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# INFLUENCE OF EMPLOYEES' PERSONALITY TRAITS AND WORK LIFE-BALANCE ON ORGANIZATIONS JOB PERFORMANCE IN SELECTED AGRICULTURAL RESEARCH INSTITUTES IN SOUTHWESTERN NIGERIA

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## ABSTRACT

Poor understanding and application of personality traits have always led to serious damage in organizations because things are sometimes done inappropriately by most human resource managers and which lead to low productivity among staff. This study examined the influence of employees' personality traits and work life balance on organizations' job performance in selected Agricultural Research Institutes in Southwestern Nigeria. A Multi-stage sampling technique was used to select 172 respondents for the study. Structured questionnaire with Chronbach Alpha Coefficient of 0.75 was used to collect data on employees' personality traits, work life balance and organization job performance. Data were analyzed using frequency counts, percentages, mean and standard deviation. Pearson Product Moment Correlation, Linear Regression and Analysis of Variance (ANOVA) were used to

test the study hypotheses. Conscientiousness ( $\bar{x} = 4.37$ ) and job sharing ( $\bar{x} = 4.08$ ) were the predominant personality traits and work life balance practices respectively reported in the Research Institutes. Majority (84.9%) of the respondents had high level of work life balance while 56% had high job performance. Correlation analysis showed a significant ( $p < 0.05$ ) relationship between respondents' personality traits ( $r = 0.555$ ) and work life-balance ( $r = 0.388$ ); and job performance. Analysis of variance revealed no significant ( $p < 0.05$ ) differences among respondents' personality traits ( $F = .306$ ), work life balance ( $F = .169$ ) and level of job performance ( $F = .674$ ) across the selected Research Institutes in the study area. Study revealed that employees' personality traits and work life-balance were positively and significantly related to organizations' job performance in the study organization while personality traits, work life balance and employees' job performance were not significantly different across the study organizations. Organizations are admonished to always consider personality profiles of their employees at the selection stage and look into more emotionally stable and conscientious applicants when recruiting because these factors are significantly associated with organizational Job performance.

**Keywords:** - Personality traits, Work Life-balance, Job Performance

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## INTRODUCTION

There is always a changing taste among the beneficiaries for organizations' services and products. If organizations are to survive, there is need to understand the nature (personality traits) and the actual needs (both in the office and at home) of their employees. Therefore organizations are required to implement different techniques to enhance their employees' performances in the workplaces. Nevertheless, maintaining a positive and balanced interaction between work, personal life and personality of employees often puts strain on the individual. This, in turn is capable of having negative implications on the organization if unchecked because it mostly results in turnover, absenteeism, reduced performance among others. It is a fact that theoretical models have not provided the actual relationship between personality traits and work-life balance in terms of the construct of employees' job performance. Performance is defined as the degree of accomplishment of a particular task, duties and responsibilities by employees in order to achieve an organizational goal (Sutherland *et, al* 2015). Organizational productivity rate emanates from the appropriate behavior and effective application of rightful orientation, moral, knowledge, skills and expertise. According to Rajesh and Nishant, (2014), the ultimate performance of organisations depends on the performance of its employees which in turn depends on numerous factors that includes: personality profile, family, leisure, and other personal aspects of life. Job performance was viewed as a single construct but researchers now agree that job performance has multidimensional factors (Salanova and Kirmanen, 2010). Task performance covers a person's contribution to organisational performance. It refers to the actions that are part of the formal routine

system that are related to organization's technical cores, and which addresses the organizations' requirements as specified in job descriptions (Robbins & Judge, 2015). Contextual performance on the other hand consists of behaviors that do not directly contribute to organisational performance but supports the organisation, social and psychological environment (Motowildo & Scotter,1994 ). Among other factors that have deep implication on job performance is work life-balance. Work life- balance has to do with employees' measure of control over themselves regarding to when, where and how they work conveniently ( Bushra & Yasir, 2014). Most of the people view this as life balance and which organizations should allow for employees to experience. The other dimension of work-life balance, which many individuals overlook relates to what individuals do for themselves. The success of work life-balance is sustained with achievement alongside enjoyment. Poor work life-balance is a global issue that greatly affects agricultural organisational performance as well as individual well-being. In many instances, employees find it difficult to find a balance between their social life and responsibilities at the workplace. According to Guest (2002), the determinants of work life balance are located in the work and life contexts. Contextual determinants include demands of work, culture of work, demands of life and culture of home. Individual determinants include work orientation (i.e. the extent to which work is a central life interest), personality, energy, personal control and coping, gender and age, life and career stage. The variables of the study are employees' personality traits and work life-balance. The nature of work life balance was defined by flexible timing, job sharing and telework. However these constructs (personality traits, work-life balance and employee performance) might have been

documented separately in available literature, but the actual relationship between them and job performance within a single model has not been investigated among employees in agricultural context and organisations in Nigeria. It is against this backdrop that this study is evolved to examine the effects of personality traits and work life balance on employees' job performance in the study organizations

## METHODOLOGY

The study was carried out in Oyo State, Nigeria. A Multi Stage sampling procedure consists of purposive, simple random and disproportionate sampling technique were used to select study organizations, programmes and respondents respectively for the study. With the aid of Slovin's formula, 172 respondents from the population of 302 employees were selected from the different departments of the organizations. 55, 40, and 78 were selected from Institute of Agricultural Research and Training, Forest Research Institute of Nigeria and National Horticultural Research Institutes respectively (Table 2). A validated and structured questionnaire by professionals in the field of agricultural administration and agricultural extension and rural development was used to obtain data from the sampled respondents. A Cronbach alpha test of internal constituency through test-retest methods was conducted from another organization with reliability coefficient of 0.75. Personality traits of the respondents was measured on Big Five inventory (BFI) of agreeableness, neuroticism, openness to experience, extraversion and conscientiousness while work-life balance and employees' job performance were measure by adapting Abioro *et al* (2018) and Linda *et al* (2011)

scales respectively using appropriate rating scales. Data were analysed using descriptive (frequency counts, percentages and mean scores) and Inferential {Pearson Product Moment Correlation PPMC, Linear Regression and Analysis of Variance (ANOVA)} statistics to test the hypotheses of the study.

## RESULTS AND DISCUSSIONS

### *Personality traits of the respondents*

Personality traits is the combination of characteristics or qualities that forms individuals' distinctive character. The indices of the attribute include conscientiousness, extraversion, agreeableness and neuroticism (Table

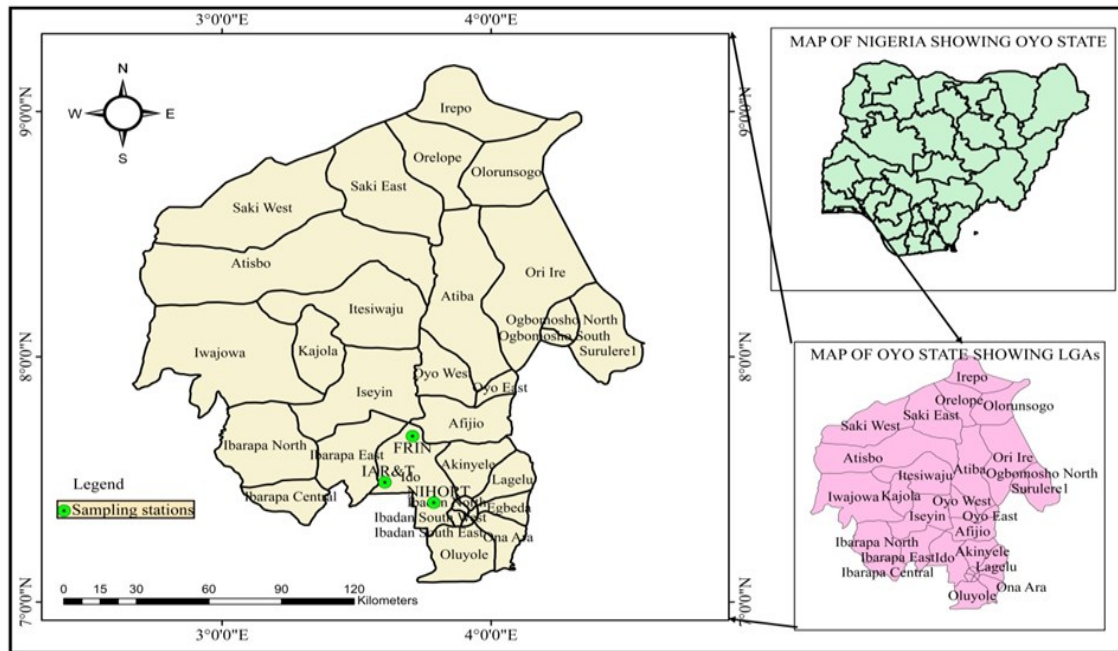
2). Conscientiousness ( $\bar{x}$  =4.37) received the highest rating as most of the researchers concluded that they are reliable ( $\bar{x}$  =4.40), dutiful ( $\bar{x}$  =4.40), persevering ( $\bar{x}$  =4.43) and orderly ( $\bar{x}$  =4.42). This implies that employees in the study are highly dedicated to their duty. This is in support with the findings of Sutherland *et al*, (2007); and Templer, (2012) that conscientiousness has been generally conceived as the single best trait that predicts job performance.

The next composite personality attributed to conscientiousness is Openness to Experience ( $\bar{x}$  =4.20). The employees agreed that they were highly optimistic ( $\bar{x}$  =4.48), has passion for learning and thinking ( $\bar{x}$  =4.38) as well as wide interest for knowledge  $\bar{x}$  =4.33 (Table 2).

**Table 1: Researchers' Distribution by Institutions and Programs**

Institutes	Population	Departments	Population of researcher	Selected researchers
IAR&T	97	Grain Legumes Improvement Programme (GLIP)	18	10
		Trypanotolerant Livestock Improvement programme	14	8
		Land and Water Resources Management Programme (L&WRMP)	15	9
		Maize Improvement Programme (MIP)	16	9
		Kenaf and Jute Improvement programme (K&JIP)	12	7
		Southwest Farming System Research and Extension Programme (SWFSR&EP)	22	12
		<b>Sub total</b>		<b>55</b>
FRIN	68	Agricultural Technology	10	6
		Agricultural Extension and Management	12	7
		Wood and Paper Technology	12	7
		Forest Technology	8	5
		Vocational	6	3
		Horticulture and Landscape	10	6
		Crop protection	10	6
		<b>Sub total</b>		
NIHORT	136	Citrus Improvement Programme	19	11
		Fruits Improvement Programme	22	13
		Vegetable Improvement Programme	23	13
		Spices Improvement Programme	18	10
		Floriculture	17	10
		Farming System Research and Extension Programme	20	11
		Product Development Programme	17	10
		<b>Sub Total</b>		
Total	302		302	172

Source: Field study.2021



**Fig 1 : Location of Research Institutes in Oyo State**

This showed that employees are well opened to experience and intelligent. This corroborates with the findings of Fayn, *et al.*, (2015) who opined that openness reflects personal differences in exploration of perceptual or sensory information. This is followed by extraversion ( $\bar{x}$  =4.19) where majority of the respondents asserted that they were always ready to achieve the best at all times ( $\bar{x}$  =4.70), relate with people without prejudice ( $\bar{x}$  =4.48) and willing to try new ideas ( $\bar{x}$  =4.42). This implies that extraversion is notably a researcher's trait because it is associated with social skills and interaction with others thereby enhance job performance. This results agrees with Robbins and Judge (2015) who asserted that extraverts tend to be generally happier with their work and in their lives as a whole. Fur-

ther is agreeableness ( $\bar{x}$  =4.17) which was also seen to be present across the study Institutes as most of the researchers asserted that they love to be open and honest ( $\bar{x}$  =4.42), modest in approach ( $\bar{x}$  =4.42) and love to comply with the rules and regulations by superior in the organization ( $\bar{x}$  =4.30). This shows that a highly agreeable employee will have a positive contribution to the organization and hence, perform at their best capabilities. Next is neuroticism ( $\bar{x}$  =2.19). This was lowly rated by respondents as some of the respondents submitted that they worry a lot ( $\bar{x}$  =2.78), sometimes careless ( $\bar{x}$  =2.48), full of anxiety and fear ( $\bar{x}$  =2.36) and often experience mood swings ( $\bar{x}$

=2.30). The result shows that few employees were fearful and sometimes careless (Table 2), A good researcher must be low in neuroticism so as to perform maximally in an organization. This corroborates the findings of Chiaburu *et al.* (2011) who reported that neuroticism was a negative attribute and strongly associated with in-role performance.

**Table 2: Personality Traits of the Selected Respondents**

SN	Statements		
	<b>Conscientiousness</b>	<b>4.37</b>	
	I am a reliable worker	4.44	0.74
	I carry out my duty as it is expected to be done (dutifulness)	4.44	0.69
	I can persevere until a task is finished (perseverance)	4.43	0.67
	I see myself as someone who does things step wisely (order)	4.42	0.73
	I see myself as someone who does a thorough job	4.40	0.63
	I have the ability to carry out a task without wasting time (efficient)	4.35	0.67
	I always think very carefully about something before making a decision (deliberation)	4.31	0.75
	I see myself as someone who have enough skill to do my work well (competence)	4.31	0.86
	I always plan and follow through with the plan (achievement striving)	4.21	0.90
	<b>Openness to experience</b>	<b>4.20</b>	
	I always have a feeling that something is possible (optimistic)	4.48	0.59
	I have passion for learning and thinking	4.38	0.71
	I have interest in knowing different things (wide interest)	4.33	0.65
	I am a deep thinker	4.31	0.75
	I see myself as someone who has an active imagination	4.28	0.73
	I have a belief for what is right and wrong (value)	4.27	0.69
	I always imagine pleasant situations (fantasy)	4.25	0.81
	I have a plan, thought and suggestion about what to do in a particular situation	4.18	0.78
	I see myself as someone who is curious about many things	4.10	0.94
	I am concerned with beauty and art (aesthetics)	4.09	0.92
	I have interest in art, music and literature	3.58	1.09
		<b>4.19</b>	
	I see myself as someone who is always ready to achieve the best all	4.70	0.69
	I see myself as someone who relates with people without prejudice	4.48	0.54
	I am always willing to take risk and try new ideas (adventurous)	4.42	0.58
	I welcome people with uttermost pleasure (warmth)	4.36	0.58
	I always engage in different developmental activities in my organi-	4.02	1.01
	I am outgoing and socialize with people easily (gregarious)	4.00	0.90
	I am not reserved	3.36	1.25

	<b>4.17</b>	
<b>Agreeableness</b>		
I love to be open and honest in carrying out my duty in this organi-	4.42	0.72
I like to be modest in my approach to people and my job (modesty)	4.42	0.65
I obey rules made by my superior in the organization (compliance)	4.30	0.75
I am considerate and kind to almost everyone (sympathetic)	4.30	0.76
I am always helpful and unselfish to others	4.30	0.82
I care for the need of others than mine (altruism)	3.87	0.94
I always believe that people are good, sincere and honest (trust)	3.55	1.16
<b>Neuroticism</b>	<b>2.19</b>	
I am someone who worries a lot (tense)	2.78	1.34
I can be sometimes careless	2.48	1.15
I always have a feeling that something bad is going to happen	2.36	1.18
I see myself as someone who experiences mood swing most times	2.30	1.16
I always feel embarrassed in meeting and talking to other people	2.19	1.09
I get hurt easily emotionally and physically (vulnerability)	2.17	1.17
I see myself as someone who is aggressive and love to argue	2.11	1.18
I sometimes act suddenly without thinking carefully about what	2.11	1.16
I always find fault with others	1.89	0.96
I see myself as someone who annoy people by what I do continu-	1.53	0.92

**Source : Field survey 2021**

**Work-life Balance Practices**

Work life balance of the respondents was operationalized on various sub-headings.

“Job sharing” ( $\bar{x} = 4.08$ ) was rated the highest by respondents (Table 3) as most researchers agreed that there was a provision to relieve staff on maternity leave in

the organization ( $\bar{x} = 4.30$ ) as well as increased productivity and performance level because employees were permitted to share

jobs among themselves ( $\bar{x} = 4.14$ ), This implies that job sharing is a good work life balance practices which was highly encouraged in the agricultural organizations under the study.

Flexible Timing ( $\bar{x} = 4.00$ ) was rated next

where some of the respondents consented to the fact that they are happy with the quality of their work performance ( $\bar{x} = 4.16$ ),

because of flexible work time ( $\bar{x} = 4.13$ ), which has given employees time off to attend to critical personal matters ( $\bar{x} = 4.04$ )

Results agree with the study of Eaton (2003) who posited that provision of flexible work schedule will have positive outcome on employees’ job performance. On provision of

internet facility at work ( $\bar{x} = 3.25$ ) most of the respondents attested that provision of internet facilities at work improved their level of job performance ( $\bar{x} = 3.67$ ) and will also have a positive effect on their performance appraisal report.

However, work role conflicts ( $\bar{x} = 2.77$ ) was less prevalent among the respondents as they disagree to the fact that too much work load makes them feel stressed, ( $\bar{x} = 2.94$ ), too much responsibilities outside work makes them to be less effective at work ( $\bar{x} = 2.57$ ), and that they always feel tired when they get up in the morning to face the activity of the day ( $\bar{x} = 2.56$ ). This implies that researchers in the study areas experience less work-role conflicts in their respective organizations. This agrees with the findings of O'Driscoll *et al.*, (2003) that work family conflict has been linked to negative outcomes for individuals, families and the employing organization.

**Table 3: Respondents' Work-life Balance Practices**

S/N	STATEMENTS	$\bar{x}$	SD
	<b>Job sharing</b>	<b>4.08</b>	
1	There is provision to relieve staff on maternity leave in my organization	4.30	0.91
2	Productivity and performance level will increase when employees are per-	4.14	0.90
3	My work idea seems significant among my teammates	4.10	0.77
4	Employee and organizational productivity is made easy with job sharing	3.99	1.06
5	Employees are permitted to share jobs in order to ease work stress in my	3.97	0.97
6	Job sharing is a good strategy of retaining and motivating employees in my	3.95	1.02
	<b>Flexible Timing</b>	<b>4.00</b>	
7	I am happy with the quality of my work performance	4.16	0.74
8	The adoption of flexible work time can be a tool for high performance	4.13	1.03
9	My organization gives employees time off to attend to critical personal	4.04	0.76
10	Long hours of work can cause work family conflict	3.92	1.13
11	There is flexible working condition in my organization	3.89	1.00
12	Due to flexible work arrangement, I am satisfied to work in this organiza-	3.85	0.89
	<b>Tele work (internet facility at work)</b>	<b>3.25</b>	
13	Telework as a work life balance policy will improve employees performance	3.67	1.01
14	Telework adoption by employees will have an effect on their performance	3.37	1.09
15	There is provision for internet facilities in my organization	3.19	1.24
16	Adoption of telework strategy is an avenue for employee to be lazy in my	2.76	1.26
	<b>Work role conflict</b>	<b>2.77</b>	
17	If I was not too tied to my work I would invest in some personal projects	3.30	1.21
18	I have too much work load which makes me feel stressed	2.94	1.28
19	Working all day is really straining for me	2.82	1.24
20	I desire a reduction of working hours due to pressure at work and home	2.60	1.16
21	Too much work at home makes me feel weak in the office	2.59	1.26
22	I have too much responsibilities outside work which makes me less effec-	2.57	1.23
23	I always feel tired when I get up in the morning to face the activity of the	2.56	1.19

Source: Field survey 2021



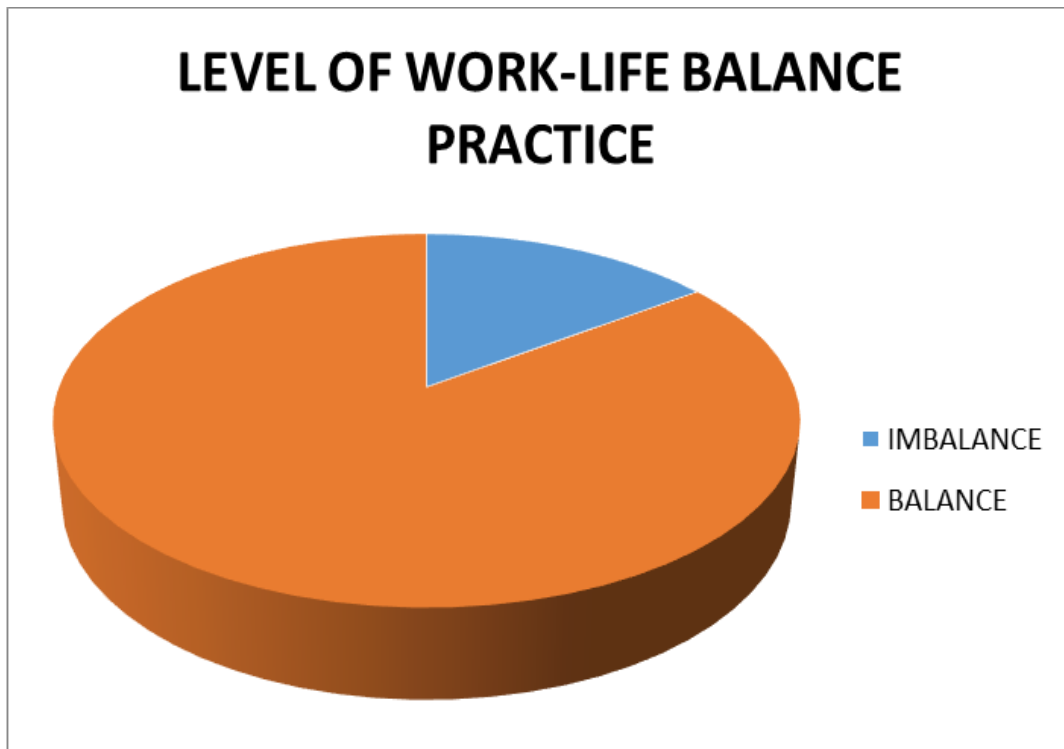
**Level of Work- life Balance**

The score of 23- 69 shows a level of imbalance, and the score of 70-115 shows a level of balanced work life (Table 4). It can be deduced that the demands from work and other activities outside work is balanced (84.9%) in the study areas. This shows that researchers are provided with essential work-life balance practices (Table 5), hence a sig-

nificant and corresponding level of job performance is expected. This corroborates with the findings of Beauregard and Henry (2009) that people are more attached to organizations that offer work-life balance practices than traditional organizations, regardless of the extent to which they benefit themselves.

Table 4: Level of Work- life balance among respondents

Level	Categorization	Frequency	Percentage
Imbalance	23-69	24	15.1
Balance	70-115	135	84.9



### ***Employees Job Performance***

Job Performance of the respondents was measured in four (4) dimensions which are: task performance; adaptive performance; contextual performance; and counterproductive work behavior.

Task Performance ( $\bar{x} = 4.34$ ) was rated highest as virtually all respondents agreed that they keep in mind the work result they needed to achieve on the job ( $\bar{x} = 4.47$ ) by carrying out their work efficiently ( $\bar{x} = 4.38$ ), planning adequately and setting priorities right ( $\bar{x} = 4.31$ ). In Adaptive performance ( $\bar{x} = 4.16$ ) which was also notably high, most respondents agrees that they can adjust easily to changes in their work place ( $\bar{x} = 4.30$ ), keep updating their knowledge on the job ( $\bar{x} = 4.25$ ), and developing their ability to cope with uncertainty. In the Contextual Performance with a grand mean ( $\bar{x}$ ) of 4.02. Employees consented to the fact that they come up with creative solutions to new problems ( $\bar{x} = 4.20$ ), asks for help

when needed ( $\bar{x} = 4.19$ ) because they understand others well during work ( $\bar{x} = 4.13$ ) and takes up challenging task when available ( $\bar{x} = 3.92$ ). Such are expected from high performing researchers in research institutions.

However, in counterproductive work behavior” ( $\bar{x} = 2.18$ ) that was lowly rated as most of the respondents do not always “make problems at work bigger than they were” ( $\bar{x} = 2.04$ ) and they do not talk to people outside the organization about the negative aspects of their work” ( $\bar{x} = 1.80$ ). This is a good indicator for a productive Institution because the organizations will have a high level of job performance and the rate of turnover will reduce as the researchers are always ready to adapt to changes in the work. The findings agrees with Linda and Claire (2013) who asserted that adaptive performance, contextual performance and task performance are good indicators of job performance levels in an organization.

**Table 5: Employees Job Performance**

S/N	STATEMENTS	$\bar{x}$	SD
	<b>Task Performance</b>	<b>4.34</b>	
1	I keep in <u>mind the work result I needed to achieve</u>	4.47	0.75
2	I <u>was able to carry out my work efficiently</u>	4.38	0.75
3	I was able to plan my work so that I can complete it on time	4.35	0.78
4	I am able to set priorities	4.31	0.80
5	I managed my time well	4.18	0.85
	<b>Adaptive Performance</b>	<b>4.16</b>	
6	<u>I adjust easily to changes in my work place</u>	4.30	0.80
7	I <u>keep job knowledge up-to-date</u>	4.25	0.83
8	I keep my job skills up-to-date	4.13	1.17
9	I can cope with uncertain and unpredictable work situation	4.13	0.92
10	I show resilience (coping with stress, difficult situations and adversities) in carrying out my duties at works	4.13	0.99
11	I come up with creative solutions to difficult problems	4.11	0.92
12	I adjust work goals when necessary	4.04	0.96
	<b>Contextual Performance</b>	<b>4.02</b>	
13	I come up with creative solutions to new problem	4.20	0.79
14	I ask for help when needed	4.19	0.92
15	I understand others well during work	4.13	0.90
16	I work on keeping my job-related knowledge up to date	4.13	0.85
17	I continually sought new challenges in my work	4.01	0.95
18	I take on challenging tasks when they were available	3.92	0.85
19	On my initiative, I start new tasks when my old tasks were completed	3.89	0.96
20	I took on extra responsibilities	3.86	0.92
21	I participate actively in meetings and consultations	3.81	0.96
	<b>Counterproductive Work Behaviour</b>	<b>2.18</b>	
22	I complain about minor work-related issues at work	2.64	1.27
23	I talk to colleagues about the negative aspects of my work	2.33	1.12
24	I focus on the negative aspects of situations at work instead of the posi-	2.08	1.34
25	<u>I talk to people outside the organization about the negative aspects of my</u>	2.04	1.11
26	<u>I make problems at work bigger than they were</u>	1.80	1.11

**Source: Field survey, 2021**

**Testing of the Study Hypotheses**

**Test of relationship between employees' personality traits and job performance**

This relationship was tested using Pearson Product Moment Correlation (PPMC) and determined at 5% significance level. The correlation analysis showed that there is significant and positive relationship ( $r = 0.555$ ) between respondent's personality traits and job performance. This result connotes that researchers' personality traits influences their job performance (Table 7).

This corroborates Sutherland *et al.*, (2007) who described contextual performance as being characterized by activities that employees are neither necessarily contracted to do nor assess by performance appraisal, but does things necessary for the achievement

of organizational goals. The hypothesis was further tested with multiple regression analysis to determine the relative contribution of openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism to employees' job performance. The regression coefficient for conscientiousness in (Table 7) was 0.54 ( $p < 0.01$ ) as it showed a significant influence. This implies that one percent increase in conscientiousness increase employees' level of job performance if other variables are kept controlled. Also, there is significant influence between neuroticism and employees' job performance with regression coefficient of  $r = 0.44$  (Table 8). This implies that one percent increase in neuroticism decreases of employees' level of job performance if other variables are kept controlled.

**Table 7: Test for significant relationship between employees' personality traits and job performance**

VARIABLES	VALUE	SIG LEVEL	DECISION
Personality traits And Job Performance	0.555	.000	S

**Source: Field Survey, 2021**

S = Significant, NS = Not Significant

P-value:  $\leq 0.05$  (Significant),  $p\text{-value} > 0.05$  (Not Significant)

**Test of significant relationship between the level of employee work-life balance and job performance**

The correlation result revealed a significant ( $p < 0.05$ ) relationship between respondents' work-life balance and their job performance ( $r = 0.388$ ). This implies that the researchers

respond to the balanced work life practices in their institutes through higher level of job performance. This result corroborates the finding of Bushra and Yasir (2014) that significant positive relationship exists between work- life balance and job performance.

**Table 8: Summary of regression analysis showing the relative contribution of openness to experience, conscientiousness, extraversion, extraversion and neuroticism on employees' job performance**

Model	B	Std. Error	T	p-Value	Decision
(Constant)	1.223	.221	5.523	0.00	
Extraversion	.001	.007	.132	.895NS	
Neuroticism	0.006	.003	2.040	0.44	S
Agreeableness	0.00	.003	-.130	0.897	NS
Conscientiousness	0.10	.005	1.954	0.54	S
Openness to experience	0.004	.003	1.315	.192	NS
R	.407				
R <sup>2</sup>	.166				

Source: Field Survey, 2021

S = Significant, NS = Not Significant

P-value ≤ 0.05 (Significant), p-value > 0.05 (Not Significant)

**Table 9: Test of relationship between level of employee work-life balance and job performance**

Variables	Value	Sig Level	Decision
Work-life balance And Job performance	0.388	.000	S

Source: Data analysis, 2021, S = Significant, NS = Not Significant

P-value ≤ 0.05 (Significant), p-value > 0.05 (Not Significant).

***Test of significant difference between respondents' personality traits, work life balance, and level of job performance***

This relationship was tested using analysis of variance (ANOVA). There were no significant (p<0.05) differences among respondent's personality traits (F= .1.195), work life balance (F=1.79) and level of job

performance (F=.0.396) across the study organizations( Table 10). This revealed that personality traits, work-life balance and level of employees' Job performance were not the same in the three organizations. The results agree with the findings of Pounonen and Ashton (2001) who found differences in personality dimensions of employees in differ-

ent organizations and which have been associated with variety of work related attitudes and job performance. Also, Rajesh and Nishant (2014) found work-life imbalances in many places of work and hence,

leading to increasing problem of health issues, monotony at work place and declining level of employees' work efficiency and productivity.

**Table 10: Test for significant difference between respondents' personality traits, work life balance, and level of job performance across the selected organizations (ANOVA)**

Variables		Sum of square	DF	Mean square	F-value	P-value	Decision
Personality trait	Between groups	580.681	2	290.341	1.195	.306	NS
	Within groups	37912.312	156	243.028			
Work life balance	Between groups	432.659	2	216.330	1.795	.169	NS
	Within groups	18796.410	156	120.490			
Job performance	Between groups	9;1.566	2	45.783	0.396	.674	NS
	Within groups	18032.585	156	115.593			

**Source: Field Survey, 2021**

df = Degree of Freedom

p-value < 0.05 (Significant), p-value > 0.05 (Not significant)

### CONCLUSION AND RECOMMENDATIONS

Many human resource managers are finding it very hard to maximize the potentials of their employees due to the inability to ascertain their real personality profile before their appointment in the organization. They are required to possess such knowledge and information to achieve high employees' job performance. This study was undertaken to establish relationship between employees' personality traits and work life-balance; and

organizational job performance in the study organizations. The results revealed that the most featured aspect of employees' personality traits were conscientious followed by openness to experience. Job sharing and flexibility of timing were the predominant aspects of the work life- balance in the study institutions. There were high level of work life balance and job performance in the organizations. Tested hypotheses revealed that personality traits such as neuroticism and conscientiousness; and work life balance

were significantly related to job performance while personality traits, work life-balance and job performance were not significantly different across the study organizations. Organizations are therefore recommended to place much emphasis on agreeableness and neuroticism aspect of personality traits when recruiting staff and should also improve on work role conflict aspect of work life-balance among their staff in the organizations in order to obtain high job performance and organizational productivity.

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