

## Work, Family and Personality: An Examination of Work-Family Conflict among Indian IT Employees

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### Abstract

Work-family conflict is unavoidable in modern western life. A plethora of studies have focused on the prevalence, antecedents, and outcomes of work-family conflict and family-work conflict, but empirical research regarding the role of personality factors have been only minimally considered as predictors of work-family conflict. Against this backdrop, the purpose of the present study is to investigate the role of personality in the experience of work-family conflict. Present study has conducted on the two hundred fifty married information technology (IT) professional from various software organization. Data were obtained on the basis of response of the IT professional by means of structured questionnaires. Different statistics (correlation coefficients and hierarchical regression analysis) have been used to examine the nature of relationships between big-five personality traits and work-family conflict. Findings of this study have revealed that neuroticism was found to be significantly positively related to the work-to-family conflict and family-to-work conflict. Further, the findings indicated significant negative associations between both the directions of work-family conflict (i.e. work-to-family and family-to-work conflict) and extraversion, agreeableness and conscientiousness traits. Finally, implications for the research and practice have been discussed.

**Keywords:** Work-family conflict, personality, neuroticism, extraversion, agreeableness and conscientiousness.

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### Introduction

Work-family conflict is unavoidable in modern western life (Barnett & Hyde, 2001; Blanch & Aluja, 2009; Edward & Rothbard, 2000; Frone, 2003; Grzywacz & Bass, 2003; Kinnunen, et. al., 2006; Parasuraman & Greenhaus, 2002; Perrone, et al., 2006; Singh & Rai, 2004; Srivastava & Srivastava, 2012, 2014; Tsionou & Konstantopoulos, 2015; Yu et al., 2017). There are many reasons for this, among which the ongoing changes in working life play a particularly important role. Market-driven globalization and continuous demands for growth and efficiency are encountered in many organizations. Hard economic realities often keep employees busy and even overloaded, which means that many of them experience increasing difficulties in balancing the demands of work and family life. This difficulty presents individuals with an additional stressor. Empirical evidence also confirms that work-family conflict is often a severe stress factor at work, leading to various negative outcomes, e.g., impaired well-being and job attitudes (Allen et al., 2000; Potemans et al., 2005; Ratanen et al., 2008; Singh & Rai, 2004).

A plethora of studies have focused on the prevalence, antecedents, and outcomes of work-family conflict and family-work conflict (Aryee et al., 2005; Kalliath et al., 2012; Van et. al., 2009). Despite of this there are some underpinning issues in work-family conflict literature. First, the majority of researchers in this area have examined situational variables as predictors of work-family conflict, but empirical research regarding the role of dispositional personality factors have been only minimally considered as predictors of work-family conflict (Bruke & Allen, 2003; Greenhaus & Powell, 2006; Srivastava, 2009; Srivastava, Srivastava, & Srivastava, 2008; Stovea, et al., 2002; Sumer & Knight, 2001; Wayne, 2005; Wayne et al., 2004). Dispositional traits are stable and consistent ways of thinking, feeling, or acting that determine how individuals appraise their environments (Judge et al., 1997). Therefore it is important to examine the role of personality factors in the experience of work-family conflict.

Second, most studies on the work-family conflict have been conducted in the western countries and empirical research concerning the work-family conflict dimensions of the work-family interface has been neglected in developing economies like India (Rajadhyasksha & Smita, 2004; Wesley & Muthuswami, 2005). With this recognition, this study extends this research stream to Indian organization, to gain insights about work-family issues in developing countries.

Against this backdrop, the purpose of the present study is to investigate “the role of personality in the experience of work-family conflict”.

## **Theoretical basis of research**

### **Work-family conflict**

For as long as people have worked, the issues of work and family have always been a part of their lives. With increased research on work and family issues, researchers have continued to develop and refined the related constructs. The work-family conflict has one of the most studied construct of the work-family interface literature. With in the field of occupational health psychology, work-family conflict has been studied from the perspective of role-stress theory (Barnett & Hyde, 2001; Blanch & Aluja, 2009; Kinnunen, et. al., 2006; Parasuraman & Greenhaus, 2002; Srivastava & Srivastava, 2012, 2014; Tsionou & Konstantopoulos, 2015; Yu et al., 2017).

Models of work-family conflict suggests that conflict arises when participation in one domain of life make it difficult to participate in another role and this conflict can have an important affect on the quality of both work and family lives (Greenhaus & Beutell, 1985 p-77).

On the basis of conceptual framework pertaining to work-family conflict researchers have identified three different types of work-family conflict: time-based, strain-based and behaviour-based conflict. All of which involve different demands and stressors in the lives of workers. These three types of conflict are known as role pressure or incompatibility factors (Greenhaus & Beutell, 1985).

Two main directions are generally considered in work-family conflict research: Work-to-family conflict (WFC), and family-to-work conflict (FWC) (Choi & Kim, 2012; Kalliath et al., 2012). Work-to-family conflict occurs when participation in work domain made it difficult by virtue to participate in family domain. On the other hand when participation in family domain made it difficult by virtue to participate in work domain, it is called as family-to-work conflict (Frone, 2003; Greenhaus & Beutell, 1985; Zhao et al., 2011).

### ***Big-five personality***

Although, work-family literature has proliferated over the years, substantial gaps in the literature still exist. The linkage between personality and work-family relationships has largely been ignored. Previous studies have focused specifically on situational factors which an individual finds him or herself (Stovea et al, 2002; Wayne et. al. 2004; Wayne, 2005). Only a handful of studies have comprehensively measured the role of personality in the experience of work-family interface (Summer & Knight, 2001; Wayne et. al. 2004; Wayne, 2005).

The emergence of five-factor model of personality (Norman, 1963) or the big-five (Goldberg, 1990) provide a clear conceptual and measurement framework for research into personality (Robertson & Callinan, 1998). As personality researchers have indicated that this big-five factor model is a hierarchal organization of personality traits in terms of five orthogonal factors such as: extraversion, neuroticism, agreeableness, conscientiousness and openness to experience (McCrae & John, 1992). The basic dimensions of the five factors have been shown to organize the hundreds of personality traits, to have good convergent and discriminant validity, to endure across decades in adults (McCrae & Costa, 1991) and to describe the individual differences in behaviour (Fleeson, 2001) and to be replicable in other cultures also (De Raad, 1998). Thus, the big-five seems to be extremely appropriate for capturing a broad picture of an individual's personality. These so called big-five personality traits can be described as follows-

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Neuroticism dimension of personality assess the adjustment of emotional stability versus maladjustment or neuroticism (Costa & McCrae, 1991). There are six facets of neuroticism: worry, anger, discouragement, self consciousness, impulsiveness and vulnerability (Costa & McCrae, 1992).

Extraversion dimension of personality is primarily associated with the quantity and intensity of interpersonal interaction and activity (Pervin, 1996). Costa and McCrae, (1992) have described six facets of extraversion such as: warmth, gregariousness, assertiveness, activity, excitement seeking and positive emotions.

Agreeableness refers to the number of sources from which one takes one's norms for right behaviour (Bruck & Allen, 2003; Costa & McCrae, 1992). This dimension of personality deals primarily with interpersonal tendencies (Costa & McCrae, 1991). In defining the components of agreeableness, Costa

and McCrae, (1992) list six facets, which are: trust, straightforwardness, altruism, compliance, modesty and tender mindedness.

Conscientiousness refers to the number of goals on which one is focused. According to Costa and McCrae (1991), the basis of this conscientiousness dimension of personality lies within individual differences among planning, organizing and carrying out tasks. Costa and McCrae, (1992) have listed five facets of the conscientious dimension of personality namely, competence, order, dutifulness, achievement striving, self-discipline and deliberation.

## **Research Background**

Despite the large amount of research works devoted to WFC in the past 20 years (Eby et al., 2005), there has been a paucity of studies on the interplay of personality dimensions, with a few notable exceptions (Langball et al., 2011; Premeaux et al., 2007). For instance, negative affectivity and to a lesser extent Type A behaviour, have been consistently related with WFC (Carlson, 1999; Wayne et al., 2004). Similarly, Watson and Clark (1984) have reported that negative affectivity is positively related to work-family conflict.

In recent years a five-factor model (FFM) has emerged that serves as a useful and meaningful taxonomy for organizing personality traits. The five key dimensions of personality are known as neuroticism, extraversion, agreeableness, conscientiousness and openness to experience and together they purportedly represent the basic dimensions underlying personality (Costa & McCrae, 1991; Digman, 1990).

To develop the study's hypotheses, we discuss the potential influence of traits on conflict by virtue of their influence on one's use of time and/ or the perception or experience of strain, as reflected in our operationalization of conflict.

Several studies have examined the relationship between work-family interface and neuroticism and reported that neuroticism trait of personality was significantly negatively related to the both the directions of work-family conflict. Individuals with greater emotional stability also reported less work-to-family conflict and less family-to-work conflict (Batt & Volcour, 2003; Bruck & Allen, 2003; Carlson, 1999; Grzywacz & Marks, 2000; Noor, 2003; Stovea et al., 2002; Wayne et al, 2004; Witt & Carlson, 2006). Rantanen et al., (2005) only found this relationship for work-to-family conflict.

Extraversion was not found to be related to either direction of work-family conflict (Bruck & Allen, 2003, Rantanen et al., 2005, Wayne et al., 2004). Kinnunen et al., (2003), on the other hand, found that extraversion dimension of personality were found to be negatively related to family-to-work conflict.

Studies have reported that individuals with high level of conscientious reported less work-to-family conflict and less family-to-work conflict (Bruck & Allen, 2003; Wayne et al., 2004; Witt & Carlson, 2006). Kinnunen et al. (2003) only found this relationship for family-to-work conflict whereas Rantanen et al. (2005) only found this relationship for work-to-family conflict.

Further, Kinnunen et al. (2003), Rantanen et al. (2005), and Wayne et al. (2004), found that agreeableness was negatively related to work-to-family conflict, but not family-to-work conflict. Bruck and Allen (2003), on the other hand, found agreeableness to be negatively correlated with all types and directions of work-family conflict except behavior-based conflict.

## **Research methodology**

### ***The sample***

The sample of comprised of two hundred fifty married information technology (IT) professional from various software organization geographically located at Delhi, Noida and Nasik, (India). Data were obtained on the basis of response of the IT professional by means of structured questionnaires.

### **Research tools**

The tools used in the study are- First, Work-family conflict was assessed by work-family conflict scale developed by Singh and Singh, (1996). This scale consisted of 22 items in which 18 items were true keyed items and 4 items were false keyed. The true keyed items were rated from strongly agree (5) to strongly disagree (1). The scoring pattern was reversed for false keyed items. Specifically, eleven items each were used to operationalize work-to-family conflict and family-to-work conflict. Higher scores indicated greater work-to-family conflict and family-to-work conflict.

The coefficient of alpha for the scale was 0.86.

Second, Neo-Five factor inventory (form S of NEO-PI-R) developed by Costa and McCrae, (1992) was used to assess personality of the participants. The original inventory consisted of 60 items that provided a brief comprehensive measure of five dimensions of personality, such a neuroticism, extraversion, openness to experience, agreeableness and conscientiousness. Each dimension of personality consisted of 12 items. The test provided each respondent with a score of 1 (strongly disagree) to 5 (strongly agree) for each trait. Higher scores indicated more of the trait. This scale is replicable in other cultures also (De Raad, 1988; Wayne et al., 2004). In the present study we have included only four dimensions of big-five trait because openness dimension of personality is not significant with any of the direction of work-family conflict.

Reliability of the scale is ranging from 0.68 to 0.86.

Third, questions pertaining to demographic information were included in the personal data sheet. Demographic variables included: age, gender, education, working experience, income, number of working hours/week, number of family members, no. of children, and spouse employment.

## **The Analysis of Data**

The major purpose of the present paper was to examine the role of personality in the experience of both the directions of work-family conflict i.e. work-to-family and family-to-work conflict. We have used Descriptive statistics and inferential statistics such as hierarchical regression analysis. Different statistics (correlation coefficients and hierarchical regression analysis) have been used to examine the nature of relationships between big-five personality traits and work-family conflict.

## **Research Findings**

In order to provide a thorough description of the data, descriptive statistics of the studied variables was computed. Table 1 represented Mean, Standard deviation and Range of scores of the studied variables (N=250).

**Table-1 Mean, Standard Deviation and Range of Scores of the studied variables (N-250)**

| <b>V-variables</b> | <b>Mean</b> | <b>S.D.</b> | <b>Range of Scores</b> |
|--------------------|-------------|-------------|------------------------|
|--------------------|-------------|-------------|------------------------|

|                   |       |      |       |
|-------------------|-------|------|-------|
| WFC               | 28.55 | 4.83 | 13-44 |
| FWC               | 29.16 | 4.47 | 18-41 |
| Neuroticism       | 34.79 | 5.18 | 16-49 |
| Extraversion      | 40.07 | 4.56 | 26-56 |
| Agreeableness     | 37.44 | 3.74 | 28-51 |
| Conscientiousness | 43.78 | 5.47 | 29-59 |

**Table-2 Results of the correlation between Big-five personality factors and outcome variables**

| <b>Criterion<br/>Predictor<br/>Variables</b> | <b>WFC</b> | <b>FWC</b> |
|----------------------------------------------|------------|------------|
| Neuroticism                                  | 0.22**     | 0.16*      |
| Extraversion                                 | -0.28**    | -0.30**    |
| Agreeableness                                | -0.24**    | -0.26**    |
| Conscientiousness                            | -0.31**    | -0.36**    |

\*p<0.05      \*\*p<0.01

Table-2 represented the correlation coefficients between big-five personality factors (neuroticism, extraversion, agreeableness and conscientiousness) and study constructs (work-to-family conflict, family-to-work conflict, Most of the correlation coefficients were found significant.

Neuroticism was found to be positively associated with work-to-family ( $r = 0.22$ ,  $p < 0.01$ ) and family-to-work conflict ( $r = 0.16$ ,  $p < 0.05$ ). Further, the findings revealed that the extraversion was observed to be negatively associated with the work-to-family ( $r = -0.28$ ,  $p < 0.01$ ) and family-to-work conflict ( $r = -0.30$ ,  $p < 0.01$ ). Similarly the Agreeableness trait of personality was found to be significantly negatively associated with the work-to-family conflict ( $r = -.24$ ,  $p < 0.01$ ) and family-to-work conflict ( $r = -0.26$ ,  $p < 0.01$ ). Likewise, significant negative correlations were also found between conscientiousness and work-to-family conflict ( $r = -0.36$ ,  $p < 0.01$ ) and family-to-work conflict ( $r = -0.036$ ,  $p < 0.01$ ).

### **Results of hierarchical regression analyses predicting work-family conflict and work-family facilitation from personality variables**

For testing and examining the influence of the demographic variables and big-five personality factors upon work-family conflict, eight sets of hierarchical regression analyses were performed. The results of these analyses are displayed in the Tables- 3 to 6. In each set of hierarchical regression analysis one of work-family conflict variables was entered as dependent variable. The demographic variables were

entered in the first step of the equation to partial out their effects prior to entering one of the personality factors. The second step of equation adds one of the personality factors as the predictor variable.

First hypothesis: Neuroticism trait of personality would be positively related to both the direction of work-family conflict.

Second hypothesis: Agreeableness, conscientiousness, and extraversion traits of personality would be positively related to work-to-family facilitation and family-to-work facilitation.

It is apparent from the findings of Table-3 that the overall model predicting work-to-family conflict was significant ( $F_{9,240} = 3.624$ ,  $p < 0.001$ ) and explained 12 % of variance (neuroticism added 2.6 % above the control variables,  $p < 0.01$ ). Similarly, the model predicting family-to-work conflict was also significant ( $F_{9,240} = 2.605$ ,  $P < 0.01$ ) and explained 8.9 % of variance (neuroticism added 1.5 % above the control variables,  $p < 0.05$ ). Further, the results indicated that high level of neuroticism was significantly positively predicted work-to- family conflict ( $\beta = 0.168$ ,  $p < 0.05$ ) and family-to-work conflict ( $\beta = 0.127$ ,  $p < 0.05$ ).

As demonstrated in the Table-4, that overall model predicting work-to-family conflict was significant ( $F_{9,240} = 4.535$ ,  $p < 0.001$ ) and explained 14.5 % of variance (extraversion significantly increased 5.1 % of the variances above the control variables,  $p < 0.001$ ). Similarly the model predicting family-to-work conflict was also significant ( $F_{9,240} = 4.008$ ,  $P < 0.05$ ) and accounted for 13.1 % of variance. The addition of the extraversion at step-2 significantly increased the percentage of variance in the explanation of family-to-work conflict ( $\Delta R^2 = 5.7$  %;  $p < 0.001$ ).

A closer look to  $\beta$  values indicated that the degree of work-family conflict ( $\beta = -0.239$ ,  $p < 0.001$ ) and family-to-work conflict ( $\beta = -0.251$ ,  $p < 0.001$ ) decreased significantly in those employees who manifested high degree of extraversion trait of personality.

The findings displayed in the Table-5 reveals that the overall model ( $F_{9,240} = 4.107$ ,  $P < 0.001$ ) accounted for 13.3 % of variance in work-to-family conflict (agreeableness trait of personality added 3.9 % over and above the control variables,  $p < 0.01$ ). Similarly the model ( $F_{9,240} = 3.830$ ,  $p < 0.001$ ) accounted 12.6 % of variance in family-to-work conflict (agreeableness trait of personality added 5.2 % above the control variables,  $p < 0.01$ ). Further, the findings revealed that the individuals higher on the agreeableness trait reported lower level of work-to-family conflict ( $\beta = -0.202$ ,  $p < 0.001$ ) and family-to-work conflict ( $\beta = -0.231$ ,  $p < 0.001$ ).

According to the results of Table-6, overall model predicting work-to-family conflict was significant ( $F_{9,240} = 5.248$ ,  $p < 0.001$ ) and explained 16.4 % of variance. The addition, of conscientiousness trait at step-2 significantly increased the percentage of variance in the explanation of work-to-family conflict ( $\Delta R^2 = 7.0$  %,  $p < 0.01$ ). Similarly, the model predicting family-to-work conflict was significant ( $F_{9,240} = 5.419$ ,  $P < 0.05$ ) and explained 16.9 % of variance. Conscientiousness trait significantly increased the percentage of variance in the explanation of family-to-work conflict ( $\Delta R^2 = 9.5$  %,  $p < 0.01$ ) at step-2. The examination of  $\beta$ -values indicated that the degree of work-to-family conflict ( $\beta = -0.276$ ,  $p < 0.001$ ) and family-to-work conflict ( $\beta = -0.320$ ,  $p < 0.001$ ) decreased significantly in those employees who manifested high degree of conscientiousness.

**Table-3 Results of hierarchical regression analyses predicting work-family conflict from neuroticism**

| Predictor variables                      | Criterion variables |          |        |        |
|------------------------------------------|---------------------|----------|--------|--------|
|                                          | WFC                 |          | FWC    |        |
| Control variables                        | Step1               | Step2    | Step1  | Step2  |
| Age                                      | .155                | .160     | .138   | .0142  |
| Gender                                   | .047                | .049     | -.044  | -.043  |
| Educational qualification                | -.058               | -.066    | -.101  | -.107  |
| Income                                   | -.160*              | -.133*   | -.100  | -.079  |
| Working experience                       | -.239*              | -.214**  | -.134  | .115   |
| Working hours                            | .015                | .001     | .082   | .072   |
| employment of Spouse                     | .158*               | .148*    | .129   | .121   |
| Family members presently living together | -.014               | -.021    | .002   | -.003  |
| <b>Independent Variable</b>              |                     |          |        |        |
| Neuroticism                              |                     | .168*    |        | .127*  |
| Overall R <sup>2</sup>                   | .094                | .120     | .074   | .089   |
| $\Delta R^2$                             | .094                | .026     | .074   | .015   |
| F*                                       | 3.125**             | 3.642*** | 2.405* | 2.605* |

\*p<0.05 \*\*p<0.01 \*\*\*p<0.001 df step 1= 8, 241, df step 2= 9, 240

**Table -4 Results of hierarchical regression analyses predicting work-family conflict from extraversion**

| Predictor variables                      | Criterion variables |          |        |          |
|------------------------------------------|---------------------|----------|--------|----------|
|                                          | WFC                 |          | FWC    |          |
| Control variables                        | Step1               | Step2    | Step1  | Step2    |
| Age                                      | .155                | .136     | .138   | .119     |
| Gender                                   | .047                | .063     | -.044  | -.028    |
| Educational qualification                | -.058               | .043     | -.101  | -.084    |
| Income                                   | -.160*              | -.129*   | -.100  | -.067    |
| Working experience                       | -.239*              | -.209*   | -.134  | -.102    |
| Working hours                            | .015                | -.028    | .082   | .037     |
| employment of Spouse                     | .158*               | .141*    | .129   | .111     |
| Family members presently living together | -.014               | -.038    | .002   | .024     |
| <b>Independent Variable</b>              |                     |          |        |          |
| Extraversion                             |                     | -.239*** |        | -.251*** |
| Overall R <sup>2</sup>                   | .094                | .145     | .074   | .131     |
| $\Delta R^2$                             | .094                | .051     | .074   | .057     |
| F                                        | 3.125**             | 4.535*** | 2.405* | 4.008*** |

\*p<0.05 \*\*p<0.01 \*\*\*p<0.001 df step 1= 8, 241, df step 2= 9, 240

**Table-5 Results of hierarchical regression analyses predicting work-family conflict from agreeableness**

| Predictor variables                      | Criterion variables |          |        |          |
|------------------------------------------|---------------------|----------|--------|----------|
|                                          | WFC                 |          | FWC    |          |
| Control variables                        | Step1               | Step2    | Step1  | Step2    |
| Age                                      | .155                | .130     | .138   | .111     |
| Gender                                   | .047                | .050     | -.044  | -.041    |
| Educational qualification                | -.058               | -.040    | -.101  | -.090    |
| Income                                   | -.160*              | -.138*   | -.100  | -.074    |
| Working experience                       | -.239*              | -.208*   | -.134  | -.099    |
| Working hours                            | .015                | .015     | .082   | .082     |
| employment of Spouse                     | .158*               | .156*    | .129   | -.126    |
| Family members presently living together | -.014               | -.026    | .002   | -.011    |
| <b>Independent Variable</b>              |                     |          |        |          |
| Agreeableness                            |                     | -.202*** |        | -.231*** |
| Overall R <sup>2</sup>                   | .094                | .133     | .074   | .126     |
| $\Delta R^2$                             | .094                | .039     | .074   | .052     |
| F*                                       | 3.125**             | 4.107*** | 2.405* | 3.830*** |

\*p<0.05 \*\*p<0.01 \*\*\*p<0.001 df step 1= 8, 241, df step 2= 9, 240

**Table-6 Results of hierarchical regression analyses predicting work-family conflict from conscientiousness**

| Predictor variables                      | Criterion variables |          |        |          |
|------------------------------------------|---------------------|----------|--------|----------|
|                                          | WFC                 |          | FWC    |          |
| Control variables                        | Step1               | Step2    | Step1  | Step2    |
| Age                                      | .155                | .124     | .138   | .102     |
| Gender                                   | .047                | .061     | -.044  | -.029    |
| Educational qualification                | -.058               | -.018    | -.101  | -.054    |
| Income                                   | -.160*              | -.149*   | -.100  | -.086    |
| Working experience                       | -.239*              | -.204*   | -.134  | -.094    |
| Working hours                            | .015                | -.012    | .082   | .051     |
| employment of Spouse                     | .158*               | .142*    | .129   | .109     |
| Family members presently living together | -.014               | .043     | .002   | -.032    |
| <b>Independent Variable</b>              |                     |          |        |          |
| Conscientiousness                        |                     | -.276*** |        | -.320*** |
| Overall R <sup>2</sup>                   | .094                | .164     | .074   | .169     |
| $\Delta R^2$                             | .094                | .070     | .074   | .095     |
| F*                                       | 3.125**             | 5.248*** | 2.405* | 5.419*** |

\*p<0.05 \*\*p<0.01 \*\*\*p<0.001 df step 1= 8, 241, df step 2= 9, 240

## Conclusion

Despite the large amount of research work devoted to work-family interface in the past 20 years (Eby et al., 2005), there has been a paucity of studies on the relationship between personality factors and work-family interface (Witt & Carlson, 2006; Zaman et al., 2014). However, the interplay of work and family with individual dispositions has been considered as an important area of research in order to better understand the specific promoting and/or inhibiting patterns of work-family interface (Friede & Ryan, 2005; Grandey & Cropanzano, 1999; Langballe et al., 2011; Premeaux et al., 2007). Within the perspective of Big-five, it was hypothesized that neuroticism trait of personality would be positively related to the both the directions of work-family conflict. It was further hypothesized that agreeableness, conscientiousness, and extraversion traits of personality would be negatively related to both the directions of work-family conflict.

The major general findings of the study indicated significant negative associations between both the directions of work-family conflict (i.e. work-to-family and family-to-work conflict) and extraversion, agreeableness and conscientiousness traits. However, Neuroticism was found to be significantly positively related to the work-to-family conflict and family-to-work conflict.

Finally, Findings of hierarchical regression analyses indicated that after controlling for the effects of various situational and various demographics factors, neuroticism trait of personality significantly positively predicted both the directions of work-family conflict. The possible explanation that could be offered for this finding is that neuroticism is characterized by tension, anxiety, irritability, defensiveness, worry and insecurity. Likewise, the persons with high neuroticism scores are more likely to be discontented and experience aversive mood states and experience more job and life stress which in turn increases the experience of work-family conflict. Neurotics are less likely to deal with the taxing pressures between work and family domains because they have less time available to accomplish the responsibilities of work and family as they spend more time worrying, tense or focusing on negative mood states. Therefore, neurotic individuals have reported high levels of both the directions of work-family conflict. The findings that neurotic trait of personality predicted both the directions of work-family conflict are in the line with the prior research documenting the importance of neuroticism trait of personality in generating the work-family conflict (Barrick & Mount, 1991; Batt & Volcour, 2003; Bruck & Allen, 2003; Carlson, 1999; Grzywacz & Marks, 2000; Noor, 2003; Ratanen et al., 2005; Stovea et al., 2002; Wayne et al., 2004; Witt & Carlson, 2006).

Further, the findings of the present study have indicated that extraversion trait of personality was significantly negatively related to both the directions of work-family conflict. Extraversion trait of personality describes someone who is active, sociable, assertive, socially dominant, sensation-seeking, optimistic, energetic, enthusiastic, ambitious, outgoing, and talkative (McCrae & John, 1992; Bozionelos, 2004). It also approximates the construct referred to as positive affectivity (Watson & Clark, 1994). Supporting this is the conviction that extroverts are capable to perform more tasks in a given period of time because of high energy levels. Moreover, extroverts experience less strain and fewer time pressure as they possess general sociability and happiness and experience positive mood states. Hence, extraversion trait of personality was found to be significantly negatively related to both the directions of work-family conflict (Grzywacz & Marks, 2000; Noor, 2003).

In addition, the results of the present study indicated that agreeableness was significantly negatively predicted both the directions of work-family conflict and significantly positively related to both the directions of work-family facilitation. Agreeableness trait of personality is described by the characteristics like cooperation, altruism, likeability, forgiveness, kindness, sympathy, and trust (McCrae & John, 1992). Due to the altruistic and co-operative characteristics, highly agreeable individuals received greater

support from work and family, which reduce their frequency and intensity of tension and interpersonal conflict. These findings reaffirm the suggestions of Greenhaus and Beutell (1985) that strain, conflict, and the absence of support contribute to the experience of work-family conflict (Bruck & Allen, 2003; Wayne et al., 2004).

Finally, conscientiousness was also significantly negatively predicted both directions of work-family conflict. This finding is in agreement with a number of empirical studies (Bernas & Major, 2000; Bruck & Allen, 2003; Wayne et al., 2004; Witt & Carlson, 2006). Despite the fact that conscientious individuals are likely to work hard to achieve their goals in both domains, this could increase the opportunity for conflict. But they have efficiency, good time management and good organization (McCrae & Costa, 1991) which may enable them to accomplish more tasks in less available time and they are less preoccupied with their work and family roles. Thus, conscientiousness trait of personality is likely to result in greater boundary separation of work and family, which in turn reduces the individuals' level of stress, strain and incompatible time demands. Therefore, they experience low level of work-family conflict.

In summary, findings of the study indicated that extraversion, agreeableness and conscientiousness were significantly negatively related to both the directions of work-family conflict i.e. work-to-family conflict and family-to-work conflict. However, neuroticism was found to be positively related with both the directions of work-family conflict.

### **Practical suggestions**

The relationship between personality and work-family outcomes has important research implication. First, research summarized here suggests that relatively broad personality traits such as negative affectivity and the Big Five are useful for predicting work-family outcomes.

There are also a number of practical implications of the study of personality and work-family outcomes. First, understanding the role of personality may be helpful for those who design or implement work-family policies or practices (at the organizational, community, or national levels).

Second, this research highlights the potential benefit of implementing training and development opportunities to teach individuals skills and coping strategies for balancing work and family. Individuals with particular personalities might be taught to use effective skills and coping strategies that they would not normally use because of their dispositions. Such training programs could also help people think about what policies and practices might be appropriate for them given their unique personality.

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