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PERSONALITY AND WORK-FAMILY SPILLOVER: TESTING THE  
MODERATING ROLE OF SEGMENTATION SUPPLIES

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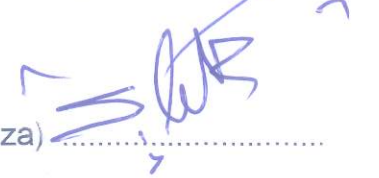
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- 1) Conflict
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- 3) Personality
- 4) Segmentation
- 5)

## Abstract

This study examines the role of personality in the management of work family dynamics and situational factors have also been added to the analysis as a moderator. Each of the Big Five personality traits and conflict and facilitation perspectives of work family interface including both dimensions of work to family (WFC and WFF) and family to work (FWC and FWF) were investigated. Situational factors have been included through the self-reporting of the participants on the supplies provided by their workplace for segmentation of the two domains. The data was collected from white-collar employees through e-mail in an anonymous manner (N=384). Personality was found to be a major significant predictor in explaining the conflict for both directions and significant but to a less extent in explaining the facilitation from work to family but not family to work. Neuroticism and partially conscientiousness are the main drivers of the conflict, while neuroticism has a positive relation with conflict for both directions; conscientiousness has a negative relation with family to work conflict. The results suggest that perceived flexibility of the workplace for segmentation adds a significant explanatory value to the model for conflict but not for facilitation. The moderator analysis revealed that individuals high in agreeableness and openness to experience have a positive role in reducing conflict from work to family, WFC, and that extraverts are able create a facilitation environment from work to family, WFF, only if supplies provided by the workplace for segmentation of the two domains are above a certain level. Practical implications for both organizations and individuals and future research areas are also discussed.

*Keywords:* Conflict, Facilitation, Personality, Segmentation

## ÖZET

Bu çalışma kişiliğin iş aile dinamiklerini yönetmedeki etkisini incelemektedir. Çevresel faktörlerde analize düzenleyici değişken olarak eklenmiştir. Beş faktör kişilik özelliklerinin her birisi, iş aile yayılımının hem pozitif (kolaylaştırma) hem de negatif boyutu (çatışma), aileden işe ve işten aileye olmak üzere farklı yönleri ile analiz edilmiştir. Çevresel faktörler bireylerin kendi bildirimlerine göre iş yerleri tarafından iki alan arasında sınır koyma konusunda sağlanan koşulların değerlendirilmesi olarak analize dahil edilmiştir. Veri beyaz yakalı çalışanlardan e-mail yoluyla isimsiz bir şekilde toplanmıştır (N=384). Kişiliğin her iki yöne çatışmayı açıklamada anlamlı bir değişken olduğu saptanmıştır, ayrıca işten aileye pozitif yayılımı açıklamada da nispeten daha az etkili seviyede olsa da anlamlı bir değişken olduğu görülmüştür. Duygusal dengesizlik ve kısmen özdenetim çatışmada etkindir. Duygusal dengesizlik çatışmayı her iki yöne de arttıran bir değişkenken, özdenetim sadece aile iş yönünde çatışmayı azaltıcı rol oynamaktadır. İki alan arasında ayrışmaya olanak sağlayan işyeri esnekliğinin çatışmayı açıklamada anlamlı bir değişken olduğu gözlemlenmiştir fakat bu etki kolaylaştırma açısından görülmemektedir. Düzenleyici değişken analizi sonucunda, yumuşakbaşlılık ve deneyime açıklık kişilik özelliklerinin işten aileye çatışmada azaltıcı etkisinin ve dışadönüklük kişilik özelliğinin işten aileye kolaylaştırmada olumlu etkisinin sadece iş yeri tarafından iki alanı ayırmada belli bir seviyenin üzerinde esneklik gösterildiği takdirde gerçekleşebildiği görülmüştür. Araştırmanın kurumlar ve bireyler açısından pratik kullanımı ve gelecek araştırma alanları için getirdiği açılımlar çalışmanın içerisinde yer almaktadır.

*Anahtar kelimeler:* Çatışma, Kolaylaştırma, Kişilik, Ayrıştırma

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## **ABBREVIATIONS**

WFC	Work to Family Conflict
FWC	Family to Work Conflict
WFF	Work to Family Facilitation
FWF	Family to Work Facilitation
COR	Conservation of Resources
BIF	Big Five Inventory
RWA	Relative Weight Analysis
TÜİK	Turkish Statistical Institution
SD	Standard Deviation

## **Introduction**

All of us witnessed in our lives individuals from similar backgrounds, similar lives and similar work characteristics, telling us similar stories in a different way. While one individual interprets having a busy life, a good thing to have, keeping him/her energetic in life, happy to contribute to the society in different ways (maybe both as a parent and a business person), the other one may tell how he/she gets exhausted from a busy life and because of this underperforms in his/her duties both in personal life and work. These are all personal perceptions, which are shaped by individual differences. Individual differences not only shape our perceptions and interpretation of the work family relationship but also how we manage the difficulties encountered (Michel & Clark, 2011).

Work and family are the two main domains covering most part of our lives and this makes these two topics a point of interest for psychologists. Organizational psychologists mainly focusing on the interaction between these two domains has provided a great coverage on analyzing the friction between these two domains (Parasuraman & Greenhaus, 2002; Greenhaus & Beutell, 1985; Michel, Mitchelson, Kotrba, LeBreton, & Baltes, 2009; Allen , Johnson, Saboe, Cho, Dumani, & Evans, 2012) and substantial amount of coverage on situational factors both from an individual perspective such as nature of family roles, work hours and from an organizational perspective such as organizational procedures and practices on overtimes, approach to parenting and role of supervisors (Parasuraman & Greenhaus, 2002; Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005).

The focus of the current research is relatively less covered angles of the work family literature, effects of personality traits on the work-family interaction rather than situational factors were studied, and work-family interaction were analyzed based on the type of

interaction (facilitation/conflict) and direction of interaction (work to family/ family to work). First of all, this research acknowledges that the work family interaction can trigger not only conflict but also facilitation between two domains. While many researchers focused on the conflict, this is understandable since the impact of bad is more remarkable than the impact of good (Baumeister, Bratslavsky, Finkenauer, & Vohs, 2001), there are also a number of studies working on the facilitation between these two domains (Greenhaus & Powell, 2006; Grzywacz & Marks, 2000). There are inevitably some intersections in terms of allocated time, expected behavior models and required skills between two domains, and simultaneous demand on the time, behavior and skills creates stress on the individuals who are by nature motivated to protect their personal resources according to Conservation of Resources (COR) theory of Hobfoll (1989, 2002) and work family conflict comes into the picture in both directions, family to work and work to family. While work family conflict occurs through the existence of work stressors (e.g., working overtime, demanding supervisors) and family stressors (e.g., number of children, taking care of elders), it is worthwhile to consider that there are also social support mechanisms both at work (e.g., support from colleagues and/or managers) and at family (e.g., caring husband, help from grandparents). The social support mechanisms not only help individuals to diminish the conflict between two domains (Michel et al., 2009) but also act as a buffer in conserving personal resources (Hobfoll, 1989; Hobfoll, 2002), which in turn would let individuals to convert the positive gains to positive actions and turning into a continuous positive cycle for the individuals (Fredrickson, 1998). Individuals may gain positive emotions and also transferable skills in one domain which would help them to perform better in the other

domain and a good social support system enables individuals to create this facilitative environment (Werbel & Walter, 2002).

Secondly, the intention of the current study is to provide greater focus on the role of personality traits in the work-life balance processes. This gap in literature has been addressed by Parasuraman & Greenhaus (2002), and Eby et al. (2005). A monograph published by Eby et al. (2005) on the work family research detected that out of 966 predictors estimating work family relationship in the literature between the years 1980 and 2002, only 4.7% of the researches used individual differences as predictors and this ratio falls to 1.2 % for specifically personality variables. Personality is a key element in dealing with the possible work stressors since work stressors dominate individuals' life as long as they let them to do so physically or mentally and personality traits supporting a strong attitude against work stressors would obviously have a lessening effect on the conflict between two domains (Connor-Smith & Flachsbart, 2007). For example, the relationship of social support and work family conflict was found to be more effective for individuals high in agreeableness and conscientiousness (Selvarajan, Singh, & Cloninger, 2016). On the other hand, facilitation between two domains would only occur when the individuals can manage to form a good support system for themselves in both domains and personality traits play an active role in how people established their social support network (Wayne, Grzywacz, Carlson, & Kacmar, 2007).

Work family literature has started to cover the role of personality in the work family interface and although rare, there are studies analyzing the work-family connection through five factor inventory. Personality, across different empirical studies, is found to explain approximately 15% to 25% of the variance in work -family conflict and 7% to 15% of the

variance in work-family facilitation (Wayne, Musisca, & Fleeson, 2004; Michel & Clark, 2013; Michel, Clark, & Jaramillo, 2011).

Thirdly, this research targets to add a situational edge through the analysis of the moderating effect of physical and mental flexibility provided by the workplace, which will be referred to as segmentation supplies in this study (Kreiner, 2006). Every individual have a different preference for how much to integrate work life into family life. This preference moves along the continuum of full integration to full segmentation and how much your workplace lets you to locate yourself in your preferred position moderates the relationship of personality and work family interaction. The present article analyses the effect of both the preference for segmentation and provided flexibility for segmentation on the work family interface and mainly focuses on the role of perceived workplace flexibility on the relationship of personality and work family interface. COR theory of Hobfoll (1989, 2002) argues that the individuals are motivated to defend their personal resources and their situational resources. Individuals put a lot of effort not to lose these resources or if they feel lose some of these resources, an additional effort was consumed to gain these resources. Therefore, situational resources are as important as personal resources and they influence human behavior depending on the extent of perception of these situational resources. Brummelhuis & Bakker (2012) described situational resources as resources that can be found in the social environment of the individuals and social support is one of the main items in this category. Individuals gather an opinion regarding their situational resources and this opinion shapes their job attitudes (Cropanzano, Howes, Grandey, & Toth, 1997). Work family conflict, which was found to be resulting in declining job performance, was shown to

be less impactful under good level of perceived support from the organization (Witt & Carlson, 2006).

As a result, the current study aims to form a comprehensive model covering both positive spillover (facilitation) and negative spillover (conflict) with both directions of influence, work-to-family (WFC and WFF) and family-to-work, (FWC and FWF) with its roots going down to the personality of individuals and perceived flexibility of the work environment.

## **1. Literature Review**

### **1.1 Work-Family Relationship**

Work and family domains may lead to role accumulation or role conflict depending on how individuals manage and perceive these two different but at the same time complementary roles. While role accumulation indicates a positive spillover, transfer of the positive aspects of one domain to the other through affective states, such as moods and emotions, and/or through instrumental dimensions, such as skills and perspective, (Greenhaus & Powell, 2006), role conflict occurs as a result of negative spillover, which is the spillover of time, strain and behavior of one domain to another causing depletion of resources in individuals (Greenhaus & Beutell, 1985).

The current study would concentrate on family life and work life, which together supports or destroys a good personal life. Individuals who are content in both of these domains are also happy with their personal lives or vice versa and individuals who are exhausted in both of these domains are also unsatisfied with their personal lives. Since the conflict and facilitation between these two facets of life would spillover to the other domains of life leading to joy or frustration, the current study would work on family life, as

in the case of most of the literature, as a representative of personal life (Friedman & Greenhaus, 2000).

Before starting discussing the conflict and facilitation between work and family domains, it need to be clarified that facilitation and conflicts were proven to be distinct constructs (Greenhaus & Powell, 2006) Therefore, it is possible that an individual experience high level in both of them or being low in one of them and high in one of them. Greenhaus & Powell (2006) run an analysis over the 14 studies in the literature measuring correlation between conflict and facilitation, and correlation levels were found to be very low with a mean value of  $-.02$ , showing that these two constructs are not related.

**Work-family conflict.** Every individual has different and multiple roles in life as an employee, as a mother, as a son, as a wife and so many other different roles. All of these roles have requirements that need to be fulfilled at the right time and at the right quality. Kahn, Wolfe, Quinn, & Snoek (1964) delineated work related stress as a product of role conflict, which arises from the incongruent types of pressure coming from diverse spheres of life. Khan et al. (1964) discussed that the source of conflict can either be internal or external. In case of internal conflict, individuals perceive the expectations from them at a very high level, where they wouldn't be able to meet and put a psychological pressure on themselves. On the other hand, external conflict occurs when the source of the conflict is the environment (e.g., unsupportive family members, rigid company policies). In any case, conflict is a consequence of the emotional strain triggered by difficult to accomplish demands from different roles.

Individuals working on to deal with these contrasting pressures from different domains experience role conflict due to internal or external reasons, playing on scarce

resources and as a result, spillovers between the multiple roles occur. Greenhaus & Beutell (1985) contemplated that the spillover from one role to another occurs based on time, demand and behavior based requirements of the different roles.

Work and family as two main domains that takes time and effort of individuals are the most common reasons of the role conflict occurrence. Greenhaus & Beutell (1985) analyzed the simultaneous pressures in the work family interface in three dimensions. First of all, work family interface requires the active participation of the individuals in order to attain a healthy environment in both sides, putting a time pressure on the individuals. While requirements of long working hours and strict deadlines puts pressure on the employee identity of the individual, family, including spouse, kids and elders, asking the individual in same time period to participate in the family activities, squeezes the individual even more in terms of time allocation.

Secondly, tension prevailed in one domain would cause a negative spillover to the other domain. While extensive working hours, travelling for work and ambiguities and/or conflicts experienced in the workplace act as stressors from the work side, friction between spouses and other family members, problems with the kids triggers the conflict from the family side.

Thirdly, family and workplace may require totally different patterns of behavior and the transition between the accepted norms of each domain puts additional pressure on individuals. While the norms at the workplace may be to build detached relationships forming a rigid and aggressive atmosphere, the family may require extensive warmth and joy (Greenhaus & Beutell, 1985).



Scarcity hypothesis was also used commonly in literature in the deliberation of work family conflict. Goode (1960) acknowledges that individuals have scarce resources in terms of both energy and time and these limitations result in a continuous negotiation processes between their roles. Since every individual tries to act for their own benefit, clashes between roles are inevitable in this role arena. Hobfoll (1989, 2002) discussed that the source of stress is the actual or perceived attack to individuals' resources, where resources are described to be in different types such as objects (tangibles such as car, house), personal traits (e.g., self-efficacy), conditions (e.g., work, home) or energies (e.g., time, physical energy). Hobfoll (1989, 2002) also described the concept of "loss spiral" where actual or perceived attack to these resources creates an even further reduction in the resources triggered through the generated stress.

While the three main stressors of time, demand and behaviour requirements described by Greenhaus & Beutell (1985) clarifies how the conflict starts in the work family sphere, COR theory helps us to understand the deterioration, caused by these stressors, in the resources of individuals. Brummelhuis & Bakker (2012) built a model on the work family relationship over the basis of COR theory and grouped the stressors under the heading of "contextual demands". Contextual demands referring to stress occurred through the pressures from overburden, physical, psychological and cognitive demands. Although the grouping may show some discrepancy between Greenhaus & Beutell (1985) and Brummelhuis & Bakker (2012), the underlying headings under these defined pressures overlap and both discusses the stress taking place when these stressors impedes the individuals to fulfill their responsibilities. Brummelhuis & Bakker (2012) brought a further angle through a resource approach of COR theory and discussed that demands from one

domain causes a decline in the performance capacity of the individual in the other domain through the erosion in personal resources.

The stress explained through different perspectives show that the effect might be bidirectional. While the work to family conflict dominated the literature, it is clearly seen that all these three forms of conflict may also be sourced from family. Family to work and work to family conflict has unique antecedents (Michel et al., 2009 ; Byron, 2005), as work to family conflict is triggered by work related parties and issues such as work involvement, inflexible schedules, inadequate support from coworkers or supervisors, job demands, family to work conflict is triggered by family demands, marital or parental conflict, housework and child care. Family involvement is not found be causing family to work conflict, contrary to the finding that work involvement is one of the important reasons for work to family conflict. (Byron, 2005)

Kossek & Ozeki (1998) showed through a meta analysis that scales clearly considering the direction of the conflict (i.e., work to family, family to work) provide a better performance than the scales used to evaluate both directions of conflict in a vague way. Work to family and family to work conflict dimensions were reported as distinct constructs (Frone, Russell, & Cooper, 1992; Hammer & Thompson, 2003; Greenhaus, Allen, & Spector, 2006; Lee, 2018) and in most of the studies work to family conflict were discussed to be experienced more often (Frone et al., 1992) but health consequences, such as depressive symptoms and poor physical health, were indicated to be more severe for family to work conflict (Frone, 2000; Frone, Russell, & Lynne, 1997). Regarding the heavier personal consequences of family to work conflict compared to work family conflict, Frone (2000) commented that this may be due to the effect of putting the blame on other

parties or yourself. In the case of work to family conflict, individuals may find the comfort of blaming the workplace conditions or supervisor, however in the case of family to work conflict, individuals may question their ability in managing the work family relationship.

Frone et al. (1992) argued that when one role interferes with the other, the interfered role would suffer and a lower quality involvement would occur. Therefore, WFC and FWC not only have different antecedents but also different outcomes. While WFC would result in family related problems, FWC would result in work related issues. Byron (2005) also supported this view and commented that different remedies are required to reduce WFC and FWC. Lee (2018) also confirmed that the two concepts have different outcomes and found out that individuals may experience different levels of WFC and FWC, they may even act in the opposite directions. Lee (2018) also pointed out that although they are distinct constructs, they are not totally mutually exclusive meaning they are correlated to some extent so it is not possible to have an individual being very high on WFC and experiencing no FWC and vice versa.

**Work-family facilitation.** While the literature focused on the negative spillover between life and work domains, (Parasuraman & Greenhaus, 2002) there is also certain amount research on the positive spillover between two domains (Ford, Heinen, & Langkamer, 2007; Chen, Powell, & Greenhaus, 2009; Greenhaus & Powell, 2006; Masuda, McNall, Allen, & Nicklin, 2012). While the literature used different terms for facilitation with some nuances in themselves such as positive spillover, enhancement and enrichment, throughout this study, these words are used interchangeably referring to facilitation, which implies individuals performing better in one domain by the help of the knowledge and skills accumulated in the other domain.

Werbel & Walter (2002) criticised work and family being studied and presented as clashing roles and pointed out how the two roles can go with harmony and support the individuals' performance in both domains by providing reciprocal benefits. For example, workplaces support individuals not just in terms of technical knowledge but also contribute to the development of many soft skills such as communication, teamwork and creative thinking, which they could also benefit in family life. On the other hand, social support from the family equips the individuals well in dealing with challenges at the workplace.

The concept of role conflict in the work-family conflict literature leaves its place to the concept of role accumulation when discussing the positive approach in the work-family relationship. Sieber (1974) introduced the concept of role accumulation against role conflict and claimed that role accumulation brings enrichment both in the role performance and personality rather than strain. Marks (1977) confronted the scarcity hypothesis claiming that the individuals' not just consume but also produce energy and resources that can be expanded depending on the circumstances. COR theory of Hobfoll (1989, 2002) also supported this view by discussing resources generating new resources, resulting in "gain spirals". Both the social resources such as social support, employment conditions and personal resources such as time, physical energy or personality traits such as optimism are the resources assisting the individuals in overcoming the challenges in the work family interface and more importantly they act as retainers in gaining new resources.

Wayne et al. (2007) added a positive psychology perspective to the COR theory in explaining the facilitation between two domains. Wayne et al. (2007) focused on the individuals' motivation to obtain positive gains and personal and environmental characteristics together supporting positive experiences was proposed to enable facilitation.

Brummelhuis & Bakker (2012) also adapting COR theory to work home interface proposed that social resources from both of the domains contribute to the expansion of personal resources which brings better performance to the individuals in both of the domains leading a further expansion of the resources. For example, a supportive partner acting as a social resource would boost the self confidence of the individual, forming a personal resource which would lead to a better performance at work. This would definitely result in a gain spiral when the individual comes home from work in a positive mood and in turn with the positive mood contributing to a happier family environment.

Greenhaus & Powell (2006) elaborated positive spillover through two main paths, which are affective and instrumental. The affective spillover dimension of positive spillover can be explained by the positive emotional states in one domain leading to positive emotional states in the other domain. The instrumental dimension stands for the transferable skills formed in work or family domain. While the instrumental channel effects the facilitation scheme in a direct way such as knowledge and skills acquired in one domain also used in the other domain, affective route is a more indirect route promoting facilitation in one domain through the resources generated with the positive emotions occurred in the other domain (Greenhaus & Powell, 2006).

Work – family facilitation can exist bidirectionally (Wayne et al., 2007; Greenhaus & Powell, 2006; Frone, 2003) where both directions are distinct constructs with different antecedents and outcomes (Frone, 2003). While work related topics such as work support, number of hours worked, control over decision making processes, pressure at work may affect the level of work to family facilitation, nonwork related topics such as family support, marital support or conflict, parental satisfaction or conflict, quality time spent with the

family shape up the extent of family to work facilitation. An understanding and flexible work setting is expected to result in positive outcomes in the family domain, a caring family atmosphere would produce positive results at the workplace. (Greenhaus & Powell, 2006; Grzywacz & Marks, 2000) Therefore, as in the case of work family conflict, it is possible an individual experiencing WFF but not FWF or vice versa.

## **1.2 Personality**

Each individual have his/her own and exclusive way in the adjustment to different situations. Personality has been discussed to impact behavior patterns and perception and understanding of situations in different domains of life (Matthews, Deary, & Whiteman, 2003). Personality was found to explain 20 to 50 percent of the variance in happiness (Demir & Weitekamp, 2007). Many personality psychologists utilize global trait domains, namely “Big Five” domains, which are neuroticism, agreeableness, conscientiousness, extraversion and openness to experience (McCrae & Costa, 1991; McCrae & John, 1990; Goldberg, 1992; Saucier, 1994).

Personality has also started to take an important place in the work family literature (Wayne et al., 2004; Michel & Clark, 2013). Research has shown that work personality relationship starts even at the hiring process, personality effects the hiring process either intuitively or through the usage of some personality tests. While conscientiousness seemed to be a required qualifications for almost all kind of jobs, salespeople are chosen from extraverts, positions requiring artistic approaches are selected from individuals higher in openness to experience (Dunn, Mount, Barrick, & Ones, 1995). Personality was also found to be an important indicator in job performance (Barrick & Mount, 2005). Therefore, it is inevitable that personality, as being a significant factor in every step of work life, would also

play an important role in the work-family spillover process. Michel et al. (2011) carried out a meta analytic review over 66 studies and presented that five factor model is an important variable in predicting of work-nonwork spillover. Their analysis indicated that while extraversion, conscientiousness, agreeableness and neuroticism is effective in predicting negative spillover, conflict aspect, extraversion, openness to experience, conscientiousness and agreeableness found to be associated with positive spillover , facilitation angle, and five factor model was also observed to be an explanatory variable on the relationship of both work to family and family to work dimensions.

Personality, shaping our behavior and perception patterns, is expected to influence work-family conflict by determining how we respond to demands from different domains and how we manage stress created through conflicting demands. On the other hand, personality is also expected to be an important predictive in work - family facilitation since it may trigger facilitation through the transfer of knowledge and skills, instrumental path, and positive emotions, affective path, from one domain to another (Michel et al., 2011; Michel & Clark, 2011).

Personality does not only effect how individuals cope with the demands from different domains but also effects the way of coping (E.g., while someone high conscientiousness may deal with the situation through good planning, an extravert may prefer to use some social support) (Connor-Smith & Flachsbart, 2007).

**Extraversion.** McCrae & Costa (1991) elaborated extraversion under the characteristics of warmth, positive emotions and energetic. Extraverts found to be spending more time on enjoyable activities with other people versus alone during the day (Oerlemans & Bakker, 2014). Ozer & Benet-Martinez (2006) deliberated the interpersonal and social

outcomes of extraversion as satisfaction in personal relationships and professional choices. Cheng & Furnham (2001) showed in an empirical study that the extravert people inclined to have optimistic attribution style, which is a strong predictor of happiness. Extraversion was also found to have a significant effect on friendship quality, friendship conflict, number of friends, positive affect, negative affect and life satisfaction (Demir & Weitekamp, 2007).

Argyle and Lu (1990) underpinned the motivation of extraverts for joining social activities through an empirical study and they also proposed the higher level of social interaction leading to higher level of happiness. Fishman, Ng, & Bellugi (2011) run an experimental design by displaying a social stimuli (human faces) and non social stimuli (flowers) to individuals and observed that individuals high in extraversion allocate more attentional resources to social stimuli. There are also studies demonstrating that individuals high in extraversion exhibiting greater resilience, which enables them to recover from negative events and act solution oriented (Lu, Wang, Liu, & Zhang, 2014; Campbell-Sills, Cohan, & Stein, 2006).

Extraversion, representing the social facet of personality, creates an opportunity for individuals to succeed in expansion of resources through the positive perspective and social stance. Helson & Srivastava (2001) found out that extraversion is strongly correlated with personal growth, which is defined as one's ability to develop the potential and succeed to grow as a person (Ryff, 1989). The expansion of resources through the accumulated social and personal resources are described both in the COR model of Hobfoll (1989, 2002) and Broaden and Build model of Fredrickson (1998).

Every action starts in mind and then body follows the mind. Positive emotions fostering positive attitudes creates a positive thinking environment for individuals resulting



in expanding their collection of positive actions. (E.g., while anger may produce an impulse of quarrel, joy triggers creativity.) According to Broaden and Build model, accumulation in positive actions fostered through positive emotions would enable individuals build social and personal resources, physical, intellectual and psychological dimensions, and in turn these expanded resources empower individuals to gain more positive emotions (Fredrickson, 1998). This approach shows a resemblance to COR theory of Hobfoll (1989, 2002) acknowledging the power of social and personal resources in forming a circular of benefits and building a continuously growing resource environment for the self.

Individuals high in extraversion, with their positive emotions and strong social bonds would be able to have the necessary social and personal resources in dealing with the conflict between two domains. Social support, in forms of work and family support, is acknowledged to be an important determinant of both work to family and family to work conflict (Byron, 2005; Michel et al., 2009). Moreover, their inclination towards positive gains in life would enable them to experience facilitation between two domains. Personal features promoting positive thinking and feeling not only bring positive experiences but also enables new personal gains leading to a facilitative environment (Wayne et al., 2007).

**Neuroticism.** It is the domain reflecting the negative emotions mainly worry, anxiety and insecurity (McCrae & Costa, 1991). There are studies over the positive link between neuroticism and anxiety disorders (Kotov, Watson, Robles, & Schmidt, 2007; Kaplan, Levinson, Rodebaugh, Menatti, & Weeks, 2015). Kaplan et al. (2015) have further found out the negative correlation of social anxiety with trust and self-efficacy and opened up an avenue to question the trust issues for individuals high in neuroticism. Ozer & Benet-Martinez (2006) emphasized significant personal and social outcomes for neuroticism as

dissatisfaction both in friend and family relations and career path. It has been revealed in some studies that the individuals high in neuroticism display less resilience, leading to a slow pace of adaptability from negative experiences (Campbell-Sills et al., 2006; Lu et al., 2014). Wayne et al. (2004) reported that individuals high in neuroticism are inclined to negative emotions which results in perception of having less time and more conflicting demands and as a result neuroticism is more related to conflict rather than facilitation. Cheng & Furnham (2001) evidenced in their study that neurotic individuals have a negative way of interpreting events and negative approach to events is a primary indicator of low level of happiness. In line with this finding, neuroticism is found to be highly negatively correlated with environmental mastery (Ryff, 1989), belief or ability that the individual may have control on the complicated situations (Helson & Srivastava, 2001). Boyar & Mosley Jr. (2007) showed that neuroticism is an important part of core self-evaluation of the individuals, which was found to be negatively related to work to family and family to work conflicts.

Individuals high in neuroticism with their negative attitudes in dealing with stress prefers the coping strategy of circumvention or withdrawal, which are temporary solutions, and even when they ask for social support, since they were not able to create a good social network due to their trust and anxiety issues, they fail to get this support adequately (Connor-Smith & Flachsbart, 2007; Michel et al., 2011). Zellars & Perrewe (2001) showed that individuals high in neuroticism engage in negative conversations and thus experience depersonalization and fails to create a social support network. In accordance with Broaden and Build model of Fredrickson (1998), as opposed to the extraversion, negative emotions would be an obstacle in creating positive actions and thus preventing neurotic individuals to

build a good amount social and personal resources. The interpretation of COR theory of Hobfoll (1989, 2002) for individuals with neuroticism tendency would also be that it is highly likely these individuals will subject to loss spirals through the perceived high degree of stress triggering a loss in social and personal resources.

Work family enrichment requires having a good level of interpersonal relationships, positive evaluations of the self and most importantly a clear mind to act both on behalf of the self and the other parties. Neuroticism prevents individuals to build satisfactory relationships in both spheres and therefore people high in neuroticism would lack the most important tool, trust, which would be needed to manage the conflicts through delegations and support. In addition, their low resilience level would cause them to spend so much time on the recovery while in that period the conflict between two domains would even go more out of their hands.

**Agreeableness.** The dimension of agreeableness in the Big-Five model refers to the characteristics of being appreciative, sympathetic, cooperative and trusting (McCrae & John, 1990). Highly agreeable individuals may be able to develop and maintain good and intimate relationship with others and consequently to attain a good level of well being. Agreeableness is found to be directly related to positive and negative affect pointing out the importance of social relationships in emotional stability (Zhang & Tsingan, 2014). Individuals who are high in agreeableness would be a great value for the teams with their attitude of more sharing, less conflict (Barrick & Mount, 2005). Ozer & Benet Martinez (2006) posited that highly agreeable individuals would experience acceptance and satisfaction in personal relationships and would exhibit volunteerism and leadership behaviors. Individuals high in agreeableness was found to be experiencing less time based

conflict, which is one of the important sources of work-family conflict. This may be due to the fact that agreeable individuals, who are cooperative and trusting, may be able to see the reciprocal good behaviors from their environment, letting them asking for help in their time-management processes (Bruck & Allen, 2003). Connor-Smith & Flachsbar (2007) reported through a meta-analysis that individuals high in agreeableness are prone to seeking support in dealing with work family issues helping them in reducing conflict between two domains.

Individuals high in agreeableness would be inclined to avoid conflict and promote sharing, consequently acting in a cooperative and solution oriented way. The characteristics of being trusting and cooperative associated with agreeableness would be great assets in building a supportive interpersonal network and individuals high in agreeableness were found to benefit from social support in managing work family relationship (Selvarajan et al., 2016). Agreeable individuals were found to be keen on non-work related conversations and caring and sharing with other people let them feel good about themselves (Zellars & Perrewe, 2001). Agreeableness outstands the other personality traits in terms of building good quality and less conflicting friendships, which are two important indicators of happiness (Jensen-Campbell, Adams, Perry, Workman, Furdella, & Egan, 2002; Demir & Weitekamp, 2007). Personalizing with people, agreeable individuals are more open to listen different ideas and gaining new perspectives, these properties also equip them in creating a facilitative relationship between two domains (Michel et al., 2011).

**Conscientiousness.** McCrae & John (1990) defined the conscientiousness factor with the main facets of efficient, responsible and organized. Tett & Burnett (2003) also supported that the individuals high in conscientiousness would act responsible and detailed oriented in both social and organizational level and they also proposed that these people

would promote clear-cut communication. Ozer & Bennet (2006) commenting on the outcomes of conscientiousness stated that conscientiousness would facilitate satisfaction at family and friend relationships and success at the social level. Conscientiousness was found to be significantly related to job performance and individuals high in conscientiousness described as being persistent and achievement oriented (Barrick & Mount, 1993). Neuman & Wright (1999) further identified conscientiousness as an important value for team performance. Individuals high in conscientiousness reported to have less family interference with work, indicating planning skills of conscientious individuals let them prevent conflict between two domains. (Bruck & Allen, 2003; Wayne et al., 2004)

Campbell-Sills et al. (2006) analysed the relationship of resilience to personality dimensions and found out that conscientiousness was positively related to resilience, which was reported to be positively related to task oriented coping rather than emotionally driven coping strategies. Focusing on the problem rather than wasting time on the emotions would save time and effort for conscientious individuals letting them to reduce the conflict between two domains in a smooth way in line with their plans. Conscientious individuals have the ability to develop or select the circumstances that would be best fit for their psychological situation (Helson & Srivastava, 2001), which is defined as to be a very important characteristic for mental health (Ryff, 1989).

Conscientious individuals would have more spare time since they manage the problems in an organized manner, thus this would let them accumulate time and energy. Besides, conscientious individuals tend to an efficient social network (McCrae & Costa, Jr., 1999), which would assist them in getting social support (Selvarajan et al., 2016). Therefore,

conscientious individuals have the necessary tools for achieving an enrichment between two domains.

Individuals most of the time fail in time management due to their inefficient approach in handling responsibilities in both domains, letting the interruptions of the domains to be out of their control. There is one self with responsibilities on both of the domains and thus interruptions are totally acceptable as long as they are manageable. Multi-tasking and time management abilities of the individuals high in conscientiousness would allow them to do the right delegations at the right time and update the priority list when needed.

**Openness to experience.** McCrae & Costa (1997) described openness as an essential dimension of personality signifying a variety of different characteristics in treating experience. Individuals who are high in openness to experience rather than being passive players of the incidents, they would be motivated to vigorously look for new and diverse experiences. McCrae & Costa (1997) have further commented on the cognitive side of the openness with an interpretation of openness for inner experience. Openness in inner experience stands for the complexity and intensity of the individuals' awareness and consciousness. (McCrae & Costa, 1997) The motive of pursuing experiences of the individuals high in openness to experience was also found to be related with open-mindedness and being tolerable to uncertainty (McCrae, 1996).

Connor-Smith & Flachsbart (2007) found out that individuals high in openness to experience can develop different ways of thinking and problem solving strategies in coping with stress. Openness to experience may lead individuals to view tough cases as an opportunity for development and thus perceiving less pressure between two domains.

Openness to experience is a trait of continuous development rather than aiming a secure state of no problems (Ryff, 1989) and it is highly correlated with personal growth (Helson & Srivastava, 2001). They would be able to cope with the stress in a better way with creative solutions, they would also perceive the stress less than the individuals low in openness to experience resulting in lower conflict in the work family interface. Besides, individuals high in openness would be more willing to transfer different skill sets obtain in one domain to the other domain which would let them to create a facilitative environment between two domains (Michel et al., 2011).

Life is full of unexpected incidents on both domains and how we handle the unexpected usually makes the difference in turning work family relationship to a conflict or facilitation. Work family relationship is not something stable, it is not creating the most efficient system and living happily ever after. The individuals high in openness to experience would embrace and benefit from the varied experiences by virtue of their perspective for the uncertainties and would manage to act in a flexible manner in managing this relationship. How we manage work and family domains, how we cope with difficulties is a live process that needs to be defined and updated in accordance with the circumstances and openness to experience would be an important trait in this process.

### **1.3 Segmentation - Preferences & Supplies**

One of the basic concepts of work family literature is about how individuals manage the shift between the two territories and in the modern world, where working hours getting unclear through technology, the issue of separation of two domains gained even more importance. Individuals are reachable through phones and e-mails all the time, making the segmentation of these two domains in terms of both physical and psychological detachment

harder. Derks & Bakker (2014) demonstrated that individuals using their smartphones extensively for the purposes of doing their job, experienced the difficulty of separating two domains, and being not able to detach themselves from work, led to exhaustion. Barber & Santuzzi (2015) defined this technological pressure on the employees as a construct and named it as “workplace telepressure” and found out that workplace telepressure caused both physical and psychological burnout.

The two domains obviously experience crossings in terms of allocated time, expected behavioral types and required demands between each other, which brings role conflict into the picture as a barrier in the way of both full segmentation and full integration. Every individual has their own way of dealing with the boundary management of these two zones and there are many different variations in this continuum, which span from full segmentation to full integration. (Nippert-Eng, 1996) While complete integration causes the individual to experience blurring of roles, it also makes it easier to move between the roles. On the full segmentation side, roles are clearly defined, no confusion, but on the other hand transition between the roles requires more effort. This is a continuous negotiation process, which is driven by both individual differences and situational factors. While the individual differences shape the individuals’ preference of segmentation, situational factors show us the flexibility offered to individuals both in terms of physical and perceived conditions so that segmentation of two domains can be experienced in the preferred limits of individuals (Ashforth, Kreiner, & Fugate 2000; Kreiner, 2006).

Two important theories that needs to be considered in the boundary management processes discussing the segmentation as more than being a preference but a need is effort - recovery model of Meijman & Mulder (1998) and COR theory of Hobfoll (1989, 2002).



Both theories focus on the potential depletion of resources occurring when the individuals keep using the same psychological and physical resources. Both theories focus on the individuals' need to replace the consumed resources in one domain in order to perform in the other domain and this is possible through having enough time and energy for the recovery process. If the individuals are not able to replace their depleted personal resources, stress and negative emotions will occur depleting personal resources even further. Individuals who are high on segmentation preference are the ones declaring their preference to segment two domains and gain psychological and physical time for recovery. In addition to that, individuals who perceive their workplace provides them the flexibility for segmentation would also be able to allocate more resources for a good recovery. While a good recovery would let individuals to experience less conflict between two domains, the effect of recovery in positive emotions turning into positive actions and in turn individuals gaining internal resources (Fredrickson, 1998) would lead to a facilitative environment between two domains.

There are two main boundary theories in literature concentrating on the significance of boundaries between the roles, boundary theory of Ashforth et al. (2000) and border theory of Clark (2000). Both of these theories acknowledge the negotiation process between these two spheres at the determination phase of the borders and describe the main properties of the borders as their flexibility and permeability. While permeability of the border stands for how much an individual lets the two spheres spillover to each other physically or cognitively (e.g., talking to your children's teacher over the phone during office hours or thinking about work while at home), flexibility refers to the flexibility offered by these two domains, higher demands from one territory may make it hard to create impermeable

boundaries even if the individual is willing to do so (e.g., a boss who doesn't let the employee to take time off for the teacher's meeting or the kids at home preventing to do any office work at home even when there are tight deadlines). These two concepts define the strength of the boundaries and the position of the individual on the scale of integration to segmentation.

Boundary theory of Ashforth et al. (2000) discussed that when the content of the roles requires very different characteristics, passing between roles are more difficult leading to formation of impermeable and inflexible boundaries and high level of segmentation and when the roles are similar in nature, individuals build flexible and permeable boundaries resulting in high level of integration. Border theory of Clark (2000) adds two new features to the boundary literature, blending and strength. Blending exists when boundaries are highly flexible and permeable and these three features establish the strength of the border. The more stronger the border, the less permeable and flexible and thus less blended they are.

While degree of permeability is mostly in the individuals' willpower, flexibility can be explained within organizational policies interpreted through the eyes of the individuals. Although organizations may also choose to intervene the degree of permeability through some policies, such as keeping personal phone calls or internet usage under control, individuals still has the freedom to most extent in the determination of their degree of permeability (Olson-Buchanan & Boswell, 2006). Therefore, this approach can be summarized as the negotiation between wants, permeability, and gets, flexibility.

Kreiner (2006) also expanded his study over the wants and gets approach and examined the segmentation over a person-environment fit approach so that segmentation

preferences of individuals standing for what they want and pro-segmentation approaches of the workplaces standing for what they get. Not just individuals but also workplaces have characteristics that vary and what workplaces offer their employees on segmentation front were named as “segmentation supplies”. Kreiner (2006) found out that the match of preferences and supplies had a positive impact on decreasing conflict between two domains of work and family and interestingly, after the match was achieved, every increase in supplies for segmentation corresponded a further decrease in the work family conflict. This finding demonstrated that supplies offered by workplace is already very effective in reducing the conflict between two spheres and even an individual, who is pro-integration, would find the comfort of choosing integration as a preference rather than an obligation, which would help the diminishing of the work family conflict. This view also finds support in the study of Olson-Buchanan & Boswell (2006), where they observed that even in the case of individuals, defining their job as part of their identity, creating permeable boundaries resulted in higher work-home conflict.

It should be considered that both the supplies and preferences for segmentation are self-rated, meaning the results are reflection of perceptions rather than the illustration of reality. Situational factors shape up the perceptions therefore any flexibility offered by the workplace serve more than itself to the employees’ benefit by creating a feeling of self-control over their job. This idea also finds support in the job strain model of Karasek (1979), which explains the stress as a result of the both the job demands and perceived control over these demands. Job demands-resources model of Demerouti, Bakker, Nachreiner, & Schaufeli (2001) also discussed job control and participation in decision making process as important job resources in dealing with job demands. Kossek, Lautsch, & Eaton (2006)

demonstrated in their study that employees with perception of higher degree of control over their job experienced less stress and conflict between work and family spheres. Kossek, Ruderman, Brady, & Hannum (2012) also discussed the perceived control over the job demands as a key element on the management of boundaries.

Therefore, flexibility concept discussed by Clark (2000), Ashforth et al. (2000) Kreiner (2006) lead us to the important role of perception of employee regarding the offered flexibility of the workplace, which results in perceived control over the job and less conflict between the domains of work and family.

While the literature on the boundary management mainly covers its impact on the conflict, WFC and FWC, there are also some studies, although limited, over its facilitation impact on the relationship between work and family. Boundary management come into play as a response to the conflict caused by role blurring however there are some individuals who benefit from different roles and create a more satisfied life (Higgins, Duxbury, & Johnson, 2000). Voydanoff (2005a) linked the conflict to the demands from the family and community both in physical and psychological form and facilitation to resources that would help individuals to manage the relationship between two domains. These resources could be in physical terms such as support from family members in raising kids and in psychological terms such as social support from spouse. Voydanoff (2005b) defined work family balance as the optimum point of demands from work and family meet with the resources from work and family and discussed organizational support policies that may assist in reducing demands and increasing resources (e.g., reducing office hours, flexibility on taking time off for family responsibilities). Boundary management strategies may help individuals both in reducing the demand side and increasing the resources. As long as boundary management

style of the individuals match the organizational approach on boundaries, a facilitation between the two domains of work and family is expected. Commenting further on the finding of Kreiner (2006) that supplies surpassing the preferences for segmentation have a further positive effect on reducing conflict, it is interpreted that workplaces in favor of segmenting, would provide a supportive environment acting as a resource for the individuals. When individuals view their situational factors of a domain beneficial to the other domain, they attain a facilitative environment (Baltes, Clark, & Chakrabarti, 2009).

## **2. Hypotheses Development**

The major purpose of this study is to establish a composite model including both the personality and situational perspective to the interpretation of the relationship between work and family. Personality is measured through Big Five Inventory (BIF) and situational factors has been added through the measurement of perceived supplies for segmentation, as a moderator to the model. Demographic variables to be controlled were age, gender, hours of work, marital status and education.

### **2.1 Personality and work-family domain**

Although the effect of personality on work-family relationship is a relatively less studied topic in literature (Parasuraman & Greenhaus, 2002; Eby et al., 2005), there are many studies that have been gone through during the preparation of the current study (e.g., (Wayne et al., 2004; Michel & Clark, 2013; Michel & Clark, 2011; Connor-Smith & Flachsbart, 2007; Selvarajan et al., 2016; Michel et al., 2010; Michel et al., 2011). Wayne et al. (2004) measured the explanatory power of personality, through BFI, on work-family domain by using a national, random sample of 2.130 individuals. The research found out that personality is effective in explaining work to family and family to work dimensions of

work family domain both for facilitation and conflict aspects. Michel & Clark (2013) also examined the agreeableness, conscientiousness and neuroticism from the BFI, not the full five factor of personality, and found similar results for the conflict, for both directions, and family to work facilitation, but not for work to family facilitation. The main reason for this may be the absence of openness to experience and extraversion in Michel & Clark (2013) study, which were found to be important predictors of work to family facilitation in Wayne et al. (2004). Michel et al. (2011) run a meta analysis over 66 studies and concluded that personality is predictive of work-nonwork negative and positive spillovers, in both directions. The current study replicated the research of Wayne et al. (2004) and Michel & Clark (2013) in the evaluation of the impact of personality in the work-family domain, including both types of facilitation and conflict, in both directions. The current study let us to observe the findings of previous studies in Turkish sample through the below mentioned hypotheses, when age, gender, hours of work, marital status and education are controlled.

H1: Extraversion negatively predicts WFC and FWC.

H2: Extraversion positively predicts WFF and FWF.

H3: Neuroticism positively predicts WFC and FWC.

H4: Neuroticism negatively predicts WFF and FWF.

H5: Agreeableness negatively predicts WFC and FWC.

H6: Agreeableness positively predicts WFF and FWF.

H7: Conscientiousness negatively predicts WFC and FWC.

H8: Conscientiousness positively predicts WFF and FWF.

H9: Openness to experience negatively predicts WFC and FWC.

H10: Openness to experience positively predicts WFF and FWF.

## **2.2 Preference and supplies for segmentation and work-family domain**

Individuals differ in their preference on to what extent to separate work and family, while some individuals prefer to integrate their work into their life, some of them prefer to separate the two domains from each other. It is important how these boundaries are managed in the way of achieving a good balance between two domains and this management is shaped by two variables, how much individuals would like to segment, permeability of the boundaries, and how much flexibility offered by the workplace to realize the preferences, flexibility of the boundaries. (Kreiner, 2006)

Kreiner (2006) worked on the fit between the wants and gets of the individuals and concluded that segmentation supplies matching preferences helps the individuals to diminish the conflict between two domains, however Kreiner (2006) added that segmentation supplies exceeding the preferences further diminishes the conflict. There are also some other studies in the literature, examining the effect of segmentation supplies and preferences on work-family domain (Bulger, Matthews, & Hoffman, 2007; Daniel & Sonnentag, 2016; McNall, Scott, & Nicklin, 2015), however, these researches do not cover all types (conflict / facilitation) and dimensions (work to family and family to work) as in the current study.

Bulger et al. (2007) showed that lower flexibility of the workplace together with permeable boundaries causes work interfering with family. Daniel & Sonnentag (2016) displayed a strong relation between both for supplies and preferences for segmentation and work to family facilitation. Mellner, Aronsson, & Kecklund (2014) showed that the respondents had a strong preference for segmentation and a fit between preference and the supplies resulted in perceived control of boundaries, which in turn resulted in good balance

between work and family. Olson-Buchanan & Boswell (2006) reported that individuals who are pro-integration experienced higher work-family conflict.

The current research inspired by Kreiner's (2006) study and examining the previously mentioned studies formed the following hypothesis to scrutinize the impact of supplies and preferences for segmentation on the dynamics of work-family interface.

H11: Segmentation preference and segmentation supplies of individuals positively predicts WFF and FWF and negatively related to WFC and FWC, when age, gender, hours of work, marital status and education are controlled.

### **2.3 Supplies for segmentation as a moderator**

The current research focusing on the effect of personality traits on the management of work-family dynamics, added the moderation effect of supplies for segmentation to the analysis to elevate this study to a holistic perspective in work-family literature. Individuals, even in the case of possessing favorable personality traits that helps them manage work-family balances in a good way, need a flexible environment to perform (Barrick & Mount, 1993). Michel & Clark (2013) examined the moderator effect of segmentation preference on the personality and work-family relationship and found out that preference for segmentation strengthened the relationship between many of the individual differences and work-family conflict and facilitation. Michel & Clark (2013) mentioned including all five personality traits into this analysis as future research avenue. However, since many individuals have a tendency to segment (Mellner et al., 2014), especially in the case of individuals, who do not define their jobs as part of their identity (Matthews & Barnes-Farrell, 2010), this research turned the focus on supplies for segmentation as a strengthener of the relationship between personality and work-family interface.

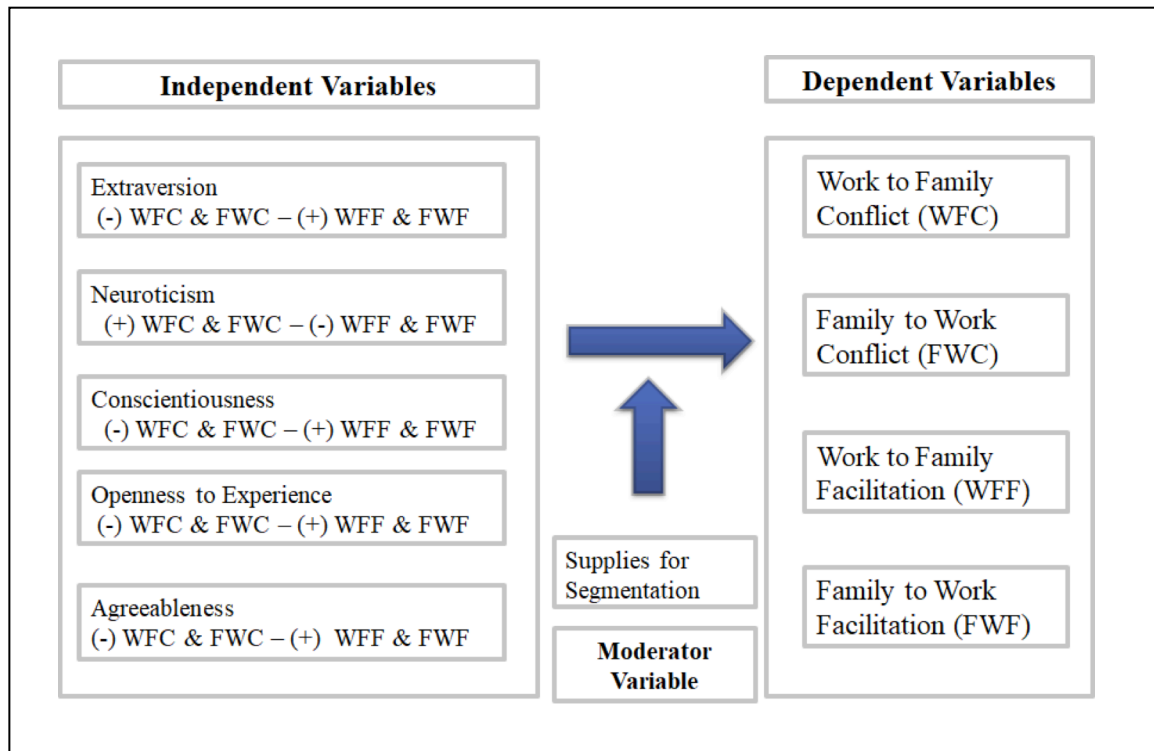


Supplies for segmentation was described as the flexibility offered to individuals in their work environment (Kreiner, 2006), and individuals, experiencing flexible working conditions, feel control over their job (Carlson, Grzywacz, & Kacmar, 2010). Brummelhuis & Bakker (2012) showed autonomy as a situational resource in dealing with work-family issues. Barrick & Mount (1993) argued that flexibility lets individuals to transform their personal characteristics into behaviors and showed autonomy as a moderator between personality traits and job performance. Building on these theoretical approaches, segmentation supplies is hypothesized to strengthen the relationship between personality traits and work-family interface.

H12: Segmentation Supplies strengthen the relationship between personality traits and work-family conflict and facilitation in both directions.

Figure 2.1 illustrates the summary of all the hypothesized relationships in this comprehensive model of the current study.

**Figure 2.1**  
*Summary of the hypotheses*



*Note: (-) stands for the diminishing effect of the independent variable on the dependent variables mentioned afterwards  
 (+) stands for the increasing effect of the independent variable on the dependent variables mentioned afterwards*

### 3. Method

#### 3.1 Participants and procedure

The data was collected through questionnaire, which was distributed online via e-mail through a link from the website [surveymonkey.com](https://www.surveymonkey.com). The participants were white-collar employees mostly from the finance industry. Participants were diverse in terms age, education, status in the organization, marital status, parental status and gender. The number of participants was 384, which provided us a reasonable sample. [Surveymonkey.com](https://www.surveymonkey.com) let us to collect the data anonymously, reducing the risk of social desirability. Participants apart from the questions to test the hypotheses were also asked to answer the questions about their

demographic variables. The demographic variables were controlled in order to be able to measure the aimed variables.

The average age of the participants was 35.6 (SD= 8.6). Approximately 60% of the participants were women. The education level of the participants was very high where about 66% had undergraduate degree and almost 30% had graduate degree. More than half of the participants, 55%, were married. All participants were employed and working 8.6 hours on average with a SD of 1.3 hours.

### **3.2 Measures (Turkish and English version of measures are provided in Appendix A)**

**Work-family spillover.** Work-family spillover scale was designed to measure a bidirectional influence (family to work and work to family) and both the negative (conflict) and positive (facilitation) facets of work family relationship. Each direction consists of four items. The scale was designed by Grzywacz & Marks (2000). The scale was translated to Turkish by Polatcı (2014). After the items were translated to Turkish, reliability and validity analysis were run over two different samples (n=150, n=320). Upon the factor analysis, items were reduced to 12 in Turkish scale. Turkish version of Polatcı (2014) was used in this study. The scale was rated by the participants on a 5 point Likert scale, with 1 being all the time and 5 being never. The Croanbach alpha values for each direction are 0.81 for WFC, 0.59 for FWC, 0.64 for FWF and 0.79 for WFF.

**Boundary Scale.** Boundary scale of Kreiner (2006) was used to assess the boundary preference of individuals for segmentation and the perceived segmentation provided by the workplace. The scale consists of eight items, where first set of four items aims to assess the preferred permeability between two domains, where higher scores pointed out higher motivation to limit permeability between two domains, and the second set of four items aims

to assess the perceived flexibility of the employer regarding workplace environment, where higher scores indicated more flexible working conditions. The scale was translated by two different people who are proficient in both languages following back and forward translating method. The first person was provided the English version of the scale and asked the scale to be translated to Turkish. The second person just saw the Turkish version and translated the Turkish version back to English. The translated English version and the original English version were compared by the researcher and since the researcher was confident about not having any lost in translation, the translated Turkish version was used in the questionnaire. Since this is the first time this scale is used in Turkish, the principal axis factoring analysis was carried out in order to clearly see the preference and supplies dimensions of the scale, which was provided in Appendix C. The scale was rated by participants on a 7 point Likert scale, with 1 being strong disagree, 4 being neutral and 7 being strongly agree. The scale's reliability is 0.79 for segmentation preference and 0.85 for segmentation supplies.

**Personality.** The five-factor model, also referred to as Big Five Inventory (BFI), was used to assess personality on the dimensions of extraversion, agreeableness, neuroticism, conscientiousness and openness to experience. Five-factor model has gone through reliability and validity analysis by many researchers and had proved its appropriateness in measuring the five distinct personality traits. (McCrae & Costa, 1991; McCrae & John, 1990; Goldberg, 1992; Saucier, 1994) Most of the versions of the five-factor model include 60 or even more items. It is clear that today's world is a fast world and it is hard to capture individuals' interest for a long period of time. The longer the scale, the more the risks attached to it, decreasing the value of the research from two perspectives, the number of participants and the quality of the answers of the participants. Therefore, a shorter version of

the big five was preferred, a ten-item version which was formed and subjected to reliability and validity analysis by Rammstedt & John (2007). The scale was translated to Turkish and validity and reliability of the scale was run from the data of 420 Turkish participants by Horzum, Ayas, & Padır (2017). The Turkish version of the scale was shared with the participants. The scale was rated by the participants on a 5 point Likert scale with 1 being strongly disagree and 5 being strongly agree. The scale's reliability figures were very low ranging from 0.14 to 0.71. A further due diligence was carried out to clean the data from the hazards caused by a short scale, measuring too many facets in few items, and inattentive respondents. The details of data cleaning are provided in section 4.1. After the data cleaning, the alphas are at the range of 0.43 to 0.80.

**Controlling Variables.** Demographic variables to be controlled were age, gender, hours of work, marital status and education. Education was classified as high school, undergraduate and graduate. Hours of work and age data was on continuous basis.

#### **4. Statistical Analysis**

Statistical analyses were conducted with IBM SPSS v.20. The first step in statistical analysis is to run the reliabilities of each scale through Cronbach's alpha. Alpha figures of personality scale gave a red flag on the reliability of this scale and before moving into further analysis, the requirement for an identification and data cleaning process was occurred. Second step is to check for normality values and inter-correlations among variables after the data cleaning process is completed. Thirdly, a hierarchical multiple regression analysis is run in order to understand the explanatory power of the independent variables on the dependent variables. Fourthly, a relative weight analysis is carried out that let us to see in a more precise way the contribution of each personality variable in

explaining the dependent variables. Since personality traits are intercorrelated, this further analysis helped us to have a better view on the personality and work-family relationship. Lastly, the moderator analysis is executed to test the strengthening effect of the supplies for segmentation on the relationship between personality and work-family dynamics.

#### **4.1 Identificatio and Data Cleaning**

In order to reach more participants, a shorter version of BFI was preferred. A 10 item version, 2 items per scale, of the Big Five Inventory developed by Rammstedt & John (2007) was used. Rammstedt & John developed the scale on the basis of the standard 44 item BFI of John & Srivastava (1999). The items were chosen to include main dimensions of BFI and the selection was based on the empirical analysis of the items inter-item correlations and their loadings in factor analysis. According to the findings from the literature, which are detailed under the Appendix B of this study, the broad constructs in short scales are already open to measurement errors, respondents confused due to reverse wording, and acting inattentively in answering the survey questions push the data quality even further down.

**Identification.** In order to achieve a good quality data cleaning, the first step followed was the detection of respondents to be flagged through a proper data screening process. Huang, Curran, Keeney, Poposki, & DeShon, (2012) summarized the detection methodologies such as response time, response pattern and inconsistency in responses and analyzed these methodologies under different survey conditions, both experimental and non-experimental designs. The current study analyzed these three basic approaches in order to come up with the best solution to fix the abnormalities in the data.

***Response time methodology.*** This methodology suggests that the participants spending the least time in completing the questionnaire might have responded randomly. The data was screened for this however no abnormalities were detected.

***Response pattern methodology.*** This methodology proposes to analyse if the responses has a specific pattern (e.g., many agree's in a row). The data was analyzed looking for response pattern abnormalities and it was interesting to see that respondents who had absolute difference between scores of the same construct more than 3 (for items scored from 1 to 5) answered both the negative and positive worded items in the same direction and in more than 90% of the cases on the positive direction, preferring to agree with the statement. This pattern provided a big clue on the way of data cleaning.

***Inconsistency approach.*** Huang et al. (2012) also proposes an inconsistency approach, by questioning the each individual participant's consistency level through within person correlations. Although they used method of separating items of a scale based on being odd and even or most positively correlated pairs or most negatively correlated pairs, as the current study has two item scales this was not possible. Instead of that, negatively and positively worded items were grouped for the employed BFI-10 items and within person correlation of these two sets were examined. Although the results of this approach was not an exact match of the results of the absolute difference method, we were able to find a support to the employed absolute difference methodology. Comparing the group of excluded and remaning participants in accordance with the absolute difference methodology, the mean of correlations of the excluded group was much lower (0.4) compared to the mean of correlations of the remaining participants (0.6), where higher rates point out greater consistency.

**Data cleaning.** The study over detection of the participants to be flagged turns to a fruitful discussion if only data is cleaned properly from the flagged respondents. Two basic methodology was applied, absolute difference methodology and multivariate outlier analysis.

***Absolute difference methodology.*** Josza & Morgan (2017) used a methodology built over response pattern and they eliminated respondents based on the absolute differences of the respondents' answers on the reverse coded items. They excluded respondents through iteration, checking alpha values on every iteration for the remaining and excluded respondents. After eliminating more than 20% of the respondents, they managed to get good levels of alphas for the remaining respondents. This ratio was also in line with the studies of Ward et al. (2017) and Oppenheimer et al. (2009), whom found the rate of careless respondents up to around 40%.

Mean absolute differences between reverse coded items was also one of the proposed methods by Steedle (2018). Respondents are expected to act consistently in their answers for a measured construct meaning similar responses are anticipated from the negatively and positively worded items of the same construct. Mean absolute difference clearly puts out the inconsistent ones in case of reverse coded items questioning the same construct. (Steedle, 2018)

***Multivariate outlier analysis.*** In addition to the absolute difference methodology, a multivariate outlier analysis was run through Mahalanobis Distance Index and four respondents were flagged, where three were already in the exclusion criteria of absolute difference methodology.



After going through all the steps and different methodologies in data screening, 107 participants out of 384, 27.8% of the whole participants, were eliminated from the analysis. This figure being a little bit on the high end compared to 20% and 23% of Josza & Morgan (2017) and Ward et al. (2017), respectively. This is most probably due to the fact that although it was anonymous and not obligatory, the distribution of questionnaire from HR departments put pressure on the participants to complete it even though they were not fully motivated. Other two scales used were all positive worded therefore possible distractions were hard to be figured out, however reverse coded section may have acted as kind of a bogus item, assisting to detect the inattentive respondents. Table 4.1 shows the comparison of the reliability scores before and after data cleaning process.

**Table 4.1**  
*Before and After Exclusion Reliabilities*

	Before Exclusion	After Exclusion
Extraversion	.71	.80
Agreeableness	.14	.48
Conscientiousness	.32	.43
Neuroticism	.42	.63
Openness to Experience	.34	.57

*Note.* Before Exclusion N= 384, After Exclusion N=277

Merritt (2012) analyzed the effect of negatively worded items on the Affective Commitment Scale of Allen and Meyer's (1990) and found out that negatively worded items caused the participants act wording driven rather than content driven causing the emergence of a two factor structure even when the construct is structured as unidimensional. In the current study, the constructs used are already broad in nature including many facets, reverse wording caused the appearance of these facets as different constructs due to the noise occurred with the negatively worded items. Table 4.2 shows the dispersed structure of factor loadings before the data cleaning process and compares them with the factor loadings

occurred after the data cleaning. Principal factor analysis with varimax rotation was utilized for the analysis.

**Table 4.2**  
*Factor Loadings before and after exclusion with Principal Component Analysis forced to five factor*

	Before Exclusion*					After Exclusion**				
	F1	F2	F3	F4	F5	F1	F2	F3	F4	F5
I see myself as someone who ...										
.... is reserved	.84					.90				
.... is outgoing sociable	.80					.88				
.... is generally trusting					.92				.76	
.... tends to find fault with others				-.72					.82	
.... tends to be lazy	.49									.51
.... does a thorough job										.91
.... is relaxed, handles stress well		.81					.79			
.... gets nervous easily				.40			.84			
.... has few artistic interests			.78							
.... has an active imagination		.73		.90				.87		

\* N= 380, 4 outliers detected through Mahalanobis distance were excluded

\*\* N=277

## **4.2 Normality check and intercorrelation analysis**

After the exclusion process, the data was screened for normal distribution and normal probability plot of regression standardized residuals were evaluated for each four dependent variable and no abnormalities were detected in this screening process. Means, standard deviations, intercorrelations among study variables and reliability values were calculated through the utilization of IBM SPSS v.20.

## **4.3 Hierarchical multiple regression**

In order to figure out the main effects of both the controlling variables and the predictors on the conflict and facilitation between work and family, a hierarchical multiple regression model was run. Four sets of hierarchical regression was carried out for each direction of conflict, WFC and FWC, and each direction of facilitation, FWF and WFF. In each set of hierarchical regression, one direction of facilitation or conflict was the dependent variable. Firstly, controlling variables of gender, education, marital status, age and working hours were entered into the regression. Secondly, personality variables were included simultaneously and in the third step, supplies and preference for segmentation were added to the regression analysis.

## **4.4 Relative Weight Analysis**

“Relative Weight Analysis” (RWA) of Tonidandel & LeBreton (2011) was performed in order to eliminate the interaction effect between personality traits and thus understand the sole effect of each personality variable better. Relative weight analysis allow us to split  $R^2$  into pieces by allocating portions of it to different predictor variable, piece per predictor variable summing up to 100%. Analyzing the bivariate relationships among study variables, the main finding that needs to be highlighted was the significant relationships

between personality variables of BFI. Other than the openness to experience and neuroticism, all the BFI variables are significantly correlated with each other. Even though the five factor was formed in an orthogonal structure (Goldberg, 1992), they seem to be related to each other. However, since the correlation coefficient values are between 0.19 and 0.33 (much lower than the generally accepted level of 0.7 for multicollinearity), analysis results are not considered to be under the threat of multicollinearity. The RWA let us to observe the relative weight of each variable after this interaction eliminated.

The analysis was performed through RWA-Web tool, <http://relativeimportance.davidson.edu/>, which was created by Tonidandel & LeBreton (2015). The analysis was supported by R statistical package. The data was sent in a csv file through the web site and the outcome was returned through e-mail. While the raw relative weight sums up to  $R^2$ , rescaled relative weight adds up to 100%, allowing the observance of relative contribution of each variable on the dependent variable. RWA also tests the statistical significance of the weights.

Relative weight analysis was run separately for the four dependent variables and the relative weights were presented for only the conflict since the facilitation analysis failed to provide statistical significance for any of the predictors according to RWA. The result of the analysis was provided in Table V.

While zero-order correlation coefficient,  $r^2$ , shows bivariate relationships where all the interaction effects are embedded, squared semi partial correlation coefficient,  $sr^2$ , represents the portion of variance explained in the criterion variable related to just this predictor variable, all the other predictors kept constant. In other words,  $sr^2$  of a variable equals to the drop in  $R^2$  resulting from the removal of this specific variable. On the other

hand,  $R^2$  provides us how much the combination of predictors can explain the variance in the criterion variable in a linear relationship.

Therefore, it would be right to infer that if our predictors were totally uncorrelated,  $R^2$ , squared zero-order correlation coefficients and squared semi partial correlations would all be equal.

#### **4.5 Moderator Analysis**

Moderator analysis was run to reveal if supplies for segmentation strengthen the relationship between personality variables and work-family relationship. The analysis was carried out through the employment of PROCESS macro for SPSS, which was written by Andrew F. Hayes. (Hayes, 2013) The cases determined with statistically significant interaction effect was investigated further through the derivation of simple regression slopes, which are one standard deviation below the mean of the moderator variable, one standard deviation above the mean of the moderator variable and mean of the moderator variable. While the slopes can be calculated from the regression equation, in the current study the plotting of the slopes and the significance testing of each of the simple slopes were undertaken via the PROCESS of Hayes.

### **5. Results**

Means, standard deviations, intercorrelations among study variables and reliability values of the related scales are displayed in Table 5.1. Looking at the bivariate level, other than neuroticism and openness to experience, all personality traits were inter-correlated.

The results of the three step hierarchical regression, unstandardized regression coefficients of the independent variables and their significance level in predicting the dependent variable, are provided in Table 5.2.

**Table 5.1**  
Means, Standard Deviations and Intercorrelations among Study Variables

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1 Gender	Mean	1.64	0.48													
2 Education	SD	0.48	0.48													
3 Marital Status	Mean	2.25	0.52	-.14*												
4 Age	SD	0.50	0.50	-.14*												
5 Working Hours	Mean	35.64	8.60	-.13*	-.50**											
6 Extraversion	SD	1.34	1.34	-.13*	-.13*	--										
7 Agreeableness	Mean	8.13	1.56	-.04	-.04	-.08										
8 Conscientiousness	SD	8.21	1.16	-.07	-.07	-.01	.48									
9 Neuroticism	Mean	8.39	1.24	-.15*	-.15*	-.07	.20**	.43								
10 Openness to Experience	SD	5.09	1.68	-.15*	-.15*	-.05	-.22**	-.29**	.63							
11 Work to Family Conflict	Mean	7.22	1.59	.04	.04	.06	.19**	.19**	.25**	.57						
12 Family to Work Conflict	SD	12.08	3.18	.05	-.10	.08	-.18**	-.11	-.14*	-.04	.81					
13 Family to Work Facilitation	Mean	4.96	1.48	.14*	-.09	.09	-.19**	-.17**	-.25**	-.01	.43**	.59				
14 Work to Family Facilitation	SD	11.65	2.21	-.20**	.11	-.01	.01	.13*	.15*	.06	.07	-.04	.64			
15 Segmentation Preference	Mean	8.68	2.66	-.04	-.12*	-.04	.14*	.01	.05	.18**	.00	.00	.28**	.79		
16 Segmentation Supplies	SD	24.50	3.49	-.02	-.03	-.04	.01	.12	.03	-.15*	-.09	-.09	.03	-.10	.79	
	Mean	16.92	5.62	-.03	-.09	.06	-.05	-.03	-.06	-.05	-.42**	-.23**	-.05	.08	-.14*	.85

Note. (1) Gender (1=Male, 2=Female), (2) Education (1=High School, 2=Undergraduate, 3=Graduate), (3) Marital Status (1=Married, 2=Single)

N=277, Reliabilities (alphas) are on the diagonal in bold.

\*p<.05.

**Table 5.2**  
**Summary of three-step hierarchical regression analysis for variables predicting WFC, FWC, WFF and FWF**

Predictor	WFC	FWC	FWF	WFF
Gender	.56	-.02	.34	.22
Education	.59	.29	-.11	-.27
Marital Status	.08	.36	-.78 *	.03
Age	-.02	.01	.01	.04
Working Hours	-.01	.01	.05	-.03
R2 unique to control variables	.03	.03	.05 *	.02
Extraversion	-.13	-.06	-.07	.14
Agreeableness	-.04	-.07	.22	-.15
Conscientiousness	-.15	-.19 *	.22	-.06
Neuroticism	.51 **	.22 **	.11	-.12
Openness to Experience	-.03	.05	.04	.29 *
R2 unique to personality variables	.12 **	.14 **	.03	.05 *
Segmentation Preference	-.01	-.01	.02	-.06
Segmentation Supplies	-.23 **	-.06 **	-.01	.04
R2 unique to segmentation	.16 **	.04 **	.00	.01
Total R2	.30 **	.21 **	.08	.08 *

Note. Gender (1=Male, 2=Female), Education (1=High School, 2=Undergraduate, 3=Graduate), Marital Status (1=Married, 2=Single)  
WFC, Work to Family Conflict; FWC, Family to Work Conflict; FWF, Family to Work Facilitation; WFF, Work to Family Facilitation.

\*p<.05,

\*\*p<.01



## 5.1 Personality and Conflict

The current study hypothesized that personality variables of extraversion, agreeableness, conscientiousness, and openness to experience would have a negative effect on both directions of conflict whereas neuroticism would be positively related to both WFC and FWC. Hierarchical regression results pointed out that the predicted model together with the controlling variables was significant both for WFC,  $F(10,266) = 4.52, p < 0.001$ , personality variables explaining 12% of the variance, and FWC,  $F(10,266) = 5.43, p < 0.001$ , personality variables explaining 14% of the variance. Neuroticism was observed to be the driving factor in the model significance for both WFC and FWC. Conscientiousness was found to be partly effective on the dependent variable of conflict, only significant in predicting FWC. As hypothesized, while participants high in neuroticism disclosed higher WFC and FWC, participants high in conscientiousness declared less WFC. As a consequence, while Hypothesis 3 was totally supported through the analysis, Hypothesis 7 was partially supported.

In summary, while the model of BFI predicting conflict, in both directions, was significant, the variables other than the neuroticism and conscientiousness did not seem to add a significant value to this relationship. Hypotheses 1, 5 and 9 were not supported.

While the relationships of extraversion and WFC and FWC, agreeableness and WFC and conscientiousness and WFC are significant at the bivariate level in the hypothesized direction, the significance did not hold when evaluated together with all personality variables.

**Eliminating interaction effect.** In order to observe the sole effect of each personality trait on work-family conflict, a further analysis, eliminating the interaction

effect, was conducted. The current study regarding work-family conflict has  $R^2$  of 0.12, the total of squared zero-order correlation coefficients 0.18, indicating correlations among predictors, and the total of squared semi partial correlation coefficient is 0.09, pointing out a 3% variance resulting from commonality among predictor variables.

When the same analysis was gone through for family-work conflict, an  $R^2$  of 0.14 compared to squared zero-order correlation coefficient of 0.23 and squared semi partial correlation coefficient of 0.09, indicating similar results with work-family conflict analysis.

Relative weight analysis allowed the extraction of the real weights of each variable, clearing out the uncertainty in the analysis of regression under correlated variables. While the significance testing is in line with the regression results, it can be observed that the relative weights, compared with standardized or unstandardized coefficients, enables the right interpretation of the analysis. e.g. While neuroticism in the case of work-family conflict is assessed to be 3.5 and 3.2 times more powerful than extraversion over the criterion variable of work-family conflict in accordance with unstandardized and standardized coefficients, respectively, according to RWA, it is 5.1 times more valuable over the criterion variable. Thanks to RWA, the current study, Table 5.3, depicts the relative importance of independent variables in a precise way, letting us to interpret the results more accurately.

**Table 5.3**  
*Summary of relative weight analysis of individual predictors on work-family conflict*

Predictors	Work to Family Conflict				Family to Work Conflict			
	Squared zero-order correlation coefficients ( $r^2$ )	Squared semi-partial correlation coefficients ( $sr^2$ )	RW	RW-RS	Squared zero-order correlation coefficients ( $r^2$ )	Squared semi-partial correlation coefficients ( $sr^2$ )	RW	RW-RS
Extraversion	.03	.01	.02	14.59	.03	.01	.02	11.45
Agreeableness	.01	.00	.00	3.57	.03	.00	.01	8.64
Conscientiousness	.02	.00	.01	6.62	.06	.02	.04*	25.17
Neuroticism	.11	.08	.09**	74.93	.11	.06	.08**	53.09
Openness to Experience	.00	.00	.00	.30	.00	.00	.00	1.65
Total	.18	.09	.12	100.00	.23	.09	.15	100.00

$r^2$  = Squared zero-order correlation coefficients;  $sr^2$  = Squared semi-partial correlation coefficients; RW = Raw Relative Weight, (within rounding error sum up to  $R^2$ ); RW-RS = Rescaled Relative Weight, (Percentage of variance coming from each predictor, summing up to 100%)

\* $p < .05$ ,

\*\* $p < .01$

## 5.2 Personality and Facilitation

Hypotheses 2, 4, 6, 8 and 10 was structured for the analysis of BFI variables on the both directions of facilitation. While extraversion, agreeableness, conscientiousness and openness to experience were hypothesized to have a positive effect on facilitation, neuroticism was expected to have a negative effect on facilitation. Hierarchical regression results did not support the impact of any of the BFI variables on the direction of facilitation from family to work. On the other hand, together with the controlling variables the predicted model of facilitation from work to family, WFF, was found significant,  $F(10,266) = 1.93$ ,  $p=0.016$ , personality variables explaining 5% of the variance. The only significant variable in the model of WFF was openness to experience pushing the whole model to significance. Therefore, although the model for WFF was found significant, it has to be considered that the results were not as striking as in the case of the conflict models.

Concisely, while hypotheses 2, 4, 6 and 8 were not supported, hypothesis 10, questioning the influence of openness to experience, was partially supported through its impact on the direction of facilitation from work to family.

## 5.3 Segmentation and Work - Family

Individuals higher in their preference to segment, preferring to keep family and work life separate, and segmentation supplies, encountering favourable workplace conditions regarding family and work life detachment, were expected to experience less conflict and more facilitation, in both directions. The envisaged model was found to be significant for only supplies for segmentation and conflict in both directions, WFC,  $F(12,264) = 9.4$ ,  $p<0.001$ , and FWC,  $F(12, 264) = 5.95$ ,  $p=0.01$ . Supplies for segmentation added 16% to the explanation of the model of WFC and 4% to the explanation of the model FWC. In sum, the

results suggested that some portion of the conflict between work and family could be explained with supplies for segmentation but not with preference to segment. Besides, neither supplies nor preference for segmentation of individuals make any difference on the work-family facilitation of both directions. Thus, hypothesis 11 found partial support from the regression analysis.

#### **5.4 Personality, Segmentation and Work – Family**

Overall, the hypothesized model provided sound result in terms of explaining work-family conflict in both directions. 30% of the variance in WFC was explained through the predictor variables of BFI and segmentation supplies and this ratio is 21% for FWC. Neuroticism and partly conscientiousness together with the individuals' perception of supplies for segmentation provided by the workplace played significant roles in predicting WFC and FWC.

On the other hand, the predictors failed to explain any variance of FWF. FWF was found to be significantly effected from the controlling variable marital status, which was not found to be significant in any of the other dependent variables.

The predictor variables provided a significant but less explanatory power, compared to the conflict models, for WFF. The regression results showed that only 8% of the variance in WFF could be interpreted through the predictors, mainly coming from openness to experience.

#### **5.5 Supplies for Segmentation as Moderator**

Hypothesis 12 suggested that segmentation supplies would play a moderating role over the relationship of personality variables and work family spillover. The moderation analysis was run for twenty combinations of personality and work-family relationships and

in three instances a significant moderation effect of supplies for segmentation was detected. Table 5.4 summarizes these interaction results and shows also the results for one standard deviation below and one standard deviation above instances.

Moderated regression analysis provided statistically significant results for segmentation supplies in strengthening the relationships between WFC and openness to experience, WFC and agreeableness and WFF and extraversion. Supplies for segmentation had a reinforcing effect on the negative relationships between openness to experience and work to family conflict ( $\beta = -0.05, p = 0.01$ ) and between agreeableness and work to family conflict ( $\beta = -0.05, p = 0.046$ ). Supplies for segmentation also strengthened the positive relationship between extraversion and work to family facilitation. ( $\beta = 0.04, p = 0.02$ )

**Table 5.4**  
Moderated regression analyses testing the moderator effects of segmentation supplies on the relationship between work and family and personality variables

	Regression Models			Change in F	Simple Slopes	
	Step 1	Step 2	Change in R <sup>2</sup>		-1 SD	+1 SD
<b>Work to Family Conflict (DV)</b>						
1. Openness to Experience (IV)	-.12	.66*				
2. Segmentation Supplies (moderator)	-.24*	.13	.18**	29.50**		
3. Openness to Experience x Segmentation Supplies		-.05*	.02*	6.67*	.11	-.44**
<b>Work to Family Conflict (DV)</b>						
1. Agreeableness (IV)	-.36*	.55	.19**	32.23**		
2. Segmentation Supplies (moderator)	-.24**	.21	.01*	4.00*		
3. Agreeableness x Segmentation Supplies		-.05*			-.05	-.66**
<b>Work to Family Facilitation (DV)</b>						
1. Extraversion (IV)	.22*	-.45				
2. Segmentation Supplies (moderator)	.03	-.30*	.02*	3.29*		
3. Extraversion x Segmentation Supplies		.04*	.02*	5.66*	.02	.48**

Step 1 includes two predictors, IV and moderator, Step 2 includes the interaction variable as well. Simple slopes are also presented in order to provide more explanation on the effect of the interaction.

\*p<.05,

\*\*p<.01

Figure 5.1, 5.2 and 5.3 were also presented in order to deeply investigate the moderating effect of segmentation supplies. Slope analysis showed that no statistically significant strengthening effect of segmentation supplies was identified for -1 SD below the mean of it.

It can be observed clearly from Figure 5.1, the curve of -1 SD was nearly flat, indicating that for lower levels of segmentation for supplies, WFC and agreeableness do not show a meaningful association. On the other hand, +1 SD curves clearly showed that the negative relationship between agreeableness and WFC is strengthened by high levels of supplies for segmentation. Therefore, when the flexibility offered by the workplace falls under the mean levels, the moderating effect of it disappears between agreeableness and WFC.

Figure 5.2 illustrating the effect of the perceived flexibility of the workplace conditions on the relationship between openness to experience and WFC shows that below the mean levels of segmentation supplies, the relationship between these two constructs change in opposite direction, meaning the personality trait of openness to experience under less flexible working conditions may cause an increase in WFC.

Figure 5.3 let us to observe the positive effect of extraversion on WFF if a good level of perceived workplace flexibility is sustained.



Figure 5.1: Moderation effect of segmentation supplies on the relationship between agreeableness and work to family conflict

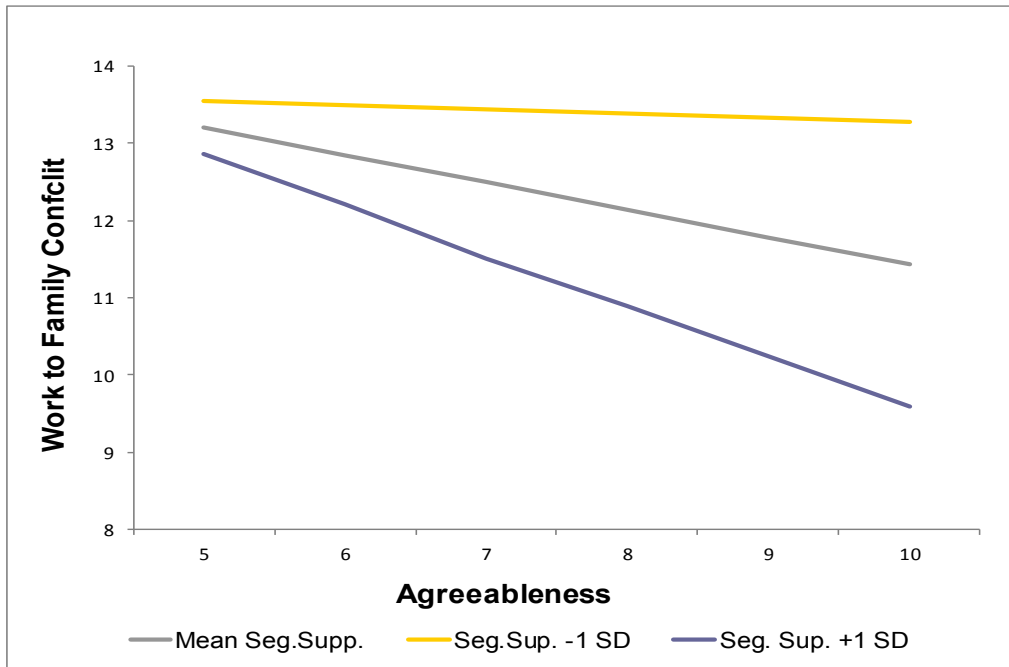


Figure 5.2: Moderation effect of segmentation supplies on the relationship between openness to experience and work to family conflict

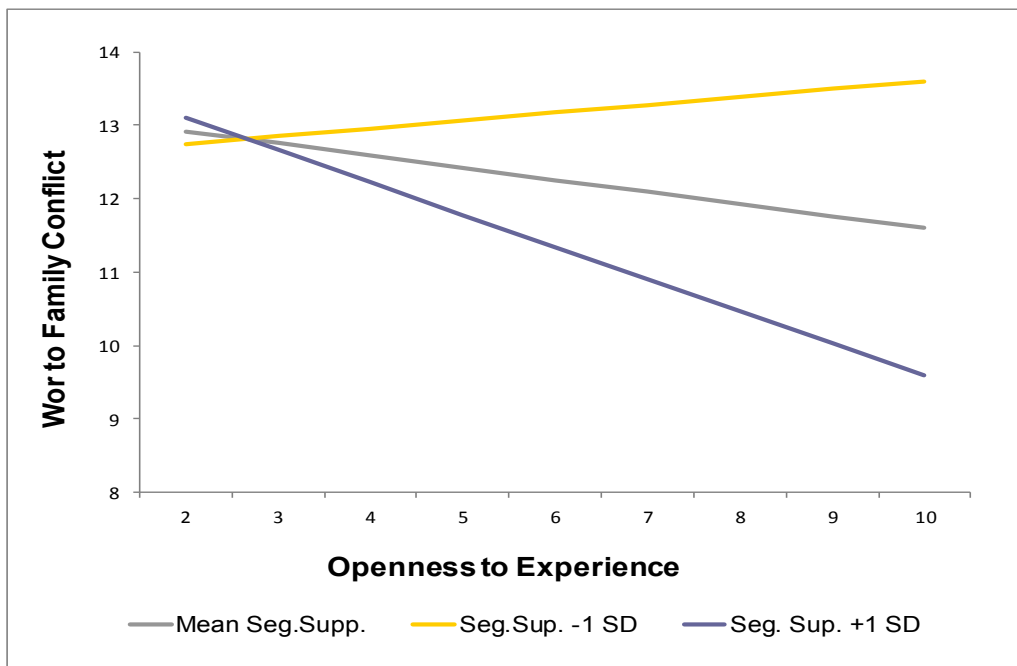
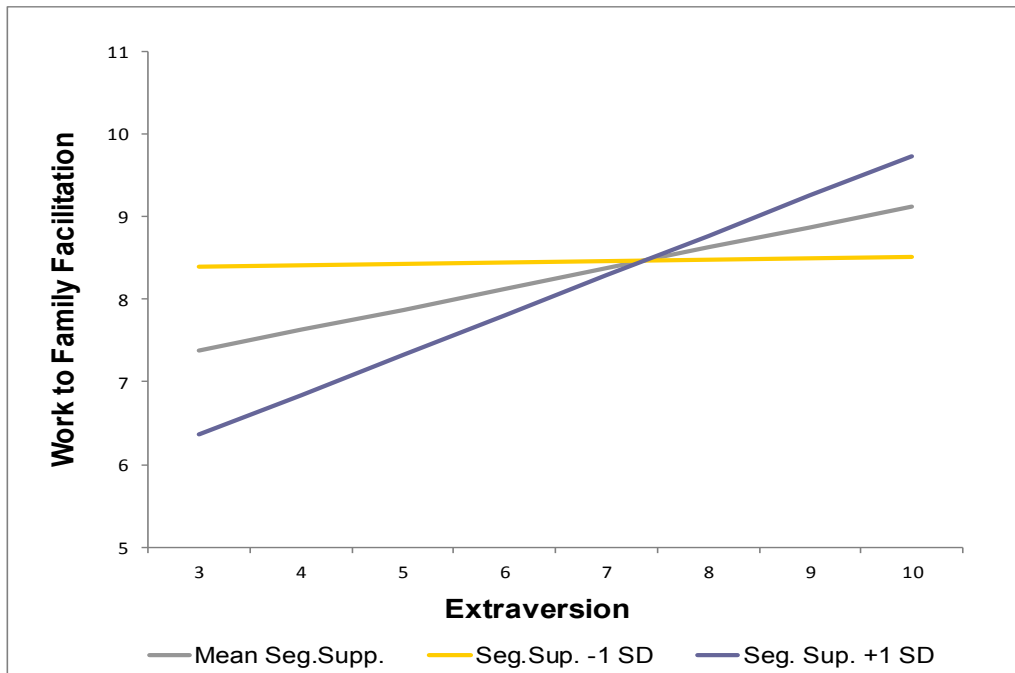


Figure 5.3: Moderation effect of segmentation supplies on the relationship between extraversion and work to family facilitation



All the three illustrated moderation effects show that perceived flexibility of workplace conditions strengthen the observed relations only if the segmentation supplies are at least at the mean level and the effect gets stronger with increased perceived flexibility provided by the workplaces.

## 6. Discussion

This study aimed to make a contribution to the literature by examining a relatively understudied topic of work family relationship through an individual difference perspective, which was examined along big five inventory (Parasuraman & Greenhaus, 2002; Eby et al., 2005). While personality characteristics and work family relationship is under the scope, the effect of perceived situational factors has also been added to the study through the analysis of segmentation preferences, individual's preference on the continuum of full integration to full segmentation between two domains, and segmentation supplies, individual's perceived

flexibility of the workplace in terms of empowering the individual on choosing the segmentation level between two domains. Therefore, while we were able to cover the effect of personality over the enrichment and conflict models of work-family relationship, the effect of perceived situational factors, which was considered as a moderator, lead us to a research of extensive coverage of work-family relation.

Overall, the findings put forward that personality is a strong predictor in describing work family conflict, in both directions, however falls short of explaining work to family facilitation and provides limited explanation on the family to work facilitation. Regarding the situational perspective of the study, the findings suggest that the flexibility provided by the workplace is an important variable in reducing the work-family conflict and it also strengthens the relationship between personality variables and work-family domains.

### **6.1 Findings on Work-Family Conflict**

After controlling for variables of gender, education, marital status, age and working hours, the finding that personality plays a significant role in explaining work family conflict in both directions is in line with the findings of Michel et al. (2011) and Wayne et al. (2004). Thus, friction between two domains are not only the result of situational factors, individual differences play an important role. The current research revealed three main findings on the conflict dimension of the work family interface.

First of all, the current research shows that neuroticism is the main driver in the conflict cases between two domains in both directions, which is also compatible with the findings of Wayne et al. (2004), Michel & Clark (2013) and Michel et al. (2011). Neuroticism explains 74% of the variance in personality and WFC relationship and 53% of the variance in personality and FWC relationship. All the personality traits other than

neuroticism, incorporates more positive qualities, that can make life easier for individuals,. Neuroticism, as a domain of worry and anxiety, fosters negative emotions and interpreting this with the COR theory of Hobfoll (1989, 2002), this may lead to loss spirals, which would cause individuals not only perceive a conflict between the pressures of two domains but also to fall short in managing this conflict. Since bad is stronger than good (Baumeister et al., 2001), the other personality variables, which are seemed to strong predictors at the bivariate level, is no longer important determinants when entered into the full model together with the most effective predictor, neuroticism.

Secondly, the other personality trait that has been detected to play a positive role on reducing the family to work conflict is conscientiousness. Conscientiousness is found to be a significant determinant of for the direction from family to work but not for work to family direction, which is in line with the finding of Bruck & Allen (2003). Baltes, Zhdanova, & Clark (2011) found out that individuals high in conscientiousness reported to use problem solving strategies to cope with the difficulties in the work family interference. Conscientious individuals acting in an organized and disciplinary manner is going to perceive the experienced conflict less than the others since they have the their personal resources to deal with it and fix it.

Thirdly, although work to family conflict and family to work conflict dimensions are distinct constructs with different antecedents and outcomes (Frone, Russell, & Cooper, 1992; Hammer & Thompson, 2003; Greenhaus, Allen, & Spector, 2006; Lee, 2018), the current study suggests that they are highly correlated. Lee (2018) studied to determine latent profiles for different dimensions of conflict and concluded that two conflicts are not mutually exclusive, there are latent profiles that can be grouped as low, medium and high

conflict groups. Although each profile has distinct qualifications in the study of Lee (2018), there are no groups with totally different combinations of FWC and WFC. The current study confirms the findings of Lee (2018) with the similar results for the intercorrelation between two dimensions of conflict.

**Possible effects of the deficiencies of short scale.** One other reason for some of the personality variables, which are significant at the bivariate level on work-family conflict, but does not seem to have contribution when taken into account with other personality traits, may lie in the problems with the utilized short personality scale, which were discussed in detail in the statistical analysis section. For example, in the case of conscientiousness, while it has dimensions of organizational skills, responsibility, reliability, hardworking, cautious, serious, careful, practical, conscientious (Goldberg, 1992), the short scale of Rammstedt & John (2007) used in this research, includes only the two dimensions; hardworking and carefulness. Having reverse coded items on top of having limited dimensions on the scale caused measurement errors. Although necessary identification and data cleaning process was carried out, the results on the impact of conscientiousness on work-family relationship may not lead us properly, and the result that conscientiousness is effective in reducing FWC but not WFC may occur due to the reliability issues faced in this study. This explanation may also be valid for extraversion and agreeableness, which have lost their role, when all personality traits are taken into consideration.

## **6.2 Findings on Work-Family Facilitation**

As for the facilitation angle of the work family relationship, the model of personality predicting the work family relationship was found to be not significant for FWF and significant but only explaining 5% of the WFF. The intercorrelations between facilitation

and conflict dimensions were not significant indicating distinct constructs and this totally different findings over the regression results also supports this finding.

As for FWF, family to work facilitation has the highest mean figures, 11.65 out of 15, among all the work family relationships, however our model shows that it is not the personality predicting FWF.

Turkish Statistical Institution (TÜİK) released the figures on Turkish people's life satisfaction survey 2018, on 22 February 2019 and according to the figures, 74.2% of the respondents said the thing that make them happiest are their families. Therefore, it would be right to interpret that family is very important in Turkish culture and this let them to create FWF. Selim (2008) analysed the importance of different variables on the happiness of Turkish people and found out that the effect of importance of family on happiness is positive and the effect of importance of work on happiness is negative. The cultural attitude of Turkish people is mainly finding happiness and comfort in the family, enabling them to recover from the work experience at home and go back to work as being charged.

The only significant variable in FWF was the controlling variable marital status and this also finds support in TÜİK report, married people reported to be happier than single people, 56.3% compared with 46.7%. Since family is of great value to people in Turkey, married people who took the first step to be a family feels happier and it would be right to infer again that they would be able to create some synergy from family to work domain with the relief they received at home and therefore, it is the expected result that marriage will be a significant predictor on FWF. Wayne et al. (2004) also found a significant relationship between the marital status and FWF of individuals, married people experiencing more FWF compared to singles.

Manrai & Manrai (1995) studying culture discussed that cultural approach is a significant determinant in the individuals' perception of work and leisure. While Western cultures act on individualistic basis, interchanging more tangible instruments such as money, products, information, Eastern cultures has a collectivistic life style interchanging more intangibles such love, affection and social position, which requires more time to exchange (Foa & Foa, 1974). Cultures having a polychronic time setting choose to focus multiple things at a time, including their social relations and work, where as cultures with monochronic time setting prefer to work one thing at a time, thus when they are at work, work becomes their only concentration. According to the study of Manrai & Manrai (1995), priorities of Eastern cultures on the options between recreation and work, supporting the collectivistic and polychronic approaches, was more on the recreation side. Eastern cultures' perception of time they allocated to work was higher compared to time they allocated for recreation and this is vice versa for Western cultures. In line with this finding, it would be right to tell that Turkish people, sharing the same type of cultural approach with Eastern societies, experiencing high levels of FWF shows that they manage a successful recovery from work at home and in their social life, which is the domain they perceive as they do not allocate enough time, and comes back to work as recharged.

Regarding WFF, although the model is significant, its explanatory power staying at low levels contrary to the findings of Wayne et al. (2004) and Michel et al. (2011). The level of WFF is much lower among participants, 8.68 out of 15, compared to FWF. Again in line, with the cultural commentary above, Turkish people does not view the workplace as a source of positive gains as much as they view their family. They definitely use any kind of skills and affection obtained in the workplace in the family life in order to achieve a better

family life to some extent, however, as the current research emphasizes personality is not the main driver for this.

The only significant personality trait predicting WFF is openness to experience of individuals which was also found to be a strong predictor of WFF by Wayne et al. (2004) and Michel et al. (2011). Since individuals high in openness to experience are more creative in nature, it would be expected that they would be opt to utilize the new perspectives gained at the workplace in the family roles.

### **6.3 Findings on Segmentation**

On the segmentation side, the findings show that segmentation preference does not have any significant effect on either on conflict and facilitation dimensions. The average of preference for segmentation is 24.5, out of 28, (SD= 3.5), shows us that the research participants are highly motivated to segment their family and work domains however the average of segmentation supplies being 16.9 out of 28, (SD= 5.6), shows us that they were not able to get what they want in terms of segmentation. First of all, it would be right to interpret the highest motivation to segment the two domains with the finding of lower levels of WFF compared to FWF, along with the cultural point of view of Turkish people. The findings of McNall et al. (2015) through an empirical study showed that individuals preferring integration rather than segmentation, experience work to family facilitation but not family to work facilitation. Higher levels of integration is a sign of individuals viewing their jobs as a salient part of their identity (Matthews & Barnes-Farrell, 2010) and higher levels of integration negatively effects family (Kossek, Lautsch, & Eaton, 2005). The Eastern culture properties of Turkish people indicates that they view their family and social relations as part of their identity rather than work and they would refrain from any kind of



integration damaging their family relations. The finding of higher levels of preference to segment support this point of view.

Secondly, the higher levels of preference for segmentation interpreted along with relatively lower levels of supplies for segmentation can also be elucidated with Kreiner's (2006) explanation that the supplies for segmentation have a stronger effect on the relationship of work-family spheres compared to preference for segmentation. The finding preferences for segmentation does not have any significant effect on the model but supplies for segmentation, adding explanatory power to the models of WFC and FWC, is also in line with the stronger influence Kreiner (2006) pointed out. Since supplies for segmentation are the reflection of the perceived flexibility of the individuals about their workplace, it is expected that individuals having control over their job would experience diminishing conflict levels. On the other hand, neither preference nor supplies for segmentation having no significant effect on facilitation can again be interpreted along with previously discussed cultural approach. Facilitation between two domains in Turkish culture is not lead by the flexibility provided by the workplace, it only helps diminishing the conflict in the work family interface.

#### **6.4 Findings on the Moderator Role of Segmentation Supplies**

Segmentation supplies, bringing the feeling of control over their job to individuals, is hypothesized to play a moderator role strengthening the relationship between the personality traits and work-family dimensions. The research arrived three important findings through this moderator analysis.

The two personality traits, agreeableness and openness to experience, which were not significant predictors in the model, have moved to be effective variables in reducing

work to family conflict under the high levels of supplies for segmentation. Individuals high in agreeableness can be very cooperative and solution oriented helping them to experience lower levels of conflict, on the other hand, refraining from conflicts may put pressure on the highly agreeable individuals if they perceive their workplace is not flexible in terms of job demands. Therefore, it makes sense that they benefit from this trait under a flexible work environment.

Secondly, openness to experience is a trait of free minds, individuals who are high in openness to experience are active players of their environment, if they perceive the environment gets the control out of their hands, their creative thinking and problem solving skills may not work in an efficient way. Perception of an environment unsupportive of segmentation would not let them to make use of their advantageous skills in favor of reducing conflict. The finding that the negative relationship between openness to experience and work to family conflict is strengthened by the supplies for segmentation supports this point of view. It can also be observed from the analysis that low levels of supplies for segmentation puts additional stress on individuals high in openness to experience resulting in higher WFC levels.

Thirdly, the study provided results that the positive relationship between extraversion and WFF is strengthened if a good level of supplies for segmentation are provided by the workplace. Extraverts incorporate many features related to being energetic and positive, bringing them good social relations, which nurtures their personal resources. Since social interaction is a key concept for them, higher levels of supplies for segmentation would let them flourish and transfer the positive feelings and skills gained at the workplace to the family life. On the other hand, low levels of supplies for segmentation may play a

detrimental role in the extraverts' ability of creating a facilitative environment because what makes them good at achieving a facilitative environment is their inclination toward positive gains which would be harmed through a perceived inflexible work environment.

## **7. Limitations**

This research has the limitation in terms of professional variety of the participants. Since many of the individuals are from the white collar employees from the finance industry, the sample is restricted in terms of career orientation, and the general tendency of these individuals in Turkish society is not to define their jobs as a salient part of their identity, meaning they have a high level of preference to segment. It would be better to include individuals from different professions so that the research would be balanced especially in terms of segmentation preference.

Another limitation is the use of a short scale of BFI, although the necessary data cleaning was taken care of, this caused the loss of a considerable amount of participants. The risk of having inattentive respondents always exist, especially with on-line surveys with full anonymity. However, we can manage to have proper answers from the participants, who are not inattentive, by using proper straight forward questionnaires and in that way, we can prevent participants to lose their way due to reverse questions in a short scale combination. In addition to that, longer version of BFI would let the researcher to observe more facets of the personality since big five items have many underlying facets. Future researchers would surely prefer to use the longer version and thus, learn more about their participants more accurately. A detailed literature review on this problem was carried out and the details of the underlying reasons of this problem is provided in the Appendix B section of this study.

The current research utilizes self-reporting in questionnaires, which has both pros and cons. Regarding work-family scales and segmentation scales, self-reporting may be interpreted as advantageous since the result from these questionnaires should reflect the feelings and perceptions of individuals. People enjoy to talk about themselves and most of the time act more diligently when answering questions about themselves rather than others (Paulhus & Vazire, 2007; McDonald, 2008). This approach works in favor of some scales such as work-family and segmentation, where we would like to view the perception of the participants, because it is not the reality, it is the participant's reality that we would like to learn. On the other hand, for the personality scale, which is the independent variable in the current study, an objective assessment would let us observe the hypothesized effects in a more clear way. Self-reports suffer from credibility problem since people have the tendency to evaluate themselves more positively compared to ratings completed by other people (Oliver & Robins, 1994; McDonald, 2008). Regarding personality scale, since we would like to observe the facts rather than the perceptions of the self, it would be better to have both self-reports and reports from the acquaintances of the participants on BIF regarding this individual and come up with a more realistic picture of personality. However, although we will manage to eliminate biased responding in this way, this would be a cumbersome process and most probably, would result in lower number of participants, which would be an another limitation.

The current research covered the environmental factors through the boundary scale, measuring the perceived flexibility provided by the workplace. However, job characteristics has not been included in the analysis. Greenhaus & Beutell (1985) focusing on the conflict on three dimensions of time, strain and behavior based and all these three sources of conflict

can be shaped by job characteristics. Job demands-resources model of Demerouti et al. (2001) also highlights the importance of job demands. While the current study shed a light to the environmental factors by including the perception of the individual in terms of workplace flexibility, non-involvement of job characteristics stands out as a limitation of the current study in explaining the conflict and facilitation between work and family domains. The inclusion of job characteristic to the research model may have given a more clear picture of work-family conflict and facilitation.

### **8. Conclusion and Future Research Implications**

Work and family are two main domains covering a major portion of our lives and a good understanding of them would be in vital importance for the achievement and sustainability of the well-being of individuals, both mental and physical health (Frone, 2003). The present study does not only replicate but also expand the previous research of personality and work-family relationship and creates an extensive guide for work-family literature by two main approaches. First of all, the analysis of personality through big five inventory, including all five traits, and covering all the dimensions of work family relationship, conflict and facilitation with both directions of influence, work to family and family to work, was an approach of only a few studies. There are some studies covering some aspects of personality and work-family relationship, e.g., only some of the BFI items, one aspect, facilitation or conflict, and/or one direction, work to family or family to work (Michel & Clark, 2013, Bruck & Allen, 2003, Baltes et al., 2011). Wayne et al. (2004) had a study similar to the current study, however in this study, situational factors were not taken into consideration different from the current study. Therefore, the second main approach of this study, which turns this study into an extensive analysis of work-family interaction, is

that the current research does not set aside the situational factors and includes the perceived situational factors to the analysis as a moderator.

There are a number of take away important findings in the current research. First of all, personality is an important predictor for work family conflict in both directions but not for facilitation. Work family conflict is related to many negative outcomes both in the work domain, such as job frustration, high turnovers, low job performance, and in the family domain, such as problems with family members, and all these problems act as a diminishing factor in the personal well-being (Frone, 2003). Therefore, reducing work conflict would also serve the benefit of performance and satisfaction levels in both of the spheres and in order to do that we should be able to observe the underlying mechanisms between personality and conflict. It would be a good developmental area to analyze the conflict by breaking it down to its sources of time pressure, required behavior and conflicting demands and observe each dimension with each personality trait one by one. This approach would let us to observe the process of personality predicting conflict and in this way, human resource managers would be able to develop more to the point interventions and hiring strategies.

Secondly, personality traits effect the performance of individuals in creating a good support network for themselves (Wayne et al., 2007) and it is possible that social support has a mediation role between personality and work family relation. There are several researches pointing out the importance of social support in reducing conflict (Michel et al., 2010; Greenhaus & Beutell, 1985). Social support was shown as a prominent situational resource that helps individuals to experience positive gains (Brummelhuis & Bakker, 2012; Wayne et al., 2007) and positive gains expands the thoughts and actions of the individuals letting them to foster even more positive gains and at the same time diminish the effect of

negative emotions. In addition to that, the widened perspective of individuals open up a development way for further personal resources. (Fredrickson, 1998) Some personality traits may encourage positive emotions more than others, however the path that leads to lower conflict and higher enrichment may not be the direct effect of personality but indirect of personality through social support. The possible mediation effect of social support in the relationship of personality and work-family spillovers would worth to be analysed further.

Thirdly, the power of autonomy was clearly observed in the current research, perception of a flexible workplace indicates individuals' perception of control on their job (Carlson et al., 2010) and perception of control over their job, autonomy, was defined as a situational resource for individuals in many studies. (Daniel & Sonnentag, 2016; Kossek et al., 2006; Brummelhuis & Bakker, 2012) Grzywacz & Marks (2000) discussed that individuals, feeling that they do not have impact on the decision making processes experience more negative interaction between two domains. The current study illustrated through a moderator analysis that even the personality traits that helps individuals to create positive emotions, reduce the tension or even create facilitation between two domains, needs high level of supplies for segmentation, which is the mental and physical flexibility provided by the workplace. Although there are researches in the literature studying the impact of preference to segment between the individual differences and different work outcomes (Michel & Clark, 2013; McNall et al., 2015), the role of flexibility in the relation of these two domains have not yet enough coverage in the literature. Although segmentation supplies scale of Kreiner (2006) implies the individuals' perception of their control over their job, the strong results we have observed in this study, may open up a way to question the direct effect of autonomy, with a scale measuring directly autonomy, on the

personality and work-family spillover relation. Organizations may also benefit from such a research which would enable them to observe the effect of autonomy on the work-family outcomes and thus, enforce organizational policies encouraging job autonomy. Higher levels of autonomy would not only create positive job outcomes but also would act as a resource for the individuals in balancing the work-family dimensions. Therefore, future research should investigate autonomy more in depth with a specific scale on autonomy which would let us to understand its different facets.

Lastly, the results of the current study providing different results from the literature in terms of facilitation indicating facilitation is not a function of personality. The cultural aspect considered in the discussion section is worth to analyze further, if we can learn more about predictors, more can be done on elevating facilitation. Including the cultural viewpoint through the questioning of different dimensions of culture, collectivism versus individualism, and monochronic versus polychronic, would let us to see the expected effect of culture especially on the facilitation angle. This understanding would guide human resource professionals in establishing culturally tailor made policies.

The current research has several practical implications that would guide human resource professionals and individuals in how to promote work family balance. Organizational initiatives may help the individuals in establishing this balance however, the importance of personal initiatives should not be disregarded.

The main takeaways for individuals would be work family conflict is more than a conflict between these two domains, it has the power to effect the whole life of an individual turning into a loss cycle, individuals should not normalize living in a conflict world and should take some actions. First of all, individuals need to know themselves, their strengths



and development areas, choose appropriate jobs and work on the necessary skills that would help them to build a good social support network at home and at work, delegate the tasks, be organized and creative. This would not only help them reduce the conflict but they may initiate a personal developmental environment for themselves where two domains benefit from each other.

One of the most important finding for the organizations is to spot that personality matters in work family conflict therefore one size does not fit all, organizations should get to know their employees so that they can handle the policies, hiring processes, working conditions and trainings in a tailor made attitude. Another important contribution for the organizations is to see the importance of autonomy, perception of employee's control over their job. It is remarkable to observe that even the individuals, having the personality traits that would help them to form a balanced approach between two domains, fail to do so in case the perceived flexibility of the working environment is below a certain level. While organizational policies should be designed to promote autonomy in order to let people use their traits efficiently, individuals should also keep negotiation and push for a more autonomous environment. Organizational behaviors, such as flextime applications, including employees in decision making processes and telecommuting, would help individuals to perceive that they have the power to manage their work.

Finally, there are exciting set of findings in this research both for the individuals and organizations that may help them to detect their problems in the work family interface and heal the problems through tailor made interventions that may be developed by using the results of this research as a guide.

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## Appendices

### Appendix A

#### Measures (Turkish and English versions)

##### **Work-family conflict and work-family facilitation** (Grzywacz & Marks, 2000)

16 items, scoring (1- all the time to 5 – never)

- 1) Your job reduces the effort you can give to activities at home.
- 2) Stress at work makes you irritable at home.
- 3) Your job makes you feel too tired to do the things that need attention at home.
- 4) Job worries or problems distract you when you are at home.
- 5) The things you do at work help you deal with personal and practical issues at home.
- 6) The things you do at work make you a more interesting person at home.
- 7) Having a good day on your job makes you a better companion when you get home.
- 8) The skills you use on your job are useful for things you have to do at home.
- 9) Responsibilities at home reduce the effort you can devote to your job.
- 10) Personal or family worries and problems distract you when you are at work.
- 11) Activities and chores at home prevent you from getting the amount of sleep you need to do your job well.
- 12) Stress at home makes you irritable at work.
- 13) Talking with someone at home helps you deal with problems at work.
- 14) Providing for what is needed at home makes you work harder at your job.
- 15) The love and respect you get at home makes you feel confident about yourself at work.
- 16) Your home life helps you relax and feel ready for the next day's work.

Note. Items 1–4 measure work–family conflict; Items 5–8 measure work–family facilitation;

Items 9–12 measure family–work conflict; and Items 13–16 measure family–work facilitation.

### **İş-Aile Yayılımı Ölçeği (Polatçı, 2014)**

Negatif iş-aile yayılımı

- 1) İşte çok yorulduğumdan dolayı, evde odaklanmam gereken işlere odaklanamam.
- 2) İşte yüklendiğim stres, evde sinirli olmama neden olur.
- 3) İşteki problem ve sıkıntılar, evde iken kafamı meşgul eder.
- 4) İşim nedeniyle, evdeki faaliyetlerime daha az enerji harcamaktayım.

Negatif aile-iş yayılımı

- 5) Kişisel veya ailesel problemlerim, işte iken kafamı meşgul eder.
- 6) Evde yüklendiğim stres, işte sinirli olmama neden olur.

Pozitif aile-iş yayılımı

- 7) Evde gördüğüm sevgi ve saygı, işte kendime güvenmemi sağlar.
- 8) Ev hayatı beni rahatlatır ve kendimi bir sonraki iş gününe hazır hissetmemi sağlar.
- 9) Evden birileri ile konuşmak, işteki problemler ile başa çıkmamı kolaylaştırır.

Pozitif iş-aile yayılımı

- 10) İşteki deneyimlerim, ev hayatı ile ilgili konularda bana yardımcı olur.
- 11) İşte yaptıklarım, evde bana daha iyi bir konum sağlar.
- 12) İşte kullandığım becerilerim, ev hayatımda bana faydalı olur.

### **Big Five Inventory-10 (BFI-10) (Rammstedt & John, 2007)**

Ten items, scaling 1 –Disagree strongly; 5- Agree strongly

Instruction: How well do the following statements describe your personality?

I see myself as someone who .....

- 1).... is reserved
- 2).... is generally trusting
- 3).... tends to be lazy

- 4)... is relaxed, handles stress well
- 5)... has few artistic interests
- 6)... is outgoing, sociable
- 7)... tends to find fault with others
- 8)... does a thorough job
- 9)... gets nervous easily
- 10)... has an active imagination

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Scoring the BFI-10 scales:

Extraversion: 1R, 6; Agreeableness: 2,7R; Conscientiousness: 3R, 8; Neuroticism: 4R, 9;  
Openness: 5R, 10 (R=items is reversed-scored)

**Beş Faktör Kişilik Ölçeği** (Horzum, Ayas, & Padır, Beş Faktör Kişilik Ölçeğinin Türk Kültürüne Uyarlanması, 2017)

- 1) Kendimi içine kapanık biri olarak görüyorum.
- 2) Kendimi genellikle güvenilir biri olarak görüyorum.
- 3) Kendimi yavaş hareket etme eğiliminde olan biri olarak görüyorum
- 4) Kendimi rahat ve stresle başa çıkabilen biri olarak görüyorum
- 5) Kendimi çok az sanatsal ilgisi olan biri olarak görüyorum.
- 6) Kendimi dışa dönük, sosyal biri olarak görüyorum.
- 7) Kendimi başkalarının hatasını bulma eğiliminde biri olarak görüyorum.
- 8) Kendimi bir işi tam yapacak biri olarak görüyorum.
- 9) Kendimi kolay sinirlenen biri olarak görüyorum.
- 10) Kendimi yaratıcı biri olarak görüyorum.

**Boundary Preference Segmentation Scale (Kreiner, 2006)**

8 items, scoring (1- strongly disagree to 7 – strongly agree, 4- being neutral)

#### Segmentation Preferences

- 1) I don't like to have to think about work while I'm at home
- 2) I prefer to keep work life at work
- 3) I don't like work issues creeping into my home life
- 4) I like to be able to leave work behind when I go home

#### Segmentation Supplies

- 1) My workplace lets people forget about work when they're at home
- 2) Where I work, people can keep work matters at work
- 3) At my workplace, people are able to prevent work issues from creeping into their home life
- 4) Where I work, people can mentally leave work behind when they go home

#### **Sınır Koyma Tercih Ölçeği**

- 1) Evdeyken iş düşünmek zorunda olmaktan hoşlanmam.
- 2) İş hayatını işte bırakmayı tercih ederim.
- 3) İşteki sorunların ev hayatıma dahil olmasından hoşlanmam.
- 4) Eve gittiğimde işi geride bırakabilmek isterim.
- 5) Çalıştığım yer, insanların evdeyken işi unutmalarına müsaade eder.
- 6) Çalıştığım yerde insanlar işle ilgili konuları işyerinde bırakabilirler.
- 7) Çalıştığım yerde insanlar işteki sorunların ev hayatlarına dahil olmasını engelleyebilirler.
- 8) Çalıştığım yerde insanlar eve gittiklerinde işi zihinsel olarak geride bırakabilirler.

## **Appendix B**

### **Further information on short scales**

Rammstedt & John's (2007) BFI-10 provided reasonable psychometric outcomes in terms of its correlations with full BFI. Including 25% less items BFI-10 still able to represent 70% of the full BFI and test-retest showed that BFI-10 is able to sustain 85% of the reliability. In general, BFI-10 seemed to perform well enough however it should be noted that some losses in comparison to the full scale BFI is inevitable.

The pitfalls of the scale was known to some extent and it was used at the expense of loosing some portion of reliability in order to reach a larger data sample. However, reliability values measured through cronbach alpha provided very low figures forcing for a deeper investigation to come up with a proper way of data cleaning. The question of how the reliability values ended up being on unacceptable levels had good explanatory reasons in the literature mainly under the headings of problems caused by short personality scales, confusion created through reverse coded items, and inattentive responses from careless participants.

**1.Short personality scales.** In contemporary world, people have less time and attention to allocate to anything and it is inevitable for the researchers to move for brief and short measures in order to get a reasonable sample size. Length of questionnaire decreases the response rates (Edwards, Roberts, Sandercock, & Frost, 2004), however on the other hand utilizing shorter scales forces the researcher for a compromise in terms of providing convenience to the participants against loosing some reliability. While shorter scales may suffer from "attenuation paradox" (Loevinger, 1954), increasing the reliability of a scale may reduce its validity, it should also be taken into consideration that they may perform

successfully in decreasing boredom and thus attention loss for the participants, resulting in good validity. There are many approaches in the literature concentrating more on validity compared to reliability and favoring shorter scales in this regard with the breadth they offer. (Thalmayer, Saucier, & Eigenhuis, 2011; Burisch, 1984)

The current research, utilizing a two item scale to identify a construct, also encountered a trouble more than expected in the matter of reliability. Thalmayer et al. (2011) completed an extensive research in comparing brief to medium-length personality questionnaires, big five and big six. Rammstedt & John's BFI-10 was also used in the comparisons of this stud and BFI-10 performed unexpectedly well in prediction compared to other short versions despite its lower reliability. BFI-10 provided reliability scores between .43 and .72 with Agreeableness scale giving the lowest figure.

The lower reliabilies the current research faces can not only be explained by the length of the questionnaire, it is also worth to consider that some of the constructs are very broad and items in the scale of this construct, question different facets of the construct (e.g., agreeableness scale consists of two items, one questioning trust and the other one questioning compliance). Since alpha mainly relies on the number of homogenous items in a scale, this kind of heterogeneity results in lower inter-item correlations and thus lower reliabilities, while scale's validity can be retained (Ramstedt & Beierlein, 2014).

Hahn, Gottschling & Spinath (2012), comparing a 15 item BFI with the original 44 item BFI also pointed out the broad extent offered by shorter scales with regards to validity and they also discussed that lower internal inconsistencies comes as a drawback. Agreeableness was reported as showing the lowest reliability coefficient, which is line with

the findings of Rammstedt & John (2007), John, Naumann, & Soto (2008), Ramstedt & Beierlein (2014), and the current study.

**2. Reverse – coded items – Creating Confusion.** There also disadvantages on the employment of reverse coded structure, which combines negative and positive items in scales. BFI-10 including ten items, two items per construct, also have a reverse coded item per scale. Negative items were claimed to help to break the acquiescence bias, where respondents have a tendency to agree in an automatic way, by changing the cognitive process, slowing down the respondent and thus creating more controlling environment (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003) However, on the other hand respondents may get confused over the question or they may forget to reverse their responses. Sauro & Lewis (2011) mentioned that they met many respondents coming along after completing the questionnaire asking to correct their score because they forgot to reverse their answers.

Salazar (2015) tried to use negatively worded items as a solution to acquiescence bias for Keyes Social Well-Being scale and found out that the inconsistency in the answers created a much difficult situation in the results and internal reliabilities hit badly. Many empirical studies put a question mark on the benefits of using negatively worded items to prevent response biases and concluded that negatively worded items generates another problems such as lower reliabilities and harming unidimensionality of the construct. (Suarez-Alvarez, Pedrosa, Lozano, Garcia-Cueto, Cuesta, & Muniz, 2018; Roszkowski & Soven, 2010; Johnson, Bristow, & Schneider, 2011; Colosi, 2005; Woods,2006)

**3.Careless participants – Inattentive responses.** “Content nonresponsivity” as described by Nichols, Greene, & Schmolck (1989) is the situation when there is a lack of consistency in the response pattern of participants and this brings the researcher the



difficulty of handling inattentive responses of careless participants. In today's fast living style, people try to squeeze many things into their life in a rush and online surveys are exposed to careless answers even more with the combined effect of the comfort of being anonymous and distraction stemming from multitasking. Zwarun & Hall (2014) studying with the data collected from 6000 adults discussed that people engage in many other activities during online surveys with their own will and thus experiencing intentional distractions. Although the caveats are known regarding data quality, online survey is a common and appealing method for researchers if they would like to reach significant amount of participants.

Oppenheimer, Meyvis, & Davidenko (2009) experimented the use of a question different from the general format of the questionnaire as to check the attentiveness level of the participants and found out that 14% to 46% of the participants failed to answer the contrasting question in the right way. Ward, Meade, Allred, & Pappalardo (2017) found a rate of 23% of careless responses and suggested the researchers to consider carelessness in order to achieve more justifiable inferences in their studies. Careless answers may mislead the correlational and factor analyses and thus producing false deductions from the researches. (Woods, 2006 ; Meade & Craig, 2012; Maniaci & Rogge, 2014).

Careless responses were also found to be linked with some demographic variables, e.g., younger, less educated or male respondents were found to be more inclined for inattentive respondents (Maniaci & Rogge, 2014). In the current study, gender component were found to be significant in careless answers, the percentage of male participants were dropping down to %36.1 after the exclusion from %40.4 of the whole population. This may also be due to the fact that women having higher levels of conscientiousness and

agreeableness leading to more careful responses, mean of conscientiousness is 8.38 for women versus 8.05 for men and mean of agreeableness is 8.10 for women versus 7.81 for men. This assumption also finds support in the work of Maniaci & Rogge (2014) since they observed a negative relationship between inattentiveness and agreeableness and conscientiousness.

## **Appendix C**

### **Factor Analysis for Boundary Scale**

Boundary Scale of Kreiner (2006) was used in the study in order to measure preference and supplies for segmentation. The scale was translated back and forth by two different individuals, who are proficient in both languages, and controlled by myself. Since this is the first time, the scale is used in Turkish for a Turkish sample, a factor analysis was carried out in order to confirm the two constructs of preference and supplies for segmentation. Table Appendix C provides us the factor loadings of these two constructs, which was run through principal axis factoring analysis, rotated with varimax method. It can be clearly seen from the table below, this scale has two distinct constructs under the headings of segmentation preference and segmentation supplies. Kaiser-Meyer-Olkin measure of sampling adequacy at 0.79, which is higher than the generally accepted figure of 0.7, indicates that the current study's sample is adequate for each factor. Barlett's test of sphericity is significant,  $p < 0.001$ , meaning that the items of the scale are not correlated. The scale provided us reasonable results through the factor analysis.

**Table Appendix C**  
*Factor Loadings with Principal Axis Factoring Analysis*

	F1	F2
<b>Segmentation Preferences</b>		
1) I don't like to have to think about work while I'm at home	.81	
2) I prefer to keep work life at work	.78	
3) I don't like work issues creeping into my home life	.72	
4) I like to be able to leave work behind when I go home	.66	
<b>Segmentation Supplies</b>		
1) My workplace lets people forget about work when they're at home		.71
2) Where I work, people can keep work matters at work		.84
3) At my workplace, people are able to prevent work issues from creeping into their home life		.63
4) Where I work, people can mentally leave work behind when they go home		.82

\* Rotation Method: Varimax with Kaiser Normalization.

**Appendix D**

**Ethics Committee Approval Form**

**ETİK KURUL DEĞERLENDİRME SONUCU/RESULT OF EVALUATION BY  
THE ETHICS COMMITTEE**

(Bu bölüm İstanbul Bilgi Üniversitesi İnsan Araştırmaları Etik Kurul tarafından doldurulacaktır /This section to be completed by the Committee on Ethics in research on Humans)

**Başvuru Sahibi / Applicant:** Sema Arın

**Proje Başlığı / Project Title:** Personality and work-life spillover: Testing the moderating role of preference for segmentation from work

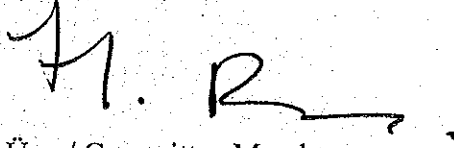
**Proje No. / Project Number:** 2018-20024-126

1.	Herhangi bir değişikliğe gerek yoktur / There is no need for revision	XX
2.	Ret/ Application Rejected Reddin gerekçesi / Reason for Rejection	

Değerlendirme Tarihi / Date of Evaluation: 13 Aralık 2018

  
Kurul Başkanı / Committee Chair

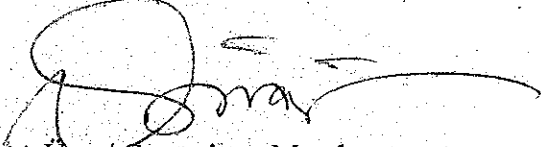
Doç. Dr. İtir Erhart

  
Üye / Committee Member

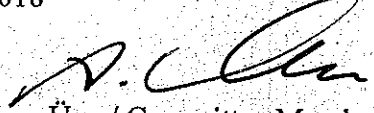
Prof. Dr. Hale Bolak

  
Üye / Committee Member

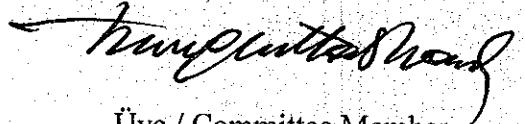
Prof. Dr. Koray Akay

  
Üye / Committee Member

Prof. Dr. Ayhan Özgür Toy

  
Üye / Committee Member

Prof. Dr. Aslı Tunç

  
Üye / Committee Member

Prof. Dr. Turgut Tarhanlı

  
Üye / Committee Member

Prof. Dr. Ali Demirci