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THE CAT'S IN THE CRADLE: 5 PERSONALITY TYPES' INFLUENCE ON WORK-FAMILY CONFLICT OF NURSES

ABSTRACT. The purposes of this research were to investigate the influence from 5 personality types toward the Work-Family Conflict (WFC) on the nurses. During October to November in 2014, 100 questionnaires were distributed to the respondents to collect data in the A. Makkasau General Hospital Parepare by utilized nonprobability sampling method that is purposive sampling. Statistical tool that utilized in this research was SPSS version 20 for Windows software. The multiple regression analysis result shows that Conscientiousness was significant and negatively influencing for t-value around -2.142 with significance level for 0.035. Neuroticism is positively contributing to WFC with t-value around 2.656 and significance level for 0.010. Extraversion was negatively influencing and did not bring significant impact on WFC with t-value around -0.730 and significance level for 0.468. Agreeableness was negatively influencing and did not significantly contributing to the WFC with t-value around 1.897 and significance level on 0.062. Openness to Experience was negatively influencing with t-value around -0.767 with significance level on 0.445.

The findings suggest that 1) Conscientiousness was significantly and negatively influencing the WFC, which means supported by hypothesis 1; 2) Neuroticism also significantly and positively contributing to the WFC, which means supported the Hypothesis 2; 3) Organization should be able to realize that the economic costs from WFC are high and should be able to deal with the problems by implementing work flexibility for example.

Personality role and benefit from work and family would not reduce an individual responsibility on organization. Thus, it can help employees to balance their working and personal life. Personality types also can help whether to increase or even to decrease the WFC. An employee's understanding can minimize the WFC itself also will maximize the program of the organization effectively. As an example, a training program will help a neurotic type employee to understand their on how to perceive a negative experience.

Introduction

Human resource productivity is significant in every organization, because it will determine the future or the sustainability of organization. However, in achieving the required productivity, employees are struggling in balance the pressures between work and personal (family) domains. Work and personal/family domains used to be considered as a myth of separate worlds (Kanter, 1977; Ramarajan & Reid, 2013), however the myth is not relevant as a result from changing nature of work due to the globalization (Deal *et al.*, 2010), new technology implementation (Barley *et al.*, 2011), and declining of job stability (Kalleberg, 2009). These drivers force employees to balance the pressures between family and work domains.

According to Greenhaus & Beutell (1985), the unbalance of the pressure faced by the employees would lead to the work-family conflict. This happened as a role in a particular domain is not functioning properly due to the higher pressures on the other domain. Moreover, work-family conflict can lead to the negative impacts not only to the employees themselves but also to the organization.

Though structural factors can be the main drivers of the work-family conflict, it is argued that those structural factors are the only reason and one's personality can contribute as well (Wayne *et al.*, 2004). Wayne *et al.* (2004) calls for further research on how one personality contributes to the work-family conflict, by employing the big five personality traits, whereas Priyadharshini & Wesley (2014) suggest that further research may explore any other factors such as work role characteristics and family role characteristics. As the work-family conflict studies mainly dominated by Western based research, mainly from United States (Chang *et al.*, 2010; Shaffer *et al.*, 2011; Chandra, 2012), yet, there are only limited numbers of studies conducted in Asian context, especially in Indonesia.

Subject of this research is nurses in medical service sector, who deployed in Emergency Room at Parepare General Hospital. Every profession has its own potential in experiencing stress and work-family conflict; however it would may vary for each individual. Stone (2006) identifies organizations that potentially exposed to the high level of stress. Service sector organization can be one example, as the nature of the work is directly engaged with the client, consumer, and customer. Medical service industry is the right example of the phenomenon. As the rising of society' awareness on health and care, society would expect more from the service provider in order to get valued added. Moreover, by creating a value added, it would be expected will generate high level of employee motivation and eventually will increase their sense of citizenship, commitment, and loyalty (Haeruddin, 2011).

As a result, there will be competition among medical service organization (hospitals, clinic, and infirmary) and each employee is demanded to give his/her best in work. Not only by working more than 48 hours per week, employee or in this case is nurse is also requested to be more patient, responsible, helpful, and decisive in doing their job. Not to mention the characteristics of the role in the Emergency Room (ER) section, as the nurses are demanded to be more responsive and directly deal with the hospital clients. These role characteristics can lead a nurse to experience conflict not only in work domain, but also in the family domain.

1. Literature review and hypotheses

1.1. The Big Five Personality

McShane & Travaglione (2012) define personality as a set of stable traits, which influence on one's social interactional factors. According to Kreitner & Kinicki (2003), Big

Five Personality dimensions positively correlated in job performance, especially on selection, training, and employee development. This also strengthened by Barrick and Mount's (1991) meta-analysis research which confirms that Big Five Personality traits can help HR department in selection and recruitment process. Moreover, in performing the performance control, the Big Five Personality Traits can also functioning as one of the effective evaluation tool in organization by predicting specific behavior in the workplace (Haeruddin, 2012). The Big Five personality traits are a hierarchal organization of personality traits which combined in to particular segment as proposed by McCrae & John (1992) and developed by Wayne, Musisca, & Fleeson (2004). Those traits are: Extraversion, Agreeableness, Conscientiousness, Neuroticism, dan Openness to Experience.

1.1.1. Conscientiousness

Conscientiousness is a personality dimension which refers to the extent of an individual in emphasizing efforts on details, which frequently display behaviour of high self-discipline, thorough, organized and responsible, achievements oriented (Barrick & Mount, 1991; Judge *et al.*, 1999; McCrae & John, 1992).

Person in this type of personality tends to carefully plan, selective, and manage his/her time effectively and efficiently. According to these characteristics, a person should be able to complete his/her job on time, allocate appropriate time allocation for a particular domain' demand, and as result it would minimize the pressures and stress, which eventually will minimize the conflict. According to this, we expect that

H1: Conscientiousness negatively influences Work Family Conflict

1.1.2. Neuroticism

Costa & McCrae (1991) argue that neuroticism is the opposite of the emotional stability because this type is related to the extent of an individual feeling insecure, worry, and depressed. Neuroticism best characterized by "envious, emotional, anxious, secure, jealous, unenvious, moody, unemotional" behaviour (Thompson, 2008, p. 546).

These characteristics can lead a person to experience more stress, not only in work, but also in family domain (Wayne *et al.*, 2004). Moreover, people with this type of personality are perceived to be having proper time to finish their responsibilities at job and family because neurotics spend too much time with anxiety and tend to be more focus on negative impact on something.

Costa & McRae (1992) categorize neuroticism into two major characteristics where the high level of the neuroticism is called as reactive group (N+) and the low level of the neuroticism is assigned into resilient group (N-). Individual in the group of resilient (N-) or negative and low emotionality level tend to have a low level of anxiety and it shows on his/her behavior by remaining calm on every situation. Also, they are not easily got angry, can handle stress, confident, and optimistic.

On the other hand, individual in the group of reactive (N+) tends to display anxious behavior, easy to worry and experience stress on small things. Individual in the reactive group tends to display anger, frustration, and introvert. These characteristics can lead an individual to experience more conflicts among work and family domains than those who are not in this group type (Stoeva *et al.*, 2002). Therefore it can be argue that

H2: Neuroticism positively influences the Work Family Conflict

1.1.3. Extraversion

Robbins (2001) defines extraversion as a personality dimension which depicts an individual with easy-going behaviour, talkative, energetic, and assertive. This dimension represents one's orientation toward social relationship. On the other hand, an introvert person tends to be quiet, closed, enjoy the solitude. Sometimes, introvert people regarded as anti-social person due to their lack of social involvement.

Because of the enthusiasm and energy, extrovert person can finish his/her tasks on time compared to the introvert person. Based on these characteristics, extrovert person will be more able to adapt to the pressures and changing situations, which will minimize the possibilities of conflict among work and family demands. Therefore, it can be argue that.

H3: Extraversion negatively influences the Work Family Conflict

1.1.4. Agreeableness

Agreeableness is a personality dimension which represents traits such as cooperative, sympathetic, forgiving, and trusts to other person. Person with these traits tend to value social harmony and peacefulness, instead of their own feeling (McCrae & John, 1992). People with low agreeableness tend to focus on their own interests above other person's. Above mentioned characteristics explain that the agreeableness can minimize interpersonal conflict and it can lead to the low level of the work family conflict as agreeableness depicts as "altruistic, sympathetic to others and eager to help them, and in return believes that others will be equally helpful" (Rothmann & Coetzer, 2003, p. 69) and therefore it can be propose that.

H4: Agreeableness negatively influences the Work Family Conflict

1.1.5. Openness to Experience

Openness to Experience is a personality dimension which encompasses on imagination, creativity, aesthetical criticality, intellectual curiosity and dislike for routine activities (Barrick & Mount, 1991; McRae & John, 1992; Firdaus, 2004). This dimension tends to point to an individual's interest. People with this type of personality are easily attracted to something new and tend to be imaginative and smart. The opposite of the personality type is tending to be more conventional, conservative and find amusement on familiarity.

As mentioned earlier on literature review, openness to Experience characterized as possessing intellectual ability, high imagination, curiosity, and creativity. People with openness to experience type personality will be more tolerant in accepting changes, seek alternative instead of conventional way in problem solving, and be more creative. Based on this fact, researcher proposes hypothesis:

H5: Openness to Experience negatively influences the Work Family Conflict

1.2. Work Family Conflict

Stone (2012) defines work-family conflict as a role conflict whereas the demands from work and family mutually imbalanced from several aspects. This occurs as an individual tries to fulfil those demands on both sides. The efforts in fulfilling those demands are strongly influenced by one's ability and competence. Moreover, Stone (2012) conceptualizes Work-family Conflict as an inter-role conflict, whereas the pressures on a side is contradicting or negatively influencing the other side.

According to the traditional view on different type of work, conflict occurs when there are so many demands faced by an individual at the same time. This is worsened by the availability of time and energy of the individual, which is limited.

Work Family Conflict explains on the conflict between responsibilities in one's role in family domain are clashing with one's another domain. It means that most of the time of working is disrupting one's personal (family) life. Work family conflict also happens when an individual put more emphasis on his/her family instead of his/her work domain.

According to Greenhaus & Beutell (1985) Work-family conflict can be categorized into three major, they are time-based, strain-based and behavior-based conflicts. Time-based conflict defined as the unsynchronized pressures between the role in work and role in family, as it is impossible to balance both roles due to the time constraint. Secondly, strain-based conflict that defined as the strain in one role impairs performance in the other role. And lastly, behavior-based conflict associated with incompatible of behaviour in one role with another role and vice versa (Greenhaus & Beutell, 1985; Frone *et al.*, 1992; Maertz & Boyar, 2011; Priyadharshini & Wesley, 2014).

2. Methodology

In this research, survey method is utilized in collecting data from sample in a particular population. Population from this research is all of the nurses in Parepare General Hospital that is 309 people. During October to November in 2014, 100 questionnaires were distributed to the respondents to collect data in the A. Makkasau General Hospital Parepare. Purposive sampling is employed as the sample is based on particular criteria. Those criteria are: 1) Married; 2) Having children (Frone *et al.*, 1992); and 3) Working in the Emergency Room section or equivalent. Data collected through questionnaires that distributed to the nurses personally. To ensure the credibility of the research and to ensure the respondent's peace of mind, cover letter was attached. Moreover, respondents were requested to fill the set of questions in the questionnaire related to work-family conflict and also Big-five factor personality test questions, which was developed by McCrae & John (1992) and from John dan Srivastava (cited in Frone *et al.*, 1992), which consisted of 34 questions.

3. Results and discussion

3.1. Characteristics of Respondents

300 questionnaires were distributed and 108 were completed and returned to the researcher during October to November in 2014, whereas the collected data were analyzed during January to February 2015. Among 108 of respondents, 68 are women. This could be explained as nursery profession is associated with feminine traits, such as patience, focus on details, caring, and nurturing. Moreover, as a criteria in this research, most of the respondents are having 1 child (40.3%) and 2 childs (38.7%), as those who have 3 childs are accounted for 21%. Furthermore, 75% of the total respondents are under 40 years old, almost 97% are graduates from professional nursery education institutions and most of the participants have been working for 1-10 years (8,3,8%)

3.2. Data Analysis

3.2.1. Regression Analysis

To analyze personality influences on work family conflict, this research employed multiple linear regression to explore and to search the reason whether proposed hypotheses can be accepted or not. Following are the equation:

1. Multiple linear regressions.

Based on the equation from the SPSS version 20, it can be found that

$$Y = 5,920 - 0,289X1 + 0,319X2 - 0,084X3 - 0,241X4 - 0,086 X5$$

Y = *Work Family Conflict*,

X1 = *Conscientiousness*,

X2 = *Neuroticism*,

X3 = *Extraversion*,

X4 = *Agreeableness*,

X5 = *Openness to Experience*.

2. Partial test of the independent variables on Work Family Conflict.

An independent variable is significant toward a dependent variable based on the t-test significance values. One can be regarded as significant if the result is less than $\alpha = 0,05$ (Umar, 2001).

Table 1. Partial test and regression coefficient on Work Family Conflict

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
1 (Constant)	15.579	5.920		2.632	.010
Conscientiousness X1	-.382	.178	-.289	-2.142	.035
Neuroticism X2	.369	.139	.319	2.656	.010
Extrovert X3	-.087	.119	-.084	-.730	.468
Agreeableness X4	.276	.145	.241	1.897	.062
Openness to Experience X5	-.116	.152	-.086	-.767	.445

^a Dependent Variable: Work Family Conflict Y

a. *Conscientiousness influences on work family conflict*

According to the table 1 above, it shows that conscientiousness variable negatively influence the work family conflict, as the t-values around -2,142 and significance around 0,035, which is far below the 0,05. It means that hypothesis 1 is supported. Based on the characteristics of this type, it can be predicted that an organized person would finish his/her job on time and also would minimize the unnecessary pressures that could resulted from time mismanagement.

b. *Neuroticism influences on work family conflict*

Based on the table above, it can be seen that neuroticism positively influence the work family conflict, as the t-values showed around 2,656, whereas the significance is on 0,010 under the 0,05. It means that hypothesis 2 is supported. It can be argued that the more a

person feels anxious about his/her work and family then it would consume most of their energy and as a result their actual work or responsibilities are neglected as indicated by Stoeva *et al.* (2002). The nature of the role in the workplace is also exacerbating the neuroticism level. The pressures and the fast-paced environment in the Emergency Room is positively influence the anxiety level of a nurse, considering the patient's live is at a stake. Also, it is found that external factor such as patient's family intervention or aggression toward nurse is also contributing to the anxiety level. Most of the nurses admitted that such intervention from patient's family can disrupt their concentration while take care of the patient.

c. Extraversion influences on work family conflict

Referring to the table above, extraversion variable negatively influence the work family conflict, where the t-values is around -0,730. It means that respondents with the extrovert personality had experienced low level of work family conflict. However, the relationship among variables was not significant, as the significance values is 0,468, which is far above the 0, 05 level. It means that hypothesis 3 is not supported as from the study result, it was found that whether a person possesses such an extravert personality or not, work-family conflict still experienced due to the characteristics of the role in the workplace. Despite the person with this personality is described as a cheerful, open, outgoing person, the characteristics of the responsibilities is intensely influence the occurrence of the work family conflict. Most of the young nurses admitted that even that they were trying to be open, responsive, and communicative, they were traumatized at the workplace whenever they were involved in an incident such as the patient was died on their watch for the first time. This incident was significantly changed their behavior and it would lead to the work family conflict.

d. Agreeableness influences on work family conflict

According to the table above, agreeableness variable positively influence on work family conflict. As the t-values is accounted for -1,897. It means that respondents with high level of agreeableness experienced the work family conflict for a low level. However, the influence was not too significant as the significance values was 0,062 far above the 0, 05. It also means that hypothesis 4 is not supported. It can be explained as an individual with high agreeableness level is tend to help other people and tend to neglect his/her own interest. As the nature of the profession and the characteristics of the role in the workplace, a nurse with a high agreeableness personality will tend to put more efforts in the workplace instead of his/her family interests. This would lead to the increasing work family conflict.

e. Openness to experience influences on work family conflict

From the result, it can be seen that openness to experience variable negatively influence the work family conflict, as the t-values is accounted for -0,767. It means that respondents with high level openness to experience personality experienced the low level of work family conflict. However, the influence was not significant as the significance values was 0,445. To sum up, the hypothesis 5 is not supported. An open minded nurse will tries to open to a new perspective, experience, and approach in his/her job. It would motivate an individual to be more creative in solving the work family conflict problem.

3. F Test Result.

According the F test equation, it can be found whether that one or more variables of The Big Five Personality (Conscientiousness, Neuroticism, Extraversion, Agreeableness, dan Openness to Experience) significantly influence toward work family conflict.

Table 2. F Test Result

Model	R2	ΔR2	F	Sig.F Change
1	0,276	0,227	5,635	0,000

Source: Data processed.

According from the *Table 2* above, the F test is around 5.635 with significance level of 0,000. As the probability (0,000) is far more below the 0,05, then one or more variables in the big five personality significantly influence toward the work family conflict variable, or in this study, the conscientiousness and neuroticism variables.

4. The Coefficient of Determination.

The Coefficient of Determination used in order to understand the value of independent variable (X) in influencing dependent variable (Y) altogether (Djarwanto, 1998). From the regression analysis, it can be found that the total influence of independent variable toward dependent variable is accounted for 0,227 (Adjusted R2), which is means that 22,7% of work family conflict occurrence is influenced by the variables of conscientiousness, neuroticism, extraversion, agreeableness, openness to experiences, whereas the rest (77,3%) of work family conflict is influenced by other factors.

3.2.2. Descriptive Analysis and Discussion

Descriptive analysis is presented to depict the frequency distribution of response based on the distributed questionnaires to all respondents. Descriptive analysis shows that all the variables of 5 types of personality traits and the work-family conflicts are experienced by nurses.

Based on the statistical equation, mean of the Conscientiousness is categorized on medium level (82 incidents). It means that Conscientiousness level of the nurses is depicting the traits of responsible, focus, and tend to be careful in doing their job.

Moreover according to the mean level of neuroticism, it shows that their neuroticism are on low level or resilient group (N-), where the nurses tend to have low anxiety feeling, not easily got angry, confident in every situation. At the same token, mean level of extraversion is categorized on low level, which means that nurses are quite kind, open, cheerfull in doing their jobs. Thus, on the mean level of agreeableness is high, which means that nurses is helpful, put other's interest above their own interests. And lastly, the mean level of openness to experience categorized on medium level. It means that nurses are quite creative, understand, and open to new point of view.

On the work family conflict descriptive analysis, the mean level of work family conflict is categorized on medium level. It can be translated as the nurses are experiencing such conflicts both in their workplace and their home. However, they mentioned that the family support from extended family (parents, parents in law, and siblings) in helping doing their responsibilities at home domain. However, this result was only echoed by the male nurses as the female nurses felt that they are more demanded to be more actively present in household activities/ responsibilities. In Indonesian cultures, women are remaining considered to belong in the domestic area up to present days. It can be argued that the patriarchy values are significantly influence one's personality type and eventually will influence the occurrences of work-life conflicts. Moreover, female nurses found that partner's support (husband) is a significant factor in minimizing the work-family conflict. On the work domain, most of nurses were agree that having an understanding supervisor can minimize the work-family conflict. Some of the nurses admitted that they can easily change their roster because

of their supervisor's flexibility. In addition, having a cooperative co-worker is a factor that can minimize the conflict, as most of the nurses argued that they can rely on their co-worker in handling emergency situation and this would bring peace of mind in working and then would help them to focus on the work and minimize the stress at the workplace.

In addition, the actual result found that the nurses are having problems and experience the work-family conflict. Among all of the respondents, 7 of them were a single parent. It was found that from the tabulation that single parents with children were more likely experience the work-life conflict compared to their married counterparts. It is understandable as the support from extended family was limited. Moreover, single parents respondents were also acknowledged the pressures from the socio-cultural factors, whereas a single parent, particularly a woman, frequently encountered with socio-cultural pressures as the status as a widower (for divorce reason) is a taboo.

As there was one of the 12 female senior nurses admitted that she felt that the Harry Chapin's song "Cat's in the Cradle" is certainly representing her family and the conflict between work and family domain, the song illustrates the work-family conflict phenomenon in the modern day organization. All of these 12 seniors felt that their time was mostly occupied in the workplace as they admitted that the ER is heavily relying on their competence and experiences. They felt that they lost their connection with their children and also to their spouse.

3.2.3. Study Value and Limitations

Compared to the Western based literatures on Work-Life conflict, this study found several contributions to the existing literatures. Firstly, compared to the most Western based literatures (Greenhaus and Beutell, 1985; Shaffer *et al.*, 2011; Ramarajan and Reid, 2013), this study argues that contextual and cultural factors are significantly influencing the occurrence of the work-life conflicts, which is mediated by personality types. Moreover, an effort from Priyadharshini and Wesley (2014) in connecting personality and work-life conflict is fruitfully developed the extant literatures. However, their study was limited to the IT professionals in India context. Therefore it is provide limitation for the generalizability reason. Secondly, this study answers the gaps as Priyadharshini and Wesley (2014) mentioned. This study enhances the existing literatures by examining "the work role characteristics and family role characteristics" (p. 1053).

The nature of the role in the workplace is also exacerbating the neuroticism level. The pressures and the fast-paced environment in the Emergency Room is positively influence the anxiety level of a nurse, considering the patient's live is at a stake. Also, it is found that external factor such as patient's family intervention or aggression toward nurse is also contributing to the anxiety level. Most of the nurses admitted that such intervention from patient's family can disrupt their concentration while take care of the patient. Most of the young nurses admitted that even that they were trying to be open, responsive, and communicative, they were traumatized at the workplace whenever they were involved in an incident such as the patient was died on their watch for the first time. This incident was significantly changed their behavior.

This article has several limitations. First, the use of questionnaires limited the scope of the study. The limitation is associated with the data collected deepness. However, this limitation is justified as the hypotheses of this study required answers to scope, rather than depth, and the data from the sample are used to draw inferences about the population (Roberts, 1999). In addition, to assess the effect (and or relationship) of several independent variables on one or more dependent variables while taking into account other variables (e.g.,

control variables such as individual's demographics), a survey method using questionnaires is most suitable (Saunders *et al.*, 2012).

Next, second limitation of this study is that in data collection process, Bahasa Indonesia is used in the questionnaires. Even though all endeavours were ensured to match the translations, there is a possibility that some nuances were lost in translation.

Conclusion and future research

Although the data collection and analysis were limited to a single case study, authors believe that result generalizability and transferability are applicable to different settings. Despite of the applicable generalizability and transferability of the result, particular contexts are suspected in influencing the work family conflict. Factors such as culture, values, extent of support and family characteristics are needed to be explored in the future works in order to address the problem holistically. In this paper, it was found that external factor such as patient's family intervention or aggression toward nurse is also contributing to the anxiety level. Most of the nurses admitted that such intervention from patient's family can disrupt their concentration while take care of the patient. Also, the support level of supervisor and peers are important in influencing work family conflict, let alone the characteristics of the role performed in the workplace.

From the perspective of the research approach, most of the researches in the topic of work and family (life) predominantly utilized the quantitative studies approach (Eby *et al.*, 2005; Chang *et al.*, 2010). Quantitative and qualitative studies focus on different aspect of the research in this topic. As the qualitative approach put more emphasises on balance as a goal to be reached (Chang *et al.*, 2010), the quantitative researches in this field explore the work family conflict from the perspective of conflict (Eby *et al.*, 2005; Chang *et al.*, 2010; Amstad *et al.*, 2011; Michel *et al.*, 2011). To address the gaps, qualitative approach is needed to be employed in the field.

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