



**PERSONALITY AS AN ANTECEDENT OF WORK-FAMILY CONFLICT: A  
VARIABLE- AND PERSON-CENTRED APPROACH**

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### ABSTRACT

This study examined the relationship between personality and work-family conflict amongst working fathers in South Africa. Two conceptual approaches to personality were employed: a variable-centred approach using the Big-Five personality dimensions (Costa & McCrae, 1992) and a person-centred approach using Asendorpf and Aken's personality prototypes (1999). Cross-sectional survey data were collected from working fathers in a variety of South African organisations ( $N = 237$ ). Scale portability and robustness of the work-family conflict and personality scale was established through exploratory factor analysis. Hierarchical regression analysis showed that Neuroticism explained significant variance in work-to-family conflict and that Conscientiousness, Neuroticism and Openness to Experience explained significant variance in family-to-work conflict. Cluster analysis confirmed the personality prototypes, Overcontrollers, Undercontrollers and Resilients in this sample. Analysis of Variance results showed no difference in experiences of work-to-family conflict across Resilients, Overcontrollers and Undercontrollers. However, results showed that Resilients experienced less family-to-work conflict than Undercontrollers. Implications for theory and practice are discussed.

**Key words:** Work-family conflict (WFC), work-to-family conflict (W2FC), family-to-work conflict (F2WC), personality, working fathers, South Africa (SA).

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## CHAPTER 1: INTRODUCTION

### Background

In adult life, two prominent life domains are distinguished, namely work and family life. These two life domains are constantly shifting in terms of women entering work, dual-career families and single-headed families (Frone, 2003; Swody & Powell, 2007; Wille, Fruyt & Feys, 2013). In South Africa for example, twenty years post democracy women are increasingly entering the workforce. This increase has been spurred on by a constitution and legislation promoting gender egalitarianism and redress of past discriminatory practices against women (Goetz, 1998). Resultantly the stereotypical gender roles of men as breadwinners and women as caregivers have shifted as seen in other emerging countries such as India and China (Casper, Hauw & Wayne, 2013; Greenhaus, Callanan & Godshalk, 2000). With the shift in values and gender roles, men and women are experiencing more pressure to adapt to work and family roles. Men are becoming increasingly involved in family life and women have moved into the workspace to accommodate for family finances in some instances (Mauno, Kinnunen & Ruokolainen, 2006).

When trying to perform work and family roles in different domains, these roles may seem incompatible, which may result in work-family conflict (WFC). WFC is “a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect” (Greenhaus & Beutell, 1985, p. 77). WFC has been found to be related to several detrimental organisational and individual level outcomes. From an organisational perspective increased experiences of WFC may result in lower organisational citizenship behaviour, work satisfaction and work commitment, constructs which are proved to be important in organisational success (Amstad, Meier, Fasel, Elfering & Semmer, 2011). From an individual perspective, individuals with higher experiences of WFC are more likely to have lower life satisfaction and a higher chance of developing negative health outcomes such as stress, depression, fatigue, anxiety and even psychopathic behaviours (Amstad et al., 2011).

In an attempt to reduce experiences of WFC, it is essential to understand the factors that may contribute to its occurrence. Researchers have identified various sources of conflict such as job involvement, job stressors, family involvement and family stressors (Byron, 2005; Clark & Baltes, 2011; DiRenzo, Jeffrey, Greenhaus & Christy, 2011; Frone, Russell & Cooper, 1992; Michel, Kotrba, Mitchelson). Further exploration of WFC has suggested that certain individual personality traits may affect the level of WFC experiences (E.g. Bruck & Allen, 2003; Michel & Clark, 2009; Rantanen, Pulkinen & Kinnunen, 2005). Within the past two decades two meta-analyses have been done on antecedents of WFC (Byron, 2005; Michel et al., 2011), however not much focus has been placed on personality. In turn, a meta-analysis by Allen, Johnson, Saboe, Cho & Evans (2012) called for more work on personality as a contributor to WFC. This argument draws on resource drain theory suggesting that an individual contains limited resources which can be used to fulfil various roles. Should one role require more resources than acquired, other roles may suffer (Rothbard, 2001; Staines, 1980). As such, certain personality traits may act as resources that individuals can draw on to help them deal with the stress of WFC while other traits may aggravate the experiences of WFC (Allen et al., 2012; Frone, 2003; Michel & Clark, 2013). This study responds to calls to gain an improved understanding of the effect that personality has on WFC specifically for fathers in SA, an under-researched population.

Studies that have considered personality and WFC have primarily done so from an individual trait perspective using the Big Five personality dimensions. Only one work-family study has considered the person approach using personality prototypes rather than personality traits (Braunstein-Bercovitz, Frish-Burstein & Benjamin, 2012). This study examines both trait- and person approaches. By examining the variable-centred approach, this study will be able to consider personality as distinct characteristics in which individuals differ (Hogan, 1983). Therefore personality can be understood at a multivariate level. By examining the person-centred approach, this study will be able to consider an important aspect of psychology, which is the configuration of traits within the individual (Asendorpf, 2001). Therefore personality can be understood holistically in relation to WFC (Asendorpf, Borkenau, Ostendorf & Aken, 2001). Combining the variable- and person-centred approach may be useful in developing a greater understanding of how personality contributes to experiences of WFC.

Although work-family literature is plentiful, less attention has been paid to the experiences of WFC of fathers. Either studies have disregarded gender differences (E.g. Karatepe & Uludag, 2008; ten Brummelhuis, Haar & van der Lippe, 2010) or they focus uniquely on women's experiences (E.g. Duberley & Carrigan, 2012; Fuwa, 2014; Lee, Zvonkovic & Crawford, 2013; Yilmaz, 2013). Organisations have even introduced family-friendly workplace policies and practices primarily to cater for women's experiences of conflict such as working from home or flexible work hours (Anderson, Coffey & Byerly, 2002). For example, in South Africa particularly, it seems that many workplaces see balancing WFC more as a female issue. SA legislature encourages more females into the workplace and allows for certain rights. For instance, organisations have assisted working mothers by legislating maternity leave in Section 19 of the Basic Conditions of Employment Act (BCEA) (1983). This type of leave entitles pregnant employees to four months unpaid maternity leave. During this time, the employee is able to devote full time to the care of her dependent without the responsibilities of work. Studies show that maternity leave benefits has contributed to work-family balance as well as greater organisational performance (Baker & Milligan, 2010). Fathers in SA are not yet given this legal right, although are allowed three full days of unpaid family responsibility leave. Fathers may use family responsibility leave in instances of a child being born, fallen sick, or the death of a spouse, child, parents or adoptive parents (BCEA, 1997). Due to the growing need of more time for fathers to dedicate time to family life, fathers are questioning the need for paternity leave.

This study specifically focuses on fathers in the workplace and how their personality traits contribute to their experiences of WFC. There have been inconsistent views on fathers' experiences of WFC in past research. Galinsky, Bond and Friedman (1993) reported that over seventy per cent of American working fathers experienced conflict when trying to meet work demands while having the desire to spend more time with their families. Ayree (1992) also found that men in Singapore are more likely to have WFC than women in Singapore when faced with role ambiguity as they tend to focus more on work and place family responsibilities as a lesser priority. This was supported by Cook and Minnotte (2008) who studied occupational sex segregation and the work-family interface. While on the other hand, other research suggest that men have less difficulty than women in combining their work responsibilities and family responsibilities because for men, their work demands make it

more difficult to fulfil other demands and hence they have fewer responsibilities at home (Bouchard & Pourier, 2011; Duxbury & Higgins, 1991; Hill, 2005; Scott, 2001). Wallace (1997) found no gender differences in WFC experiences. The understanding of fathers' work-family conflict is limited by the paucity of research on this sample and the inconsistent findings.

### **Research Aims**

The aim of this study is to examine the relationship between personality and WFC amongst working fathers in SA. Two approaches of personality will be taken: variable-centred and person-centred approach. In doing so, this study will add to existing research on personality and WFC with focus on fathers in SA. This study is of importance as more fathers are entering the family role and therefore have to manage work and family roles, which may bring about their experiences of WFC. In order to promote wellbeing and organisational effectiveness it is important to understand how personality contributes to the experiences of WFC amongst fathers. If this association can be understood, organisations can match individual personality traits, and find the best person-job fit and person-culture fit, which may increase job satisfaction, productivity, and efficiency (Barrick & Mount, 1991; Rantanen et al., 2005; Wayne, Musisca & Fleeson, 2004).

### **Research Question**

To what extent does personality relate to WFC amongst working fathers in SA?

### **Structure of Dissertation**

The present dissertation serves to investigate the extent to which the Big Five personality variables contribute to WFC amongst fathers in SA. This chapter provides an introduction and overview of personality and WFC and introduces the research question. Chapter 2

provides the theoretical background and existing literature on personality and WFC as well as the relationship between the variables. Propositions are then stated. Chapter 3 describes the method in which the present study was conducted including the sample, tools for analysis, data collection procedure, and statistical procedure. The statistical findings of the present study are presented in Chapter 4. Chapter 5 serves to critically discuss the findings presented in the previous chapter as well as its implications in the workplace. It also provides recommendations for replication and future endeavours. Lastly, Chapter 6 provides a conclusion to the present study.

## CHAPTER 2: LITERATURE REVIEW

The following chapter begins by describing the literature search procedure used to obtain research on the current topic. Next, the chapter provides the theoretical background of personality and WFC. More specifically, the theoretical framework for understanding WFC will be described, namely role theory. Furthermore, the nature of WFC will be discussed in terms of its directionality, dimensionality, antecedents and outcomes. Next, personality will be discussed as an antecedent of WFC through an extensive review of previous literature. Theoretical frameworks for explaining personality and WFC will also be highlighted. Both approaches, variable and person, will be included. More specifically, the trait approach will be explained in terms of the Big-Five personality dimensions, namely Conscientiousness, Agreeableness, Neuroticism, Openness to Experience and Extraversion. The person approach will be explained in terms of the three major person prototypes, Resilients, Overcontrollers and Undercontrollers. From the review of literature, propositions will be stated for the relationship between each variable and prototype and WFC.

### Literature Search Procedure

Although there is growing research on the topic of WFC, little research has addressed fathers' experiences of WFC. More so, limited research is presented on personality as an antecedent of WFC. As part of the initial research phase, secondary research was collected by firstly conducting a computer search on Google Scholar, EBSCO HOST and PsychInfo. In order to include all articles that could be of relevance to the study, the following keywords were entered: personality, Big-Five, prototypes, affect, individual difference, dispositional variables, work-family conflict.

Plenty articles were retrieved, however, after filtering out irrelevant research limited research was presented. To enhance the search, a Social Science Citation Index was performed to identify all articles that cited the original articles. After sifting through the research, a few more articles were identified as relevant and were included in the literature review. Only one

relevant article examining personality prototypes and WFC was identified. Furthermore, the search concluded that only one published article by Bazana and Dodd (2013) considered personality and WFC in a South African Context.

### **Role Theory**

WFC can be understood by drawing on the principles of role theory (Kahn, Wolfe, Quinn, Snoek & Rosenthal, 1964). According to Sieber (1974, p. 569) a role can be described as “a patterns of expectations which apply to a particular social position and which normally persist independently of personalities occupying that position”.

According to role theory, there are four types of role conflicts that can exist, namely intra-sender role conflict, inter-sender role conflict, inter-role conflict as well as person-role conflict (Kahn et al., 1964). Intra-sender role conflict occurs when a single role sender communicates different or unfamiliar role-related expectations to a role-receiver, which may therefore result in role ambiguity (Douglas, 1972). For example, a father may receive two work tasks from two different managers, which may be difficult to complete at the same time hence causing pressure. Inter-sender role conflict, on the other hand, refers to conflict experienced when more than one role sender sends different role-related expectations to one role receiver, therefore causing confusion (Kahn et al., 1964). For example, a father who is a manager at work may apply strict control over his employees but they may want more flexibility and freedom. Inter-role conflict arises when there are various demands from several roles which are perceived to be incompatible (c.f. Greenhaus & Beutell, 1985). For example, a husband and father who is also the Chief Executive Officer (CEO) of a large firm may have difficulty in managing both roles should there be a work crisis which is time consuming. Lastly, person-role conflict occurs when the personality of the individual is not suitable for the demands of that role (Miles, 1976). For example, a father is asked to promote a product that he is not comfortable with according to his value system, such as alcohol for instance, thus causing conflict. Therefore, in accordance with role theory, when too many demands are placed on a person's limited time and energy, conflict is expected to occur (Sieber, 1974). WFC is a form of inter-role conflict whereby pressures from family and work

domains are incompatible. Individuals may feel that role pressures from the work domain cause interference when participating in a role in the family domain, or vice versa. The underlying assumption is that high interference from one role makes the fulfilment of the second role more challenging (Frone et al., 1992).

### **Nature of WFC**

This section serves to discuss WFC holistically in order to provide greater understanding of the work-family interface. More specifically, the nature of WFC will be discussed by considering its directionality, dimensionality, antecedents as well as outcomes.

#### **Bi-directionality of WFC.**

Early researchers understood WFC to be a uni-dimensional construct that is one's work role interferes with one's family role (c.f. Greenhaus & Beutell, 1985). In doing so, most research did not consider that work-family conflict may be a bi-directional construct comprising two separate variables. Greenhaus and Beutell (1985) suggested that one should look at work and family conflict as reciprocal in nature yet while still containing distinct characteristics. It may be that aspects of work life may interfere in family life, therefore leading to Work-to-Family Conflict (W2FC) and that aspects of family life may interfere with work life, therefore producing Family-to-Work Conflict (F2WC). Therefore, W2FC occurs when work life interferes with family life, causing a hindrance to role completion in the family domain. For example, a father may not be able to attend his child's soccer match due to a work deadline. Similarly, F2WC occurs when family life interferes with work life, causing hindrance to role completion in the work domain. For example, a father may not be able to complete a work task as he needs to take care of his sick child. In line with Greenhaus and Beutell's conceptualisation of the bi-directional existence of WFC, Netermeyer, McMurrian and Boles (1996) validated a bi-directional measure of WFC. The scale showed adequate levels of internal consistencies, dimensionality and discriminant validity across three independent samples.

According to past research, findings have showed that W2FC and F2WC are related to each other (Amstad et al., 2011; Byron, 2005; Ford, Heinen & Langkamer, 2007; Michel & Clark, 2009). Initially, Frone et al. (1992) assumed a cross-domain relationship between W2FC and F2WC. This implies that W2FC may affect the family domain, which may cause conflict in the family domain. Similarly F2WC may affect the work domain, therefore causing conflict in the work domain. The underlying assumption is that conflict arising in one domain may cause interference in the second domain. For example, fathers experiencing W2FC may not be able to spend quality time with his child due to work responsibilities. In turn, family outcomes such as quality of life may suffer.

Although W2FC and F2WC are similar in nature and are correlated to a certain extent, both constructs have showed to have distinct antecedents and outcomes (Michel & Clark, 2009). Therefore WFC cannot be studied in isolation. As such, this study considers the bi-directionality of WFC.

### **Dimensions of WFC.**

Greenhaus and Beutell (1985) identified WFC to comprise different dimensions in each direction to better understand the construct. Three forms of WFC are:

*Time-based conflict.* This form of conflict arises when work and family roles compete for a person's time. Generally speaking, quality time can only be spent in one domain at a time, which could result in the suffering of the other domain. According to Greenhaus and Beutell (1985), time-based conflict may occur in two forms: (1) due to time pressures associated in participating in one role, it may be impossible to meet the expectations of the other role, or (2) one may be preoccupied with meeting expectations of one role while they are trying to fulfil the responsibilities of the other role. Time-based conflict contains sources for this conflict, both in the work and family domains.

*Strain-based conflict.* This form of conflict arises when strain produced from one role affects performance in another role, which may be noticed by symptoms such as stress, anxiety, depression and fatigue (Greenhaus & Beutell, 1985). Due to the strain experienced in one role making it difficult to perform adequately in the other role, the two roles become incompatible.

*Behaviour-based conflict.* This form of conflict arises when different behavioural patterns are required in different roles, which may not be compatible with each other (Greenhaus & Beutell, 1985). For instance, the work role often requires the worker to be performance-orientated, professional and driven, whereas in the family role one is expected to adopt behaviours such as being sensitive, caregiving, loving and spontaneous. Behaviour-based conflict has not been given much attention in earlier studies and more empirical research needs to be conducted in order to find its sources of conflict that may be experienced by an individual.

Carlson, Kacmar and Williams (2000) constructed and validated a multidimensional WFC measure with two directions across the three dimensions (time, strain and behaviour based). This measure produced adequate internal consistencies and discriminant validity across three independent samples. However, the factor structure has not been consistently found in other research that has used this measure (E.g. Bruck & Allen, 2003). Furthermore, there are inconsistencies regarding the behavioural dimension. Hence this study will not be using the multidimensional operationalisation of WFC. Instead this study will specifically focus on the two directions of WFC, namely W2FC and F2WC.

### **Outcomes of WFC.**

Detrimental outcomes have been associated with increased experiences of WFC. These outcomes tend to be of a negative nature as they affect the wellbeing of individuals experiencing the conflict. A meta-analytic review by Amstad et al. (2011) showed that individuals may experience work-related outcomes of WFC such as higher absenteeism, intention to quit, turnover, organisational citizenship behaviour and burnout. As a result,

organisations may suffer loss of productivity and profitability. Similarly, individuals may experience family-related outcomes of WFC such as lower marital satisfaction, life satisfaction, family related performance and higher family related strain (Amstad et al., 2011). WFC may also lead to domain unspecific outcomes (Amstad et al., 2011). For example, depression and anxiety have been highlighted as detrimental consequences of WFC experiences (Amstad et al., 2011; Frone, Russell & Barnes, 1996; Mihelic & Tekavcic, 2013; Rantanen et al., 2005). Furthermore, other psychological disorders have been reported such as emotional exhaustion (Illies, De Pater, Lim & Binnewies, 2012; Senecal, Vallerand & Guay, 2001) and psychological distress (Nohe & Sonntag, 2014; Rantanen et al., 2005). Studies have also reported physiological disorders stemming from WFC such as hypertension and burnout (Amstad et al., 2011; Nohe & Sonntag, 2014). In severe cases the wellbeing of children in homes experiencing conflict may be affected. For example, a child who is not receiving quality time spent with their father may feel neglected which may lead to experiences of emotional distress and depression (Amstad et al., 2011).

### **Antecedents of WFC.**

In order to prevent detrimental outcomes of WFC it is important to understand the factors contributing to WFC experiences. Meta-analytical reviews by Byron (2005) and Michel, Clark and Jaramillo, (2011) concluded that W2FC and F2WC are two distinct constructs. That is, the two types of conflict appear to have different antecedents (Frone et al., 1996; Mihelic & Tekavcic, 2014). Work-related characteristics such as the number of hours worked per week, job stress, job flexibility and level of job involvement are related to the experiences of W2FC (Michel et al., 2011). On the other hand, family-related characteristics such as hours of non-work, family stress, number of children, age of children, family support and marital status are related to experiences of F2WC (Burke, Fiksenbeum, Koyuncu & Jing, 2011; Michel et al., 2011).

Furthermore, research showed that social support serves as an antecedent to WFC (E.g. Greenhaus, Ziegert & Allen, 2012; Michel et al., 2011; Thomas & Gangster, 1995). More specifically, support from co-workers and supervisors help reduce W2FC while support from

friends, family or spousal support help in reducing F2WC (Thomas & Gangster, 1995, Michel et al., 2011). Byron's (2005) review showed that spousal employment, family conflict, family support and age of youngest child showed similar relationships with W2FC and F2WC, therefore these antecedents overlapped.

### **Personality as an Antecedent of WFC**

Personality psychology dates back to 1785 and is considered a division of psychology that investigates the variations of personality from one individual to another (John & Srivastava, 1999). Personality can be conceptually defined as internal, organised characteristics of a person over time (Watson, Clark & Harkness, 1994) which fosters a consistent pattern of performance (Zaccaro, Kemp & Bader, 2004) across diverse situations (Friede & Ryan, 2005). Personality shapes the way a person behaves at work and at home as well as how they interpret these life domains (Mathews & Deary, 1998). Furthermore, counterproductive work behaviours such as absenteeism, commitment, citizenship and turnover have been shown to be predicted by personality (Hitlan & Noel, 2009; Penny, Hunter & Perry, 2011; Salgado, 2002; Spector, 2011). Personality has also been found to be related to job performance (Barrick & Mount, 1991; Judge, Rodell, Klinger, Simon & Crawford, 2013) and is a widely used construct across organisations for recruitment and selection purposes (Barrick & Mount, 1991).

Within the organisational context, there is growing interest on the effect that personality has on the work-family interface (E.g. Allen et al., 2012; Wayne et al., 2004). Most of these studies have adopted the Big Five personality framework (E.g. Andreassi, 2011; Bruck & Allen, 2003; Rantanen et al., 2005; Wayne et al., 2004). For example, certain personality traits such as Conscientiousness and Agreeableness may serve as protection against WFC while other variables such as Neuroticism may serve as risk factors predisposing individuals to WFC (Rantanen et al., 2005). Therefore, it is important to consider personality in the workplace as a predictor of WFC in order to increase our understanding of the work-family interface and provide light on remedying the experiences of conflict. Personality is conceptualised at a trait level mainly using the Big Five personality dimensions. As such,

most WFC studies have adopted this approach. This study extends current literature on WFC by including a person approach using pre-established personality prototypes derived from the Big Five personality dimensions.

### **Variable-centred and person-centred approaches of personality.**

Two approaches of personality have been introduced in work-family literature, namely variable-centred and person-centred approach. To extend the understanding of personality and WFC the present study draws on both approaches of personality, hence the Big Five personality dimensions and personality prototypes will be examined in its relation to WFC amongst fathers in SA.

According to personality from a variable perspective, an individual's personality can be described by a broad pattern of traits that characterises the individual (Funder, 1991). These traits are grouped into a set of trait dimensions which can be used to describe the individual. A widely used example of a variable-centred personality measure is the Big Five model of personality (Costa & McCrae, 1992). This model organised a broad range of individual traits into five personality dimensions, namely: Conscientiousness, Agreeableness, Neuroticism, Openness to Experience and Extraversion. Conscientiousness is characterised by the tendency to be diligent, hardworking and responsible (Barrick & Mount, 1991). Conscientious individuals work in a timely and effective manner (Costa, McCrae & Dye, 1991). Agreeableness comprises corporative, sympathetic and considerate behaviour patterns (Goldberg, 1990). Agreeable individuals tend to build strong relationships and are seen as peacemakers (Barrick & Mount, 1991). Neuroticism, on the other hand, is characterised by nervousness, worry and guilt (Smith, 1967; McCrae & Costa, 1986) and these individuals are likely to respond more poorly to stressors and perceive a normal given situation as threatening (Braunstein-Bercovits et al., 2012). Openness to Experience is defined by its insightful and creative nature (Barrick & Mount, 1991). Individuals high in Openness to experience are likely to be imaginative, curious and focus on inner feelings (Kossek, Noe & DeMarr, 1999). Lastly, Extraversion defines individuals who are adventurous, outspoken and gregarious (Hogan (1986). Such individuals enjoy mingling in crowds and being assertive in

nature (Hogan (1986). Almost all work-family research has adopted the variable-centred approach to examine personality and WFC.

The person-centred approach gives rise to personality prototypes that describes individuals who share the same basic personality profile (Boemh, Asendorph & Avia 2002). These prototypes are derived from the co-variation of trait variables which are then classified into groups which are similar in profile (Asendorph, Borkenou, Ostendorf & van Ekel, 2001; Boemh et al., 2002). Through replication of studies and generalisability of the results, three major prototypes have been identified, namely Resilients, Overcontrollers and Undercontrollers (Asendorph et al., 2001; Hart, Hoffman, Edelstein & Keller, 1997; Robin, John, Caspi, Moffitt & Stouthamer-Loeber, 1996). Resilients comprise social competence and well adapted behaviour. Overcontrollers are characterised by high emotional constraint whereas Undercontrollers are characterised by high impulsiveness. These prototypes are derived from the Big Five personality traits (Asendorph & Aken, 1999).

In relation to the Big Five personality dimensions, Resilients are low on Neuroticism and high on Conscientiousness, Agreeableness, Openness to Experience and Extraversion. Overcontrollers are high in Neuroticism and Agreeableness and low on Extraversion. On the other hand, Undercontrollers are high in Neuroticism and low in Conscientiousness (Robin et al., 1996). To date, only one published study has examined the relationship between personality prototypes and WFC (Braunstein-Bercovitz et al., 2012).

### **Theoretical frameworks for explaining personality and WFC.**

A variety of theoretical perspectives on personality exist to understand this broadly defined construct (John, Hampson & Goldberg, 1990; McAdams, 1995). Amongst these theories, popular theories that have emerged are trait-, type-, psychoanalytic-, humanistic-, behaviourist-, social-cognitive- as well as evolutionary theories (John et al., 1995). In this study, the relationship between personality and WFC can be explained using (1) Personality trait theory and (2) Conservation of Resources theory (COR). More specifically, trait theory

and COR will be used to explain variable-centred personality and WFC, whereas only COR theory will be used to explain person-centred personality and WFC.

***Personality trait theory.*** Personality trait theorists propose that the complex changes in behaviour amongst individuals are mainly due to a small number of underlying traits within that individual (McCrae & Costa, 1997). A trait can be defined as a habitual pattern of behaviours, feelings or thoughts which are inherent in an individual (Mount, Barrick, Scullen & Rounds, 2005) and remains fairly stable over time (Barrick & Mount, 1991). Furthermore, personality traits have behavioural implications, in that they influence behaviour in a given situation and contribute to decisions around these situations (McCrae & Costa, 1997). As human beings, a variety of traits are displayed, however, only a selected few traits are believed to shape an individual personality. Theorists in this line of research devote their time to identifying these few selected traits in order to describe personality variations (E.g. Cattell, 1943; Golderg, 1990; Hogan, 1983). Judging by a score of how weakly or strongly a primary trait is exhibited in an individual, the individual's personality can be described (Golderg, 1990).

To date, little research has been devoted to understanding the contributions of personal characteristics, or traits, on WFC. Theoretically, personality traits can either attenuate or amplify experiences of WFC. For example, personality traits have the capacity to influence cognition and perception of situations within work and family, which may influence how a person experiences WFC (Eby, Casper, Lockwood, Bordeaux & Brinley, 2005). Furthermore, personality traits have the capacity to influence behavioural choices, which may influence WFC (E.g. Wayne et al., 2004). Past WFC studies which have adopted the trait (or variable) perspective have found that different personality traits have different effects on experiences of WFC (E.g. Allen et al., 2012; Michel & Clark, 2013). More specifically, positive traits such as diligence, ambition, and self-confidence have shown to be negatively associated with experiences of WFC. That is, positive traits decrease WFC experiences. Similarly, negative traits such as guilt, anger, worry and nervousness are shown to be positively associated with experiences of WFC. That is, negative traits increase WFC experiences. The present study examines variable-centred personality and WFC using trait theory as well as COR theory.

**Conservation of Resources theory (COR).** COR theory explains that individuals are motivated to find, maintain, build and protect resources that can be used to manage life domains (Hobfoll, 1989). A resource is defined as an asset which can be used in challenging situations to solve problems or cope in the situation (Greenhaus & Powell, 2006). These resources can be in the form of energies, personal characteristics or objects. Should these resources not be acquired or be lost (or depleted), stress may arise in that environment. In the organisational setting, COR theory suggests that work and family demands are perceived to create losses in resources since the energy needed to meet those demands require valued resources to be invested (Hobfoll & Shirom, 2000, p. 69). In accordance with COR theory, WFC is derived from the resource scarcity hypothesis (Goode, 1960), which states that inter-role conflict may lead to stress because of inadequate resources when trying to manage work and family roles simultaneously. Resultantly, stress may bring about negative well-being which may be presented in the form of psychological or physiological tension.

Hobfoll (1989) suggested that personal resources can be expected to affect W2FC and F2WC. Personal resources refer to the personal characteristics within an individual that promotes self-control and self-evaluation (Braunstein-Bercovits et al., 2012). Hobfoll (1989) suggested that personal characteristics enhance general resistance to stress. However, WFC research indicates that negative personal characteristics such worry and apprehension tend to decrease resistance to stress while positive personal characteristics such as self-confidence and orderliness tend to increase resistance to stress (Allen et al., 2012; Rantanen et al., 2005). It would be logical to assume that positive and negative personal characteristics give rise to different experiences of WFC (Braunstein-Bercovits et al., 2012).

### **Variable-centred Personality and WFC.**

As mentioned, the Big Five personality dimensions has been the dominant theoretical framework used to study personality at a variable level and its relationship to WFC. Other models of personality include Eysenck's Big-Three Factor Model (Eysenck, 1970), Three-Factor Theory of Emotions (Russell & Merrabian, 1974) as well as Cattell's 16-Factor personality model (1950). The present study uses the Big Five personality model over other

personality models for various reasons. First, a review of work-family literature indicated that the Big Five model is the most used and acceptable framework to examine personality in work-family research. Second, it is appropriate for capturing a broad picture of an individual's personality as the model incorporates a large number of individual traits (Barrick & Mount, 1991). Third, the dimensions of the Big Five have been validated in various languages and contexts, and hence can be generalised across many cultures (McCrae & Costa, 1997, Zimmerman, 2008). Fourth, the Big Five personality model continues to remain fairly stable over time as personality traits did not change substantially (Barrick & Mount, 1991). The following section introduces the Big Five model and briefly describes its emergence as a valid theoretical model. Next, each of the Big Five dimensions will be discussed in relation to WFC based on past findings.

***Big Five model.*** Proceeding a comment made by psychologist McDougall (1932) stating that personality can be made up of five distinct dimensions, researchers have devoted their time to create a valid and reliable personality taxonomy. Of most influential, Raymond Cattell began this development, using English personality-descriptive terms. Early literature presents work of Allport & Odbert (1936), who identified around 18,000 English personality-descriptive terms which were classified as stable individual traits. These traits were then used by Cattell (1943) as a starting point to developing personality taxonomy. From these thousands of traits, Cattell developed 171 scales, with most of the scales being bipolar. Next, clusters of related terms were created. Through the use of correlation analysis a total of 35 clusters were constructed, therefore narrowing the taxonomy significantly.

From the presented work of Cattell (1943), factor analysis was run on the variables to produce a factor structure. These variables were factored using oblique rotational procedures, and over a dozen factors were claimed to be extracted. However, after running orthogonal rotational procedures a neatly presented five-factor model was presented. The five-factor model was confirmed by many other researchers (E.g. Borgatta, 1964; Friske, 1949; McCrae & Costa, 1986; Norman, 1963). Traditionally, the Big Five factors were identified as: Extraversion (or Surgency), Agreeableness, Conscientiousness (or Dependability), Neuroticism (or Emotional Stability) and Culture. The fifth dimension, culture, was renamed to Intellect (Peabody & Goldberg, 1989) and then to Openness to Experience (McCrae &

Costa, 1990). Each dimension, or personality trait, consists of distinct individual characteristics that define and individual and makes them unique to others. In summary, the Big Five Personality structure is a hierarchical organisation of tens of thousands of personality traits, each presented in terms of five orthogonal dimensions (Costa & McCrae, 1992). The following section describes each Big Five personality dimension and its relation to WFC by considering existing studies which have contributed to the understanding of these variables.

***Conscientiousness and WFC.*** Conscientiousness has been the most prominently listed trait related to job performance across jobs (Barrick & Mount, 1991, Salgado, 1997). This trait is the most commonly studied trait in psychology and pertains to individuals who are hard-working, are goal oriented and have a sense of direction (Barrick & Mount, 1991). Furthermore, they are cautious, organised, self-disciplined and manage time efficiently (Barrick & Mount, 1991). Conscientiousness is identified as having three components, namely dependability, achievement orientation and orderliness (Judge, Higgins, Thoresan & Barrick, 1999). First, conscientious people are described as careful and responsible. Hence, others are able to depend on them. Second, conscientious individuals continue to strive for greater performance through hard work and persistence (Costa, McCrae & Dye, 1991). Finally, conscientious individuals are described as possessing planning and organising skills.

Previous research such as Bruck and Allen (2003) and Wayne et al. (2004) have shown a negative relation between conscientiousness and WFC in both directions because conscientious individuals possess planning and organising skills and work towards being efficient, therefore reducing work-family conflict. This was confirmed by a meta-analysis on dispositional variables and WFC by Allen et al. (2012), suggesting that due to Conscientiousness being consistently associated with job performance (Barrick & Mount, 1991), conscientious individuals are equipped with skills used to better manage time and work and family roles and responsibilities as well as forms of conflicts. Allen et al. (2012) investigated dispositional variables in relation to WFC using 75 independent samples from 68 articles. Through meta-analysis, small effect sizes were found for time-based W2FC and F2WC ( $\rho = -.16$  and  $-.20$  respectively), strain-based W2FC and F2WC ( $r = -.16$  and  $-.29$

respectively) and behaviour based conflict ( $r = -.22$  and  $-.27$  respectively). Similarly, Michel and Clark (2013) conducted a study on individual differences and the influence it has on the work-family interface. Two independent samples were used for W2FC and F2WC ( $N = 430$  and  $320$  respectively) and regression and relative weights analysis were performed. Their findings confirmed the findings of Allen et al. (2012). Michel and Clark (2013) suggested that conscientious individuals portray problem-solving and coping behaviours (Connor-Smith & Flachsbart, 2007) and are therefore more likely to find and implement various resources which can be used to reduce work-family conflict. Bazana and Dodd (2013) also established this finding in a study conducted on police officers in Eastern Cape, SA ( $N = 101$ ,  $r = -.20$ ,  $p = .05$ ).

Longitudinal research by Rantanen, Pulkinen and Kinnunen (2005) however reported no significant effect of Conscientiousness in predicting WFC. Their study investigated the Big Five personality dimensions, WFC and psychological distress amongst students in Finland ( $N = 155$ ,  $n_{\text{(male)}} = 80$ ,  $n_{\text{(female)}} = 75$ ). They suggested that perhaps Conscientiousness may have a less significant role on WFC than other Big Five personality traits such as Neuroticism.

Drawing from trait- and COR theory, individuals high in Conscientiousness are likely to use personal resources such as self-discipline, sense of direction and dependability in order to manage work and family roles effectively (Hobfoll, 2001). These traits are likely to result in individuals making positive behavioural choices. For example, conscientious individuals are likely to be achievement orientated, which would motivate them to work hard and persist towards their goals. As such, a conscientious individual is likely to avoid WFC by using personal resources to balance their work and family domains. In accordance with COR theory, Conscientiousness is a positive personal resource that can be used to alleviate stress, which may lessen their experiences of WFC. Hence, drawing from the theory and past findings, the following was proposed:

*Proposition 1: Conscientiousness is negatively related to (a) W2FC and (b) F2WC amongst working fathers in SA.*

**Agreeableness and WFC.** The second dimension, Agreeableness is also referred to as likeability (Goldberg, 1981; Hakel, 1974), love (Peabody & Goldberg, 1989) or friendliness (Guilford & Zimmerman, 1949). This trait represents a trusting, kind and gentle nature where individuals are compassionate, cooperative and hold affiliation of dear importance to them (Barrick & Mount, 1991; Mount et al., 2005). These characteristics are shown to indicate a strong value of social support (Barrick & Mount, 1991). Agreeable individuals are more likely to be good-natured and be supportive to family and friends (Goldberg, 1990). Furthermore, such individuals are more likely to build strong supportive social networks. Individuals who score low on Agreeableness, on the other hand, are described as ego-centric, competitive and sceptical of the intentions of others (Costa & McCrae, 1992).

Empirical studies have found that Agreeableness is negatively related to WFC (c.f. Bruck & Allen, 2003; Wayne et al., 2004). Allen et al. (2012) found small significant effects of Agreeableness in relation to WFC in both directions ( $\rho = -.17$  and  $\rho = -.19$  for W2FC and F2WC respectively). However, in Rantanen's et al. (2005) longitudinal study no significant relationship between Agreeableness and WFC was found. Their results showed a strong positive relationship between Agreeableness and distress, however, no direct link was made for Agreeableness as a predictor of WFC. Rantanen et al. (2005) suggested that it is likely that agreeableness does not play as significant a role in predicting WFC as do other personality traits such as Neuroticism.

While some studies show bi-directional relationships between Agreeableness and the work-family interface, others found that agreeableness is only related to one direction of conflict (Michel & Clark, 2013; Wayne et al., 2004). For example, Wayne et al. (2004) considered the relationship between The Big Five personality traits and work-family experiences ( $N = 2130$ ). Hierarchical multiple regression analyses were performed to predict the effect of each personality trait on both directions of WFC. They found that Agreeableness was only significantly related to W2FC ( $b = -.15, p < .001$ ), not F2WC. They explained that agreeable individuals may be more likely to reduce the frequency of interpersonal tension through altruism and cooperation, therefore reducing the extent to which work interferes with family. Michel and Clark (2009), on the other hand, found Agreeableness to be related only to F2WC

( $b = .03$ ,  $p < .01$ , 12.18% predictor variance). Interestingly in Allen's et al. (2012) meta-analysis, there were notably higher effect sizes for F2WC than W2FC in time- ( $r_{(W2FC)} = -.12$ ,  $r_{(F2WC)} = -.20$ ) and strain-based conflict ( $r_{(W2FC)} = -.12$ ,  $r_{(F2WC)} = -.22$ ). They explained that Agreeableness may help individuals accumulate resources such as social support from friends, family and work colleagues. Social support has been consistently related to reduced WFC (Adams, King & King, 1996; Byron, 2005; Conner-Smith & Flachsbart, 2007).

Drawing on COR theory (Hobfoll, 2001) individuals high in Agreeableness are more likely to accumulate social support as a resource to fulfil and manage work and family roles, therefore avoiding the possibility of stress (Hobfoll, 1989). Therefore, Agreeableness is regarded as a positive personal resource that can be used to alleviate stress and promote reduced WFC. Hence, drawing from the theory and past findings, the following was proposed:

*Proposition 2:* Agreeableness is negatively related to (a) W2FC and (b) F2WC amongst working fathers in SA.

**Neuroticism and WFC.** Neuroticism is noted as the most pervasive trait across personality measures because it involves high levels of undesired emotional states which may be detrimental to the wellbeing of people (Costa & McCrae, 1988) and is associated with traits such as anxiety, worry, depression, emotionality and insecurity (Smith, 1967; McCrae & Costa, 1986). Other terms used for this dimension are emotional stability, stability or emotionality (Borgatta, 1964; Goldberg, 1990; Hakel, 1974; Norman, 1963; McCrae & Costa, 1986). Neuroticism also related to Eysenck's "Big-Three" factor model (Eysenck, 1970), relating to the Neuroticism-Anxiety factor. Individuals who are high in Neuroticism tend to experience negative effects such as anxiety, anger, sadness, insecurity and guilt (Costa & McCrae, 1992) and tend to experience high levels of emotional distress as opposed to individuals who are low in Neuroticism. Evidence shows that neurotic individuals tend to be particularly affected by negative life events and undergo bad moods as well as mood swings (Suls, Green & Hillis, 1998). This Big Five personality trait has received the most support in previous WFC studies as being a strong positive predictor of WFC experiences (c.f. Allen et al., 2012; Bruck & Allen, 2003; Michel & Clark, 2013; Rantanen et al., 2005).

Most previous studies show a positive relationship between Neuroticism and WFC. Considerable cross-sectional studies found Neuroticism to be a strong predictor of WFC in both directions (e.g. Andreassi, 2011; Blanch & Aluja, 2009; Braunstein-Bercovits, Frish-Burstein & Benjamin, 2012; Noor, 1996; Wayne et al., 2004). For example, in a study by Noor (1996) exploring demographic, personality and role variables as correlates of 145 English women's well-beings, personality (including Neuroticism) was showed to be a predictor of WFC, which in turn lowered wellbeing.

Blanch and Aluja (2009) examined the relationship between work, family and personality through multiple regression analysis amongst a sample of 694 working parents in Spain. Although the authors did not use the Big Five Factor model of personality, they used Neuroticism-Anxiety to explain neuroticism as they felt that it measured the lack of emotional stability and therefore could capture the Neuroticism trait. Findings confirmed that Neuroticism was significantly related to WFC. Andreassi (2011) examined the relationships between personality, coping and WFC amongst 291 employees from various companies and organisations. Multiple regression analysis showed that Neuroticism was related to higher levels of W2FC in time- and strain-based conflict as well as to strain-based F2WC. Braunstein-Bercovits et al. (2012) explored the role of personal resources in WFC amongst a sample of 146 Jewish Israeli women. As expected, Neuroticism was positively related to both directions of WFC. The authors suggested that Neuroticism may serve as a risk factor predisposing individuals to experiences of WFC due to its pervasive nature that may lead to negative outcomes such as psychological distress, anxiety and depression (Braunstein-Bercovits et al., 2012).

Studies examining negative affectivity and WFC have inferred reference to Neuroticism (E.g. Carlson, 1999; Noor, 1997; Watson & Clark, 2009). Negative affectivity is defined as a stable and pervasive trait which is associated with traits such as discomfort, high distress and nervousness (Watson & Clark, 1984). These individuals tend to focus on negative aspects of the world in general (Watson & Clark, 1984). Michel, Clark and Jaramillo (2011) justified this linkage by emphasizing that negative affectivity is commonly viewed a facet of Neuroticism (Judge et al., 1999) as studies have found the trait factors to load significantly

onto Neuroticism (Watson & Clark, 1988; Zelenski & Larson, 1999) and can therefore be used to examine the personality factor of Neuroticism (Judge & Ilies, 2002). However, many studies keep these two variables separate as they feel they are distinct concepts (E.g. Allen et al., 2012; Bruck & Allen, 2003; Michel & Clark, 2013). Allen's et al. (2012) meta-analysis separates the concepts however they discuss both concepts similarly.

Carlson (1999) investigated the relationship between personality and role variables as predictors of three forms of WFC namely time-based-, behaviour-based- and strain based conflict, particularly looking at the personality variable Negative Affectivity. Carlson used a sample of 225 working individuals in Utah. Hierarchical multiple regression analysis revealed that Negative Affectivity was a significant predictor of all three forms of WFC. Furthermore, Negative Affectivity was the strongest predictor in comparison to Type-A personality with strain-based conflict. Carlson (1999) suggested that individuals high in negative affect are more predisposed to perceive WFC in any given situation. Michel and Clark (2009) examined the relationship between affect and WFC amongst a sample of 187 US workers across various organisations. Structural Equations Modelling (SEM) showed that individuals with higher negative affect tend to experience higher levels of WFC in both directions.

A later study by Michel and Clark (2013) examining the importance of individual differences in the work-family interface showed that Neuroticism explained the largest proportion of variance of both W2FC as well as F2WC (29.91% explained variance in W2FC and 22.55% in F2WC). Accordingly, a study of career success and WFC by Wille, De Fruyt and Feys (2013) was conducted on a sample of 178 working parents. Multiple regression analysis showed Neuroticism to be a stronger predictor of WFC than Extraversion.

Longitudinal results by Rantanen et al. (2005) indicated that Neuroticism was positively related to WFC in both directions presented in men and in women. A more recent longitudinal study by Bouchard and Porier (2011) also considered the role of Neuroticism and WFC on individual well-being, with account for gender differences. They conducted

correlation-, regression and power analyses on an initial sample of 185 Canadian couples at two time periods. The first analysis was conducted during the couples' third trimester of their first pregnancy and the second evaluation was conducted at nine months postpartum. New fathers high in Neuroticism were shown to experience more WFC than others. This could be due to feelings that role pressures from work and home are incompatible. Feelings of role overload may compromise their capacity to adjust to the new role of father. As such, new fathers indicated lower levels of parental, marital as well as personal well-being (Bouchard & Porier, 2011). Women in the sample, on the other hand, were suggested to experience WFC according to situational factors rather than dispositional factors such as personality (Bouchard & Porier, 2011). That is, women were more prone to experiencing WFC if there was an increase in job or work involvement or job and work characteristics.

Meta analyses by Michel, Kotrba, Mitchelson, Clark and Baltes (2011) and Allen et al. (2012) confirmed the above findings. Michel et al. (2011) conducted the first meta-analytical review exploring personality as antecedents of WFC from 178 independent samples. Results indicated that Neuroticism had a moderate positive effect on W2FC ( $\rho = .38$ ) and F2WC ( $\rho = .33$ ). Furthermore, Neuroticism showed to be the strongest personality predictor of WFC in comparison to internal locus of control. Allen et al. (2012) confirmed that individuals high in Neuroticism are more likely to experience W2FC as well as F2WC. Medium effect sizes were shown for Neuroticism to both directions of WFC ( $r_{(W2FC)} = .31$ ,  $r_{(F2WC)} = .27$ ). The authors suggested that the trait Neuroticism may serve as a risk factor in predisposing individuals to WFC. With regards to F2WC, they suggested that Neuroticism may act as a moderator between another antecedent such as job/family involvement, support and job/family stress (Byron, 2005) and F2WC. Similarly, Kinnunen, Vermulst, Gerris and Makikangas (2003) found that Neuroticism moderated the relationship between W2FC and job exhaustion as well as W2FC and depression.

Interestingly, one study showed that Neuroticism was not the strongest predictor of WFC in comparison to Negative Affectivity and Type A-II trait (Bruck & Allen, 2003). Bruck and Allen (2003) emphasized that Neuroticism, Negative Affectivity and Type A-II contain many theoretical similarities. This study showed Neuroticism was not a positive predictor of all

forms of WFC as expected, however the unstandardized beta coefficients revealed that negative affectivity explained most of the total variance in the regression model ( $b = .29, p < .05$ ) and may be the most influential dispositional predictor of WFC in comparison to Neuroticism ( $b = .07$ ) and Type A-II behaviour ( $b = .03$ ).

Priyadhashini and Wesley (2014) examined personality as a determinant of WFC. Their study comprised a sample of 205 information technology employees in Chennai City, India collected using a snowball sampling technique. Structural Equations Modelling indicated that the measurement model had good fit (CFI = .97, RMSEA = .06). However, contrary to existing findings, the results showed that Neuroticism was not a significant predictor of WFC. Resultantly, Neuroticism was removed from the equation and the model showed better fit. This finding was not expected and the authors suggested that it could be due to the sample being highly educated. Approximately 70 per cent of the sample completed a bachelor's degree which may have equipped them with skills to balance the work and family domain (such as positivism, control, planning, multitasking and so fourth).

In summary, majority of the research on Neuroticism and WFC show that Neuroticism is a strong positive predictor of WFC. According to personality trait theory, Neuroticism comprise mainly negative traits such as worry, apprehension, nervousness and guilt. These traits may influence individual's perceptions such that the individual cannot manage work and family roles simultaneously, which is likely to increase their experiences of WFC.

In accordance with COR theory, individuals high in Neuroticism may find it difficult to acquire resources such as social support and self-esteem in order to manage work and family roles simultaneously. In turn, they may be prone to increased experiences of WFC, which may lead to stress (Hobfoll, 2001). Therefore COR theory regards Neuroticism as a negative personal resource which is more likely to amplify stress which in turn may increase experiences of WFC. Hence, drawing from theory and past findings, the following was proposed:

*Proposition 3:* Neuroticism is positively related to (a) W2FC and (b) F2WC amongst working fathers in SA.

***Openness to Experience and WFC.*** The fourth dimension is referred to as Openness to Experience. In personality research, this dimension is the most difficult trait to identify (Barrick & Mount, 1991). Earlier researchers refer to this trait as Culture (Hakel, 1974; Norman, 1963) or Intellect (Hogan, 1983; John, 1989; Peabody & Goldberg, 1989). Individuals high on this personality trait are open to experience new cultures, intellect and are creative, insightful, curious and imaginative (Barrick & Mount, 1991). Their attitudes tend to be flexible and they engage in diverse thinking. These individuals are also more open to change. As such, individuals who score high on this trait may be more willing to transfer skills and behaviours learned in one domain to the other domain and may also solve problems better through creative thinking (Kossek, Noe & DeMarr, 1999; Michel et al., 2011).

Studies have shown no significant relationship between Openness to Experience and WFC in either direction (Allen et al., 2012; Wayne et al., 2004). Wayne et al. (2004) conducted a study on the Big Five personality variables, WFC and work-family facilitation using a sample of 3032 phone-interview participants from all regions of Salem, USA. Wayne et al. (2004) proposed that individuals high in Openness to Experience are more adaptable to change, likely to develop create solutions to given problems and may also be more willing than others to transfer new skills and knowledge from one life domain to the other, and hence proposed a negative relationship between Openness to Experience and WFC. However, results showed that although personality overall significantly contributed to experiences of WFC (accounting for 15% of the explained variance), Openness to Experience did not contribute significantly to the regression model ( $b = .09$  for W2FC,  $b = .02$  for F2WC).

However, Rantanen et al. (2005) found that men higher in Openness to Experience experienced greater F2WC than men lower in Openness to Experience. This finding was also presented in a study by Gerris (2005) amongst a group of men and women in the Netherlands and Portugal. One suggestion for this finding may be that Openness to Experience is known to be a predictor of vocational careers that are characterized by self-directedness and

entrepreneurship, which requires high effort of devotion around work-orientation (Tokar, Fischer & Subich, 1998). This is often more common among men than in women (Tokar et al., 1998), which could explain that men higher in Openness to Experience may feel that family demands are getting in the way of work responsibilities and thus may be prone to experiencing higher levels of F2WC. Rantanen et al. (2005) suggested that Openness to Experience may be gender-role dependent. The present study addresses Openness to Experience and WFC in relation to fathers amongst SA.

Drawing on trait- and COR theory, individuals high on Openness to Experience are likely to accumulate personal resources such as diverse cultural thinking and insight to solve problems efficiently and manage work and family roles simultaneously, which may increase resistance to stress (Hobfoll, 1989). Traits such as curiosity and imagination may be useful in coping with demands from work and family as these individuals are likely to be good at problem-solving and responsive to challenging situations. As such, it is likely that individuals high in openness to experience are less prone to WFC. In accordance with COR theory, Openness to Experience may be regarded as a positive personal resource that could alleviate stress. Hence, drawing from theory and past findings, the following was proposed:

*Proposition 4:* Openness to Experience is negatively related to (a) W2FC and (b) F2WC amongst working fathers in SA.

***Extraversion and WFC.*** The final dimension is commonly known as Extraversion or surgency (Digman & Takemoto-Chock, 1981; Hogan, 1983; McCrae & Costa, 1986). This personality trait is most prominent in personality psychology as it appears in most personality measures, even measures that precede the Big Five model (Judge et al., 1999). Most researchers are in agreement that this dimension stems from the “Big-Three”, Eysenck (dimension Extraversion/Introversion) (Hakel, 1974; Howarth, 1976; John, 1989; Soto & John, 2009). Hogan (1986) identified two components of this trait, namely ambition and sociability. Extraverted individuals are described as being socially oriented such as outgoing and gregarious. Also, they tend to be ambitious and dominant. As suggested by Watson and Clark (1992), due to their experiences of positive emotions, extraverts are more likely to take

on leadership roles and belong to a large group of friends. A typical extrovert is likely to have close friends, be highly assertive, and enjoy socialising amongst diverse crowds.

A review of the literature indicates that there have been inconsistent findings for the relationship between Extraversion and WFC. On one hand, Extraversion has received support for being negatively related to WFC. This finding can be explained because Extraversion, (and traits of a similar nature such as positive affect enthusiasm, activism and assertiveness), may be associated with the development of resilient coping mechanisms which may aid people in juggling work and family demands more effectively (E.g. Karatepe & Uludag, 2008). Karatepe and Uludag (2008) conducted their study on affect and its relation to work-family life using a sample of 332 frontline hotel employees in. SEM analysis indicated a negative relationship between Extraversion and WFC. This negative relationship has been confirmed in the meta-analytical study by Allen et al. (2012). They found that Extraversion protected individuals from W2FC as well as F2WC (Allen et al., 2012).

Contrary to these findings, some studies show no direct relationship between Extraversion and WFC (E.g. Bruck & Allen, 2003; Michel & Clark, 2013, Rantanen et al., 2005; Stoeva Chiu & Greenhaus, 2002; Wayne et al., 2004). Wayne et al. (2004) suggested that Extraversion is related to positive stimuli and hence should not be a predictor in WFC but rather in work-family facilitation. Work-family facilitation occurs when functioning in one domain is enhanced by involvement in another domain, mainly due to the individual developing certain behaviours from that other domain (Greenhaus & Powell, 2006).

Drawing from trait- and COR theory, extroverted individuals possess positive traits such as ambition and social orientation which can be used to effectively manage work and family roles simultaneously. Positive traits give rise to positive emotions, which may influence how individuals think and respond to situations (Eby et al., 2005). Similar to agreeable individuals, extroverts are more likely to accumulate social support as a resource to fulfil and manage work and family roles, therefore avoiding the possibility of stress (Hobfoll, 1989). In accordance with COR theory, Extraversion may be seen as a positive personal resource

which may alleviate stress. Hence, drawing on theory and past findings, the following was proposed:

*Proposition 5:* Extraversion is negatively related to (a) W2FC and (b) F2WC amongst working fathers in SA.

Figure 1 provides a conceptual model of the Big Five personality variables as antecedents of both directions of WFC. Figure 2 provides a conceptual model of the personality prototypes in relation to both directions of WFC.

### **Person-centred personality and WFC**

A well-established theoretical framework for understanding personality prototypes was derived from a study by Asendorph and Aken (1999). They validated a model of three major personality prototypes in children and adults, namely Resilients, Overcontrollers and Undercontrollers. These three prototypes are often interpreted using Block and Block's (1980) theory of ego-control and ego-resilience (Berry, Elliot & Rivera, 2007). According to this model, ego-control refers to the extent to which a person can contain or express emotional impulses while ego-resilience is the extent to which a person responds flexibly or rigidly to changing environments. By definition, Resilients are socially and cognitively well adjusted. Overcontrollers and Undercontrollers, on the other hand, are less likely to adjust well to social and cognitive settings. Overcontrollers are likely to be shy and show low self-esteem, whereas Undercontrollers are likely to have a higher rate of antisocial behaviour and popularity amongst peers (Asendorph et al., 2001).

Personality prototypes have hardly been considered in work-family literature. Only one study by Braunstein-Bercovitz et al. (2012) was identified to employ the person-centred approach to personality. The authors examined the relationship between personal resources and both burnout and life satisfaction mediated by WFC in both directions. Each participant in the study was clustered into one of the three prototypes based on their self-reported personality on a Big Five personality measure. The focus of the study was on mothers of young children.

Results showed that all three prototypes differed significantly from each other, with Resilients reporting the lowest levels of W2FC ( $F = 12.70$ ,  $M = 2.02$ ,  $SD = .46$ ) and F2WC ( $F = 9.50$ ,  $M = 1.92$ ,  $SD = .48$ ) and Overcontrollers reporting the highest levels of W2FC ( $M = 2.59$ ,  $SD = .46$ ) and F2WC ( $M = 2.40$ ,  $SD = .43$ ). The present study aims to extend literature on personality types to provide a holistic view of personality and WFC amongst working fathers in SA.

Drawing on COR theory, positive personal resources such as social orientation and cognition are likely to assist individuals in reducing the occurrence of stress (Hobfoll, 1989). For example, social support can be accumulated in order to manage work and family roles. In accordance with COR theory, Resilients may be regarded as individuals owning positive personal resources in order to cope with, and alleviate stress while Overcontrollers and Undercontrollers may contain negative personal resources to cope with stress. Hence, from the theory and past finding, the following was proposed:

Proposition 6a: Resilients are likely to experience less W2FC than Overcontrollers and Undercontrollers.

Proposition 6b: Resilients are likely to experience less F2WC than Overcontrollers and Undercontrollers amongst working fathers in SA.

### **Control Variables and WFC**

It is important to consider the possibility that situational role variables such as age, marital status, number of children and the number of hours worked per week have the capacity to determine WFC levels amongst fathers (Bruck & Allen, 2003; Carlson, 1999; Hershcovits et al., 2007; Huwa; 2014). Carlson (1999) suggested that changes in the work and family environment may lead to changes in attitude towards the roles and behaviours thereof, therefore differentiating individuals' experiences of WFC. Accordingly, these variables may influence the relationship between personality and WFC amongst fathers in SA and were included in this study as control variables.

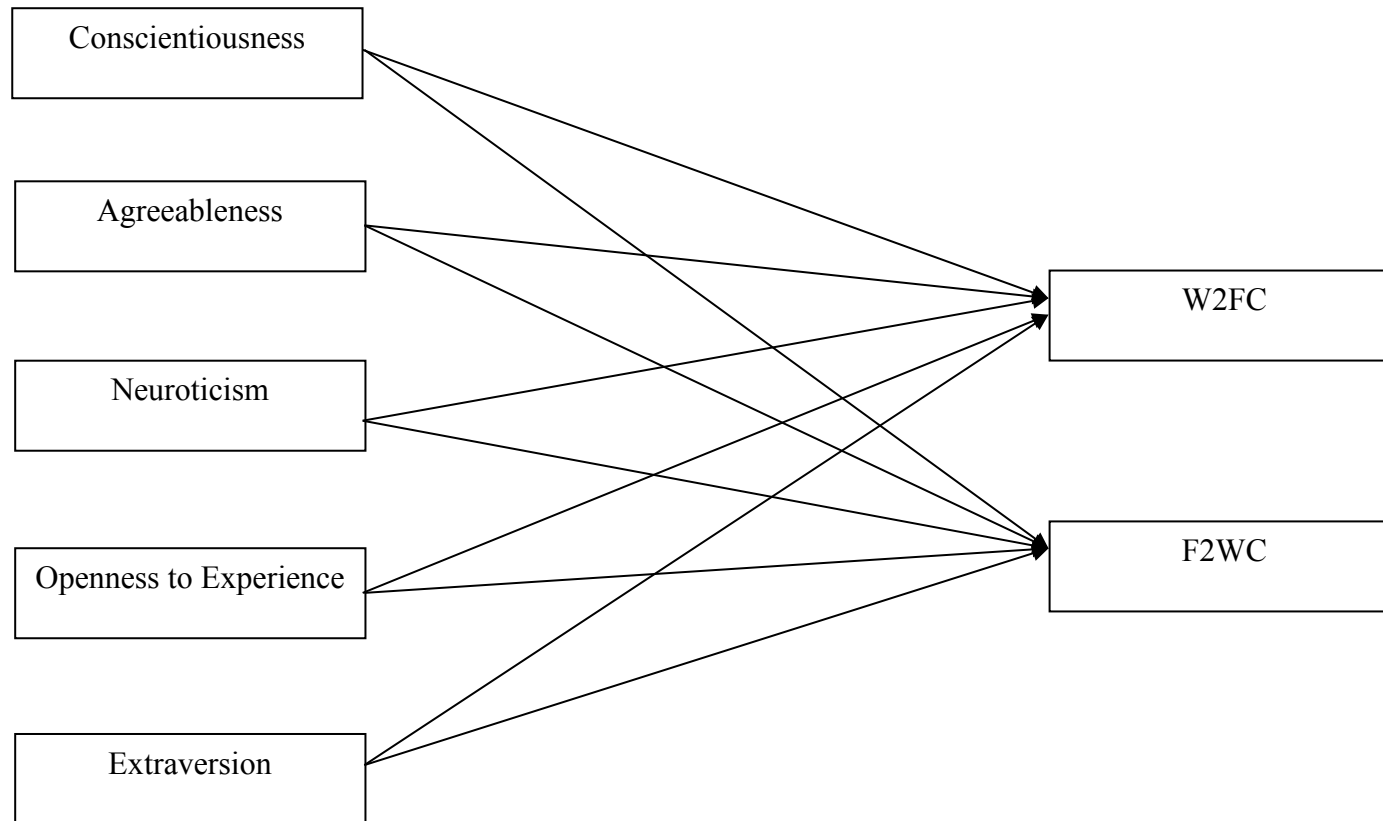
Demographic variables such as age and marital status play a role in plenty WFC literature across countries (E.g. Amstad et al., 2012; Bruck & Allen, 2003; Byron, 2005; Herschcovits et al., 2007; Rantanen et al., 2005). Previous studies such as Byron (2005) and Herschcovis et al. (2007) indicate that an increase in age may lead to increased experiences of WFC. Herschcovits et al. (2007) explained that as individuals age they are more likely to have more family roles to juggle, increasing their WFC. Similarly, marital status has shown to be related to WFC (E.g. Byron, 2005; Frone, 2000; Michel et al., 2011; Minnotte, 2012). Studies reveal that individuals who are married experience less WFC than single parents as they are able to share the workload within the family domain, thus increasing the flexibility to juggle work and family roles (Duxbury & Higgins, 1994; Fuwa, 2014). On the contrary, other studies such as Michel et al. (2011) suggest that married parents may experience more WFC than non-married parents as they tend to have more family responsibilities than non-married parents, which could limit their time to performing work-related activities.

Situational role variables such as the number of hours devoted to work as well as the number of children have shown to be related to WFC. Regarding hours worked (or work demands), studies suggest that the more time needed for work activities limited the amount of time left to be part of family activities which occur at specific times (E.g. Bruck & Allen, 2003; Burke et al., 1980; Michel et al., 2011; Staines & Pleck, 1983; Voydanhoff & Kelly, 1984). Hence, contributing more that the average number of hours per week to work is related to perceived time shortage, which is often linked to job tension amongst parents (Michel et al., 2011; Voydanhoff & Kelly, 1984). Byron's (2005) meta-analytic study concluded that individuals with greater job hours are directly linked to increased W2FC ( $\rho = .01$ ). Similarly, WFC is shown to increase as the number of children within a household increases (Allen & Finkelstein, 2014). Yavas, Babakus and Karatepe (2008) performed a study on attitudinal and behavioural consequences of WFC, and concluded that an increase in number of children in a household may increase WFC experiences as more time is needed to dedicate to family responsibility, which may affect or limit the time needed to perform work-related activities.

Based on the above findings from previous research, this study has controlled for the variables namely age, marital status, number of children and number of hours worked in order to investigate the relationship between personality and WFC amongst fathers in SA.

### **Final Notes**

This chapter served to provide a theoretical background of personality and WFC. Theoretical review of existing literature around personality in relation to WFC was presented. From this the study developed hypotheses which will be tested and discussed in the following chapters. In summary, previous research has shown that personality is a predictor of WFC. This study considered the variable-centred and person-centred personality approach as the researcher felt it is important to understand personality from different angles in relation to WFC. That is, personality was considered as distinct characteristics of an individual fostering a certain pattern of behaviour, as well as a grouping of traits to form a holistic model of personality. With regards to the variable-centred approach, majority of the research has indicated that Neuroticism is the strongest trait predictor of WFC in both directions. With regards to the person-centred approach, Resilients appear to be the least prone to experiences of WFC compared to Overcontrollers and Undercontrollers.



*Figure 1.* Conceptual model describing the relationship between the Big Five personality variables and WFC in both directions. W2FC = Work-to-Family Conflict. F2WC = Family-to-Work Conflict.

## CHAPTER 3: METHOD

This chapter serves to provide the reader with the description of the method employed to conduct the study. First the research design will be introduced. The method of obtaining the sample will be explained as well as the data collection procedure. Next the measures used will be described. Last, the statistical analyses used in the study will be introduced.

### Research Design

This study follows a descriptive design in order to predict the relationship between personality trait variables and both directions of WFC amongst fathers in SA. Variables were analysed by means of quantitative analysis conducted on self-reported cross-sectional survey data.

### Participants

To be eligible for this study, participants were required to have at least one child and be working in full time paid work. A convenience sampling with a snowballing approach was used and gathered an initial sample of 320 participants. After cleaning the data, the study obtained a sample of 237 participants. Convenience sampling was deemed appropriate as it was efficient, inexpensive and subjects were more readily available given the resource constraints (Burns & Burns, 2009).

The fathers' ages ranged from 23 to 65 years ( $M = 45.13$ ,  $SD = 9.67$ ) and were from various occupational fields such as private consulting, banking, retail, engineering and mining. Participants were from different population group categories of which majority of the sample was white: black African ( $n = 28$ ), white ( $n = 137$ ), coloured ( $n = 36$ ) and other ( $n = 12$ ) Six participants preferred not to disclose their racial background.

Almost half of the sample were currently in managerial work positions ( $N = 106$ ,  $M = 1.08$ ,  $SD = 11.79$ ). The remainder of the sample occupied professional work roles (29.46%) or non-managerial roles (7.80%), while 10% reported that they belonged to “other” work type category. About 90% of the participants reported that they were married, of which 56.62% of their spouses worked full-time. Others reported that their spouses were employed on a part-time basis (16%) or not employed at all (23.92%). Regarding number of children, the average participant had two children. Of these children, the average participant had one child under the age of 18 living at home and no children under the age of six.

### **Data Collection Procedure**

Prior to data collection, permission was obtained from 12 organisations to survey their eligible male staff and ethics approval was obtained from the Commerce Faculty’s Research in Ethics Committee at the University of Cape Town.

A self-report, online questionnaire was created by a group of researchers and hosted by an online survey platform, Qualtrics (Qualtrics, 2014). The questionnaire consisted of 160 items. Comments boxes were included for the participant to add any comments they felt necessary. This questionnaire included a cover letter explaining the purpose of study and ensured confidentiality as well as anonymity. The cover letter also emphasized that participation was voluntary and that the participant could withdraw at any time if they wished to do so. Initially, senior managers in the targeted organisations were approached by the researcher via electronic mail (e-mail). Thereafter, an e-mail containing the survey link was sent to the senior manager to distribute to eligible employees in the organisation. A reminder e-mail was sent to the senior manager two days after the first e-mail, to distribute to participants, reminding them to complete the survey. Two reminder e-mails were sent to all organisations except for one, which received one reminder e-mail, as it was a small company which only contained around five male staff. The online survey was open for participation for approximately two months. The survey took approximately 20 minutes to complete.

The online survey approach yielded a low response rate. Hence this was supplemented with pencil-and-paper based questionnaires. Questionnaires were distributed in sealed envelopes to various organisations in the Cape Town Metropolis and were collected two weeks thereafter. All participants who completed the survey, online or pen-and-paper based, were encouraged to participate by advising them that completing the questionnaire would result in a R2.00 (Two South-African-Rand) donation being made to a charity organisation. Donations were made to the Red Cross Children's Hospital in Cape Town, SA.

## Measures

As stated above, the full survey comprised 160 items. However, the full survey was used for a larger group project and only the measures of interest will be described below in this study. The measures of interest included a total of 35 items from two scales, namely WFC- and personality scale. Scale items can be found in Appendix A and B. The personality prototypes were measured by performing cluster analysis on the responses of the personality scale described in detail below.

### **Work-family conflict scale.**

WFC was measured using the Netermeyer, Boles and McMurrain (1996) scale. The scale comprised 10 items, measuring W2FC and F2WC, to consider the bi-directionality of WFC. The first five items measured W2FC. Sample item was "The amount of time my job takes up makes it difficult to fulfil family responsibilities". Items 6 to 10 measured F2WC. A sample item was "I have to put off doing things at work because of demands on my time at home". Responses were rated on a 7-point likert-type scale, from 1 (*strongly disagree*) to 7 (*strongly agree*), with higher scores indicating higher levels of work-family conflict. The scale showed good internal consistencies (Netermeyer et al., 1996) for W2FC ( $\alpha = .93$ ) as well as F2WC ( $\alpha = .93$ ). See Appendix A for WFC scale items.

### **Big Five Markers.**

The Big Five personality traits (i.e. Extraversion, Openness to Experience, Neuroticism, Agreeableness and Conscientiousness) were measured using a 25-item measure comprising 25 descriptive adjectives which were derived from Goldberg's Big Five bipolar Markers (Johnson & Krueger, 2004). These adjectives were selected from existing trait lists and inventories (E.g. John, 1990; Trapnell & Wiggins, 1990; Goldberg, 1992). Each item was associated with a specific Big Five personality trait. For example, "*talkative*" = Extraversion, "*caring*" = Agreeableness, "*worrying*" = Neuroticism, "*creative*" = Openness to Experience, "*hardworking*" = Conscientiousness. Each trait comprised four to eight adjectives: More specifically, Extraversion with three, Neuroticism with four, Agreeableness with six, Conscientiousness with four and Openness to Experience with eight adjectives. Responses were rated on a 4-point likert-type scale from 1 (*not at all*) to 4 (*a lot*). The scale showed good internal consistency for Extraversion ( $\alpha = .78$ ), Agreeableness ( $\alpha = .80$ ), Neuroticism ( $\alpha = .74$ ) and Openness to Experience ( $\alpha = .77$ ). However, the Conscientiousness subscale as reported by Johnson and Krueger (2004) was .58, which was below the conventional acceptable value of .70. See Appendix B for personality scale items.

### **Control Variables**

From previous research shown (E.g. Bruck & Allen, 2003; Carlson, 1999), several variables were added in this study as control variables as they were shown to be related to WFC, namely age, marital status, number of children and hours worked per week. Marital status was either coded as "married" = 2, "living with partner" = 1 or "single-parent" = 0.

### **Statistical Analysis**

#### **Data screening.**

The initial dataset consisted of 320 cases. However, several cases were deleted as according to Hair et al. (2006) a case with more than 30% of missing data was deemed un-useful. The data was also examined for participant eligibility. Respondents who were not fathers and not currently working were deemed ineligible to participate. Hence, these cases were deleted from the dataset. A total of 83 respondents were removed, therefore producing a new sample size of 237 respondents.

### **Exploratory factor analysis.**

Exploratory Factor Analysis (EFA) was conducted in SPSS version 22 (IBM Corp., 2013) to measure dimensionality of the employed scales. EFA is a variable reduction method that serves to identify a set of latent variables from a relatively large set of measured variables (Fabrigar, Wegener, MacCallum & Strahan, 1999; Field, 2009). Principle Axis Factoring (PAF) rather than Principal Component Analysis (PCA) was deemed more appropriate for this study. PAF is a correlation-focused approach seeking to reproduce the inter-correlations among variables, in which the factors represent the common variance of variables, excluding unique variance. PAF is generally used when the research purpose is detecting data structure (i.e., latent constructs or factors) or causal modelling. PCA is another factor extraction technique. PCA is a variance-focused approach seeking to reproduce the total variable variance, in which components reflect both common and unique variance of the variable. PCA is generally preferred for purposes of data reduction (i.e., translating variable space into optimal factor space) but not when researchers wish to detect the latent construct or factors (Brown, 2006).

Factor rotation was considered when using factor analysis. Factor rotation is a technique used in factor analysis to improve the interpretability of results derived from the extraction. A decision between two methods of rotation needs to be made: orthogonal and oblique rotation (Tabachnik & Fidell, 2007). Orthogonal rotation methods assume factors to be uncorrelated while oblique rotation methods assume that factors are correlated. Gorsuch (1983) listed different methods under each rotation: equamax, orthomax, quartimax and varimax orthogonal rotations as well as direct oblimin and promax oblique rotations which are

included in SPSS version 22. As suggested by Tabachnik and Fidell (2007) a decision on the rotation method was made by first requesting oblique rotation with the desired number of factors. Correlations among these factors were then examined. Correlations which exceed .32 show a significant overlap in variance, which may deem oblique rotation more appropriate. Hence, Oblique rotation was selected when performing factor analysis.

Each factor was considered important if they produced an Eigenvalue of greater than one according to Kaiser's criterion (1970). In order to assess sample adequacy for factor analysis, the Keiser-Olkin-Meyer and Bartlett's test for sphericity was used. Kaiser's criterion (1974) recommends a bare minimum of .50. A value between .50 and .70 is moderate while a value above .70 is good (Hutcheson & Sofroniou, 1999). The closer the value is to one the better the data is for factor analysis. Bartlett's test of sphericity should be significant at the .05 level of significance.

### **Reliability.**

Internal consistencies were measured using Cronbach's alpha. Internal consistency is the extent to which a scale is able to produce the same results when employed in different settings (Cortina, 1993) and is based on the correlations between different items on the same scale. Cronbach's alpha is useful for determining the strength of a correlation as well as direction of the correlation. Scales were considered reliable if their Cronbach's alphas were at least .70 (Cortina, 1993).

### **Pearson-product moment correlation.**

Inter-correlations of variables were computed. These inter-correlations were represented by Pearson-product moment correlation coefficients (Pearson's  $r$ ) which range from -1.00 to 1.00 and indicate the strength and direction between variables. A coefficient of 0.00 indicated no relationship between variable whereas a coefficient of 1.00 indicated a perfect linear

relationship. Values closer to -1.00 or 1.00 increased the strength of the relationship between the variables. According to Hair et al. (2006) strong correlation is represented with values of .70 to .90, moderate is represented with values of .40 to .60 and weak is represented with values of .10 to .30. The direction of the relationship depended on whether the coefficient is positive or negative.

### **Multiple regression analysis.**

Data was analysed by means of standard multiple regression to predict the relationship between the Big Five personality variables and WFC using the Statistical Package for Social Sciences (SPSS) version 22 (IBM Corp., 2013). W2FC and F2WC were identified as dependent variables and the Big Five personality traits as predictor (independent) variables. Regression models were examined for model significance by focussing on the F-test value, explained variances, and regression weights (unstandardised and standardised beta coefficients). Results focused on the proportion of variance that was caused by the independent variables represented by  $R$ . The change in the  $R$  value, represented by  $R^2$ , explained the total variance in the regression model (Tabachnik & Fidell, 2007).

### **Assumptions of regression analysis.**

After running the regression analyses, assumptions of multiple regression analysis were investigated to deem this statistical test appropriate given the dataset obtained. According to Tabachnik and Fidell (2007), the following assumptions were considered:

*Univariate testing.* Variables were assessed for normality and linearity using skewness and kurtosis run on SPSS version 22. As suggested by Tabachnik and Fidell (2007), skewness and kurtosis values should range from -1.00 to +1.00. Skewness represents a shift in symmetry of the distribution. Kurtosis, on the other hand, represents the data as either a peaked or flat distribution in comparison to Gauss's normal distribution.

*Collinearity.* When predictor variables in a regression model are highly correlated it results in multicollinearity. The assumption of multicollinearity was examined by considering the tolerance level and Variance in Factor (VIF) values. Tolerance levels closer to one were deemed acceptable (Field, 2007). VIF levels are deemed acceptable should the values be less than 10 (Field, 2007).

*Homeoscedadicity of residuals.* Scatterplots of residuals were examined to investigate the assumption of homeoscedadicity.

*Outliers.* Multivariate outliers were examined using Mahalabonis distance. This statistic calculates the squared distance of a data point, or subject, to a central distribution point, thereby assessing how substantial this distance is from the norm.

*Independence of errors.* The Durbin-Watson test was used to assess whether the independent variables' errors are tenable. A score closer to the value of 2.00 was considered appropriate (Field, 2005).

### **Cluster analysis.**

Cluster analysis is a particularly useful data reduction tool for organising observed data into meaningful groups or clusters (Kaufman & Rousseeuw, 1990). The data is clustered based on the independent variables, which maximises the similarities of cases within each cluster. Each cluster, in essence, is described in terms of items being similar to each other within the cluster and items being different to items in other clusters (Kaufman & Rousseeuw, 1990). In order to create personality prototypes based on data retrieved from the Big Five personality measure, a two-fold cluster analysis procedure was employed.

First, a hierarchical clustering method (Ward's method) was performed using SPSS version 22 (IBM Corp., 2013) to explore an initial cluster solution. Initially, each case was regarded as a single cluster. Clusters were then combined depending on their similarities. This was done by considering the distances between data points in terms of specific variables. The process was reiterated until one cluster was formed. A hierarchical tree diagram, or dendrogram, was then formed in SPSS to indicate the linkage distances.

Second, a non-hierarchical iterative *k*-means clustering was performed using SPSS version 22 (IBM Corp., 2013) to optimise the initial solution resulting from Ward's method. The *k*-means clustering method is used when there is already a hypothesis about the number of clusters concerned in the study (Kaufman & Rousseeuw, 1990). In this case, three personality prototypes were assumed hence the *k*-means method was programmed to produce the exact 3 clusters of greatest possible distinction. Cases were assigned to clusters depending on the Euclidean distances between their personality profiles and the cluster means. Cases with smaller Euclidean distances were grouped together while cases with larger Euclidean distances were separated into different clusters (Kaufman & Rousseeuw, 1990). Scale mean scores were used instead of scale total scores as each scale measuring the Big Five personality variables contained unequal number of items which may have influenced the Euclidian distance (Boemh et al., 2001). A 10 iterative cross-validation procedure was performed to determine the stability of the 3-cluster solution. Finally, the kappa value for the 3-cluster solution was obtained and verified. A kappa average of .60 was set as the criterion (Breckenridge, 2000).

#### **Analysis of Variance (ANOVA).**

A one-way ANOVA was conducted to examine the differences between the three personality prototypes and their relations with WFC. Resilients, Overcontrollers and Undercontrollers were regarded as independent variables and W2FC and F2WC were dependent variables. From the results, F-increment and significance level was considered. The following assumptions for ANOVA were considered: normal distribution of data, homogeneity of variance, and random sampling (Burns & Burns, 2009).

A post hoc (Tamhane's T2) test was used to assess where the differences between the variables lie should the ANOVA yield significant results. Tamhane's T2 test can be used when equal variances cannot be assumed.

### CHAPTER 3: RESULTS

This chapter provides the findings based on the data obtained from the responses of the survey. First, dimensionality of the variables were explored by factor analysis and the internal consistencies of the scales determined by reliability analysis. Next, the descriptive statistics of all variables and an interpretation of the sample distributions of all of the composite measures are presented followed by Pearson product moment correlation analysis and hierarchical multiple regression used to determine whether variable-centred personality traits are significantly related to WFC amongst fathers in SA. Next, the person-centred personality statistics will be reported from cluster analysis and analysis of variance to examine whether there are differences amongst the three personality prototypes and WFC.

#### Psychometric Properties of Variables

##### **Dimensionality of the work-family conflict scale as the dependent variable.**

Principal-axis factor analysis with direct oblimin rotation was performed on ten items for a sample of 237 participants (after listwise deletion of missing data). The Keiser-Meyer-Olkin (KMO) and Bartlett's test of sphericity confirmed this analysis to be appropriate for the data obtained (KMO = .88, Bartlett's:  $\chi^2 = 1516.75$ ,  $df = 45$ ,  $p < .001$ ). As expected, two factors were extracted from the items with eigenvalues above one, accounting for 49.85% and 21.33% of the explained variance respectively. A scree plot indicating the drop in eigenvalues was also reviewed. As per *Figure 2*, the scree plot suggested three important factors. However, the factor 3 had an Eigenvalue below one and was therefore not considered important as per the criterion. As can be seen Table 1 displays the factor loadings onto the factors. W2FC items loaded significantly onto factor 1 (Factor loadings: .73 to .89). F2WC items loaded significantly onto factor 2 (Factor loadings: .57 to .91). Thus, factor analysis confirmed the WFC scale to be bi-directional and robust.

Both subscales (W2FC and F2WC) showed good reliability. Table 1 in Appendix C displays reliability coefficients and item-total correlations for the W2FC measure and F2WC measure.

Table 1

*Factor Analysis of the Work-Family Conflict Scale*

Item	Factor	
	1 W2FC	2 F2WC
W2FC 1	<b>.854</b>	-.136
W2FC 2	<b>.894</b>	.034
W2FC 3	<b>.817</b>	.098
W2FC 4	<b>.772</b>	.154
W2FC 5	<b>.820</b>	-.040
F2WC 1	.253	<b>.593</b>
F2WC 2	.074	<b>.829</b>
F2WC 3	-.020	<b>.923</b>
F2WC 4	-.123	<b>.910</b>
F2WC 5	-.019	<b>.829</b>
Eigenvalue	4.985	2.133
Variance (%)	49.85	21.33
Cumulative variance (%)	49.85	71.18

*Note.*  $N = 237$ . Principle axis factoring with direct oblimin rotation. Significant loadings are presented in **bold**. W2FC = Work-to-Family Conflict; F2WC = Family-to-Work Conflict. Correlation between W2FC and F2WC = .41.

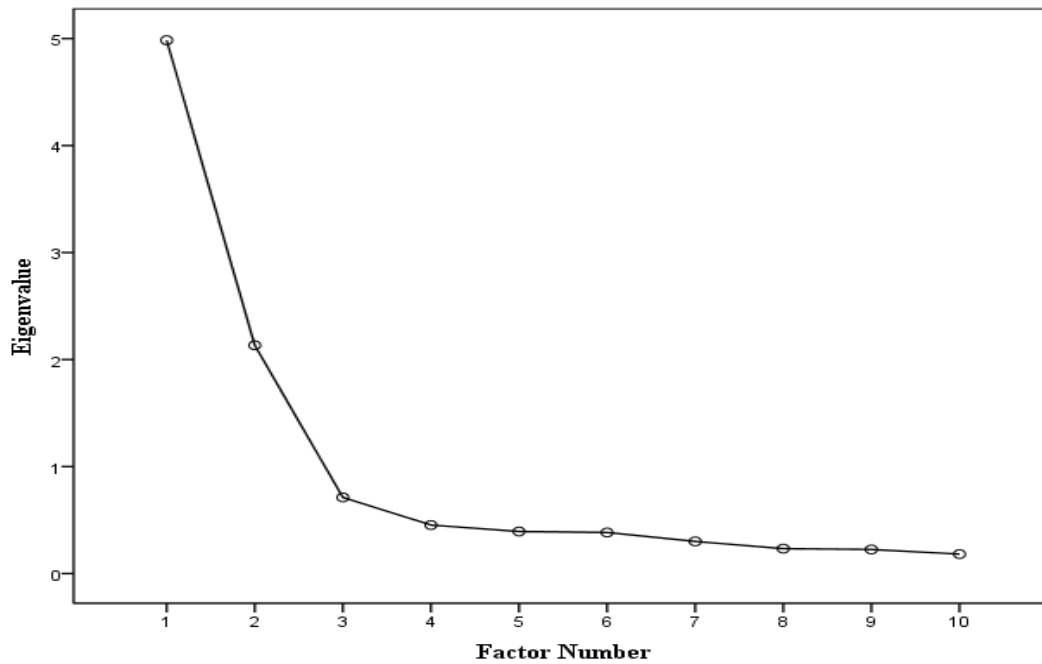


Figure 2. Scree plot showing the reduction in eigenvalues of factors extracted from the WFC scale through principle axis factoring.

#### **Dimensionality of the Big Five personality scale as the independent variable.**

Principal-axis factor analysis with direct oblimin rotation was performed on 25 items for a sample of 237 participants (after listwise deletion of missing data). The Keiser-Meyer-Olkin (KMO) and Bartlett's test of sphericity confirmed this analysis to be appropriate for the data obtained (KMO = .77, Bartlett's:  $\chi^2 = 2277.22$ ,  $df = 300$ ,  $p < .001$ ). The analysis did not yield five factors as expected. This was the first iteration that did not meet all the criteria. Instead seven factors were extracted with eigenvalues above one. Table 1, Appendix C displays factor loadings onto the seven factors, including eigenvalues and percentage of variance explained by each factor. Openness to Experience items 4, 5, 6 and 8 loaded significantly onto factor one. Item 6, however, cross-loaded and was removed. Agreeableness items 1-3 loaded onto factor 2, while items 5 and 6 loaded onto factor 6. Item 4 cross-loaded on factors 6, and was therefore removed. All the Neuroticism items loaded onto factor 2 (factor loadings .48 to .81). The Conscientiousness items loaded onto factor 4 (.38 to .74). Lastly, all Extraversion items loaded onto factor 7 (factor loadings .60 to .70).

After removal of the items that cross-loaded according to the criteria, a principal-axis factor analysis with direct oblimin rotation was re-performed on 18 items, for a sample of 237 participants (after listwise deletion of missing data). The new KMO (.75) and Bartlett's test for sphericity ( $\chi^2 = 1227.29$ ,  $df = 153$ ,  $p < .001$ ) confirmed the data to be appropriate for analysis. A clear five-factor structure was found. Agreeableness items loaded onto factor 1 and was clustered as Agreeableness (Eigenvalue = 4.44, 24.56% variance explained). Neuroticism items loaded onto factor 2 and accounted 11.23% of the variance (Eigenvalue = 2.02). Conscientiousness items loaded onto factor 3 and accounted for 9.85% of the explained variance (Eigenvalue = 1.49). Lastly, Openness to Experience items loaded onto factor 5 accounting for 6.81% of the variance (Eigenvalue = 1.23). Table 2 displays factor loadings, eigenvalues and variances explained.

Reliability analysis was conducted on the new factor structure with each subscale's internal consistency measured independently. All subscales showed good reliability with exception of the Neuroticism subscale (refer to Table 2, Appendix C). The Cronbach's alpha coefficient for Neuroticism ( $\alpha = .62$ ) was slightly lower than the cut-off of .70 (Cortina, 1993). However, this subscale was retained as its alpha coefficient was nearing the cut-off value and if any items were to be deleted, the Cronbach's alpha value would decrease. Additionally the item-total correlations for the Neuroticism subscale and the other Big Five personality subscales exceeded the cut-off of .40 as per Hair et al. (2013). The correlations are displayed in Table 2, Appendix C.

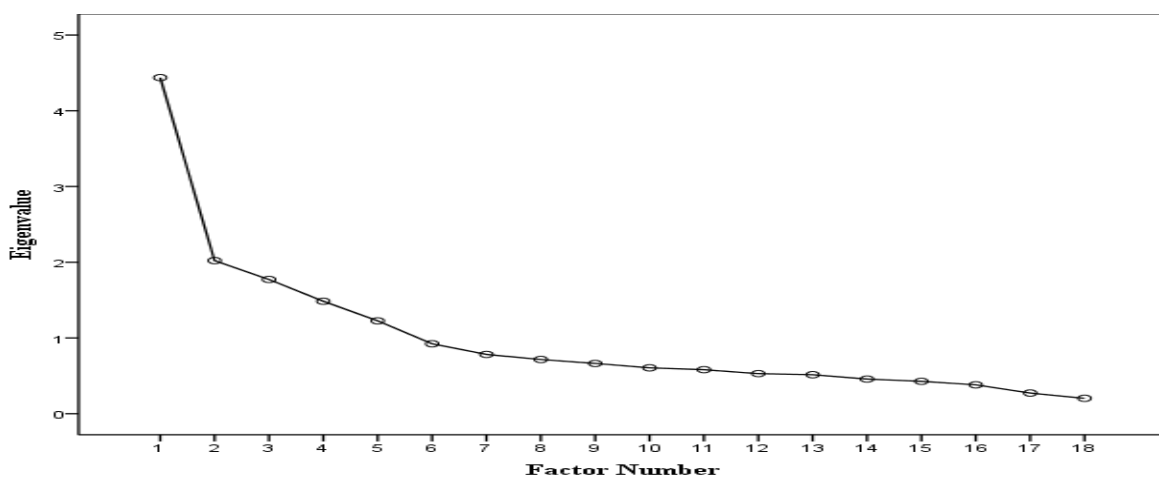


Figure 3. Scree plot showing the reduction in eigenvalues of factors extracted from the WFC scale through principle axis factoring.

Table 2

*Factor Analysis of Personality Scale*

	Factor				
	1 Agr	2 Neu	3 Con	4 Ext	5 Ope
Ext1	-.297	.08	-.184	<b>.644</b>	-.238
Ext2	-.341	.014	-.181	<b>.646</b>	-.262
Ext3	-.179	-.179	-.094	<b>.710</b>	-.154
Con1	.204	-.131	<b>.637</b>	-.047	.292
Con2	.246	-.079	<b>.737</b>	-.136	.357
Con3	.324	-.032	<b>.665</b>	-.277	.307
Neu1	-.174	<b>.530</b>	-.083	-.095	-.160
Neu2	.001	<b>.625</b>	.127	-.165	-.183
Neu3	-.109	<b>.566</b>	-.126	.013	-.076
Neu4	-.037	<b>.482</b>	-.072	.034	.014
Agr1	<b>.761</b>	-.079	.416	-.178	.248
Agr2	<b>.861</b>	-.133	.183	-.308	.332
Agr3	<b>.841</b>	-.150	.188	-.310	.248
Agr4	<b>.607</b>	-.041	.266	-.282	.218
Ope2	.234	-.045	.277	-.232	<b>.575</b>
Ope3	.234	-.183	.348	-.249	<b>.590</b>
Ope4	.223	-.028	.208	-.081	<b>.563</b>
Ope5	.237	-.123	.341	-.296	<b>.705</b>
Eigenvalue	4.44	2.02	1.77	1.49	1.23
Variance (%)	24.66	11.23	9.85	8.25	6.81
Cumulative variance (%)	24.66	35.89	45.73	53.98	60.79

Notes.  $N = 237$ . Principle axis factoring with direct oblimin rotation. Original scale is presented in Appendix D Table 3. Significant loadings are presented in **bold**. Ext = Extraversion; Con = Conscientiousness; Neu = Neuroticism; Agr = Agreeableness; Ope = Openness to Experience.

**Descriptive Statistics**

Table 3 displays the means, standard deviations, standard errors of means and distribution of data of the summary variables. High mean scores were shown for conscientiousness, agreeableness and openness to experience personality traits, considering that responses were provided on a 4-point likert-type scale. W2FC ( $M = 4.00$ ,  $SD = 1.47$ ) showed to be a mid-point score, considering that responses were provided on a 7-point likert-type scale. Neuroticism and Extraversion subscales as well as W2FC, on the other hand, showed low mean scores. The lowest mean score was for Extraversion ( $M = 1.97$ ,  $SD = .65$ ). A moderate mean score was shown for F2WC ( $M = 2.73$ ,  $SD = 1.28$ ). Regarding the distribution of the data, skewness and kurtosis results (displayed in Table 3) showed that Conscientiousness, Agreeableness and Openness to Experience presented negatively skewed and peaked distributions of scores. Neuroticism, Extraversion and W2FC, on the other hand, showed positively skewed and flatter distributions of scores. F2WC indicated a positively skewed and peaked distribution of scores.

Table 3

*Descriptive Statistics for Scales*

Variables	<i>N</i>	<i>M</i>	<i>SD</i>	<i>SE</i>	Skewness	Kurtosis
Conscientiousness	237	3.50	.56	.04	-1.36	2.06
Agreeableness	237	3.42	.57	.04	-.88	.28
Neuroticism	237	1.99	.63	.04	.42	-.18
Openness to Experience	237	3.30	.55	.04	-.79	.75
Extraversion	237	1.97	.65	.42	.31	-.45
W2FC	238	4.00	1.47	.10	.07	-1.05
F2WC	238	2.73	1.28	.08	1.19	.91

Notes. *N* = 238. *M* = Mean; *SD* = Standard deviation; *SE* = Standard error of mean; W2FC = Work-to-Family Conflict; F2WC = Family-to-Work Conflict.

### **Bivariate Correlation Analyses**

Pearson-product moment correlation with listwise deletion was used to investigate the relationship between variables. The correlation matrix is displayed in Table 4.

#### **Correlations with W2FC.**

From the five personality traits, only Neuroticism showed a significant yet positive correlation with W2FC ( $r = .15, p = .026$ ). Conscientiousness ( $r = .004, p = .950$ , n.s.), Agreeableness ( $r = .07, p = .305$ , n.s.), Openness to Experience ( $r = .08, p = .244$ , n.s.) and Extraversion ( $r = -.12, p = .063$ , n.s.) showed no significant correlation with W2FC.

From the four control variables, only the number of hours worked per week showed a significant yet weak positive correlation with W2FC ( $r = .21, p = .002$ ). Age ( $r = -.01, p = .833$ , n.s.), marital status ( $r = .08, p = .227$ , n.s.) and number of children ( $r = .01, p = .940$ , n.s.) showed no significant correlation with W2FC.

#### **Correlations with F2WC.**

Neuroticism showed a significant yet weak positive correlation with F2WC ( $r = .18, p = .004$ ). Conscientiousness, on the other hand, showed a significant yet weak negative correlation with F2WC ( $r = -.18, p = .006$ ). Agreeableness ( $r = .12, p = .0$ , n.s.), Openness to Experience ( $r = .06, p = .328$ , n.s.) and Extraversion ( $r = -.05, p = .448$ , n.s.) showed no significant correlation with W2FC.

From the four control variables, only the number of hours worked per week showed a significant yet weak negative correlation with F2WC ( $r = -.17, p = .011$ ). Age ( $r = -.07, p = .297$ , n.s.), marital status ( $r = -.05, p = .438$ , n.s.) and number of children ( $r = .03, p = .632$ , n.s.) showed no significant correlation with W2FC.

Table 4

*Pearson's r inter-correlation matrix for all variables*

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
1 Age											
2 Current marital status	.05										
3 Number of children	.21**	.03									
4 Hours worked per week	.09	.07	.01								
5 Conscientiousness	.08	.10	-.01	.30**	<b>(.71)</b>						
6 Agreeableness	.02	.05	.08	.22**	.32**	<b>(.85)</b>					
7 Neuroticism	-.02	.02	-.04	-.17*	-.08	-.06	<b>(.62)</b>				
8 Openness to Experience	.10	.01	-.03	.27**	.41**	.31**	-.12	<b>(.71)</b>			
9 Extraversion	-.08	-.01	.02	-.06	-.14*	-.33**	-.06	-.30**	<b>(.70)</b>		
11 W2FC	-.02	.08	.02	.20**	-.02	-.05	.16*	.09	-.11	<b>(.90)</b>	
12 F2WC	-.07	-.05	.05	-.18**	-.20**	-.13	.19**	.03	-.06	.41**	<b>(.90)</b>

*Note.* N = 210, W2FC = Work-to-Family Conflict, F2WC = Family-to-Work Conflict, \*p < .05, \*\*p < .01. Reliability coefficients are displayed diagonally in **bold**.

## Multiple Regression Analyses

### The Big Five personality traits as antecedents of W2FC.

Propositions 1a, 2a, 3a, 4a and 5a were tested using hierarchical multiple regression with the inclusion of four control variables, namely age, marital status, number of children and number of hours worked.

A two-step model was used to determine if the Big Five personality traits explained levels of W2FC beyond that explained by the control variables, age, marital status, number of children and number of hours worked. The four control variables were entered into the first step of the model. The second step added the personality variables Conscientiousness, Agreeableness, Neuroticism, Openness to Experience and Extraversion. Table 5 displays the regression model and indicates the standardised regression coefficients ( $\beta$ ), their significant p-values, the confidence intervals after Step 2,  $R^2$ , adjusted  $R^2$ , and change in  $R^2$ . After Step 2, with all the predictors in the equation,  $R^2 = .124$ ,  $F(5, 200) = 3.43$  ( $p = .005$ ), indicating that the overall model was significant.

Step one showed that the control variables explained 4.9% of the total variance ( $R^2 = .05$ , adjusted  $R^2 = .03$ ,  $F(4, 205) = 2.61$ ,  $p = .037$ ). Only one control variable was shown to be a significant predictor of W2FC, that of number of hours worked per week ( $b = .32$ ,  $p = .003$ ). With the addition of the personality variables in step 2, personality variables accounted for a further 12.2% of the total variance ( $R^2 = .12$ , adjusted  $R^2 = .08$ ,  $F(5, 200) = 3.43$ ,  $p = .005$ ). The unique variance explained by the individual variables in the equation in step 2, only number of hours worked per week ( $b = .40$ ,  $p < .0001$ ) and Neuroticism ( $b = .45$ ,  $p = .004$ ) showed to be a significant positive predictor of W2FC. Therefore proposition 3a was confirmed, that Neuroticism is positively related to W2FC amongst fathers in SA, even after controlling for ages, marital status, number of children and hours worked per week. Propositions 1a, 2a, 4a and 5a were not supported.

Table 5

*Regression Model Summary for Personality and Work-to-Family Conflict*

Predictor	Step 1	Step 2
	<i>b</i>	<i>b</i> [CI]
Age	-.01	-.01 [-.03: .01]
Marital status	.02	.02 [-.01: .04]
Number of children	.01	.02 [-.05: .09]
Number of hours worked	<b>.32</b>	<b>.40 [.18: .62]</b>
Conscientiousness		-.20 [-.57: .17]
Agreeableness		-.32 [-.69: .04]
Neuroticism		<b>.45 [.15: .75]</b>
Openness to experience		.26 [-.13: .65]
Extraversion		-.25 [-.57: .07]
<b>R</b>	.22	.35
<b>R<sup>2</sup></b>	.05	.12
<b>Change in R<sup>2</sup></b>	.05	.07

Notes. *b* = unstandardized beta coefficient;  $\beta$  = standardised beta coefficient; CI = Confidence interval; \*  $p < .01$ . Significant relationships are displayed in **bold**.

### The Big Five personality traits as antecedents of F2WC.

Propositions 1*b*, 2*b*, 3*b*, 4*b* and 5*b* were tested using hierarchical multiple regression with inclusion of four control variables, namely age, marital status, number of children and number of hours worked.

A two-step model was used to determine if the Big Five personality traits explained levels of F2WC beyond that explained by the control variables, age, marital status, number of children and number of hours worked. The four control variables were entered into the first step of the model. The second step added the personality variables Conscientiousness, Agreeableness, Neuroticism, Openness to Experience and Extraversion. Table 6 displays the regression model and indicates the standardised regression coefficients ( $\beta$ ), their significant p-values, the

confidence intervals after Step 2,  $R^2$ , adjusted  $R^2$ , and change in  $R^2$ . After Step 2, with all the predictors in the equation,  $R^2 = .13$ ,  $F(5, 200) = 3.92$  ( $p = .002$ ), indicating that the overall model was significant.

Step one showed no significant relationship between the control variables and F2WC ( $R^2 = .040$ , adjusted  $R^2 = .02$ ,  $F(4, 205) = 2.16$ ,  $p = .075$ ). With the addition of the personality variables in step 2, personality variables accounted for 11.60% of the total variance ( $R^2 = .13$ , adjusted  $R^2 = .09$ ,  $F(5, 200) = 3.92$ ,  $p = .002$ ). The unique variance explained by the individual variables in the equation in step 2, only three variables were shown to be predictors of F2WC, namely Neuroticism ( $b = .34$ ,  $p = .015$ ), Conscientiousness ( $b = -.47$ ,  $p = .01$ ) and Openness to Experience ( $b = .43$ ,  $p = .017$ ). More specifically, Neuroticism and Openness to Experience showed to be positive predictors of F2WC and Conscientiousness showed to be a negative predictor of F2WC. Results indicate that the control variables have no contribution to the regression model. Therefore propositions 1b and 3b were confirmed that Neuroticism is positively related to F2WC and Conscientiousness is negatively related to F2WC amongst in SA, even after controlling for age, marital status, number of children and number of hours worked per week.

### **Assumptions of regression analysis.**

Assumptions of multiple regression analysis were considered to deem the analysis appropriate for its use. Firstly, the sample size of 237 was adequate given that five independent variables were included in the study and there were more than 15 cases per variable (Tabachnick & Fidell, 2011). Second, the dependent variables, i.e. W2FC and F2WC, were not highly correlated ( $r = .41$ ,  $p < .001$ ). Furthermore, the collinearity statistics, the Tolerance level and VIF, all fell within the accepted limits of below 1 and below 10 respectively and therefore the assumption of multicollinearity was met (Hair et al., 1998). Third, multivariate outliers were examined using Mahalabonis distance. Scores from the analysis revealed no significant multivariate outliers. Normality, linear dispersion and homoscedasticity were also satisfied by examination of residual plots and scatter plots (see

Appendix E for histograms indicating normally distributed data). Distribution of data was assessed using Gauss' bell-curved normal distribution.

Table 6

*Regression Model Summary for Personality and Family-to-Work Conflict*

Predictor	Step 1	Step 2
	<i>b</i> [CI]	<i>b</i> [CI]
Age	-.01	-.01 [-.03: .01]
Marital status	-.01	-.01 [-.03: .02]
Number of children	.03	.04 [-.02: .10]
Number of hours worked	-.17	-.09 [-.30: .12]
Conscientiousness		<b>-.47 [-.80: .13]</b>
Agreeableness		-.28 [-.61: .06]
Neuroticism		<b>.34 [.07: .61]</b>
Openness to Experience		<b>.43 [.08: .79]</b>
Extraversion		-.13 [-.42: .16]
<b>R</b>	.16	.34
<b>R<sup>2</sup></b>	.02	.12
<b>Change in R<sup>2</sup></b>	.02	.09

Notes. *b* = unstandardized beta coefficient;  $\beta$  = standardised beta coefficient; CI = Confidence interval. Significant relationships are displayed in **bold**.

### Personality Prototypes

A two-step hierarchical clustering procedure (Ward's and k-means method) was performed on the data to group participants into three major prototypes, namely Resilients, Overcontrollers and Undercontrollers (Asendorpf et al., 2001). Three distinct clusters were formed, and were named cluster 1, 2 and 3. Each cluster was plotted onto a multiple line graph to explore its levels of Conscientiousness, Agreeableness, Neuroticism, Openness to Experience and Extraversion. Figure 4 displays the line graph. From the line graph, cluster 2 was identified to have the lowest Neuroticism score compared to the rest and high scores on other variables. The Neuroticism items were represented as negative stimuli compared to the

other personality variable items, and therefore were reversed when considering the graph. Thus, cluster 2 resembled the prototype Resilients. Cluster 1 was high in Agreeableness, Neuroticism and Conscientiousness and low on Extraversion, and thus fitted the prototype Overcontrollers. Cluster 3, on the other hand, had high Neuroticism and low Agreeableness and Conscientiousness. Thus cluster 3 fitted the prototype Undercontrollers. As such, cluster 1 = Overcontrollers, cluster 2 = Resilients, cluster 3 = Undercontrollers.

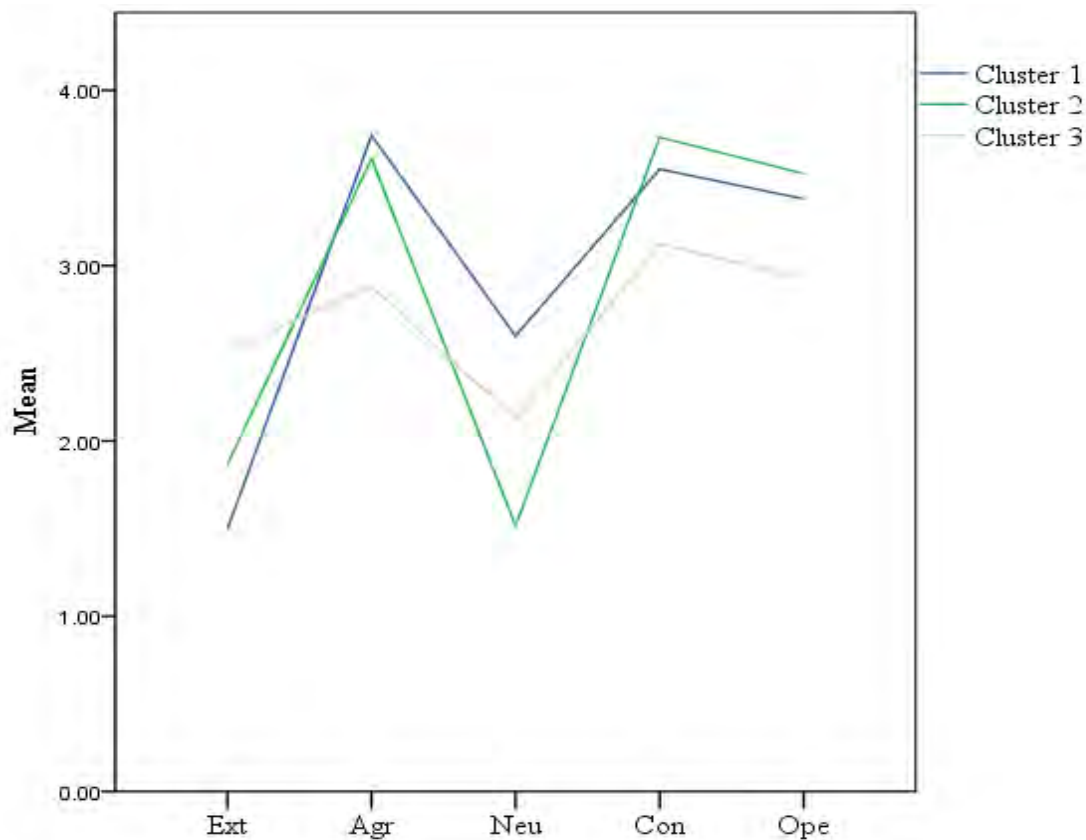


Figure 4. Multiple line graph indicating each cluster’s mean scores on the Big Five personality variables. Ext = Extraversion, Agr = Agreeableness, Neu = Neuroticism, Con = Conscientiousness, Ope = Openness to Experience.  $N = 237$ .

## ANOVA

### **Personality prototypes and W2FC.**

A one-way ANOVA was computed using SPSS version 22 (IBM Corp., 2013) to identify differences between the personality prototypes in relation to W2FC. Analysis was computed on a total of 237 working fathers. A Levene's test showed that the error variance of W2FC across the three prototypes were assumed to be equal ( $F(2, 234) = .91, p = .40, n.s.$ ). A more robust approach of measuring equality of variances, Welsh' test was also employed ( $F(2, 142.50) = 1.07, p = .35, n.s.$ ). Therefore it was appropriate to use ANOVA. The ANOVA results showed that the three prototypes, Resilients, Overcontrollers and Undercontrollers, did not differ in their experiences of W2FC ( $F = 1.14, p = 3.23, n.s.$ ). Due to the insignificance of the model, a post hoc test could not be performed. Therefore, proposition 6a was not confirmed.

### **Personality prototypes and F2WC.**

A one-way ANOVA was computed using SPSS version 22 (IBM Corp., 2013) to identify differences between the personality prototypes in relation to F2WC. Analysis was computed on a total of 237 working fathers. A Levene's test showed that the error variance of W2FC across the three prototypes were assumed to be equal ( $F(2, 234) = .75, p = .47, n.s.$ ). A more robust approach of measuring equality of variances, Welsh' test was also employed ( $F(2, 139.46) = 3.20, p = .044$ ). Therefore it was appropriate to use ANOVA. The ANOVA results showed that the three prototypes, Resilients, Overcontrollers and Undercontrollers, showed that differences in experiences of F2WC was trending on significance and therefore a post hoc test was used ( $F = 2.97, p = .053$ ). A bar graph (figure 5) indicates that Undercontrollers experienced the most F2WC compared to Overcontrollers and Resilients. Resilients, on the other hand, experienced the least F2WC. Therefore, proposition 6b was confirmed.

A post hoc test (Tamhane's 2) was used to determine where the differences between the groups lie. A Levene's test showed that error variances were not equal, therefore deeming the post hoc test appropriate for use. Results from the Tamhane's 2 test revealed that the differences were between Resilients and Undercontrollers ( $p < .05$ ), with a mean difference of .47. No significant difference was found between Resilients and Overcontrollers or Overcontrollers and Undercontrollers.

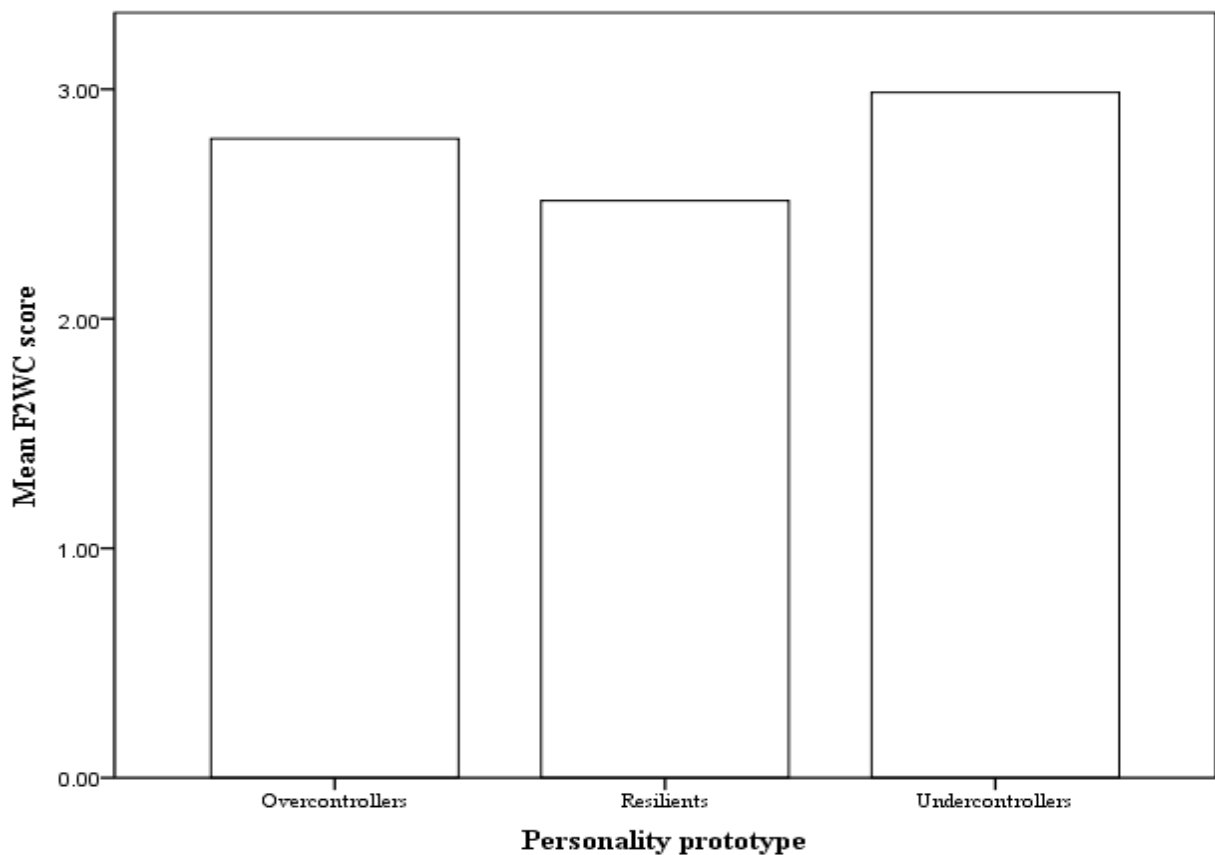


Figure 5. A bar graph indicating the levels of experiences of F2WC across the three personality prototypes. F2WC = Family-to-Work Conflict.

## CHAPTER 4: DISCUSSION

The aim of this study was to examine personality as an antecedent of WFC. This study explored both a variable- and person-centred approach to personality. The following chapter provides a discussion on the main findings of the study based on the study's propositions and discusses these findings in view of current work-family literature. Implications for research and practice will be discussed from an organisational perspective. The chapter concludes with the study's limitations and recommendations for future research are presented.

### **Contributions**

This study has several contributions to research. First, the study assesses directionality of the Netermeyer et al. (1996) WFC scale. Furthermore, portability and robustness of the WFC and personality scales were evidenced. Primarily, empirical examination of the relationship between personality and WFC is presented. More specifically, empirical examination of the relationship between Big Five personality traits as well as personality prototypes and WFC are presented. In turn, such research adds towards a theoretical contribution regarding work-family literature.

### **Psychometric properties of the scales used**

#### **The WFC scale.**

As expected, exploratory factor analysis produced two distinct factors and therefore confirmed that WFC is bidirectional, thus showing consistency with past research on constructs measuring the negative aspect of the work-family interface. This finding shows that work may interfere with family life, therefore causing W2FC, and family may interfere with work life, therefore causing F2WC. As such, each direction has different antecedents

and should therefore be considered distinctly (E.g. Frone, 1992; Greenhaus & Beutell, 1985; Wayne et al., 2004).

Furthermore, the internal consistencies of the WFC scale were relatively consistent with Netermeyer et al (1996). Netermeyer et al. (1996) produced Cronbach's alpha coefficients of .93 for both W2FC and F2WC. For the current sample, Cronbach's alphas were .90 and .89 for W2FC and F2WC respectively. Therefore analysis revealed that the validated scale developed by Netermeyer et al. (1996) was highly reliable, portable and robust for the sample in this study.

### **The personality scale.**

The original personality scale by Johnson and Krueger (2004) produced five factors, each representing one of the Big Five Personality traits. In the present study, however, factor analysis did not yield five dimensions as expected. Instead, results confirmed the emergence of seven factors, therefore implying that the present sample may have further differentiated personality traits into sub-traits. As such, the original scale could not be deemed portable and robust for the study context. Factor analysis was then employed to create a five-factor structure for the current sample. Internal consistencies for each subscale was favourable, therefore implying that the scale was reliable given the sample.

### **The Big Five Personality Traits as antecedents of WFC – variable-centred approach**

#### **Conscientiousness and WFC.**

Conscientiousness is the most commonly studied trait in psychology however has received the least attention in work-family literature. Propositions 1a and 1b proposed that conscientiousness is negatively related to W2FC and F2WC respectively.

Findings from this study found Conscientiousness to have no significant relation to W2FC amongst working fathers in SA. Therefore proposition 1a was not supported. This finding is consistent with Rantanen et al. (2005) who suggested that conscientiousness may be a less significant contributor to WFC than other traits such as Neuroticism. However, several other studies have found this trait to be significantly related to WFC, thus contradicting the study's finding (E.g. Wayne et al., 2004; Baltes, Zhdanova & Clark, 2011; Michel, et al, 2011; Allen, et al., 2012; Michel & Clark, 2013). This finding is inconsistent with the significant relationship found by Bruck and Allen (2003). However, the majority of their sample was female which may yield different results with a male sample as it may be that men and women experience conflict differently.

On the contrary to W2FC, the regression analysis showed Conscientiousness to have a moderate negative relation to F2WC. Therefore hypothesis 1b was supported. In other words, fathers higher in Conscientiousness are more likely to experience less F2WC than individuals who are lower in Conscientiousness. This find is consistent with others (E.g. Bruck & Allen, 2003; Wayne et al., 2004; Baltes, Zhdanova & Clark, 2011; Michel, et al., 2011; Allen et al., 2012; Michel & Clark, 2013). However, findings by Rantanen et al. (2005) show no relation between Conscientiousness and F2WC, thus contradicting the present study findings.

A possible reason for the negative relationship between Conscientiousness and WFC is that Conscientiousness is consistently found to be a predictor of job performance across various jobs (Salgado, 1997). This is mainly because conscientious individuals are hard-working, diligent, goal-orientated, responsible and organised, hence they are able to prioritise and plan ahead, making it easier to fulfil job tasks and perform well. Hence, it is justifiable to expect a negative relation between Conscientiousness and W2FC, as individuals high on this trait may be able to allocate resources adequately from the work domain to fulfil the work role. Hence they may not need to bring work-related matters into the family domain which may interfere with the sanctity of family life. Work-family border theory may serve to strengthen this suggestion. Work-family border theory suggests that keeping work and family roles separate makes it easier to manage work-family borders (Clark, 2000). As such, strategy may be used

to improve individual well-being. However, this is dependent on the characteristics of the employee (Clark, 2000). For example, time management, orderliness and organising skills may make it easier to segment boundaries so that work and family life does not collide with each other to produce negative outcomes such as WFC (Edward & Rothbard, 1999; Npiiert-Eng, 2000).

Individuals high in Conscientiousness may find it easier than others to segment the work and family domains because of their need to be achieving and successful in their jobs (Barrick & Mount, 1991; Bakker, Demouroti & ten Brummelhuis, 2012). Therefore it may be important to ensure effective planning and organising to ensure that the family role is fulfilled so that it does not affect work performance. Also, since conscientious individuals possess skills such as problem-solving and support seeking, they are comfortable brain storming ideas and asking for support from others should there be a crisis at home. For example, should a child be required to be fetched from school earlier than expected, a conscientious father is likely to be more comfortable contacting a friend to assist by fetching his child while the father is in a work meeting. Such a situation may eliminate the opportunity for conflict to arise in the workplace due to family responsibilities. Moreover, in line with COR theory, Conscientiousness has been linked to decreased levels of stress (Hobfoll, 1989), which may be due to a higher level of emotional resilience (Cooper, Flint-Taylor & Peam, 2013). Individuals with high emotional resilience are likely to cope well with day-to-day stresses which may lead to decreased experiences of WFC (Allen et al., 2012).

### **Agreeableness and WFC.**

Propositions 2a and 2b proposed that agreeableness is negatively related to W2FC and F2WC respectively. Regression analysis showed no significant relationship between Agreeableness and W2FC or F2WC. Therefore propositions 2a and 2b were not supported. These findings are consistent with Wayne et al. (2004) and Rantanen's et al. (2005) longitudinal study. Rantanen et al. (2005) suggested that Agreeableness may not be as significant a predictor of WFC as other personality traits such as Neuroticism. On the contrary, Michel & Clark (2009) and Bruck and Allen (2003) found a significant relationship between Agreeableness and

F2WC. They suggested that social support has consistently been related to reduced WFC and agreeable individuals are more prone to receive support due to their cooperative and friendly nature.

Agreeableness is characterised by compassion, cooperation and hold affiliation of dear importance (Mount et al., 2005). It could be expected that Agreeableness is a negative predictor because of their gentle and cooperative nature as well as value of social support in their lives. However, these personality characteristics are suggested to be related to positive stimuli (E.g. Rantanen et al., 2005; Wayne et al., 2004) and do not contribute to experiences of WFC. Positive stimuli have been previously shown to be related to the positive aspect of the work-family interface (Stoddard & Madsen, 2007; Wayne et al., 2004). It may be likely that WFC is best studied in relation to negative stimuli such as Neuroticism, for example. Positive stimuli may be better contributors to positive aspects of the work-family interface such as work-family facilitation and work-family enrichment. This could explain why Agreeableness is not as significant a contributor of WFC as other personality variables such as Neuroticism (Wayne et al., 2004).

### **Neuroticism and WFC.**

Propositions 3a and 3b proposed that neuroticism is positively related to W2FC and F2WC respectively. As expected, the multiple regression analysis showed that Neuroticism was positively related to W2FC as well as F2WC. Therefore propositions 3a and 3b were supported. This finding is consistent with several researchers' findings (E.g. Andreassi, 2011; Blanch & Aluja, 2009; Braunstein-Bercovits et al., 2012; Noor, 1996; Wayne, et al., 2004).

As suggested by previous research, individuals high in Neuroticism may have difficulty dealing with different roles simultaneously due to pressures from role being mutually incompatible (Michel & Clark, 2009; Rantanen et al., 2005). It has also been noted that Neuroticism influences wellbeing such that individuals high in Neuroticism are more prone to

experiencing psychological and physiological dysfunction such as depression, stress, poor coping and hypertension (Blanch & Aluja, 2009).

Neuroticism is associated with intrusive thoughts which reflect a range of thoughts such as apprehension, worry, nervousness and guilt and may be associated with inefficient cognitive performance (Robinson & Tamir, 2005). Cognitive performance is essential in maintaining work and family roles adequately (Robinson & Tamir, 2005). Individuals high in Neuroticism may be less efficient in cognitive processes because of their negative mental fixations on their worry and guilt (Baer, Peters, Eisenlohr-Mohl, Geiger & Sauer, 2012). Thus, they may be preoccupied with their mental fixations to a point where they unconsciously neglect to use cognitive processes to balance their work and family domains (Eysenck, 2014). As such, they fail to solve problems, plan ahead, prioritise or seek social support to fulfil their roles adequately. Consequently, this may lead to increased experiences of WFC.

The nature of Neuroticism makes it less likely for such individuals to build social networks, make friends or rely on family to assist them in balancing their work and family domain. This is because individuals high in neuroticism are more likely to be introverted and retracted from society (Goldberg, 1990). As such, the lack of social support, stemming from work and family domains, may predispose them to higher levels of WFC. Consistent with previous findings, social support has been found to be a direct link to lower experiences of WFC (Bryon, 2005; Thomas & Gangster, 2002). Furthermore, men have been known to be egocentric (XXX). There are still the predominant expectations of men being breadwinners (Williams, Blair-Loy & Berdahl, 2013). In many cultures men are regarded as powerful, manly and are expected to be successful in managing their life domains without the help of others (Williams et al., 2013). Deviating from this “norm” may create a stigma of being weak, helpless and unmanly (Williams et al., 2013). Resultantly, men may not feel comfortable seeking social support in balancing their work and family domains which may increase their experiences of WFC (Williams et al., 2013).

As suggested by Allen et al. (2012) it is important to consider the stressor-strain process and neuroticism. The argument of the stressor-strain process by Watson, Pennebaker and Folger (1987) is that exposure to various stressors may cause individuals to experience different forms of strain. These strains could be psychological, physiological or both. In order to reduce strain, it may be helpful to understand the mechanism that drives the stressor-strain process. The present study suggests that neuroticism may serve as a risk factor of predisposing individuals to experiences of strain. Negative reactions such as anger, worry and guilt may heighten the influence stressors have on an individual, resulting in heightened experiences of strain (Allen et al., 2012; Rantanen et al., 2005; Wayne et al., 2004).

It should be noted that levels of WFC perceived by individuals high in Neuroticism is questionable. Due to the negative nature of this personality trait (for example, negative mood swings and erratic thought processes) individuals may have heightened perceptions of stressful and strenuous situations and hence may not be a true reflection of their actual level of WFC experiences (Louw, 2012). Therefore, it could be possible that Neuroticism creates its own state of conflict separate from conflict that could be experienced in conjunction with other personality variables such as Conscientiousness or Openness to Experience (Louw, 2012). In this case, WFC experiences cannot be comparable across personality traits.

Although previous literature suggest that women experience higher levels of Neuroticism than men (Feingold, 1994; Costa, Terracciano & McCrae, 2001; Wille et al. 2013) it should be considered that levels of Neuroticism in men may not have been reported honestly due to the participants' fear of being judged. Neuroticism is often understood in terms of the negative emotional reactions it displays; participants may have answered in a way which is socially desirable (Louw, 2012). The study deals with males' personalities; men are often concerned with how society sees them and they may have felt that personality characteristics such as worry, apprehension and nervousness would jeopardise their manlihood (Williams et al., 2013). Thus, they may have rated themselves lower on Neuroticism than they actually are.

### **Openness to experience and WFC.**

Openness to experience has not been considered as much in work-family literature as other personality variables such as Neuroticism and Conscientiousness. For exploratory purposes and findings from past research, the study propositions 4a and 4b proposed that openness to experience was negatively related to W2FC and F2WC respectively.

Multiple regression results showed that Openness to Experience was not related to W2FC. Therefore proposition 4a was not supported. This finding was confirmed by studies such as Allen et al., (2012), Bruck and Allen (2003) and Wayne et al., (2004). The results from the multiple regression analysis showed that Openness to Experience was the strongest positive predictor of F2WC Therefore proposition 4b was not supported. This finding was supported by Rantanen et al. (2005) and Gerris (2005).

Openness to Experience is characterised by the tendency to experience new cultures, be open to change, flexible, adventurous, imaginative, curious and diverse in thinking. Therefore it is possible that in this study, fathers who reported high levels of Openness to Experience have a variety of skills which can be transferred across domains and can solve problems through creative thinking (Kossek, Noe & DeMarr, 1999; Michel et al., 2010). However, the cognitive processes that occur in individuals should be considered. Study findings by DeYoung, Quilty and Peterson (2014) and Kaufman (2013) revealed that while Openness to Experience is a strong predictor of creative achievement, it is not strongly associated with fluid reasoning and working memory. Fluid reasoning, defined by Cattell (1987), is the capacity to apply logical thinking and problem solving in novel situations, without the use of acquired knowledge. Therefore it may be difficult for individuals high on Openness to Experience to manage their work and family domains logically. Resultantly, responsibilities from one domain may spill over into another domain, which may cause increased WFC.

It should be noted that the participants in the present study worked in industries such as mining and construction, private consulting and banking. The nature of these industries may

not be supportive of employees high in Openness to Experience compared to other industries who are more involved in the arts and social sciences. As such, it may be possible that individuals who reported high levels of openness to experience did not have the right person-job fit and hence were more prone to experiences of conflict. In turn, this may be aggravated when roles are mutually incompatible, resulting in WFC.

It is important to consider that along with insight, adventure, creative and divergent thinking, high Openness to Experience is also related to eccentric and bizarre behaviour, disruptiveness, threatening behaviour and possibly psychotic behaviour in extreme cases (McCrae & Sutin 2009). It may be possible that individuals experience these negative reaction patterns, which in turn could cause them to experience WFC.

### **Extraversion and WFC.**

Propositions *5a* and *5b* proposed that Extraversion was negatively related to W2FC and F2WC respectively. Results of the multiple regression analysis indicated that Extraversion was not related to WFC in both directions. Therefore, hypotheses *5a* and *5b* were not supported. Similar findings (E.g. Bruck & Allen, 2003; Michel & Clark, 2013; Rantanen et al., 2005; Stoeva et al., 2002; Wayne et al., 2004;; and) confirmed the study's results. On the contrary, the study findings were not supported by Karatep and Uludag (2008), who found a negative relationship between Extraversion and WFC.

Extraversion explains individuals who are high in energy, outgoing and outspoken, ambitious and assertive. They display positive emotions and view the world optimistically. As such, it may be more appropriate to compare extraversion with the positive aspects of the work-family interface such as work-family facilitation or work-family enrichment rather than negative aspects such as WFC. Accordingly, extraversion may not be as significant a contributor of WFC as other personality traits such as Neuroticism and Conscientiousness.

Furthermore, Extraversion has been shown to be a predictor of leadership (Bell & Murugan, 2012; Judge, Bono, Illies, & Gerhardt, 2002). Extroverts are likely to be good in leadership positions because of their assertive and dominant nature. As such, they may possess the skills to avoid conflict such as apply conflict resolution strategies, approach arguments diplomatically and lead the group away from ambiguity (Bono, Boles, Judge & Lauver, 2002). Accordingly, it could be argued that extroverts may focus on positive emotions and deal with conflict with enthusiasm and determination, therefore avoiding the frequency of conflict to arise. However, it could also be argued that due to the competitive and determinant nature of Extroversion, extroverts may feel the need to avoid conflict because they constantly want to strive to perform. In turn, they may manage work and family roles well enough that the roles do not begin to interfere with each other to a point of WFC. This could explain why Extraversion is not related to any form of WFC. Extroversion is not well understood in literature due to the inconsistent findings in relation to WFC. Therefore more work needs to be devoted to this personality dimension and should be considered in future research.

The following model presents the conceptual model of the relationship between the Big Five Personality traits and WFC for a South African sample of working fathers:

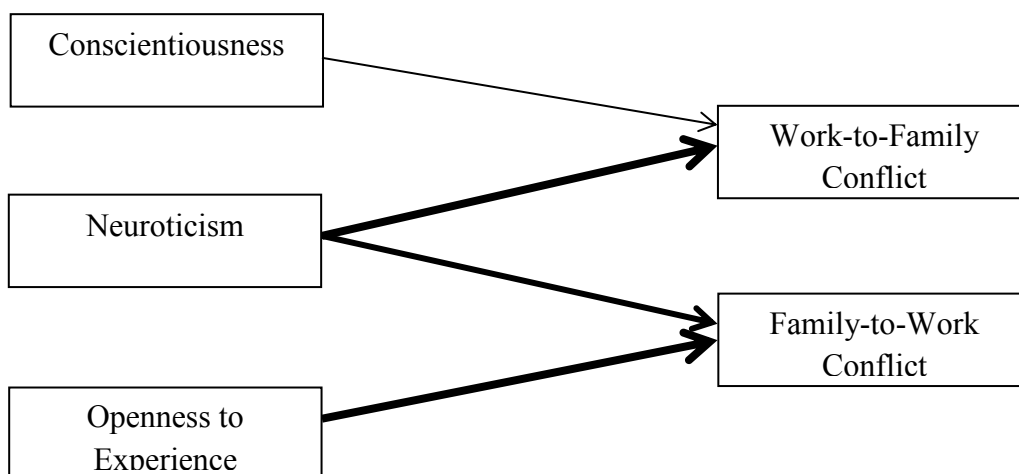


Figure 6. The relationship between personality and work-family conflict given a South African sample of working fathers. **Bolded** arrows represent a positive relationship; Unbolded lines represent a negative relationship.

### **Personality Prototypes as antecedents of WFC – person-centred approach**

The present study included a person-centred approach to personality by considering personality prototypes in relation to WFC. The person-centred approach was also considered in order to offer enhanced understanding on the relationship between personality and WFC. Only one study has examined this relationship. Past literature has employed cluster analysis on data derived from the Big Five personality scale in order to group individuals of similar personality profiles. These profiles are defined by their level of ego-control and ego-resilience (Asendorpf & Aken, 1999). Accordingly, the three major prototypes, namely Resilients, Overcontrollers and Undercontrollers were replicated in this context using cluster analysis.

Propositions 6*a* and 6*b* proposed that Resilients are less likely to experience W2FC and F2WC than Overcontrollers and Undercontrollers amongst fathers in South Africa. Findings revealed that Resilients experience the least WFC compared to Overcontrollers and Undercontrollers. ANOVA results showed no differences among Resilients, Overcontrollers and Undercontrollers and their experiences of W2FC. Therefore proposition 6*a* was not supported. This finding was not consistent with findings by Braunstein-Bercovits et al. (2012).

However, ANOVA results showed significant differences in experiences of F2WC between Resilients and Undercontrollers. Therefore, proposition 6*b* was supported. This finding was consistent with findings of Braunstein-Bercovits et al. 2012 who suggested that Resilients function more effectively than Overcontrollers and Undercontrollers, and exhibit more positive affectivity, which may lead to lower levels of WFC. The present study explains this finding by suggesting that Resilients are more inclined to positive reactions such as optimism, enthusiasm and energy whereas Undercontrollers are more inclined to negative reactions such as retraction from social groups, anxiety and worry (Asendorpf & Aken, 1999). According to Asendorpf and Aken (1999) Resilients are often low on Neuroticism, suggesting that they are emotional stable. It can be assumed that these individuals are unlikely to possess traits of a negative nature such as worry, apprehension and guilt. Furthermore, Resilients are often high

on Conscientiousness and Agreeableness, suggesting that they are good at problem-solving and comfortable having social support.

In accordance with COR theory, fathers may use personal resources such as social support and emotional stability to manage their work and family domains effectively (Hobfoll, 1989). Such resources may make resilient fathers less prone to experiencing WFC as they are able to solve the challenges of juggling work and family and do not feel shy to ask for help when needed (Hobfoll, 2001).

Undercontrollers, on the other hand, are often high on Neuroticism, suggesting that they are not emotionally stable. Therefore they are likely to possess traits of a negative nature. Therefore this personality prototype may be more prone to experiences of WFC. Furthermore, Undercontrollers are often low on Conscientiousness and Agreeableness therefore suggesting that they lack self-control, are disagreeable and possess anti-social behaviours.

### **Implications for Theory and Practice**

The present study adds to existing knowledge on WFC and contributes to SA work-family literature. Furthermore it provides information on the experiences of WFC amongst fathers, of which little is known. Most work-family literature focuses solely on mothers or disregard gender differences. The need for understanding fathers' experiences is a pressing issue as fathers now have to occupy more of a family role while women are increasingly entering the workplace, thus making fathers prone to experiences of WFC (Bazana & Dodd, 2013; Rantanen et al., 2005).

The study also highlights the importance of considering personality variables as an antecedent of WFC. As such, it is important to include personality in the model explaining the work-family interface. Personality provides helpful resources which may serve to protect

individuals from WFC. However, other personality traits such as Neuroticism may subject individuals to the vulnerability of WFC experiences (Rantanen et al., 2005; Priyadhashini & Wesley, 2014). The finding of Neuroticism as a positive predictor of WFC has been evidenced in the study. As such, fathers high in neuroticism are vulnerable to increased experiences of WFC. The theoretical implication in this study is that both approaches of personality have been considered, that is the variable-centred and person-centred approaches.

The findings of this study provide practical implications. First, by understanding the role of personality in relation to WFC, organisations may consider personality in recruitment and selection procedures. By matching fathers with the fitting personality to the job, organisations may avoid conflict in the workplace by creating a person-job match. That is, fathers may be selected for a job based on how well their personality matches the desired personality for the job. For example, fathers who are high in neuroticism are less likely to cope in stressful environment which is fast-paced and constantly changing, which may result in them experiencing higher levels of WFC. Organisations may take this into consideration when recruiting for such positions.

By understanding the effect of personality on WFC, organisations may be able to help fathers in developing skills they need to cope with WFC experiences. For example, fathers may be experiencing WFC because of the inability to prioritise tasks and organise them ahead of time. To address this, interventions may include skills such as prioritising as well as planning and organising. These skills may reduce fathers' experiences of WFC, thus increasing their well-being.

It may be easier to counsel fathers experiencing WFC if the counsellor is aware of the individual's personality. Personality and WFC is directly associated with higher absenteeism and intention to quit as well as lower job satisfaction (Michel et al., 2011). Organisations may reduce inter-role conflict by equipping fathers with coping mechanisms in dealing with conflict. This may be in the form of family-friendly workplace practices or transferable skills that can be used to deal with WFC (Butts, Casper & Yang, 2013).

It is important to pay heed to the possible negative outcomes that WFC may result in such as depression, stress, anxiety or physiological tension (Senecal, Vellerand & Guay, 2001). Organisations can combat experiences of WFC with the aim of removing these negative outcomes. Importantly, personality variables are one of the contributors of WFC and should be taken into consideration.

Lastly, society plays a role in experiences of WFC primarily due to the expectations that is placed on fathers to perform roles in a way that fits societal norms (Louw, 2012). Often, if these roles are not acted out as expected there is stigma attached to that person (Williams et al., 2013). For examples, fathers are still expected to be the breadwinner in many cultures such as SA although women are moving into the workspace. Inclusive of that, fathers are needed in the family role to share responsibilities. Exerted pressure to perform in both roles may subject fathers to negative experiences of WFC. To reduce this effect, it may be helpful to create awareness amongst society about the experiences of WFC and its detrimental consequences (Louw, 2012). Attitudes about role expectancies of fathers may shift in the future.

### **Limitations and Recommendations for Future Research**

A few limitations have been acknowledged in the present study. Firstly, the study employs a cross-sectional research design because of time constraint and feasibility. Data was collected at a single point in time by use of a single survey and hence could not have been a true representation of the variables studied as variables may change its properties (Louw, 2012). Furthermore, the present study model is based mostly on previous studies that have employed a cross-sectional design. Longitudinal research may yield more accurate results than cross-sectional research. Rantanen et al. (2005) justified their longitudinal design by suggesting that it was fair to assume that “personality is an a priori factor in relation to WFC” (p. 164). Longitudinal data would also make it possible to make causal inferences about the relationship between personality and WFC (c.f. Bruck & Allen, 2003; Wayne et al., 2004;

Ten Brummelhuis, Haar & van der Lippe, 2010). Therefore, improvement of the study model can be made through longitudinal research (Politicarum, 2012).

Secondly, the present study may have been subject of perception bias or common-method bias (Ho, Chen, Cheung, Liu & Worthington 2012) because measurements allowed for self-reported cross-sectional data of personality and WFC experiences. Consequently, participants may have answered the survey in a way which is socially desirable (c.f. Grumm & vol Collani, 2009; King & Bruner, 2000) such that, for example, they believe it is not acceptable to be high in Neuroticism or show high levels of WFC. For instance, it has been suggested that men are less prone to admitting that they are experiencing WFC than women because of the idea of “manlihood” and the stigmas attached to it. As this study specifically deals with the male population and such suggestions are relevant, data distortion should be taken into account. Future research could account for distortion by collecting data about participants from other sources such as relatives, spouses, co-workers or supervisors. This could help to provide a more accurate representation of an individual’s personality. Researchers such as Roger et al. (2003) proposed that personality is better understood by understanding how others perceive the individual as the individual may not be subconscious of their inner characteristics. Also, qualitative data techniques such as semi-structured interviews and reflection exercised may be better suited for assessing personality and WFC experiences (c.f. Cook & Minnotte, 2008; Louw, 2012). Semi-structured interviews, for example, could provide a deeper understanding of an individual’s inner characteristics such as how they think, feel, perceive and act (Burns & Burns, 2009).

Thirdly, due to low response rate drawn from the online survey technique, paper and pencil based technique needed to be employed. Fourth, although the data is diverse in terms of marital status, types of jobs held and tenure it is heavily skewed towards older white men, hence making it questionable when generalising the findings to the South African male population. Therefore, race was not included in analysis. Future research could consider whether racial differences influence fathers’ experiences of WFC in conjunction with the role of personality. SA, for example, is a largely diverse country with multiple race groups. It may

be speculated that different racial groups tend to adopt certain personality traits due to their cultural backgrounds. In this case, they may have different experiences of WFC.

This study examines the predictive relationship between personality and WFC experiences. Future research could include the examination of the mechanisms through which personality affects WFC. This can be done by including the sub-factors of each personality trait and how it drives WFC experiences. Furthermore, the present study only examines negative experiences of the work-family interface (i.e. conflict). Previous studies suggest that personality traits of a positive nature such as Extraversion and Conscientiousness may be related to positive outcomes of work and family roles such as work-family facilitation (c.f. Michel & Clark, 2013; Wayne et al., 2004). Future research could serve well to examine personality linkage to negative work-family as well as positive work-family outcomes.

## CHAPTER 5: CONCLUSION

There has been a shift from the predominant role of breadwinner to having to juggle multiple roles, namely work and family, amongst fathers in SA. Reasons for this occurrence stems from women increasingly entering the workplace, therefore requiring more time of fathers to be in family roles. If work and family roles are not managed accordingly, fathers may be vulnerable to the experiences of WFC. More specifically, fathers may have to fulfil work responsibilities while in the family space, which could lead to W2FC. Similarly, fathers may have to fulfil family responsibilities while in the work space, which could lead to F2WC. This, in turn, could lead to detrimental consequences such as anxiety, depression and burnout (Senecal et al., 2001). In order to reduce WFC experiences it is essential to understand its antecedents so that organisations can work to avoid such stressors. Amongst many stressors such as work involvement, family involvement and social support, evidence has been given for personality being an antecedent of WFC (Allen et al., 2012). Therefore understanding fathers' personalities may explain, to an extent, why fathers are more or less prone to experiences of WFC. The present study provided an understanding of the relationship between personality and WFC by considering the variable-centred (The Big Five personality traits) and person-centred (personality prototypes) approaches to personality.

The present study revealed that personality does explain variance in WFC to an extent in work-family literature such as Allen et al. (2012) and Braunstein-Bercovits, (2012). Organisations may use findings presented in the study to try and combat experiences of WFC. For instance, human resources may consider finding the strongest person-organisation fit when performing recruitment and selection. A job which requires high attention to detail, planning and organising and orderliness, for example, may be more fitted for a Conscientious or Resilient father who prefers to work in that way rather than fathers high in Openness to Experience who enjoy creativity, insight and external experiences. As such, Conscientious or Resilient fathers may experience less WFC. Similarly, organisations may be able to help fathers in developing skills they need to cope with WFC experiences if they are aware of their personality. Moreover, it may be easier to counsel fathers experiencing WFC if the counsellor is aware of the individual's personality.

Future research should consider personality in work-family research as it is a limited field of study. For example, personality traits such as Openness to Experience and Extraversion are understudied variables and therefore little is understood about the association of these variables with WFC. Furthermore, only two studies, the present study included, have considered the relationship between personality prototypes and WFC. Further examination of these variables may contribute to a holistic understanding of personality and WFC. Moreover, the present study focuses on personality and the negative side of the work-family interface, WFC. It would be interesting to examine personality in the context of the positive side of the work-family interface such as work-family enrichment in order to gain a broader understanding of personality and the work-family interface.

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## APPENDIX A

### Work-Family Conflict Scale items

#### Work-to-family conflict items

1. The demands of my work interfere with my home and family life.
2. The amount of time my job takes up makes it difficult to fulfill family responsibilities.
3. Things I want to do at home do not get done because of the demands my job puts on me.
4. My job produces strain that makes it difficult to fulfill family duties.
5. Due to work-related duties, I have to make changes to my plans for family activities.

#### Family-to-work conflict items

1. The demands of my family or spouse/partner interfere with work-related activities.
2. I have to put off doing things at work because of demands on my time at home.
3. Things I want to do at work don't get done because of the demands of my family or spouse/partner.
4. My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.
5. Family-related strain interferes with my ability to perform job-related duties.

**APPENDIX B**

**Personality scale items**

Extraversion subscale:

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<b>Adjective</b>	<b>(1)</b>	<b>(2)</b>	<b>(3)</b>	<b>(4)</b>
	<b>Not at all</b>	<b>A little</b>	<b>Quite a lot</b>	<b>A lot</b>
Outgoing				
Lively				
Talkative				

---

Neuroticism subscale:

---

<b>Adjective</b>	<b>(1)</b>	<b>(2)</b>	<b>(3)</b>	<b>(4)</b>
	<b>Not at all</b>	<b>A little</b>	<b>Quite a lot</b>	<b>A lot</b>
Moody				
Worrying				
Nervous				
Not calm				

---

Agreeableness subscale:

---

<b>Adjective</b>	<b>(1)</b>	<b>(2)</b>	<b>(3)</b>	<b>(4)</b>
	<b>Not at all</b>	<b>A little</b>	<b>Quite a lot</b>	<b>A lot</b>
Helpful				
Friendly				
Warm				
Caring				
Soft-hearted				
Sympathetic				

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Conscientiousness subscale:

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<b>Adjective</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
	<b>Not at all</b>	<b>A little</b>	<b>Quite a lot</b>	<b>A lot</b>
Organised				
Responsible				
Hardworking				
Not careless				

---

Openness to experience subscale:

---

<b>Adjective</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
	<b>Not at all</b>	<b>A little</b>	<b>Quite a lot</b>	<b>A lot</b>
Creative				
Imaginative				
Intelligent				
Curious				
Active				
Broad-minded				
Sophisticated				
Adventurous				

---

APPENDIX C

Table 1

*Reliability Analysis of WFC Scale*

Scale	Cronbach's alpha ( $\alpha$ )	Item-total correlation
W2F conflict	.896	
Item 1		.69
Item 2		.85
Item 3		.76
Item 4		.74
Item 5		.70
F2W conflict	.889	
Item 6		.59
Item 7		.78
Item 8		.85
Item 9		.75
Item 10		.70

Notes. N = 237. W2F = Work-to-family, F2W = Family-to-work.

Table 2

*Reliability analysis of Personality scale*

Scale	Cronbach's alpha ( $\alpha$ )	Item-total correlation
Conscientiousness	.708	
Item 1		.525
Item 2		.592
Item 3		.504
Agreeableness	.847	
Item 1		.665
Item 2		.758
Item 3		.751
Item 4		.572
Neuroticism	.624	
Item 1		.403
Item 2		.428
Item 3		.430
Item 4		.356
Openness to experience	.705	
Item 2		.483
Item 3		.494
Item 4		.447
Item 5		.553
Extraversion	.704	
Item 1		.524
Item 2		.548
Item 3		.499

Notes. Items are considered good if their item-total correlation exceeds .40 as per Hair *et al.* (2013).

APPENDIX D

Table 3

*Factor Analysis of Original Personality Scale*

Variable items	Factor						
	1	2	3	4	5	6	7
Ext1	-.075	.093	.092	-.024	.073	.027	<b>.599</b>
Ext2	-.154	.120	.009	.018	.031	.038	<b>.625</b>
Ext3	.165	-.041	-.107	.057	-.187	.058	<b>.696</b>
Neu1	-.142	.125	<b>.482</b>	.013	.007	.022	-.124
Neu2	-.262	-.074	<b>.591</b>	.167	-.023	.068	-.144
Neu3	.161	.057	<b>.607</b>	-.097	-.059	-.072	.044
Neu4	.093	-.050	<b>.510</b>	-.043	.018	-.011	.104
Agr1	-.031	-.770	.033	.221	-.024	.043	.037
Agr2	.094	<b>-.808</b>	-.027	-.090	.067	-.030	-.098
Agr 3	-.001	<b>-.723</b>	-.065	-.088	.045	-.180	-.094
Agr 4	-.072	<b>-.447</b>	.006	.073	.017	<b>-.336</b>	-.063
Agr 5	-.123	-.109	.050	.035	.005	<b>-.876</b>	.013
Agr 6	.067	-.020	-.015	.006	.049	<b>-.816</b>	-.047
Con1	-.046	-.045	-.070	<b>.677</b>	.030	.021	.107
Con2	.031	-.011	-.021	<b>.737</b>	-.093	-.125	.043
Con3	-.008	-.130	.022	<b>.619</b>	-.041	-.008	-.128
Con4	.045	-.016	.007	<b>.382</b>	.168	.113	-.003
Ope1	-.100	.026	-.059	-.051	1.009	-.069	-.001
Ope2	.093	-.091	.016	.021	<b>.734</b>	.006	-.014
Ope3	.254	-.017	-.119	.241	.282	-.012	-.096
Ope4	<b>.386</b>	-.144	.055	.070	.208	.008	.067
Ope5	<b>.395</b>	.011	-.049	.216	.161	-.121	-.108
Ope6	<b>.378</b>	.016	-.034	<b>.330</b>	.007	-.132	-.242
Ope7	.148	.186	.070	<b>.428</b>	.176	-.157	-.069
Ope8	<b>.445</b>	-.039	.002	.051	.045	.118	-.335

Notes. N = 237. Principle axis factoring with direct oblimin rotation. Ext = Extraversion; Con = Conscientiousness; Neu = Neuroticism; Agr = Agreeableness; Ope = Openness to experience.

APPENDIX E

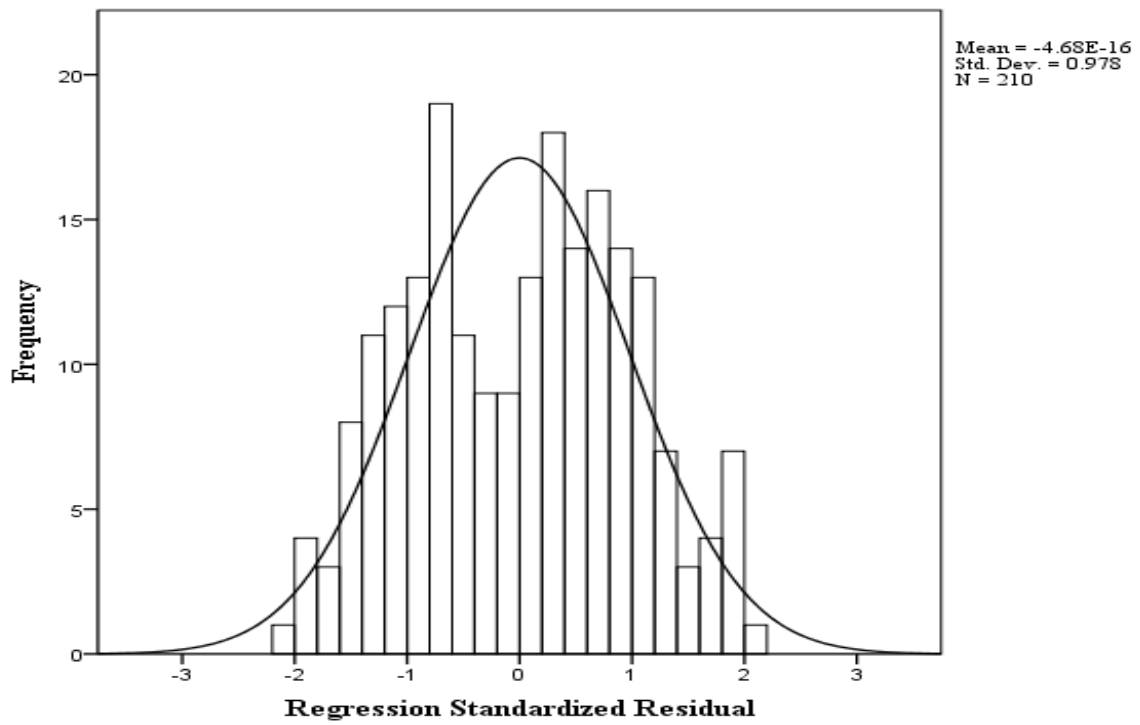


Figure 1. Histogram representing the regression standardised residual for W2FC as the dependent variable.

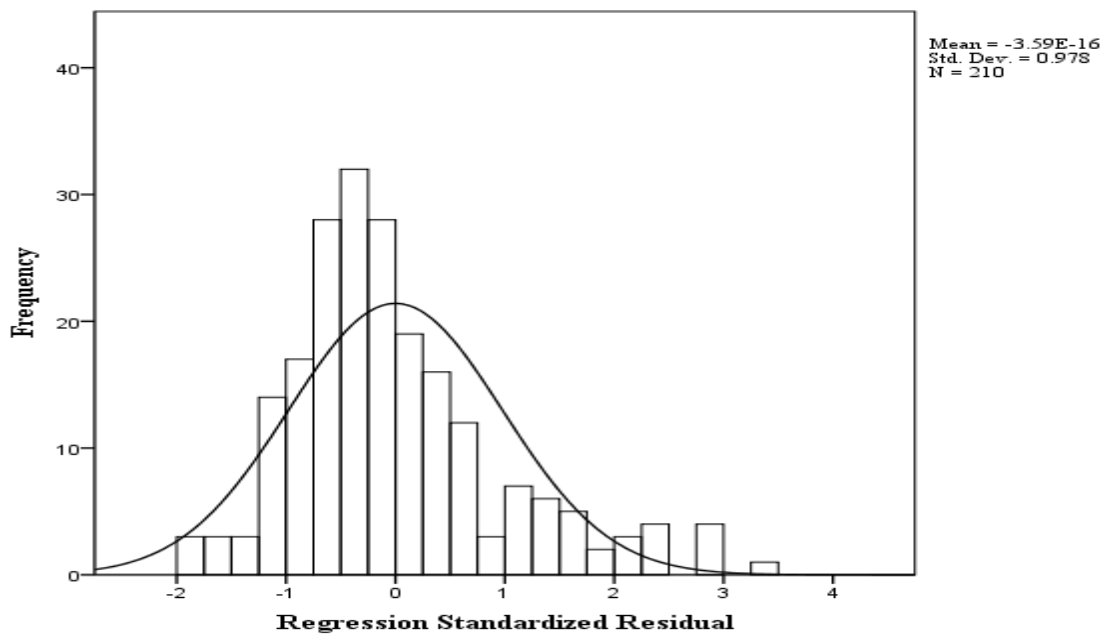


Figure 2. Histogram representing the regression standardised residual for W2FC as the dependent variable.