

## **The Impact of Big Five Personality Traits on Workaholism Triads of Academicians at Public Sector Universities in Quetta**

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### **Abstract**

*The study aims to examine the relationships between big five personality traits and workaholism triads among academicians of public sector universities in Quetta. Quantitative study with cross-sectional survey method was conducted. The purposed relationship was investigated between the big five personality traits and workaholism triads. A total of 248 questionnaires were distributed among academicians of public sector universities in Quetta. Collectively, 225 usable responses were returned. This research applied structural equation modelling (SEM) to assess the model and test the research hypotheses. The results indicated that the big five personality traits: openness to experience, conscientiousness, extraversion, agreeableness and neuroticism explained significant and positive relationship to workaholism triads. This study also indicated that, open, conscientious, extraverted, agree and neurotic academicians involved, driven and enjoyed to work at workplace. This paper based on survey method which may create biasedness with self-reported responses. Secondly, study targeted only public sector universities and focused only academicians. Lastly, the study used non-probability sampling. The impact of big five personality traits were first time investigated on academicians of public sector universities in Quetta and this paper strives to fill this research gap.*

**Keywords:** Agreeableness, Conscientiousness, Extraversion, Neuroticism, Openness to experience, Personality traits, Workaholism triads.

### **1. Introduction**

In the current competitive and technological era, the use of human resource become essential for institutions (Punia & Kant, 2013). Human resource plays an essential role at workplace. The skills of human resource

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want to be improved to compete with competitive environment. The big five personality traits of academicians offer a way of enhancing work involvement, drive and enjoyment at workplace.

Personality traits had first defined by Cattell (1940). Costa and McCrae (1970) had given the big five personality traits. Corr and Matthews (2009) proved that, personality is habit, behaviour and cognition which has evolved from biological and environmental factors. Openness trait holders are almost open minded and routine based, conscientious people always follow rules and discipline, extraversion has represent extrovert and sociable people, agreeable individuals have always become friendly and shy, neurotic people have faced anxiety and depression. Openness people are creative, conscientious individuals are reliable, extraverted people are talkative, agreeable individuals are kind and neurotic people are moody (Goldberg, 1993).

The first concept of workaholism was given in “confessions of a workaholic, the facts about work addiction” by (Oates, 1971). Workaholism defines to work continuously and it is uncontrollable (Oates, 1971). Workaholism is work addiction, it is a kind of alcoholism (Oates, 1971). Snir and Harpaz (2009) suggested that, Workaholism is to make energy and effort in work. Snir and Harpaz (2009) included that, workaholism has heavy work investment in terms of time and effort. Levy (2015) observed that, workaholism is derived from internal compulsion and workaholism has an excessive work involvement. The continuous work addiction exist in workaholics. Aziz and Zickar (2006) explained that, workaholics always works for maximum hours to get success. The three workaholism triads: work involvement, work drive and work enjoyment was explained by (Spence & Robbins, 1992).

## **2. Literature Review**

### **2.1 Personality Traits**

The following personality traits had included in big five, openness to experience, conscientiousness, extraversion, agreeableness and neuroticism. Big five personality traits defined strengths and weaknesses of a person (Costa, McCrae & Kay, 1995). Personality traits had based on human thoughts varies from childhood to an old age (Roberts & Delvecchio, 2009). Openness to experience: Openness trait individuals were always open minded and almost try to practice new things. Openness to experience is characterized by imaginative, philosophical and intellectual individuals (Judge, Higgins, Thoresen & Barrick, 1999). Conscientiousness:

Conscientious individuals were hard workers, planners and responsible. Barrick, Mount and Strauss (1993); Hollenbeck, Klein, Leary and Wright (1989); Hollenbeck and Williams (1987) proved that, conscientious person was always associated with tough goals. Extraversion: Extraverted people were active, dominant, adventurous and socially oriented. Extraverted people understand emotions very well (Malik, Karim, Bibi & Muhammad, 2015). Gosling, Rentfrow and Swann (2003) suggested that, extraverted individuals enjoy the company of others, attend parties, talkative, outgoing, extrovert and participated confidently. Agreeableness: Agreeable individuals were cooperative, polite and trusty. Agreeable person was friendly (Guilford & Zimmerman, 1949), agreeable individual had social conformity (Fiske, 1949), agreeable individuals were almost loving people (Peabody & Goldberg, 1989). Neuroticism: Neurotic individuals experience sadness, fear, depression and loneliness. Walumbwa and Schaubroeck (2009) mentioned that, neurotics were focus on self-perception and negative emotions were experienced like depression and stressful conditions.

## **2.2 Workaholism Triads**

The following three workaholism triads included, work involvement, work drive and work enjoyment. Spence and Robbins (1992) explained the concept of workaholism into three triads: Work involvement (invest time on work activities), work drive (inner motivation to work) and work enjoyment (to enjoy work). Work involvement was to engage in work activities, work drive was internal force to work or thinking about work and work enjoyment was level of enjoyment at work (Souckova, Vaculik & Prochazka, 2014). Work involvement and work enjoyment of employees had an efficient and effective focus on work (Bakker, Schaufeli, Leiter & Taris, 2008). Workaholic became more involve in work and drive to work but low work enjoyment (Galperin & Burke, 2006). Work addict individuals spent more time in work related activities, so they had less work enjoyment (Burke, Davis & Flett, 2008). Work involvement of employees had more than work drive and work enjoyment at workplace (Mazzetti, Schaufeli & Guglielmi, 2016).

## **3. Conceptual Framework and Hypothesis**

Openness to experience brought more work drive and work enjoyment (Aziz & Tronzo, 2011). Openness to experience raised work involvement at workplace (Liao & Lee, 2009). Therefore, openness to experience has a link with workaholism triads. The positive relationship proposes between openness to experience and workaholism triads, the following research hypothesis is developed:

H1: Openness to experience is positively related to workaholism triads.

Souckova et al. (2014) proved that, conscientiousness brought positive change in workaholism components. Conscientious individuals faced work involvement, work drive and work enjoyment at workplace (Aziz & Tronto, 2011). Conscientiousness in individuals brought work involvement at workplace (Liao & Lee, 2009). Similarly, conscientiousness has an association with workaholism triads. Conscientiousness and workaholism triads proposes a direct relationship, on basis of proposed relationship the following research hypothesis is developed:

H2: Conscientiousness is related positively to workaholism triads.

Extraversion in individuals brought high work involvement and work enjoyment (Burke, Matthiesen & Pallesen, 2006). Extraversion brought positive change in work involvement (Liao & Lee, 2009). Therefore, extraversion has a link with workaholism triads. Direct relationship proposes between extraversion and workaholism triads, the following research hypothesis is developed:

H3: Extraversion is positively related to workaholism triads.

Agreeable individuals involved in high work involvement and work enjoyment at workplace (Aziz & Tronzo, 2011). Enhance in agreeableness also enhanced work involvement (Liao & Lee, 2009). Moreover, agreeableness has an association with workaholism triads. Agreeableness and workaholism triads proposes a positive relationship, the following hypothesis is developed:

H4: Agreeableness is positively related to workaholism triads.

Souckova et al. (2014) predicted positive relationship in overall workaholism. Burke et al. (2006) found that, neuroticism enhanced work drive. Therefore, neuroticism has a link with workaholism triads. The positive relationship proposes between neuroticism and workaholism triads, the following research hypothesis is developed:

H5: Neuroticism is positively related to workaholism triads.

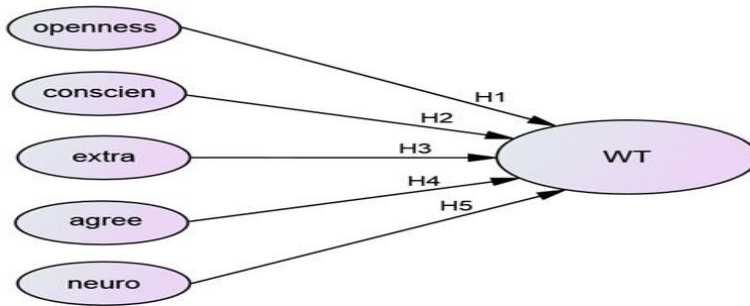


Figure: 1  
openness to experience, conscientiousness, extraversion, agreeableness, neuroticism.  
WT= workaholism triads

## 4. Research Methodology

### 4.1 Population and Sample

The population of the study consist academicians of public sector universities (UOB, BUIITEMS, SBK) at Quetta. Quantitative study with cross-sectional survey method was conducted. Study used non-probability sampling and convenience sampling technique. Data was collected through self-administered questionnaires. Overall 248 surveys were distributed among which 231 questionnaires (response rate 93%) were returned. After elimination or invalid responses, 225 questionnaires' were analysed through AMOS 23.

### 4.2 Measures

#### 4.2.1 Workaholism Triads

The scale of Spence and Robbins (1992) workaholism Battery (WorkBAT) was adopted. The scale measuring work involvement, work drive and work enjoyment, comprised of 25-items: work involvement (8-items), work drive (7-items) and work enjoyment (10-items). Each item is rated on five-point Likert scale, ranging from 1 to 5 (strongly disagree to strongly agree). Coefficient alpha for workaholism triads was 0.83.

#### 4.2.2 Personality Traits

Personality traits scale was adopted from Rammstedt and John (2007). The scale consists of 10-items measuring the openness to experience (2-items) the coefficient alpha was 0.87. Conscientiousness (2-items) the coefficient alpha was 0.72. Extraversion (2-items) the coefficient alpha was 0.65. Agreeableness (2-items) the coefficient alpha was 0.78. Neuroticism

(2-items) the coefficient alpha was 0.93. Each item is rated on five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

### 5. Demographic profile of respondents

The final sample size consists of 225 academicians. 47.6% academicians were male, 52% were female and 0.4% were other. 92.4% academicians were permanent and 7.6% were temporary. Academicians average age was 36.7 years and (S.D = 8.37).

Table 1 displays correlation, mean value, standard deviation and alpha coefficients. The mean value of variables are, workaholism triads (m=3.55), openness to experience (m=3.67), conscientiousness (m=3.34), extraversion (m=3.36), agreeableness (m=3.39) and neuroticism (m=2.23). The results demonstrate that openness to experience is correlated significantly to workaholism triads (r=0.65, p<0.01). Similarly, conscientiousness, extraversion, agreeableness and neuroticism (r = 0.61, p<0.01), (r = 0.50, p<0.01), (r = 0.54, p<0.01) and (r = 0.72, p<0.01) have significantly related with workaholism triads.

Mean	SD	WT	openness	conscien	extra	agree	neuro
<i>WT</i>		3.55	0.35	.83			
<i>openness</i>		3.67	0.64	.65**	.87		
<i>conscien</i>		3.34	0.70	.61**	.68**	.72	
<i>extra</i>		3.36	0.62	.50**	.55**	.56**	
<i>agree</i>		3.39	0.68	.54**	.51**	.58**	
<i>neuro</i>		2.23	0.42	.72**	.62**	.50**	
		.64**	.93				

*\*\*Correlation is significant at the 0.01 level (2- tailed). Values in the diagonal are alpha coefficients. WT= workaholism triads, openness to experience, conscientiousness, extraversion, agreeableness, neuroticism.*

### 6. Results

Fit indices accepted data model fit. The  $\chi^2$  for the goodness of fit is 309.66, based on 164 degrees of freedom. Tucker-Lewis Index: TLI= .89,

Comparative Fit Index: CFI = .92, Normed Fit Index: NFI = .90, Root mean square error estimation: RMSEA = .06.

As shown in table 2, Hypothesis 1 represented significant relation between openness to experience and workaholism triads ( $\beta = .42, p < 0.01$ ) hypothesis 1 supported. In hypothesis 2, conscientiousness was significantly associated with workaholism triads ( $\beta = .23, p < 0.01$ ) hence providing evidence to support hypothesis 2. For hypothesis 3, extraversion was significantly related to workaholism triads ( $\beta = .26, p < 0.01$ ) thus providing evidence to support hypothesis 3. In hypothesis 4, the relationship between agreeableness and workaholism triads was significant ( $\beta = .59, p < 0.01$ ) supported hypothesis 4. In hypothesis 5, neuroticism was significantly related to workaholism triads ( $\beta = .78, p < 0.01$ ) supported hypothesis 5.

**Table 2: Regression Weights**

	Estimate	S.E	C.R.
WT <--- openness	.428	.037	3.474
	***		
WT <--- conscien	.231	.035	.817
WT <--- extra	***		
WT <--- agree	.264	.040	2.467
	***		
WT <--- neuro	.592	.039	.504
	***		
	.782	.057	1.437
	***		

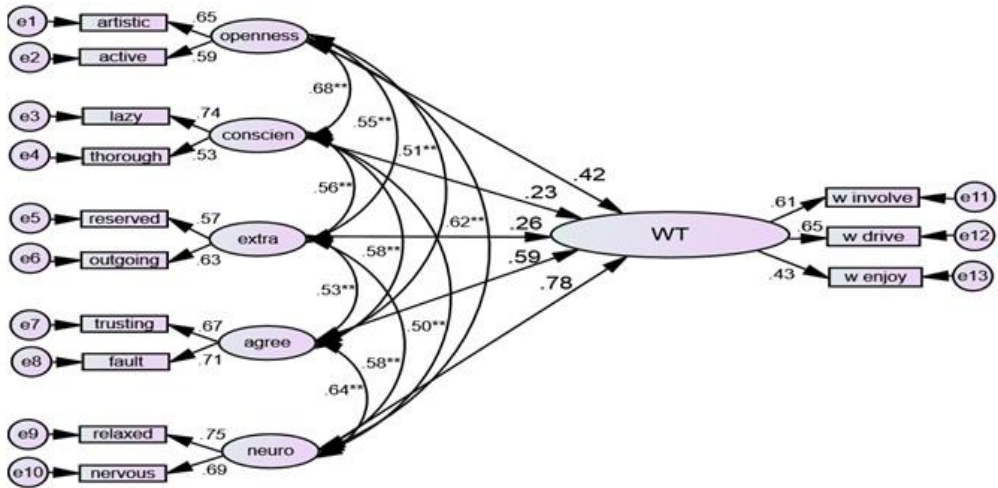


Figure: 2

openness= openness to experience, conscien= conscientiousness, extra= extraversion, agree= agreeableness, neuro= neuroticism, WT= workaholism triads, w involve= work involvement, w drive= work drive, w enjoy= work enjoyment.

## 7. Discussion

The concept of this study based on the results of big five personality traits which is the best in line with workaholism triads. This study also proved a significant and positive relations between big five personality traits and workaholism triads.

Open people involved in multitasking. Openness in individuals force them to involve in making new inventions. Open individuals used to be an open minded. According to the findings of the study openness to experience and workaholism triads has significant and positive relations. However, this study also indicated that, academicians with openness to experience became more involved, driven and enjoyed to work. Liao and Lee (2009) found that, openness in employees brought more involvement in their work. Openness to experience brought positive change in work drive and work enjoyment (Aziz & Tronzo, 2011).

Conscientious people want to be work hard. Conscientious individuals invest more time and energy into work. This study confirms that, there is a significant and positive relationship between conscientiousness and workaholism triads. This study also confirms that, conscientious academicians were involved, driven and enjoyed their work at workplace.



Conscientiousness brought significant and positive association with workaholism triads (Aziz & Tronzo, 2011). Souckova et al. (2014) suggested that, In terms of work involvement, conscientiousness was proven to be the best predictor.

Extraverted people involved in social surroundings. Results indicated that workaholism triads is significantly and positively affected by extraversion. Extraverted individuals was to be dominant upon their work. However, in this study, extraverted academicians proven to be involved, driven and enjoyed to work. Burke et al. (2006) included that, extraverted employees were involved in work and enjoyed work at workplace. Extraversion was positively related with work involvement (Liao & Lee, 2009).

Agreeable individuals always cooperate others in every work. Agreeableness in individuals produce more trust and politeness for others. The current study proved that agreeableness brought significant and positive change in workaholism triads. Current study also proved that, agreeable academicians were involved, driven and enjoyed work at workplace. Agreeable employees were involved in work and enjoyed work (Aziz & Tronto, 2011). Enhance in agreeableness brought positive change in work involvement (Liao & Lee, 2009).

Neurotic individuals have always involve in fear of doing work. Fear in neurotic people force them for doing more work. This study suggested a significant and positive relationship between neuroticism and workaholism triads. This study also suggested that, neurotic academicians were involved, driven and enjoyed to work. In terms of correlation, neuroticism was shown to be the best predictor for workaholism triads. Neurotic individuals do excessive work for eliminating negative feelings (Mehroof & Griffiths, 2010). Souckova et al. (2014) suggested that, positive relationship was predicted between neuroticism and overall workaholism. Neuroticism was related positively to work drive and neurotic employees were feeling driven to work (Burke et al., 2006). According to some researchers, neuroticism was negatively related to involvement of work (Liao & Lee, 2009). Neuroticism was related negatively to enjoyment of work (Aziz & Tronto, 2011).

## **8. Conclusion, Implications and Future Recommendations**

This study confirms that, openness to experience, conscientiousness, extraversion, agreeableness and neuroticism were significantly and

positively related to workaholism triads. This study also indicated that, open, conscientious, extraverted, agree and neurotic academicians involved, driven and enjoyed to work at workplace.

Workaholism has link with various individuals, groups, teams, organizations, corporations and sectors. Workaholics work hard in all areas, but their level of involvement, drive and enjoyment varies at workplace. Today's competitive market need workaholics. A best manager choose workaholic employee who can effectively maintain work involvement, work drive and work enjoyment at workplace. Human resource managers perform an essential and best role in sustaining relations with workaholic employees and these relations provide work involvement, work drive and work enjoyment at workplace (Shkoler, Rabenu & Tziner, 2017). The assignment of tasks and duties to employees are very essential aspect for every institute, in terms of effective and efficient workplace. Identification of different personality traits of an employee may produce more productive work for an organization.

Further research is needed to extend the present results by collecting data from academicians of largest cities in Pakistan and academicians lives out of a country, academicians of both public sector and private sector universities in Quetta city, only private sector universities in Quetta, administrative staff of public sector and private sector universities in Quetta city, public and private school and college teachers, doctors and nurses, government and non-government officers, managers and clerks in Quetta regarding understanding of relationships between big five personality traits and workaholism triads.

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