Work-Family Conflict and Personality
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Abstract
This paper examined the relationship between work-family conflict and Big Five personality traits. The sample of research was 118 females employee in two large organization. Data were collected with two questionnaire (Work-Family conflict questionnaire and Big-Five personality traits). Results show that Extraversion was not related to both direct of conflict whereas neuroticism was related to both direct of conflict. Also result indicated that Conscientiousness was less related to direct of conflict.

Keywords: Work-Family; Conflict; Personality

Introduction
According to the traditional view of multiple role occupation, conflict is expected to occur when too many demands placed on one limited time and energy (Sieber, 1979; Bakker, 2004). Greenhouse and Beutell (1985) suggested that conflict arises when (1) time pressures associated with one role make it difficult to comply with expectations from the other role or produce a preoccupation with one role while physically attempting to fulfill the other role, (2) exposure to stress in one domain lead to tension, fatigue, and irritability (i.e. strain) which affect one’s ability to perform in the other domain, or (3) the behaviors required in one role are incompatible with the behaviors needed in the other role (Kinnune, et al 2008). They also proposed that conflict occurs directionally such that in the other role. Conflict occurs bidirectionally such that work-family conflict (WFC) is the negative interference from one’s work role to his or her family role. Family—work conflict (FWC) is the negative interference from one’s family role to his or her work role (Kinnune, et al, 2006). Theoretically, then personality traits that enable an employee to use his or her time more efficiently, to engage in roles with more energy, to perceive less stress, or to adopt coping mechanisms that reduce stress, should be related to less conflict (Wayne et al., 2004).

Researchers have identified numerous consequences of the construct including work-related outcomes stress-related outcomes, low work engagement, commitment (Bediean et al, 1988; Blair-Loy & Wharton, 2004; Brett & Stroh, 2003; Carelson et al, 2000; Ahuja et al, 2007; Beauregard, 2006; Allen, 2000; Allen, 2001; Allen & Bruck, 2003; Viswesvaran et al, 2007; Burk, 2003), highlighting the potentially deleterious effects of WFC for both individuals and organizations. In terms of antecedents, researchers have found support for role-related variables as well as personality variables, though comparatively variables (Boyar, Mosly, 2007) though comparatively less research has been conducted on the latter. However WFC has become an important dimension among researchers.

Moreover recent meta-analytic review have reported that antecedent work variables such as job involvement, job stress or work support were more related to WIF, and antecedent family variables such as family stress or family support were more related to FIW ( Witt, 2006) Despite the large amount of research works devoted to WFC in the past 20 years, there has been a paucity of studies on the interplay of personality dimensions with a
few notable exceptions. For instance negative affectivity and a lesser extent type A behavior, have been consistently related with WF (Michel & Clark, 2009).

The role of personality
As personality research have indicated one comprehensive description of an individuals traits is known as the Big Five (Mc Crae & John, 1992). The five–factor model is a hierarchical organization of personality traits in terms of five orthogonal dimensions including Extraversion, Agreeableness, Conscientiousness, Neuroticism and Openness to Experience (Mc Crae & John, 1992). The basic dimensions of the five factors have been shown to organize the hundreds of personality traits proposed by theorists to describe individual differences in behavior and to be at least somewhat replicable in some other cultures (Fleeson, 2001). Thus the Big Five seems appropriate for capturing broad picture of an individuals personality and specifically the Big Five has been shown to influence behavior patterns and interpretation of objective situations in variety of life domains (Judge & Higgins, 1999). Conscientiousness includes achievement orientation, dependability, orderliness, efficiency, organization, playfulness, responsibility, and hardworking-ness. Careful planning, effective organization, and efficient time management may allow an individual to accomplish more in the time available, which should reduce incompatible time pressures, and also possibly reduce stress and strain, thereby reducing conflict (Goldberg, 1992). Conscientious individuals are likely to thoroughly and correctly performance tasks successful accomplishment a role is likely to result in positive mood, enhanced self-esteem and appreciation by role parents and appreciation by role couples and hence facilitation (Goldberg, 1992). Thus have been predicted a negative relationship between conscientiousness and conflict (Hypothesis1).

Neuroticism generally refers to anxiety, insecurity, defensiveness, tension and worry (Stoeva et al., 2002) such characteristics may lead individuals to experience more job and family stress which in turn increases the degree of conflict experienced (Stoeva et al., 2002). Neurotics may also have less time available to accomplish work ad family tasks because they spend time worrying or focusing on negative affect. Because neuroticism is likely to be related to less efficient time use, greater preoccupation with role demands, and increased [perceptions of or experience of stress, neuroticism is expected to be positively related to conflict (Hypothesis2)

Extraversion describes some who is active, assertive, energetic, enthusiastic, outgoing and talking (McCrae & John, 1992). Two characteristics of extraverts, positively and energy, are most likely to be relevant to conflict . Due to higher energy levels, extraverts may accomplish more tasks in given amount of time and may also experience less fatigue than do introverts. Moreover, by focusing on the positive aspects of situations, they may perceive situations as less stressful. Because the positivity and energy of extraverts likely results in less strain and fewer time pressures (Mischel & Shoda, 1999) . Thus have been predicted that extraversion is negatively related to conflict (Hypothesis 3). Openness to experience is to characterized by intelligence, unconventionality, imagination, curiosity, creativity, and originality (Mischel & Shoda, 1999). Much less is known about Openness are more chang not stifled by tradition and are likely to be creative in developing solutions when conflict arises, all of which may reduce conflict. Similarly, individuals higher in openness might be more willing to transfer new skills and behaviors learned in one domain to benefit another. Thus have been predicted that openness is negatively related to conflict (Hypothsis4). Agreeableness is described by cooperation, like ability, forgivingness, kindness, sympathy and trust (Carelson, 1999). The characteristics associated with agreeableness may lead to interpersonal conflict and greater support which should consequently reduce work-family
conflict. Thus have been predicted that a negative relationship between agreeableness and conflict (Hypothesis5).

**Method** (participants, instruments, procedures and Analysis)

In a cross-sectional descriptive study, the relationship between work-family conflict and personality were assessed. This study was carried out at two large office (Health and Drug office) that related to Isfahan Medical science university (Iran) from Oct to Dec 2011. The sample size estimated 118 females employee who works in all of different part of offices.

Data gathering was done with two questionnaire including: work-family conflict scale (Netmaier, 1996) and Big Five personality traits (NEO-Pi, Costa & McCrae, 1989).

Work-family conflict scale has (10)item. Answer were based on likert scale and scoring from 1-5. In work-family conflict scale the total score could range from 10-50. Content analysis and cronbach ’s alpha were used for validity and reliability. The reliability of work-family conflict scale with using Cronbach's alpha for one section was 0.92 and for two sections was 0.83 (Fatehizade, 2003) An example item for work- to-family conflict was "your job reduces the effort you can give to activities at home; for Family-to- work- conflict was your family reduces time devoted to work".

In this study from Big-Five personality traits from short form were used (Coata, McCrea, 1989). This questionnaire has 60item. Cronbach alpha reliabilities for each factor in Iran were reasonable and within the typical range: Extraversion. 69; Agreeableness. 79; Conscientiousness,. 60; Neuroticism,. 79; Openness to Experience,. 55. Scale scores were created by taking the mean of the item for given trait, such that higher scores meat more of the trait (Shamsae, 2009)

Because gender (Noor, 2002), Marital status, parental status (Kinnunen & Mauno, 1988), number of worked (Marasit, 1999), and educational level are likely to influence WFC, these variables were used as control variables. Thus all of sample was female, Married, possess child and and work 7to 10hours per day at week. Totally from 130 questionnaire have been distributed among sample that only 118 questionaire have been compiled and reffered. Foe analise of data have been used from correlations The central question in this study was whether personality predicts conflicts between work and family.
Results

Table 1 Descriptive statistical and correlation between work-family conflict, Family-work conflict and Big-Five traits.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>SD</th>
<th>Family-work conflict</th>
<th>Extraversion</th>
<th>Agreeableness</th>
<th>Conscientiousness</th>
<th>Neuroticism</th>
<th>Openness to experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work-family conflict</td>
<td>2.2</td>
<td>0.74</td>
<td>0.50</td>
<td>-0.07</td>
<td>-0.16</td>
<td>-0.17</td>
<td>0.35</td>
<td>-0.03</td>
</tr>
<tr>
<td>Family-work conflict</td>
<td>2.08</td>
<td>0.65</td>
<td>*</td>
<td>-0.06</td>
<td>-0.10</td>
<td>-0.20</td>
<td>0.32</td>
<td>-0.07</td>
</tr>
<tr>
<td>Extraversion</td>
<td>2.92</td>
<td>0.55</td>
<td>*</td>
<td>0.35</td>
<td>0.26</td>
<td>-0.13</td>
<td>0.60</td>
<td></td>
</tr>
<tr>
<td>Agreeableness</td>
<td>3.49</td>
<td>0.48</td>
<td>*</td>
<td>0.31</td>
<td>-0.07</td>
<td>0.36</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conscientiousness</td>
<td>3.43</td>
<td>0.45</td>
<td>*</td>
<td></td>
<td>-0.20</td>
<td>0.24</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Neuroticism</td>
<td>2.23</td>
<td>0.66</td>
<td>*</td>
<td></td>
<td>-0.014</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Openness to experience</td>
<td>3.09</td>
<td>0.53</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 2: Predictiveness of Work–Family Conflict and Big Five Variables

<table>
<thead>
<tr>
<th>predictor</th>
<th>WFC</th>
<th>FWC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extraversion</td>
<td>-0.03</td>
<td>0.01</td>
</tr>
<tr>
<td>Agreeableness</td>
<td>-0.018***</td>
<td>-0.06</td>
</tr>
<tr>
<td>Conscientiousness</td>
<td>-0.018***</td>
<td>-0.29***</td>
</tr>
<tr>
<td>Neuroticism</td>
<td>0.45***</td>
<td>0.47***</td>
</tr>
<tr>
<td>Openness to experience</td>
<td>0.11</td>
<td>0.13***</td>
</tr>
<tr>
<td>Total R²</td>
<td>0.13***</td>
<td>0.19***</td>
</tr>
<tr>
<td>R² unique to traits</td>
<td>0.28***</td>
<td>0.17***</td>
</tr>
</tbody>
</table>

**p<.01
***p<.001

In this research have been predicted significant negative relationships between conscientiousness, extraversion, agreeableness, openness to experience and each direction of Conflict. The results showed that this model predicting WFC was significant, F (10.4152)=66.43, P<.001 and explained 0.28 of the variance (the Big–Five traits added 0.13
of above the control variables, P<.001). The model predicting FWC was significant, F(10.6159)=34.61, P<.001) and explained 0.17 of the variance (the Big-Five traits add 0.19 above the control variables, P<.001).

As can be seen in table 2 result, results indicated that as predicted in Hypothesis 1 individuals higher in conscientiousness reported less WFC and FWC. Neuroticism was positively related to WFC and FWC as predicted in Hypothesis 2. Hypothesis 5 was partially supported in that agreeableness was negatively related to WFC but not FWC. Contrary to Hypotheses 3, 4, however, neither extraversion nor openness was related to WFC or FWC. Importantly, the Big Five traits overall were shown to have predictive power in regard to conflict between work and family with these variables together accounting for approximately 0.18 of the variance.

Discussion
The aim of this paper was study relationship between WFC and Five personality traits. After controlling for various situational factors, personality traits exerted significant predication of the degree of conflict. Thus employees levels of conflict is not only a function of work and family circumstance, but also individuals contributions.

The result indicated that Neuroticism was related to both directions of conflict and extraversion was not related to both direction conflict. Conscientiousness was the only other personality trait related to both directions of conflict such that person higher in conscientiousness experienced less WFC and FWC. Despite the fact that conscientiousness individuals are likely to work hard to achieve their goals in both domains which could increase the opportunity for conflict. Their being efficient and organized (McCrea & Costa, 1991) may enable them to accomplish their roles with less interrole conflict. It may be that because conscientious individuals are able to successfully complete tasks in less time they are less preoccupied with work while at home. Thus conscientiousness may result in greater boundary separation of work and family. No other personality traits besides conscientiousness and neuroticism were related to FWC. Agreeableness was negatively related to work–to-family conflict. This finding was confirmed by previous research (Bruck and Allen, 2003; Kinnunen et al., 2003; Rantanen et al., 2005). Agreeableness was also related to family-to-work conflict. The altruistic and cooperative characteristics of agreeable individuals may reduce the frequency of interpersonal tension at work which may reduce the extent to which work interference with family. This finding has been confirmed by previous research.

Mitchelson (2009) revealed significant relationships for time-, strain-, and behavior-based family-to-work conflict, and a significant relationship for behavior based work-to-family, suggesting that relationships occur at multiple levels of work and life (e.g. time aspects, strain aspects) meanwhile, several studies found significant effects for conscientiousness and family to work-conflict with effect size ranging from r=-0.14 to r=-0.22. (Bruck and Allen, 2003; Kinnunen et al., 2003). There was also some support for the relationship between conscientiousness and family-to-work conflict (r=-0.16, Rantanen et al., 2005). Meanwhile there was much less support for extraversion and openness; nonetheless some studies found some modest yet relationship (Kinnunen et al., 2003; Mitchelson, 2009; Wierda-Boer et al., 2009). Wayne et al (2004), in which a large national random sample examined the relationship between the Five Factor Model of personality and both work-family conflict. After controlling for gender, marital statues, parental status, educational, and hours work, Wayne and colleagues found significant personality influence on each form of conflict.
For Work-to-family conflict, agreeableness and conscientiousness were both unique negative predictors, while neuroticism was a positive predictor, collectively accounting for 0.15 of variance in work to family conflict. For family-to-work conflict, conscientiousness was a unique negative predictor, while neuroticism was a unique positive predictor, collectively accounting for 0.13 of variance in family–to-work conflict. Overall, these results suggest that each of the Five Factor Model traits are unique and significant predictors of some form of positive or negative work-family integration.

Organizations have recognized the economic costs of WFC and have developed efforts to reduce it (e.g. flexible work options). Discovering the role of personality and benefits of work and family roles does not reduce the responsibility of organizations or public policy in helping employee balance their work and family lives

**Limitations**

This study such all of research have several limitation. But most of important of them is that this study was done among female worker in two office thus in generalizability of these finding should be careful. A second limitation was the use of self-report data which increases the the possibility of common answer.
References


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