extant literature.

**Research limitations:** The sample-specific findings limit generalizability to other sectors. Cross-sectional data prohibits testing the temporal relationships among the variables. Self-reported data may result in common method biases. Hence multi-sectorial longitudinal studies may be conducted. Probabilistic sampling method may be used to eliminate common method variance.

**Implications:** Based on the findings, it is implied that organizations could adopt personality-specific strategies to help employees resolve W-F conflict.

**Originality/value:** The authors believe that this is one of pioneer articles that predicted W-F conflict by personality dimensions in the global setting. This also makes significant contribution to the sector that employs the largest workforce annually.

**Keywords:** work-family conflict, personality, big five-factor

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## 1. Introduction

Work and family are the two important domains of life. Managing the demands of both work and family is a big challenge. The conflict between these domains has generated intense inquiry among researchers who seek to understand the potential for both the realms of human life (Cinamon & Rich, 2005; Duxury & Higgins, 1991; Friedman & Greenhaus, 2000; Hsu, 2011; Michel, Kotrba, Mitchelson, Clark & Baltes, 2011; Near, Smith, Rice & Hunt, 1984; Rathi & Barath, 2013; Rice, McFarlin, Hunt & Near, 1985; Taylor, Delcampo & Blancero, 2009; Wesley & Muthuswamy, 2010; Zhang & Liu, 2011), and not surprisingly work-family conflict (W-F conflict) research has become a major area in organizational research and several studies have been carried out in recent years (Choi & Kim, 2011; Hsu, 2011; Jin, Ford & Chen, 2013; Marchese, Bassham & Ryan, 2002; Michel, Mitchelson, Kotrba, LeBreton & Baltes, 2009; Koyuncu, Bruke & Wolpin, 2012; Parasuraman & Greenhaus, 2002; Powell & Greenhaus, 2010; Rathi & Barath, 2013).

Last one decade has seen tremendous changes in family life that include women entering into work outside home, dual-career families and single-parent families. One major reason that could be attributed is the perceptible quasi – egalitarian change in the thinking of both men and women in India. Men, for whom home was a safe haven after work once, have increasingly started participating in household activities (Wesley & Muthuswamy, 2009). The prescriptions made by the ancient Indian literatures such as the Vedas where men play the role of a breadwinner and the sole provider for the family while women a subordinate role of being an obedient, devoted and dutiful wife, nurturing and loving mother in the family social structure is undergoing a part reversal. In short, the paradigm role-reversal has been commensurately

increasing since last decade (Anafarta & Kuruuzum, 2011; Baral & Bhargava, 2010; Chincholkar & Krishna, 2012; Harvey, Novicevic & Breland, 2009; Karadogan, 2009; Paulin & Lee, 2002; Sahibzada, Hammer, Neal & Kuang, 2005). After globalization of the Indian economy and with its gradual implementation, more and more multinational companies have made their inroads into the country. These companies have brought with them different work patterns and cultures. These have obliterated the traditional time boundary between work and family hours. As a result work-family conflict occurs that leads to juggle between their work and family lives (Zoharah & Aminah, 2010).

Researchers have identified various work and family related factors that lead to W-F conflict. Work related factors are work demand, work-conflict and supervisor support; and family related factors are family demand, family-conflict and family support. However, researchers in the last one decade have started arguing that individual differences that make up the personality of individuals such as extraversion, conscientiousness, agreeableness, neuroticism and openness to experience (Malekiha, Abedi & Baghban, 2012; Baltes, Zhdanova & Clark, 2011; Bruck & Allen 2003; Dijkstra, Dierendonck, Evers & Dreu, 2005; Grzywacz & Marks 2000; Lin, 2013) would also predict the conflict between roles individuals participate. A thorough search of literature in this area suggests that much research was done with work and family related factors (Hammer, Kossek, Anger, Bodner & Zimmerman 2011; Narayanan & Savarimuthu; 2013; Razak, Omar & Yunus; 2010) and not on personality dimensions predicting the bidirectional nature of work family conflict. The bidirectional nature is referred to as the conflict (hereafter referred to as W-F Conflict) that occurs due to work interfering into family (hereafter represented as WFC) and family interfering into work (hereafter represented as FWC).

There are relatively little research was done to facilitate the understanding of individual differences that influence W-F Conflict (Baltes et al., 2011; Friede & Ryan, 2005; Lin, 2013). Moreover, recently researchers have called for a closer examination of the relationship between personality traits and W-F Conflict (e.g. Malekiha et al., 2012; Lin, 2013). In this study, we attempt to predict W-F Conflict by the big 5 – personality dimensions such as extraversion, conscientiousness, agreeableness, neuroticism and openness to experience.

## **2. Theory and hypothesis**

### **2.1. Work-family conflict**

Work-family conflict occurs when the demands from work and family are irreconcilable (Edwards & Rothbard, 2000; Greenhaus, Allen & Spector, 2006; Greenhaus & Beutell, 1985). Greenhaus and Beutell (1985) further stratified W-F conflict into three forms: time-based, strain-based and behavior-based conflicts. Time-based conflict refers to overlapping schedules

with pressures between work and family roles, due to which it may be impossible to be both physically and psychologically present within both roles as expected. Strain-based conflict refers to work and family related stressors that produce mental and emotional strain due to which the demands of other life domains are difficult to fulfill. Behavior-based conflict refers to different behavioral expectations within work and family domains and the inability to adjust one's behavior according to these expectations within each life domain (Fu & Shaffer, 2001; Greenhaus & Beutell, 1985). Whatsoever, W-F conflict that may manifest in the above three form is bidirectional in nature where work interferes with and family interferes with work (Frone, Russell & Cooper, 1992; Maertz & Boyar, 2011; Streich, Casper & Salvaggio, 2008; Wesley, 2005; Willis, O'Conner & Smith, 2008).

Research states that conflict between these domains negatively affect individuals. For example characteristics of work interfering with family and characteristics of family interfering with work causes depression, stress, exhaustion, anxiety, low satisfaction from marriage, poor role performance, low professional well-being, life dissatisfaction, low organizational commitment, work dissatisfaction, burnout (Eby, Casper, Lockwood, Bordeaux & Brinley, 2005; Frone et al., 1992; Frone, Russell & Cooper, 1997; Jennifer, Kisamore, Stone & Rahn, 2012; Maertz & Boyar, 2011; Willis et al., 2008).

## **2.2. Personality**

Personality refers to the stable mentality and processes that influence how people interpret and react, emotionally and behaviorally to their environment (James & Mazerolle, 2002). The behavior of the individual is determined by characteristics of his/her personality. Researchers agree that almost all personality measures could be categorized according to the five – factor model of personality (also referred to as the "big five" personality dimensions) (Goldberg, 1992), though, the basic dimensions of the five factors have been shown to include hundreds of personality traits proposed by theorists to describe individual differences in behavior (Fleeson, 2001). Thus, big five factor seems appropriate for capturing a broad picture of individual personality and their behavioral patterns and interpretation of objective situations in variety of life domains (Judge & Higgins, 1999).

According to McCrae and John (1992), the big five personality dimensions were five broad domains or dimensions of personality that were used to describe human personality. They were 1) Extraversion: Kind of persons who are usually active, assertive, energetic, enthusiastic, outgoing and talkative (McCrae & John, 1992); they prefer to be around people most of the time. 2) Agreeableness: Persons who are cooperative, likeability, forgiving, kind, sympathy for others and trusting (McCrae & John, 1992); generally they are warm and trusting. 3) Conscientiousness: Persons who are responsible, organized, achievement oriented, dependable, maintains orderliness, efficient, thoroughness and hardworking (Judge & Higgins,

1999; McCrae & John, 1992); these kinds of persons are generally have high standards and strive to achieve goals. 4) Neuroticism: Individuals experience emotional instability like anxiety, insecurity, irritability, defensiveness, tension, worry and sadness (Judge & Higgins, 1999; McCrae & John, 1992; Stoeva, Chiu & Greenhaus, 2002). 5) Openness to experience: Persons with this trait exhibit intelligence, unconventionality, imagination, curiosity, creativity and originality (Judge & Higgins, 1999; McCrae & John, 1992); generally they have broad interests.

### 2.3. Personality and work-family conflict

Earlier, research has argued that W-F Conflict is not only a function of work and family circumstances, but also includes individual characteristics (Wayne, Musisca & Fleeson, 2004). Theoretically, personality traits can have direct as well as indirect effects on W-F conflict. Personality traits serve primarily to either enhance or mitigate existing condition.

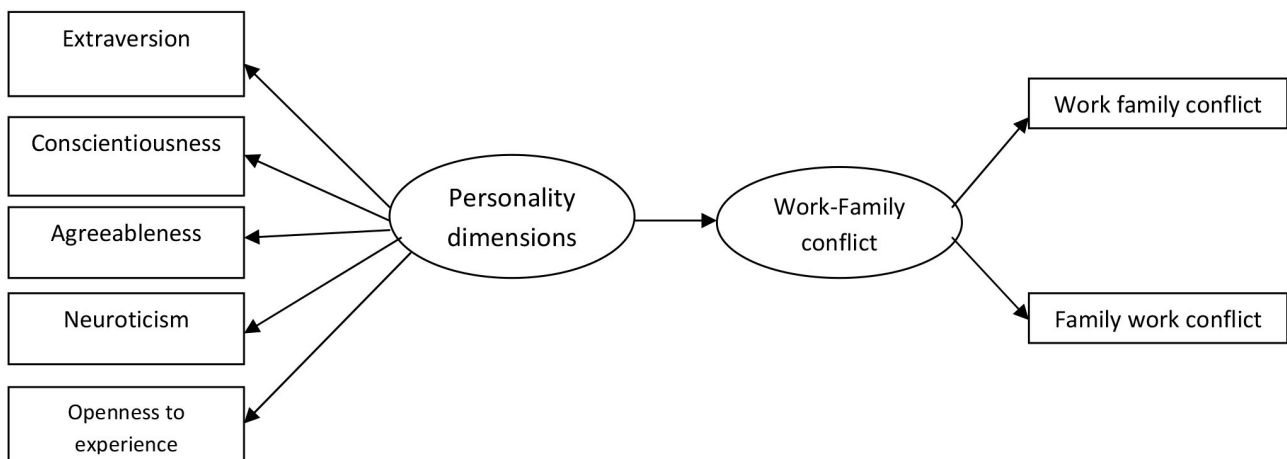


Figure 1. Framework relating personality dimensions with W-F Conflict

#### 2.3.1. Extraversion and Work family conflict

Extraversion is recognized for its importance to social relations (Jensen-Cambell & Graziano, 2001). Extraversion can be defined in terms of warmth, gregariousness, assertiveness, activity, positive emotionality, excitement seeking, joyful and they show a preference for and enjoyment of others company (Costa & McCrae, 1992). Thus, high extraverts tend to be outgoing and energetic, while individuals low on extraversion are more introverted and reserved (McCrae & John, 1992). The positivity and energetic nature of extraverts may well interpret a conflict situation in a way that buffers the negative influence on their well-being.

We therefore predict negative relationship between Extraversion and work family conflict in our hypothesis:

*Hypothesis 1: Extraversion is negatively related to WFC*

### **2.3.2. Conscientiousness and Work family conflict**

Conscientiousness can be defined in terms of competence, order, dutifulness, self-discipline, deliberation, and achievement striving (Costa & McCrae, 1992). People high in conscientiousness tend to be achievement oriented, dependable, orderly and deliberate (Barrick & Mount, 1991; Costa & McCrae, 1992). Individuals high in conscientiousness adopt effective strategies and implement them properly to minimize negative work-family spillover. Researchers examining conscientiousness as an antecedent to work-family conflict have generally reported a negative relationship (e.g. Bruck & Allen, 2003; Baltes et al., 2011; Lin, 2013). The literature generally supports a negative relationship between work family conflict and conscientiousness. We therefore predict negative relationship between conscientiousness and work family conflict in the second hypothesis, as:

*Hypothesis 2: Conscientiousness is negatively related to work family conflict*

### **2.3.3. Agreeableness and Work family conflict**

Agreeableness is defined in terms of cooperation, like ability, forgivingness, kindness, sympathy and trust (Carlson, 1999). Highly agreeable individuals should have more opportunities to reach out to their social networks in both the work and family domains. It was found that agreeableness related positively to facilitation from the family domain to the work domain (Wayne et al., 2004; Devi & Rani, 2012). It is possible that individuals who are high on this dimension may have a tendency to over exert themselves in an effort to help and/or please others such as coworkers or family members (Bruck & Allen, 2003). Thus we predict that agreeableness is negatively related to work family conflict in our third hypothesis, as:

*Hypothesis 3: Agreeableness is negatively related to work family conflict*

### **2.3.4. Neuroticism and Work family conflict**

Individuals high on neuroticism tend to be self-pitying, tense, and worrying, while individuals low on neuroticism are described as emotionally stable, relaxed, and even-tempered (McCrae & John, 1992). Compared to other dispositional antecedents examined in the work-family

conflict literature, neuroticism has received the most research attention and support. Across various samples and studies, neuroticism has been positively linked to negative spillover from work to family and family to work (e.g. Grzywacz & Marks, 2000; Bruck & Allen, 2004; Devi & Rani, 2012). Among the five dimensions in big five factor model neuroticism has been constantly positively related to W-F Conflict (Andreassi & Thompson, 2007; Bruck & Allen, 2003; Wayne et al., 2004). Individuals who are high on neuroticism may be less likely to deal with the pressures between the work and home domains, and therefore, will be more likely to report high levels of W-F Conflict than individuals who are low on neuroticism. Thus we predict that neuroticism is positively related to work family conflict as our fourth hypothesis:

*Hypothesis 4: Neuroticism is positively related to work family conflict*

### **2.3.5. Openness to experience and Work family conflict**

Openness kind of personality has active imagination, aesthetic sensitivity, intellectual curiosity, preference for variety, and independence of judgment (Costa & McCrae, 1992). Individuals high on openness are full of ideas and they are interested in novelty. Since they are creative, they are also capable of finding creative solutions to manage their conflict. Open individuals are curious about both inner and outer worlds, and their lives are experientially richer (Rothmann & Coetzer, 2003). Thus we predict that openness to be negatively related to work family conflict as the fifth hypothesis:

*Hypothesis 5: Openness is negatively related to work family conflict*

## **3. Methods**

### **3.1. Data collection**

Data for this study were collected from married individuals who were working in Information Technology (IT) & Business Process Outsourcing (BPO) companies. The names of the companies are not disclosed as requested by the respondents and agreed upon orally by the researcher at the time of data collection with the respondents. We used snowball sampling technique to collect the data from various firms (Martins, Eddleston & Veiga, 2002).

The researcher contacted his friends, peers and former colleagues working in those selected companies and asked them to identify other members, based on the condition that they should be married for at least two years and should have been working in the same company and residing in the present house for not less than one year. This was done to ensure that the



respondents would have perceptible experience of WFC and FWC and an understanding on the W-F Conflict specific personality dimensions.

Almost half of the questionnaires were administered in person and the remaining by choosing a contact person in each company, through whom the questionnaires were distributed. However, we personally met the respondents or contacted them over phone, to solicit their kind cooperation in filling up the questionnaire. To instill confidence in the minds of the respondents, the questionnaire was attached with a covering letter, describing the purpose for which the data was collected. They were ensured that their responses would be used only for academic purpose and were assured absolute confidentiality and anonymity on the information sought. We requested them to fill the questionnaire comprised of questions related to W-F conflict and Big-five factor personality test questions developed by McCrae & John, 1992.

We distributed 304 questionnaires out of which 205 completed and usable questionnaires were returned, yielding a response rate of 67.43 percent. Responding professionals were from various IT/BPO companies in Chennai city one of the largest metropolitan cities where major IT players and BPOs are headquartered. Among this, 53 percent (n=108) of the respondents were women and 47 percent (n=97) were men. 95% of them are below 35 years.

### **3.2. Instrumentation**

The questionnaire has three parts: and the third part holds the personality dimensions factor.

Accordingly, the first part consisting of the background information included age, sex, qualification captures as direct measure like

- 1) Diploma,
- 2) Under graduate,
- 3) Post graduate,
- 4) PhD.

The gross income has been measured through the following categories

- 1) Less than 25,000,
- 2) 26,000-50,000,
- 3) 51,000-75,000,
- 4) 76,000 & above.

Religion has been measured through

- 1) Hindu,
- 2) Christian,
- 3) Muslim and
- 4) Others.

Type of family has been captured by

- 1) Joint family and
- 2) Nuclear family.

Years of experience, marital status, years of marriage, spouse age, employment status of spouse, and number of children have been studied directly.

The second part holds the “Work family conflict” consists of 8 items adopted from Carlson and Perrewe (1999), Carlson, Kacmar and Williams (2000), Mallard and Lance (1998) and Wesley (2005); similarly “family work conflict” consists of 8 items adopted from Carlson and Perrewe (1999), Carlson et al. (2000), Mallard and Lance (1998) and Wesley (2005).

Finally the third part captured the personality dimension variables “The Big Five factors” consists of 5 sub constructs including of

- i) Extraversion 8 items,
- ii) Agreeableness 9 items,
- iii) Conscientiousness 9 items,
- iv) Neuroticism 8 items and

v) Openness to experience 10 items, were measured with the International Personality Item Pool (IPIP; Goldberg, 1992).

Extraversion, conscientiousness, agreeableness, neuroticism and openness were measured using the Big Five Inventory (BFI) with five-point Likert scale. WFC and FWC were measured using an eight item scale each rated on a five point Likert scale. This scale was earlier standardized in the Indian setting by Wesley and Muthuswamy (2005). Respondents indicated the extent to which statements characterized their W-F Conflict using the five-point Likert scale ranging from 1 anchored on strongly disagree and 5 on strongly agree. Personality dimensions were measured using a scale of 44 items developed by McCrae & John, 1992. Respondents indicated the extent to which statements characterized their behavior using the five-point Likert scale ranging from 1 anchored on strongly disagree and 5 on strongly agree.

### 3.2.1. Reliability test

The data collected for the study was subjected to reliability test using Cronbach Alpha. The alpha values of various dimensions are shown in the following table. From the table, it has been found that the reliability coefficients for the variables chose for this study are more than 0.60, which is an acceptable value (Malhotra, 2004). So, the items constituting each variable under study have reasonable internal consistency.

Sl.No.	Dimensions	Reliability Coefficients (N = 50)
1.	WFC	.84
2.	FWC	.87
3.	Extraversion	.76
4.	Agreeableness	.74
5.	Conscientiousness	.77
6.	Neuroticism	.90
7.	Openness to experience	.77

Table 1. Reliability coefficients using Cronbach Alpha

### 3.3 Data Analysis

Data analysis was conducted using SPSS 20.0 statistical package for Windows. The correlations between the punctuations of the different instruments and the reliability coefficient of dimensions were obtained using Pearson's correlation and the coefficient of measurement. SEM were used to predict W-F Conflict by the personality dimension.

## 4. Results

### 4.1 Preliminary analysis

First of all, before testing the hypotheses, we examined the measurement models with all study variables: WFC, FWC, Extraversion, Conscientiousness, Agreeableness, Neuroticism and Openness. All the variables items were entered into an exploratory factor analysis, using unrotated principal components factor analysis, and forcing to extract one factor. The factor emerged accounted for less than 50% of the variance (30.21%). Thus, no general factor is apparent (Podsakoff, MacKenzie, Lee & Podsakoff, 2003; Ramos, Ales & Sierra, 2014). While the results of this study do not preclude the possibility of common method variance, they do suggest that CMV is not a great concern and thus is unlikely to confound the interpretations of the results.

## 4.2 Descriptive statistics and Hypothesis testing

The data collected from the respondents was tabulated and analyzed using appropriate statistical techniques. Total activities are presented as a mean of the summated score of the individual items of each variable with standard deviation in the parenthesis. Table 2 presents the mean and the inter-correlations among the study variables. It is seen that the correlations among the variables are significant at 0.05 level. The results indicate low ( $r = 0.03$ ) to high correlations ( $r = 0.54$ ). We contend that there is no evidence of multi-collinearity among any of the variables (Green, Tull, & Albaum, 1999) and hence agreed that any of the independent variables do not exert serious confounding influence on the relationships between the identified independent and dependent variables, (Campbell & Fiske, 1959). This also shows that the measures that should be related are in reality related. Majority of the inter-correlations for all items within respective constructs are significant and hence provides evidence that the items related to the same construct are supported. We are aware that while the significant inter-correlations demonstrate that the items are probably related to the *same* construct that does not automatically mean that the construct is absolutely supported. Maybe there is some other construct that these items are related to but, at the very least, the researcher assumes from the pattern of correlations that the items are converging on the same thing.

We evaluated the degree to which the measurement hypotheses are consistent with actual data by running confirmatory factor analysis (CFA). CFA allows examination of three key sets of results – fit indices and parameter estimates.

Sl.No.	Mean (SD)	1	2	3	4	5	6	7
Extraversion	3.23 (.50)							
Conscientiousness	3.29 (.48)	.23**						
Agreeableness	3.33 (.43)	.23**	.42**					
Neuroticism	3.17 (.45)	.11	-.08	-.15*				
Openness	3.29 (.42)	.28**	.37**	.27**	.06			
WFC.	3.55 (.59)	-.06	-.10	-.17*	-.01	-.09		
FWC	3.43 (.68)	-.06	-.21**	-.20**	.17*	.03	.54**	

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

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

SD – Standard deviation in parenthesis

Table 2. Showing the mean, standard deviation and inter correlation

The researchers first examined the fit indices reflecting the overall adequacy of the hypothesized measurement model. CFA provides many fit indices that emerge from the correspondence between the items' variances/covariances implied by the hypothesized measurement model and the items' variances/covariances found in actual responses to the scale. However, we concentrate on only a few, though they seem to have differing preferences.

The  $\chi^2$  value = 16.288;  $df = 11$ ;  $p = .131$ , comparative fit index (CFI) = .972,  $\chi^2 / df = 1.481$ , the Tucker-Lewis fit index (TLI) = .95, NFI = .92, and the RMSEA = .049. Chi-square value itself is clear and convincing with evidence that the model is adequate indicating no significant difference between the observed sample and the measurement model covariance matrices. The significant value suggests that the researcher's model capably reproduced the observed variables' covariance matrix. It is understood that different fit indices assess fit in different ways and the researcher has relied on the most widely used indices to reach a judgment concerning the overall fit of the model. The results of these indices used in conjunction indicate a good overall model fit and paint a fit model.

This model received support from the fit indices. Subsequently, the researchers interpreted and reported its parameter estimates. On examination of the standardized loadings in Figure 2, all items loaded well on the two factors except neuroticism. For example, openness loaded at 1.15 on the personality dimensions and agreeableness loaded at 1.34 on personality dimensions at 0.05 significance level. Similarly, FWC loaded at 1.81 on W-F Conflict.

The researchers summarize the implications of the items' loadings, stating that they confirm (except neuroticism) each of the two components as defined by its items as all item loadings exceeded .60 and differed reliably from zero ( $p < .05$ ) except neuroticism. So the researchers have re-specified the model after excluding neuroticism and re-run CFA to confirm the model.

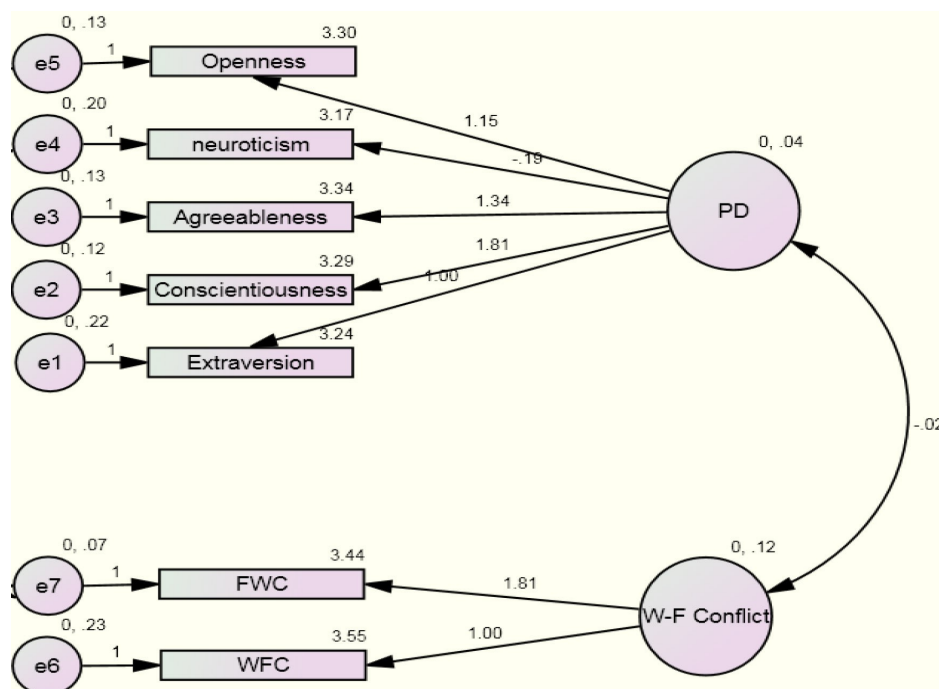


Figure 2. Showing the hypothesized model with estimates extracted by running Confirmatory Factor Analysis (CFA)

The  $\chi^2$  value = 13.459;  $df = 8$ ;  $p = .091$ , comparative fit index (CFI) = .969,  $\chi^2 / df = 1.682$ , the Tucker-Lewis fit index (TLI) = .941, NFI = .929, and the RMSEA = .048. Considering the cut-off mentioned earlier, it is understood that different fit indices assess fit in different ways and the researcher has relied on the most widely used indices to reach a judgment concerning the overall fit of the model. The results of these indices used in conjunction indicate a good overall model fit and paint a fit model.

On examination of the standardized loadings in Figure 3, all items loaded well on the two factors at 0.05 level of significance. For example, openness loaded at 3.29 on the personality dimensions and agreeableness loaded at 3.33 on personality dimensions at 0.05 significance level. Similarly, FWC loaded at 3.43 on W-F Conflict. The researchers summarize the implications of the items' loadings, stating that they confirm each of the two components as defined by its items as all item loadings exceeded .60 and differed reliably from zero ( $p < .05$ ).

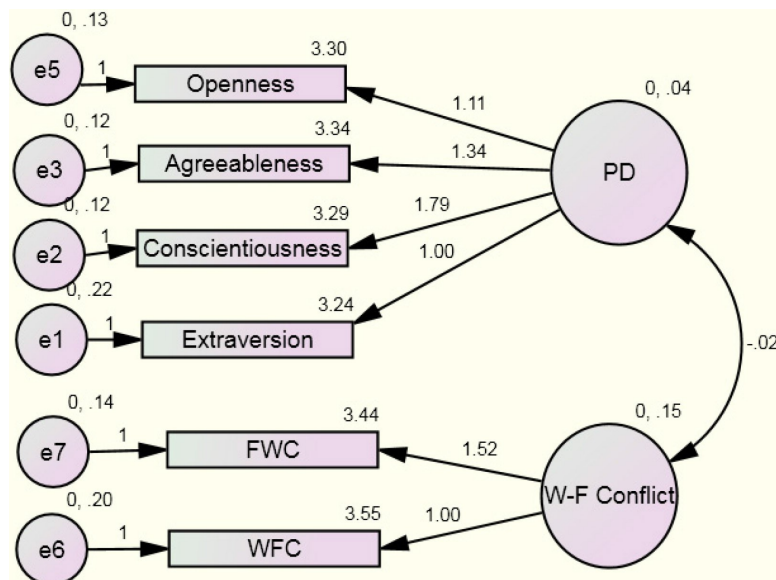


Figure 3. Showing the estimates extracted by running Confirmatory Factor Analysis (CFA) on re-hypothesised model

After confirming the measurement model, we tested the structural model using Structural Equation Modeling (SEM). In this model, we hypothesize that W-F Conflict is a function of an individual's personality captured using 4 dimensions such as extraversion, openness, agreeableness and conscientiousness. W-F Conflict is captured as construct that include WFC and FWC. The structural model is given in Figure 4 along with estimates.

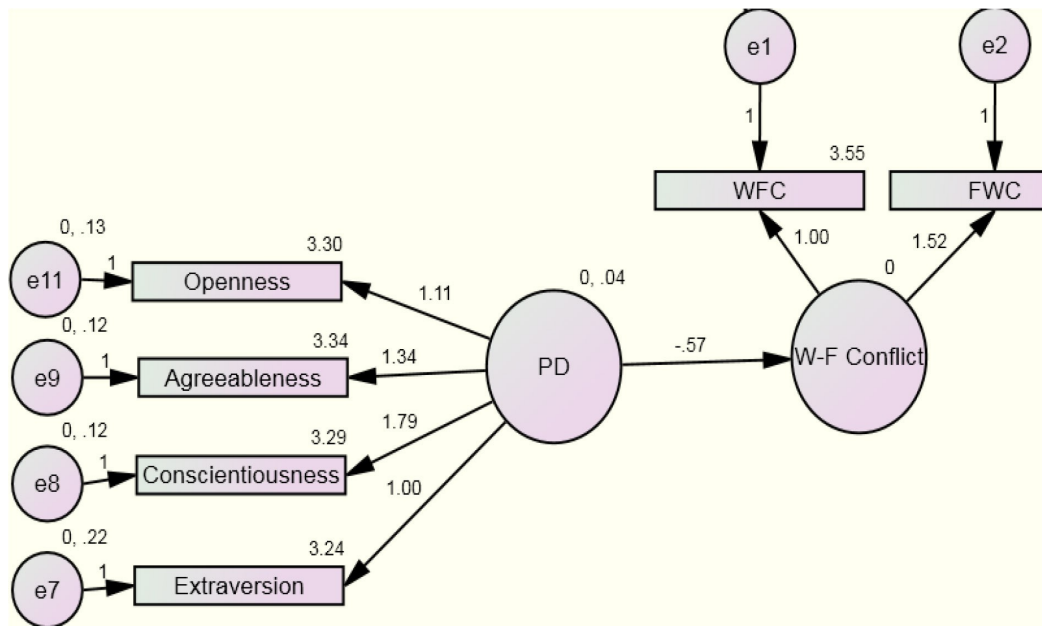


Figure 4. Showing the estimates extracted by running Structural Equation Modeling to predict W-F Conflict by personality dimensions

As reported for CFA, the most widely respected and reported fit indices are used to examine the model fitness.

The  $\chi^2$  value = 13.459;  $df = 8$ ;  $p = .097$ , comparative fit index (CFI) = .969,  $\chi^2 / df = 1.682$ , the Tucker-Lewis fit index (TLI) = .941, NFI = .929, and the RMSEA = .058. Looking at the cut-off mentioned earlier, it is understood that different fit indices assess fit in different ways.

The parameter estimation is done to generate unique values for the free parameters in the model developed. There are seven methods available to estimate the parameters though the researcher has used Maximum Likelihood (ML). The maximum likelihood estimation is efficient and unbiased when the assumption of multivariate normality is met (Hair, Anderson, Tatham & Black, 1998; Wu, 2006). The researcher decided to use ML because of its iterative nature and robustness under the assumption of multivariate normality in providing more statistically efficient estimates. Moreover, it is a full-information technique and less sensitive to moderate departures. On examination of the regression weights in Table 3, all items are significant at 0.05 level of significance. On examination of the standardized regression weights, it is seen that the prediction of W-F Conflict by the personality dimensions are in the direction hypothesized. It is noted that personality dimensions strongly predict W-F Conflict negatively. It suggests that W-F Conflict is a function of the individual's personality dimensions. When the individual's personality improves, W-F Conflict captured as a bi-directional construct decreases. The total effect results suggest that personality dimensions strongly predict FWC ( $\beta = -.241$ ) followed by WFC ( $\beta = -.185$ ). The standardized estimates are given in Table 3.

Variables			Estimate
W-F Conflict	<---	PD	-1.000
Extraversion	<---	PD	.384
Conscientiousness	<---	PD	.710
Agreeableness	<---	PD	.591
Openness	<---	PD	.510
WFC	<---	W-F Conflict	.185
FWC	<---	W-F Conflict	.241

Table 3. Showing the Standardized Regression Weights

## 5. Discussions and implications

The aim of this study is to find out whether personality is the determinants of work-family conflict. This study presents several key findings. We believe that the findings have emerged in this pattern because of the significantly exclusive characteristics of IT/BPO sample. The measurement model was supported support the hypotheses. However, neuroticism alone does not get loaded in the personality dimension constraint and subsequently it was removed from the measurement model CFA re-run thereafter. The personality variables do play a role in W-F conflict experience.

Five sets of hypotheses were proposed, involving the relationship between extraversion, neuroticism, openness, agreeableness and conscientiousness. In the following sections, the results for each set of study hypotheses are discussed.

W-F Conflict was expected to be related to extraversion, neuroticism, conscientiousness, agreeableness, and openness, however, unfortunately, neuroticism had to be dropped from the structural model. Although many research findings states that the relationship between neuroticism and WFC received the most support (e.g., Bruck & Allen, 2003; Devi & Rani, 2012; Dijkstra et al., 2005; Lin, 2013; Malekiha, Abedi & Baghban, 2012; Wayne et al., 2004), this study shows an antithetical result. Research findings coupling extraversion, conscientiousness, agreeableness and openness with work-family conflict are more consistent with the results across various studies (e.g., Baltes et al., 2011; Bruck & Allen, 2003; Devi & Rani, 2012; Dijkstra et al., 2005; Lin, 2013; Malekiha et al., 2012; Wayne et al., 2004). Despite some inconsistencies in the literature, several researchers have reported significant association between neuroticism and W-F Conflict (Bruck & Allen, 2003; Devi & Rani, 2012; Dijkstra et al., 2005; Lin, 2013; Malekiha et al., 2012; Wayne et al., 2004). The void relationship in the present study is unforeseen. This may perhaps be due to the educated nature of the samples - 69 percent completed their under graduation and 30 percent completed their post graduation. So the rating of neuroticism is low when compared to all other personality dimensions and consequently, the individuals are energetic, confident and self motivated and they have the ability to control their personality characteristics and able to balance their work and family



domain with the influence of their positivism and control their own circumstances. Neurotics do not perceive incompatibility between work and family as a conflict.

The relationship between extraversion and W-F Conflict is as hypothesized. Since extraverts are the person who are recognized for their positivism, 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 family spillover. Due to their high energy level they accomplish more task in given time which may reduce their incompatible pressures and able to cope with their demands and they are negatively correlated with work-family conflict.

The hypothesized relationship between conscientiousness and W-F Conflict is well supported. Conscientious individuals view problem solving or conflict in positivity and find solutions when they get conflict. Since they always well planned and scheduled they overcome conflicts between domains by organizing things in order. They adopt effective strategies to minimize the conflict between work and family.

In case of agreeableness, individuals can adapt and adjust to various situations they will find more opportunities both in their work and family domains. Openness individuals are generally more creative and able to find their own solutions when they experience conflict. Further, individuals with high level of agreeableness would have more adaptability and adjust to various situations.

Practically this study insists organizations could develop trainings based on individual personality differences so that the employee may effectively manage their work and family stressors.

Our findings have practical implications as to how to manage W-F conflict among employees in this business world. The association between W-F Conflict and personality insists organizations could develop trainings based on individual personality differences so that the employee may effectively manage their work and family. At this juncture, that profiling of employees' based on the profiling is very imperative. It would be easier for the employer to counsel their employee on issues relating to work or family by knowing their personality. With the fast pace of modernization in India, and increased conflicts at home are reported owing to demanding nature of work and changing family characteristics, companies can set up helplines for employees to speak their problems and seek solutions connected to W-F Conflict. Such helplines would help employees to capture the personality as well as to share their problems in work and family.

W-F Conflict specific personality inventories may be developed that so that training programs based on such dimensions would help them with coping behaviors. This type of training would likely benefit organizations, because work-family conflict has been linked with increased

interest to leave an organization and higher levels of job satisfaction (Allen, Herst, Bruck & Sutton, 2000).

Work-family conflict has become a societal issue. This issue leads to health-related problems such as over stress, mental imbalance, emotional exhaustion and life dissatisfaction. In order to reduce these health-related problems, the society needs to promote the meaning of balancing the work and family roles and emphasize the important of personal interests.

## **6. Limitations and directions for future research**

This study has number of limitations. This study has been done among IT/BPO professionals in Chennai city so generalizability of the results is difficult. The cross-sectional nature of the data prohibits us from testing the temporal relationship among the variable of interest, so in future longitudinal data should be studied in order to find the relationship between personality and work-family conflict. An alternative causal flows among the variable may possibly exist. Self-reported data has been used in this study, so the respondent might have given biased answers. Also, a larger sample size could be used to establish the relationship and thus prove the stability of the results.

Although this study provides preliminary evidence of the effect of personality in work-family conflict, future research may consider other factors (e.g., work role characteristics, family role characteristics) and mediating or moderating effects of personality. For example, the relationship between work demands, work conflict, family demand, family conflict and work-family conflict with the influence of personality. Future research should examine single parents with grown children as they may experience different pressures which may mediates the relationship differently.

Based on the measurement model, neuroticism has been dropped from the final model. This is surprising and contrary to the expectation of extant literature and so further studies could be undertaken to validate the exclusion of neuroticism in Indian setting.

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