

BALANCING WORK LIFE THROUGH PERSONALITY TRAITS: A STUDY OF MANAGEMENT EDUCATORS

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Abstract

Personal development of an individual depends upon complete knowledge of one's potential to perform and achieve goals both personal and professional. Individual personality traits can act as a catalyst to provide personification of self- concept and life management through balancing work and life issues and create a proper career path for personal and professional achievement. The management educators can analyse and examine self-performance to remove disturbances in work life balance. Thus, understanding one's own personality is crucial along with the uniqueness which can create a difference in life and make you more competitive than others. The research paper highlights the importance of individual traits which are responsible for achieving balance between work and life goal and to identify the differences between actual result and expectations of work and family. The paper highlights the relationship between big five personality traits and work life balance which ultimately improve professional and personal life. The personality traits can affect compatibility of one own self with mental and physical health and importance of phenomenal growth which can be acquired step by step leading to professional achievement. The paper focuses on balancing work life of management educators to ensure stability in the career and achievement of personal and professional goals.

Keywords: Personality Traits, Work Life Balance (WLB), Professional Achievement, Management Educators.

Introduction

Personality of an individual is a reflection of combination of traits imbibed in an individual to various psychological processes that enables a person towards an interactive module where the personality is imitated by its behavioural reaction or actions in a unique manner. Thus, personality is a blue print or a sketch of a psychological characteristics which includes a combination of natural and blended acquisitions.

Thus, personality plays an important role to determine the quality of life led by an individual by adapting through the various differences and similarities in behavioural aspects. It is important to study personality of the employees in order to observe their behavioural aspects and understand how individuals are different from each other and influence their work performance. Clarity of thoughts and control over one's behaviour can improve a person's professional and personal life. Personality has some concrete features which is unique to a person and has stable behavioural pattern which is the reflection of both internal and external elements which are developed through a specific process and constitutes the physiological and social environment of a distinct identity.

Work Life & Personality Traits

Personality traits and work life balance are associated to some extent as individuals with different

personality traits cope up with similar issues in different ways. One of the most important aspect of self-recognition is recognition of one's weaknesses which hamper the growth and is responsible for specific behavioural mindset. The strategies of self-development are formulated to facilitate involvement of management skills to reach the specific end. All social creatures have to face different issues at personal and professional front and have to live in our set up with following rules of the society thus, creating a value system of utmost importance. Educators behavioural expectations like in delicate issues decision making becomes more important than emotional outburst. Feelings have to be controlled in adverse circumstances and logic have to be applied at suitable points. Thinkers are more appropriate in such situations and feeling types are more comfortable in another aspect. Self-empowerment can be withhold through knowing one's personality and exploring reasons why people react in specific manner. Personal and professional growth is a self-perception and personality traits act as a framework to balance the imbalances and ensure compatibility between the dual role of life. Strengths and weaknesses are combined depiction of the unique personality of individuals which react for every small change. But it can be controlled through self-awareness and a balance can be created in functional aspects.

Literature Review

Kim, Jörg & Klassen (2019) studied personality traits as independent variable teacher effectiveness and burnout as dependent variable. The findings of the study are interesting in showing that the big five personality traits except agreeableness have a close positive association with teacher's effectiveness. The three personality traits which have a negative association with burn out are extraversion and conscientiousness. The educational level does not have any significant difference with the outcome. The findings can be used practically for identification of personalities and its relationship with teaching profession. Personality and personal traits definitely affect self- resource and thus, big five model can help in further extension of theoretical concepts. Thus, it is necessary to examine personal qualities and framing effective policies related to emotional stability and burnout.

Sharma & Rao (2018) in the research paper on literature review of work life balance present a comprehensive study on various issues related to the importance of steadiness between professional and organizational goals and proves that imbalance between the two will have a negative impact and create an obstacle to reach the end. Professional and personal life is very important and a person who can balance the two traits adequately can manage multiple responsibilities and attain multiple goals through effective performance. Individuals can prioritise their life events and work accordingly for better coordination between family well-being and organizational commitment. The aim of the paper includes conceptual understanding of work life balance, its objective, importance and issues related with various aspects like physical, emotional and occupational welfare. A flexible organizational HR policy can initiate retention of talent and satisfaction of employees. The paper highlights the scope of further research in various sectors like banking, education, pharma, etc.

Chaitra, Ashok & Murthy (2016) in the research study proposed that one of the major issue associated with employee satisfaction is work life balance. Organizations should focus to develop employee's welfare plans and policies for a balance between work commitment and social commitment. The present research study is focused to explore work life issues of managers working at different levels in Bosch Ltd., Bangalore. Employee's effectiveness and commitment level can be

enhanced through ensuring desirable focused on both personal and professional goals. It was found that expressive work responsibilities imbalances the social life of employees and ultimately the work life balance. Various factors which affect this pertaining issue are overtime, excessive travelling, meeting and training is scheduled after working hours. It was found that human resource management has to increase its score and role for managing work life issues of the employees. The responsibilities and job profile of individuals along with their family should be taken into account to ensure productivity and growth. The study focused on the various measures and supporting elements which are essential to observe work life matters of the employees.

Zakaria, Mat & Abdullah (2018). The five distinctive personality traits were tested for confirmation of significant relationship with issues related to balancing one's work and life. The findings assured that the contributors to ensure work life balance includes extra personality, prudence and neuroticism. While there are some traits like openness and conscientiousness which do not show a significant relationship with work life balance of teachers. The study has its own significance as it gives a clue to balance work life through specific personality traits which can be activated in teachers to create a balance between their personal and professional life. The work efficiency of teachers was to be taken into account while activating extra personalities and prudence for controlling the factors which cause imbalance. The main aim is to stabilise teachers emotionally to control their neuroticism and make them calm so that they can adapt to the changed environment for creating a balance.

Muthulakshmi (2018) in the research paper specifically targeted professionals in teaching in Arts & Science colleges. 200 respondents were selected for the survey and a quantitative study was done to explore the factors affecting work life balance and its relationship with socio-economic indicators which influence the balances and imbalances between personal and professional life. The attitudinal survey was conducted to know the opinion of sampled teachers on the effect of WLB on their personal, professional, social and psychological behaviour. Various hypothesis were framed to study the relationship between variables under study and relevant statistical tests were applied to find the influence of work life issues on management of personnel having different type of family and social structure with diverse responsibilities.

Statement of the Problem

The problem of work life balance affects all professionals due to the dual responsibility but the personality traits of an individual can act as a support system for managing it. The management educators due to the increased pressure of improving service quality and outcome are prone to face such imbalances in their career. Employee career and family life cannot be detached as a life of an individual rotates around these two aspects and individuals own deeds decides how well he is able to create a balance between the two. Some individuals are more devoted towards work life and some are more devoted towards family life and social relations. The inclination towards any one can create an imbalance like its personal interest are supreme, work performance will suffer and if work performance is superior personal life will suffer. The importance of both cannot be denied but a proper balance between the two is required for utmost satisfaction on both the fronts.

Research Objectives

- Relationship between individual's personality and Work Life Balance of management educators, and

- To see the impact of WLB on professional achievement

Hypotheses

H₀1: There is no significant relationship between Big Five Personality traits and Work Life Balance of Management Educators.

H₀2: Personality has no role in professional achievement of Management Educators.

Sample Profile

A sample of 300 management educators are selected from various management colleges in Lucknow city by stratified random sampling and having a representative sample . The survey was done and personality of the respondents was identified through standard MBTI tool &WLB score was determined in order to find relationship among personality traits, WLB professional achievement. The sample profile constitutes of 60% males and 40% females with 40% in the age group of 22-30 years, followed by 25% in 30-40 Years and an equal percentage in the age group 40-50 years and 50-60 years. Maximum no. of employees i.e. 154, almost 50% are working as Assistant Professors in Management institutes. 32% are working on designation of Associate Professor, 10.67% are working on the highest position i.e. Professor and only 6% are working as Research Associates. The respondents were distributed in three major departments. 115 respondents are from HR, 110 are from Finance and 75 are from marketing department.

Data Analysis

Table 1: Personality Type of Respondents

Personality Type	Count
Openness	48
Conscientiousness	102
Extraversion	56
Agreeableness	32
Neuroticism	5
Conscientiousness/ Extraversion	12
Conscientiousness/ Openness	24
Openness/ Agreeableness	9
Agreeableness/ Neuroticism	4
Neuroticism/ Extraversion	8
Total	300

The personality type of each respondent was identified with the help of big five personality traits questionnaire to know the differences between traits of respondents. The profile of respondents according to their traits is depicted in data which clearly identifies the respondents combination of personality traits. It is clear from the table that maximum count of 102 falls in the personality type conscientiousness, followed by 56 in extraversion, 48 in openness, 32 in agreeableness and only 5 in neuroticism. **Refer Table 1.** The five combinations of traits which were dominant among the samples are conscientiousness and openness with 24 respondents, conscientiousness and extraversion with 12 respondents, openness and agreeableness having 9 count, neuroticism and extraversion having a count of 8 respondents and minimum 4 in the combination of neuroticism and agreeableness. These respondents of different personality types can have a positive or a negative work life balance which is denoted in the table.

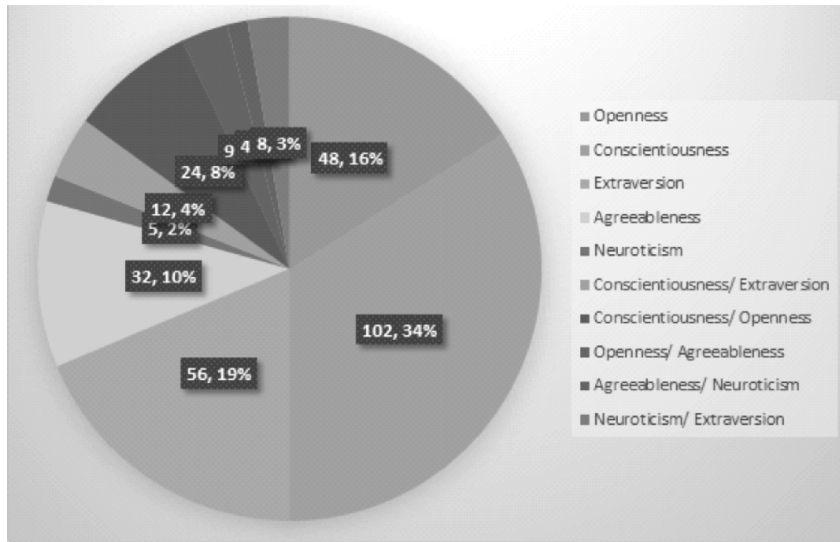


Figure 1: Personality Type of Respondents

Table 2 : WLB of Respondents & Personality Type

Type of Personality	WLB		Score
	Yes	No	
Openness	12	36	48
Conscientiousness	87	15	102
Extraversion	41	15	56
Agreeableness	23	9	32
Neuroticism	4	1	5
Conscientiousness/ Extraversion	9	3	12
Conscientiousness/ Openness	21	3	24
Openness/ Agreeableness	2	7	9
Agreeableness/ Neuroticism	1	3	4
Neuroticism/ Extraversion	3	5	8
Total	203	97	300

Interpretation: To test the null hypothesis stated as Personality of employees has no significant relationship with WLB, the data table shows type of personality & WLB of respondents. In some of the personality types work life imbalance is more than balance thus showing a significant difference between respondents of varied personality. Under openness personality type, out of 48 respondents 12 agreed that they have a balanced work life as compared to out of 102 representing conscientiousness personality, almost 90% showed they have a balanced work life. To study whether these differences are significant or not hypothesis testing is done to statistically infer the results. **Refer Table 2 & Figure 1.**

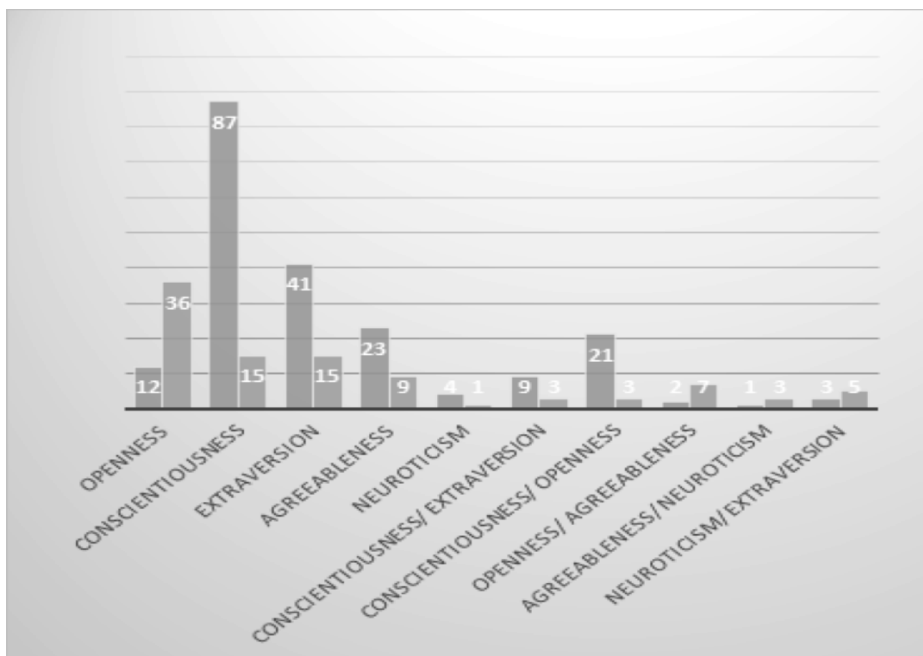


Figure 2: WLB of Respondents & Personality Type

Personality and Professional Achievement

Table 3: Cross Tabulation of Personality and Professional Achievement

Personality Type	Professional Achievement			Total
	High	Medium	Low	
Openness	18	16	14	48
Conscientiousness	82	14	6	102
Extraversion	28	8	20	56
Agreeableness	14	11	7	32
Neuroticism	2	3	0	5
Conscientiousness/Extraversion	4	6	2	12
Conscientiousness/ Openness	13	5	6	24
Openness/ Agreeableness	5	2	2	9
Agreeableness/ Neuroticism	0	1	3	4
Neuroticism/ Extraversion	2	5	1	8
Total	168	71	61	300

Interpretation: The grouping of high, medium low professional achievement with personality type of each respondent shown in the above table and individually in the graph to clarify the role of personality in ensuring a balance with personal and professional life to make a person aware about the traits possessed by him and its effect on his career and social life. It is highlighted in the consolidated table that out of 300 respondents, 168 are having high professional achievement and among these the personality type conscientiousness is having a maximum no. of respondents i.e. 82

followed by extraversion 28, openness 18, agreeableness 14 and the combination conscientiousness with openness 13. Personality traits have a role in professional achievement **or not** is tested statistically with the help of applying chi square whose results are shown in **Table 3 & Figure 2**

Hypothesis Testing

H₀1: There is no significant relationship between Big Five Personality traits and Work Life Balance of Management Educators

Table 4 : Chi Square Output

Calculated Value	Tabular Value	Degree of Freedom	Hypothesis (H0)
75.6	16.9	9	Rejected

Result: The results of chi square output is showing that calculated value is 75.6 at 9 degree of freedom and 5% level of significance as compared to a low tabular value of 16.9. since the calculated value of chi square is high than the tabular value, the null hypothesis is rejected and we can say that personality of respondents has a significant relationship with a person's ability to balance work and life. **Refer Table 4.**

H₀2: Personality has no role in professional achievement of Management Educators

Table 5 : Chi Square Output

Calculated Value	Tabular Value	Degree of Freedom	Hypothesis (H0)
67.68	28.9	18	Rejected

Result: Since the calculated value of chi square is 67.68 which is greater than the table value which is 28.9 at 18 degree of freedom and 5% level of significance, the null hypothesis is rejected which interprets that there is a close association between professional achievement and personality. **Refer Table 5.**

Findings

An individual has different roles at work and home and the personality traits possessed by him can effectively help in managing personal and professional roles. This present research paper focuses on relationship between personality of management educators and its relationship with WLB and professional achievement. The study highlighted that some personality traits may be useful for ensuring a proper balance between different roles and minimise the mental as well as physical pressure thus ultimately giving an edge to professional career growth and support from both corners can ensure achievement.

Work life balance and professional achievement both variables are dependent on personality of individuals and so the management should rely upon the personality type to assign job profiles and customized work-life balance policies and strategies need to be defined according to the employees expectations that enable them to pursue more balanced lives. A balanced work-life is dependent on individuals traits and their requirements of professional and personal lives are different. Thus if proper balance is established it can give satisfied employees achievements and satisfaction. Professional achievement is the major concern of today's working generation. The unbeatable

competition dominant in all spheres of life leads to pull maximum potential at workplace to fight the competition and to elevate to the top of professional & organizational ladder.

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