PERSONALITY TRAITS AND ORGANIZATIONAL SUPPORT AS PREDICTORS OF WORK-LIFE BALANCE AMONG SHOPRITE WORKERS

David E. Okurame, Victoria A. John, Emmanuel Etim Uye
Department of Psychology, University of Ibadan, Nigeria
e-mail: emmanuel.e.uye@gmail.com

Abstract: Personality traits and organizational support as predictors of work-life balance among shoprite workers. Work-life balance has become an emerging issue where both organization and employees tend to benefit. However no consistent results have been obtained using different predictors. Therefore, this study investigated personality traits and organizational support as predictors of work-life balance among workers in Shoprite in Ibadan metropolis. The study adopted a cross-sectional survey design while purposive sampling technique was used to select one superstore: Shoprite in Ibadan. Data were collected from 200 participants using three validated scales and analyzed using t-test of independent samples and multiple regressions analysis. Three hypotheses were significantly tested and accepted. The result indicated that perceived organizational support significantly influenced work-life balance among study participants. Also, the result revealed that personality traits of extraversion, agreeableness, conscientiousness, neuroticism and openness to experience jointly predicted work-life balance among workers. The result further showed that only neuroticism independently predicted work-life balance among study participants while extraversion, agreeableness, conscientiousness, openness to experience were not predictors of work-life balance. Furthermore, personality traits and organizational support jointly predicted work-life balance among study participants. However, only perceived organizational support independently predicted work-life balance. The study concluded that personality traits and organizational support are good predictors of work-life balance among study participants.

Keywords: *Personality traits, organizational support, work-life balance, shoprite workers, Ibadan/ Nigeria*

Abstrak: Ciri-ciri kepribadian dan dukungan organisasi sebagai prediktor keseimbangan kehidupan kerja di antara pekerja Shoprite. Keseimbangan kehidupan kerja telah menjadi isu yang muncul, baik organisasi maupun karyawan cenderung mendapatkan manfaat. Namun tidak ada hasil yang konsisten yang diperoleh dengan menggunakan prediktor yang berbeda. Oleh karena itu, penelitian ini menyelidiki ciri-ciri kepribadian dan dukungan organisasi sebagai prediktor keseimbangan kehidupan kerja di antara pekerja di Shoprite di kota metropolitan Ibadan. Penelitian ini mengadopsi desain survei cross-sectional sementara teknik pengambilan purposive sample digunakan untuk memilih satu superstore: Shoprite di Ibadan. Data dikumpulkan dari 200 peserta menggunakan tiga skala yang divalidasi dan dianalisis menggunakan uji-t sampel independen dan analisis regresi berganda. Tiga hipotesis diuji dan signifikan diterima. Hasilnya menunjukkan bahwa dukungan organisasi yang dirasakan secara signifikan memengaruhi keseimbangan kehidupan kerja di antara peserta penelitian. Selain itu, hasil tersebut mengungkapkan bahwa ciri-ciri kepribadian ekstroversi, keramahan, ketelitian, neurotisme, dan keterbukaan terhadap pengalaman secara bersama-sama meramalkan keseimbangan kerja-kehidupan di antara pekerja. Hasil lebih lanjut menunjukkan bahwa hanya neurotisme yang secara independen meramalkan keseimbangan kerja-kehidupan di antara peserta studi sementara ekstroversi, keramahan, ketelitian, keterbukaan terhadap pengalaman bukan merupakan prediktor keseimbangan kerja-kehidupan. Lebih jauh lagi, ciri-ciri kepribadian dan dukungan organisasi secara bersama-sama memprediksi keseimbangan kehidupan kerja di antara peserta studi. Akan tetapi, hanya dukungan organisasi yang dirasakan yang secara independen memprediksi keseimbangan kehidupan kerja. Studi ini menyimpulkan bahwa ciri-ciri kepribadian dan dukungan organisasi merupakan prediktor yang baik untuk keseimbangan kehidupan kerja di antara peserta studi.

Kata kunci: Masa kehamilan, wanita bekerja, produktif

INTRODUCTION

Work-life balance defines an individual's level of satisfaction with their involvement with the multiple roles they have in life (Lazar et al., 2010). It relates to the compatibility between time and effort to work and undergo activities outside of work in order to achieve a harmonious life (Lazar et al., 2010). Work-life balance benefits both the organizational and the individual employees. Organizational benefits increase their competitive advantage by reducing employees' compensation, costs associated with withdrawal behaviors and medical claims, while sustaining a high level of job

performance and productivity (Vuksan et al., 2012). On the workers' side, the presence of work-life balance could be the reason to work for or remain with that particular organization having met more than their basic needs of employment (Mayerhofer et al., 2011).

Researchers have examined factors that predict work-life balance among workers in different organizations with different results. One factor considered in this study as likely to predict workers' work-life balance is personality trait which addresses feeling, attitude and behavior that defines an individual and their distinctiveness (Selvarajan et al., 2016). To put it tersely, it is a consistent behavioral pattern of an individual over a lifespan. Personality traits have been best organizational using the Big Five Personality Model of extraversion, agreeableness, conscientiousness, neuroticism and openness to experience (McCrae et al., 2008).

Extraversion is manifested in quickness and cleverness (Friedman et al., 2016). Workers who are high in extraversion possess great social skills which make them easy to get along with (Friedman et al., 2016; Ruzungunde, 2019). Agreeable (ness) individuals are more optimistic about others; they are usually considerate, kind-hearted, trusting, willing to compromise and ready to help others (Çelik & Oral, 2016; Ruzungunde, 2019). Individuals who scored low in agreeableness are usually skeptical, suspicious, unfriendly and do not cooperate easily with others (Sadeghi &Yazdanbakhsh, 2014).

Conscientiousness is associated with individuals who exercise willpower, excellence, capability and achievement (Friedman et al., 2016). Highly conscientious individuals prefer to engage in thorough planning rather than to act impulsively (Ruzungunde 2019). Neuroticism is related to emotional stability (Jeronimus et al., 2014). Ruzungunde (2019) noted that neurotic individuals become uncomfortable with themselves as a result of persistent negative emotions. Openness to experience describes outgoing, excited and daring individuals who love challenges (Jeronimus et al., 2014). Individuals who score high on openness to experience scale desire opportunities to learn new things, explore activities that are insightful and imaginative, and have a variety of interests. Studies that have investigated the roles of personality traits on work-life balance produced varied results ((Kaur & Randhawa, 2021).

The second factor considered in this study as a likely predictor of work-life balance among workers is the perceived organizational support defined as workers' belief in the

workplace that the organization would value their contributions and pay attention to their welfare (Eisenberger et al., 2016). Perceived organizational support is a global belief formed by each employee based on their assessment and experience with the organizational policies, procedures, acceptance of resources, interactions with the organizational agents (e.g. supervisor) and their perceptions regarding the organizational concern for their welfare (Eisenberger et al., 2016). When workers perceived and see in action the willingness of the organizational to meet their needs as it concerns providing a pleasant work environment and conditions for employees devoid of risks, hazards, and disease would lead to more commitment to the organizational goals and objectives (Howard-Quartey & Buenar-Puplampu, 2012). Studies have found that workers with high perceived organizational support reported reduced employees' absenteeism, less stress, low turnover rates, and increased employees' retention and commitment to the organization (Kumar & Chakraborty, 2013; Wang & Walumbwa, 2007).

Some studies have found personality traits and organizational support to influence work-life balance. For example, an anxious personality can reduce the capacity for information processing, problem solving, and the ability to control one's own actions, causing work stressors and experiencing distress in the work environment. Also, unfriendly work environments that are not supportive where workers do not feel valued for their contributions to the organization tend to affect work-life balance (Parent-Lamarche & Marchand, 2020). Because it is important to maintain equilibrium between work and life for workers in any organization, there is a need to investigate the effects of personality traits and perceived organizational support on work-life balance among workers in one popular superstore: Shoprite-in Ibadan, Nigeria. Therefore, the main objective of this study was to examine personality traits and organizational support as predictors of work-life balance among workers in Shoprite in Ibadan, Oyo State.

This study would assist the management of Shoprite to have the opportunities to determine the personality traits of their workers and the type of support management would provide for their workers to achieve the highest performance in their workplace. Also, the workers would benefit by identifying the factors that contribute to their work-life balance. This would help to enhance their activities at work and family thereby reducing role conflict, achieve higher performance and improve overall quality of life.

Some studies have investigated perceived organizational support and work-life balance using many populations. For example,

Puspitasari and Ratnaningsih (2019) found a significant positive relationship between perceived organizational support and work-life balance. The more positive the perceived organizational support, the higher the work-life balance and vice versa. Also, Parent-Lamarche and Marchand (2020) found organizational support to predict work-life balance among their study participants. Similarly, Sianturi (2017) has explained that perceived organizational support influences work-life-balance, that in order to increase the work-life balance of workers, an organization must provide support that is in line with the needs of its workers. Also, workers who were able to maintain a balance between work-life and their families tend to have better psychological well-being compared to those who do not have work-life balance (Kim & Hollensbe, 2017).

Besides, workers who are able to balance the demands of roles at work and at home were reported to be satisfied with their work (Maslichah & Hidayat, 2016). That is why the non-creation of work-life balance has an effect on the individual workers, the family and the organization (Bello & Ibrahim, 2020). Also, studies have been conducted on personality traits and work-life balance among diverse populations. For example, Emecheta et al. (2016) found personality traits to predict affective organizational commitment among bank employees in Nigeria. Also, Syed et al. (2015 found a significant correlation between extraversion and affective commitment among workers.

METHODS

The study used cross-sectional survey design while validated questionnaires were used to gather from the representative sample of the population. The independent variables examined were personality traits and organizational support while the dependent variable was work-life balance. The study adopted a purposive sampling method to select one brand of superstore: Shoprite in Ibadan metropolis. Convenience sampling technique was later used to select participants across the three selected Shoprite for the distribution of the research instruments.

The study was carried out at three Shoprite outlets located in Ibadan metropolis, Oyo State, Nigeria. The participants for this study were employees working in Shoprite in Ibadan metropolis, Oyo State, Nigeria. Descriptive statistics revealed that 93 (46%) of the participants were males while 108 (54%) of the participants were females. In terms of their educational qualifications, 110 (55%) were school certificate holders, 62(31%) hold OND/NCE certificates, 21(11%) were BSC/HND graduates while 7(3%) did not indicate their qualifications. As regards their marital status, 131(66%)

were singles, 64(32%) were married, while 5(25%) did not indicate their marital status. Many 128(64%) participants have been working between 1 and 5 years, 61(31%) for between 6 and 10 years, while 11(5%) have been working for 11 years and above across the three Shoprite locations in Ibadan metropolis.

Perceived Organizational Support Scale (Eisenberger et al.,1986) was used to measure organizational support. The scale conceptualizes perceived organizational support as 'a general perception of the extent to which the organization values employees' contributions and cares about their well-being'. It is a 36-item scale that is presented on a 5- point Likert's format ranging from 1= strongly disagree to 5= strongly agree. Samples item includes: 'My organizational show little concern for me', 'My organizational strongly consider my goals and values', 'If the organizational could hire someone to replace me at lower salary it would do so', 'The organizational fails to appreciate any extra effort from me', The organizational strongly considers my goals and values', The organizational would understand a long absence due to my illness'. Higher scores indicated greater perceived organizational support. The authors reported Cronbach's alpha that ranges from 0.75 to 0.95. This study reported Cronbach's alpha of 0.89.

Big Five Personality Inventory (John et al., 2008) was used to assess personality traits. It is a 44-item scale presented in a 5-point Likert's format that ranges from strongly disagree (1) to strongly agree (5). Sample items include: 'I see myself as someone who is talkative' and 'As someone who is depressed'. The authors reported Cronbach's alpha that ranges from 0.81 to 0.88. Cronbach's alpha reported for this study was 0.79. Work-Life Balance Scale (Smeltzer et al., 2016) was used to evaluate work-life balance which is a 13-item scale that assesses three dimensions of work-life balance: Work interference with personal life (WIPL), Personal life with work interference (PLIW), and Work/personal life enhancement (WPLE). These three dimensions capture two opposing theories commonly used to explain the work and family link: The conflict approach and the enrichment approach. The scale is presented in a 5-point Likert's format ranging from strongly agree (5) to strongly disagree (1). Cronbach's alpha for the work/life balance self-assessment scale overall was 0.885, for the work interference with personal life (WIPL) subscale was 0.799, for the personal life with work interference (PLIW) subscale was 0.704, and for the work/personal life enhancement (WPLE) subscale was 0.745.

A Letter of Introduction was collected from the Department of Psychology, University of

Ibadan, Nigeria. The management of the Shoprite at the three locations were contacted and sought for permission for the study. When permission was granted, the potential participants were contacted during their lunch breaks mostly in the Cafeteria. The purpose of the study was explained to them. The potential participants were told that participation in the study was voluntary, that all responses given would be treated confidentially, and that they can discontinue from filling the questionnaires at any point they feel uncomfortable. Based on the individual consent obtained, the participants were given the questionnaires to complete which took less than 20 minutes to fill. A total of 220 questionnaires were distributed across the three locations with 209 (i.e., 95% response rate) retrieved. After vetting, nine questionnaires were incomplete and were removed left with 200 which were used for the final analysis.

IBM SPSS version 23 was used to analyze collected data. Both descriptive and inferential statistics were performed on the data. The demographic variables were summarized using frequency and simple percentage while hypothesis one was tested using t-test of independent samples, while hypotheses 2, 3 and 4 were tested using multiple regressions analysis. All hypotheses were accepted at a $p < 0.05$ level of significance.

RESULT & DISCUSSION

Result

Research hypothesis 1: There would be a significant difference between participants high in organizational support and those low in organizational support on work-life balance among employees in Shoprite in the Ibadan metropolis. The hypothesis was tested using the t-test for independent samples and the result is presented in Table 1.

Table 1: T-test showing significant difference between participants high in organizational support and those low in organizational support on work-life balance

Independent variable	N	M	SD	Df	t-value	Sig
Organizational support						
Low	170	21.94	7.86	198	2.12	<.05
High	30	18.70	6.82			

Dependent variable: Work-life balance

Table 1 presents the results of the t-test of shows. The result revealed that participants low on perceived organizational support (M=21.94, SD=7.86) significantly reported higher scores on work-life balance compared to participants high on perceived organizational support (M=18.70,

SD=6.82).Workers who reported low perceived organizational support significantly reported high work-life balance (t (198)=2.12, p <0.05) than those high on perceived organizational support significantly influenced work-life balance. The hypothesis is thus accepted.

Research hypothesis 2: Personality traits would jointly and independently predict work-life balance among workers in Shoprite in Ibadan metropolis. This hypothesis was tested using the t-test of independent samples and the result is presented in Table 2.

Table 2: Multiple regression analysis showing personality traits as predictors of work-life balance among workers in Shoprite in Ibadan, Nigeria

Predictor	β	t-value	Sig	R	R^2	F	Sig
Extraversion	.06	.82	>.05	.20	.04	1.64	<.05
Agreeableness	-.05	.69	>.05				
Conscientiousness	-.06	.65	>.05				
Neuroticism	.16	1.98	<.05				
Openness	.03	.35	>.05				

Dependent variable: Work-life balance

Table 2 presents results of multiple regressions analysis showing personality traits as predictors of work-life balance among workers in Shoprite in Ibadan, Nigeria. The result indicated that personality traits of extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience jointly predict work-life balance (R2= 0.04, F (5,191) = 1.64, p < 0.05) among the study participants. This accounted for 4% of the variance observed in the self-report work-life balance. The result further revealed that neuroticism (β = 0.16, p < 0.05) independently predicted work-life balance. However, extraversion (β = 0.06, p > 0.05), agreeableness (β = -0.05, p > 0.05), conscientiousness (β = -0.06, p > 0.05), openness to experience (β = 0.03, p > 0.05) were not significant predictors of work-life balance. The hypothesis is thus rejected.

Research hypothesis 3: Personality traits and organizational support would jointly and independently predict work-life balance among workers/employees in Shoprite in Ibadan metropolis. This hypothesis was tested using multiple regression analysis and the result is presented in Table 3.

Table 3: Multiple regression analysis showing personality traits and Organizational support as predictors of work-life balance among workers in Shoprite in Ibadan metropolis

Predictor	β	t-value	Sig	R	R^2	F	Sig
Organizational support	-.21	2.97	<.05	.29	.08	2.89	<.05
Extraversion	.03	.47	>.05				
Agreeableness	-.07	.95	>.05				
Conscientiousness	-.05	-.63	>.05				
Neuroticism	.14	1.78	>.05				
Openness	.02	.22	>.05				

Dependent variable: Work-life balance

Table 3 presents results of personality traits and organizational support as joint and independent predictors of work-life balance among workers in Shoprite in Ibadan metropolis. The result showed that organizational support, extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience jointly predicted work- life balance ($R2=0.08$, F (6,190) =2.89, p > 0.05). When combined organizational support, extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience accounted for 8% of the change observed in the self-reported work- life balance among the study participants. Also, the result revealed that perceived organizational support (β = -0.21, p < 0.05) independently predicted work-life balance. However, extraversion (β = 0.03, p > 0.05) agreeableness (β = - 0.07, p > 0.05), conscientiousness (β = -0.05, p > 0.05), neuroticism (β = 0.14, p > 0.05), openness to experience (β = 0.02, p > 0.05)

were not significant predictors of work-life balance. The hypothesis is thus accepted.

Discussion

According to the organizational support theory (Eisenberger et al., 2020), workers develop a general perception of the extent to which their organization values their contributions and cares about their well-being. This is called perceived organizational support (POS). This has also been equated to the way people measure another person's level of commitment in a relationship. That is, workers try to determine the organizational 's willingness to reward their efforts and meet their needs by making inferences about the organizational level of support for them (Eisenberger et al., 2020). Therefore, workers develop some degree of POS based on the organizational treatment of them. When an organization treats its workers well or poorly, those workers make attributions concerning why the organization treated them in that way.

Workers who perceive that the organization treats them well because of a sincere regard for their welfare are likely to develop high POS. On the other hand, workers who see their organization as one who do not value their contributions and are not properly rewarded for their efforts would develop low POS (Kurtessis et al., 2015).

Also relevant to this study is the theory of organization equilibrium (Holtom et al., 2008), hypothesizes turnover as a decision taken after weighing one's perception of contributions to the organization against the contributions of the organizational to the individual's life (Brasher, 2016). The theory assumes perceived desirability and ease of movement determine a worker's turnover intention. Also, these two factors determine job satisfaction, which directly affects turnover intention (Holtom et al., 2008). According to TOE, job satisfaction depends on a worker's compatibility with different roles at the workplace; on the predictability of an individual's relationships at work; and on the conformity of an individual's job with one's self-image (Brasher, 2016). When applied to this study, it means that workers who perceive that their contributions to the growth and development of the organization are valued and rewarded would tend to remain and work in the organization or else would move to another organization.

Using the above theories, this study investigated personality traits and organizational support as predictors of work-life balance among workers in Shoprite in Ibadan metropolis, Oyo State, Nigeria. Three hypotheses were generated and tested. The hypothesis that personality traits would jointly predict work-life balance among workers in Shoprite in Ibadan was confirmed. The result revealed that extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience have joint effects on work-life balance. A worker with the collective presence of extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience traits would demonstrate significant work-life balance. The result further revealed that neuroticism independently predicted work-life balance meaning that individuals who are neurotic would significantly express low work-life balance compared to workers who possess other types of personality traits. This finding supported previous results (Çelik & Oral, 2016) that personality traits contribute significantly to work-life balance.

The hypothesis that organizational support would significantly influence work-life balance among workers in Shoprite in

Ibadan was confirmed. The result showed that workers high on perceived organizational support significantly reported high scores on work-life balance compared to workers with low perceived organizational support. This implies that perceived organizational support significantly influences work-life balance. The result is in line with previous findings (Kim & Hollensbe, 2017; Puspitasari & Ratnaningsih, 2019; Sianturi, 2017) that workers' work-life balance is affected by their personality traits at a deeper level followed by the external factors. This balancing act of an individual between organizational support and personal life gives workers their work-life balance (WLB). This has equated work-life balance with an individual's quality of life and overall psychological well-being (Parent-Lamarche & Marchand, 2020). Worker's perception of organizational support also predicts many work and family outcomes such as reduced role conflict, higher job satisfaction, and reduced turnover intentions (Kaur & Randhawa, 2021).

The third hypothesis that organizational support, extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience would jointly predict work-life balance was supported. The result revealed that the collective presence of perceived organizational support, extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience significantly contribute to work-life balance. The result further revealed that perceived organizational support independently predicts work-life balance.

This result supported Sianturi (2017) finding that perceived organizational support significantly predicted work-life balance. Organizational needs to provide support in order to increase the work-life balance of their workers to secure the commitment and high performance expected from the workers. Also, the present result supported the previous study by Puspitasari and Ratnaningsih (2019) that found a significant positive relationship between perceived organizational support and work-life balance. The more positive the perceived organizational support is, the higher the work-life balance and vice versa.

CONCLUSION & SUGGESTION
Conclusion

This study has empirically confirmed that personality traits of extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience jointly predicted work-life balance among study participants. Also, there was a

significant difference between employees high in organizational support compared to those low in organizational support on work-life balance. Finally, personality traits and perceived organizational support jointly predicted work-life balance among study participants.

Suggestion

The study suffered from the following weaknesses. First, the study used a sample size of only 200 workers in Shoprite in the Ibadan metropolis thus limiting generalization of findings. Further study should include more workers in Shoprite in many locations in Oyo State and across states in Nigeria. Second, data were collected using self-reported questionnaires which were not free of response bias. Further study should include focus group interviews and documentary evidence from the organization to validate data collected from questionnaires. Finally, only two independent variables were investigated in this study. Further study should include self-esteem and learned helplessness.

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