“Understanding triangulated collaboration of work-life balance, personality traits and eudaimonic well-being”

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UNDERSTANDING TRIANGULATED COLLABORATION OF WORK-LIFE BALANCE, PERSONALITY TRAITS AND EUDAIMONIC WELL-BEING

Abstract

This paper aims to understand the relationship between personality traits, work-life balance (WLB) and eudaimonic well-being (EWB) among individuals in education sector. It is hypothesized that big five personality traits are positively related to different components of WLB and further components of WLB are positively related to different components of EWB. Data were collected from 504 business school teachers through a structured questionnaire from national capital region (NCR) of India. Analysis is done using structural equation modeling. The result indicate that big five personality traits influence all the dimensions of WLB and, hence, are important predictor variables. Finding also suggests that work interference with personal life and health dimensions of WLB significantly impacts EWB. Whereas personal life interference with work and work personal life enhancement dimension of WLB were found to have significant impact on some dimensions of EWB, the outcomes have practical implication in dispositional job design, developing supportive policies, work-life culture and eudaimonia oriented interface for maximizing individual and organizational outcomes. The study reflects towards work-life balance in a novel socio-cultural context and promotes possibility of the mediating role of WLB to the relationships between personality traits and EWB.

Keywords eudaimonic well-being, work-life balance, big five personality traits, SEM

JEL Classification I3, I31, M1, M12

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INTRODUCTION

Work-life balance is an important construct that builds a person to be more oriented towards a balanced approach in work and life commitments. A work-life balance motivates a person to stay in an organization for longer duration, as well as helps in employee engagement (Parkes & Langford, 2008). WLB has also been identified to boost individualism, rationality and aligned efforts towards achievement (Caproni, 1997). Absence of balance in work-life roles have been identified to link to job dissatisfaction, withdrawal from effort making towards achievement, as well as poor health (De Cieri et al., 2005; Lunau et al., 2013). The terminology of work-life balance encompasses both family and friends implying irrespective implication of marital or parental status, to achieve balanced professional and personal lives (Greenhaus & Powell, 2006). The balance is not division of equal number of hours spent on roles assigned in professional and personal life, but rather is a perception of one's self to hours deemed fit to both aspects of life (Gropel & Kuhl, 2009; Grawitch et al., 2010).

Organizations working in a competitive global environment focus on rendering services of employees for long hours and stringent schedules. As a result, an individual spends half of their waking hours working

and collaborating work culture (Dagenais-Desmarais & Savoie, 2012). This work culture is significantly different from the home culture and therefore an individual finds it difficult to zone in and out of varied cultures in small space of regular scenarios (Hartig et al., 2007). The daily triad of work and life interaction falls under the border theory of work-life balance under which integration and segmentation take place during such interactions (Clark, 2000).

Work-life balance tactfully requires border creation and management, cross-border participation and relationship between border crosser (an individual) and others. The contemporary technological trends of telecommuting, job share, virtual center add to the disturbed act of balancing boarders of professional and personal life. As such, an individual becomes portable humanoid office and finds it difficult to disconnect oneself from work while in premise of home comfort (Allvin et al., 2011; Currie & Eveline, 2010). As a result, an individual finds limited time to enjoy the peace and quiet, self-reflect or even generate new ideas, as most of the time workload seems to over-power the other thought process (Huta, 2015; Grant et al., 2013). This poor work-life balance leads to poor personal growth, non-identification of purpose in life and to a significant extent it prevents one from identifying true potential. This could be one of the contributors to poor eudaimonic well-being of working class. An imbalance in work-life commitments has been identified as a significant negative contributor to general well-being of an individual (Lunau et al., 2014; Grant et al., 2013; Pichler, 2009). Poor WLB has been identified as a key construct towards poor psychological well-being, as well as positive contributor to stress, depression and burnout (Cortese et al., 2010; Yanchus et al., 2010). Further, this lower level of psychological or eudaimonic well-being contributes to poor work performance, sickness, absence from work and intention to leave (Lidwall et al., 2010). Past literature lacks in determining as to how WLB relates to eudaimonic aspect of well-being. Therefore, work-life balance should further be explored as predicting variable on both second order and first order level to eudaimonic well-being to provide more focused findings.

Considering the cultural differences of the work and life domains, some people more than others find it easy to attain a balance in roles and responsibilities they are linked to. The reason could be individual differences in form of varied personality traits. Personality trait of a person does accommodate common facets as age and gender, but also unique traits as big five traits. People with more positive personality have positive spillover from work and life domain and people with introvert personality who have a preoccupied attachment pattern experience negative spillover from work and life roles (Sumer & Knight, 2001). Those individuals who possess emotional stability, conscientiousness and extraversion traits experience varied range of facilitation between roles, and lesser conflict may be due to reflection of efficient time usage and properly planned and organized schedules, high tolerance to sensitive environment and changes associated with it (Wayne et al., 2004). Personality of a person therefore has say in efforts made towards work-life balance (Allen et al., 2012; Grawitch et al., 2010; Gursoy et al., 2008).

Therefore, the objective for the study is to examine the interrelationship between components of work-life balance with that of big five personality traits and EWB. The findings of this study can prompt work-life balance as a possible mediator to the interrelationship of personality traits and eudaimonic well-being. To our knowledge, none of the research studies have examined the relationship of dimensions of work-life balance with that of big five personality traits and eudaimonic well-being simultaneously and at first order level. The findings can provide detailed insights for better formation of WLB intervention, organizational support policies, focused personality enhancement and work ethics.

1. LITERATURE REVIEW

Work-life balance is the state of perceived equivalence achieved in work and life roles such that success of one domain boosts success in other domain (Greenhaus & Powell, 2006). Multiple classical theories that build around work-life balance include segmentation, spillover, compensation, conflict and enrichment (Clark, 2000; Edwards & Rothbard, 2000; Frone, 2003, Greenhaus & Powell,

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2006). Other theories that greatly contribute towards understanding of work-life balance are border theory, boundary management theory, gender inequality theory and work-life management theory (Pradhan, 2016). The conflict theory states that fulfilling role of one domain will negatively affect the other domain through time-based conflict, strain-based conflict and/or behavior-based conflict. And it is the work domain that has been identified to show greater interference in personal life (Dujic et al., 2014; Panatik et al., 2012; Kelly et al., 2008). Conflict theory reflects towards negative impact of conflict between work-life domain on well-being and life satisfaction (Fiksenbaum, 2014).

Enrichment theory states rather a collaborative approach where achievement in one domain only enriches chances to attain achievement in other domain. The work and life domain can further improve the quality of life by enriching one another (Siu et al., 2010; Greenhaus & Powell, 2006). Enrichment theory supports positive impact of work-life balance on the overall performance, reduced turnover, life satisfaction, health and well-being (Chan et al., 2016; Russo & Buonocore, 2012). Balance theory is an integrated approach with both conflict and enrichment as part of it (Frone, 2003). Hayman (2005) defined work-life balance by means of three dimensions, namely work interference with personal life (WIPL), personal life interference with work (PLIW) and work personal life enhancement (WPLE). WIPL assesses how often personal life of people are impacted by heavy work schedule. PLIW aspect assesses negative impact of having a personal life on work role of a person. WPLE measures positive spillover from work and life domain such that resource used in one domain only enhances those resources to be used for other domain.

WLB has been identified as a positive correlate of life satisfaction, mental health and overall well-being (Hoffmann-Burdzińska & Rutkowska, 2015; Haar et al., 2014; Gareis et al., 2009). WLB is found to be associated with an individual's psychological well-being and overall sense of satisfaction (Clark, 2000; Marks & MacDermid, 1996). Challenging work roles has the capability of generating a feeling of accomplishment, meaningfulness and fulfillment, thus leading to advances in eudaimonic well-being. On the other hand, satisfactory life roles help in fulfilling feeling of belongingness and positive relation accumulation (Barker et al., 2014). An effective work-life balance has been identified as significant contributor to subjective well-being (Carvalho & Chambel, 2016; Nordenmark et al., 2012). Other research work identified that lower conflict and higher enrichment between work and personal life positively contribute towards higher subjective well-being and life satisfaction (Rantanen et al., 2013). Another research study confirmed impact of spillover theory of work-life triad (satisfaction in one domain affects other domains) on the subjective well-being (Guzi & Gracia, 2015). Fatima and Sahibzada (2012) identified negative spillover of work-life conflict on psychological health and mental well-being. Excessive indulgence in work domain (work involvement) has been found associated with poor psychological well-being, mental stress, as well as problems in personal relationships (Nam, 2014). Modern work domain focuses on communication technology that hinders psychological outcomes, as well as has negative spillover to personal life domain (Day et al., 2010). WLB initiatives as flexi-place, shift, decrease in weekend work have been identified to reduce conflict from work to personal life, as well as positively support EWB (Nabe-Nielsen et al., 2010).

EWB is the happiness gained in objectively defined good life and also can be independent of consciously aware of desirable life (Aristotle, 1925). The outcomes of living a life as per eudaimonic gain consist of good health, motivation, self-efficacy, life satisfaction, competency at work, increased skills at work and perceived recognition at work (Ryff & Singer, 2008; Waterman et al., 2010; Dagenais-Desmarais & Savoie, 2012). Clutterbuck (2005) states that a person who has attained work-life balance has better chances of satisfying needs of welfare and self-realization. This self-realization than can further translate into identification of purpose in life, which is prime basis of eudaimonia. This research study examines the relationship between components of work-life balance with eudaimonic component of well-being, as well with first order dimensions of EWB, which are autonomy, environmental mastery, personal growth, positive relations with others, purpose in life and self-acceptance to understand how WLB actually relates to one's EWB.

Personality traits and facets also have been identified to have a significant impact on facilitation and conflict between work and life domains. Sumer and Knight (2001) using attachment theory explained the relationship between personality traits and work-life balance. More insecure and introvert personality style (low openness to experience and extraversion) contributes to conflict, and secure attached individuals experience facilitation from work and life domains. Emotional stability (low neuroticism) has been found to moderate the relation between work interference with family and job exhaustion. Interference from work to life domain and from life to work domain has been found to considerably decrease by means of improving trait of extraversion and conscientiousness (Kinnunen et al., 2003). Personality of a person indicates a hint towards possible response to a stimulus. It is the most fundamental factor, which differentiates one individual from another (Buss & Plomin, 2014).

There are certain common traits found in all individuals such as gender or religion and some dispositional traits such as big five personality traits, i.e. extraversion, conscientiousness, neuroticism, agreeableness and openness (Robbins & Judge, 2014). Personality governs the situations an individual encounters in daily life, as well as how it is perceived, interpreted and reacted to in real world (Rauthmann et al., 2015). Gursoy, Maier, and Chi (2008) identified that younger generation work to live, detest authority, are impatient and desire a better personal life outside work perimeter, whereas baby boomers were identified to have traits of authority, loyalty and patience and value work more than personal life. Another study indicated that personality tends to evolve with time and bring transformational changes in work attitude, values and WLB (Lyons & Kuron, 2014). Personality traits influence an individual's perception and appraisal of personal resources as time and emotions that in turn influence the quality of WLB (Grawitch et al., 2010).

Positive personality enhances tolerance limit, and this contributes towards coping with stress and traumatic incidences (Folkman, 1997). Both positive and negative personality traits have a strong impact on mental health, such that personality traits are capable of either cushioning or aggravating occupational stress (Roskies et al., 1993). Most of the studies have viewed the relationship between personality traits and work-life balance through the lens of negative influence, i.e. work-family conflict, or positive influence, i.e. work-family facilitation/enrichment. This research study chooses to measure the influence of big five personality traits on work-life balance, since a balanced approach entails both positive and negative positions and increases generalizability of the outcomes. Also work-life balance is much wider of an approach than work-family, as family implies applicability on married individuals, whereas life implies friends, family or any acquaintance outside the premise of work.

Positive personality facets such as efficacy, hope and resilience regulate psychological well-being by means of individual behavioral, and performance outcome (Avey et al., 2010). Multiple research studies have shown importance of positive personality in attainment of subjective well-being (Soto, 2015; Galinha et al., 2016; Anglim & Grant, 2016; Headey & Wearing, 1989). Few studies have focused on role of personality traits in attainment of eudaimonic aspect of well-being (Avsec et al., 2009; Grant et al., 2009; Joshanloo et al., 2013; Wu, 2016; Lui et al., 2016; Marerro et al., 2016; Sun et al., 2018). The link of personality traits to dimension of well-being have been well-documented in literature and therefore left out of the scope of the study. This research paper therefore works towards establishing links between dimensions of second order constructs of big five personality traits, WLB and EWB in education industry by means of structural equation modeling.

2. RESEARCH METHODOLOGY

2.1. Hypotheses

The hypotheses tested in the study are mentioned below:

H1: Big five personality traits will be positively related to different components of WLB.

H2: Different components of WLB will be positively related to components of EWB.

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2.2. Sample description

The participants in the study are 504 business school teachers of national capital region of India. The stratified random sampling technique has been used in the study in order to collect the data from segregated segments of business school institutes (as central governed institutes, state governed institutes, private institutes and deemed institutes). The distribution institute wise in sample included: central institutes (10%), state institutes (70%), private institutes (9%), deemed institutes (13%). The distribution of participants includes 245 males and 259 females. The selected respondents belong to age from 25 to 60 years. Most of the participants (n = 398) have finished doctorate degree (PhD) in management stream. The distribution of teacher designation in the taken sample is as follows: Assistant Professor (61%), Associate Professor (17%) and Professor (22%). Participants completed the structured questionnaire via survey method. The participants were asked to confirm the consent form before participating in survey. Those who chose not to agree with the consent form were automatically exited from the study.

2.3. Instruments

To measure work-life balance, 23-items adapted scale of Hayman (2005) is being used, which measures the construct with 4 first order constructs, namely work interference with personal life (WIPL), personal life interference with work (PLIW), work personal life enhancement (WPLE) and health. Participants were asked to rank the degree of their agreement with the various traits on 7-point Likert scale, where "1" refers to "strongly disagree" and "7" refers to "strongly agree". WIPL and PLIW dimension items were reverse coded such that higher value (5, 6 or 7) represents little interference from work and personal life and lower value (1, 2 or 3) indicated higher interference. 4 represent neutral status of interference. To measure big five personality traits, 44-items inventory by Goldberg (1992) is being used, which measures the construct with 5 first order constructs, namely extraversion, openness to experience, environmental mastery, conscientiousness, agreeableness and neuroticism. Participants were asked to rank the degree of their agreement with the various traits on 7-point Likert scale, where "1" refers to "strongly disagree" and "7" refers to "strongly agree". To measure the EWB, Ryff's (1989) 42-item scale is being used, which measures the construct with 6 first order constructs, namely self acceptance, purpose in life, autonomy, personal growth, environmental mastery and positive relationship with others. The scale measures on a 7-point Likert scale, where "1" refers to "strongly disagree" and "7" refers to "strongly agree".

3. ANALYSIS AND FINDINGS

3.1. Reliability and validity of scales used in research study

In order to confirm the reliability of scales used in the research study, Cronbach alpha is measured. Reliability is a measure of accuracy and dependability of the factors. The reliability of each first order construct of second order construct is provided in Table 1.

Table 1. Reliability analysis

Constructs		Cronbach alpha
Big five personality traits	Openness to experience	.918
	Extraversion	.905
	Agreeableness	.903
	Conscientiousness	.927
	Neuroticism	.917
Work-life balance	Work interference with personal life	.904
	Personal life interference with work	.919
	Work personal life enhancement	.909
	Health	.908
Eudaimonic well-being	Self-acceptance	.905
	Environmental mastery	.912
	Positive relation	.918
	Personal growth	.903
	Autonomy	.905
	Purpose in life	.902

The acceptable limit of reliability is considered 0.7 or more. Thus, constructs used in the study are coming out to be consistent, reliable and further can be used for the purpose of the study. In order to further confirm the construct validity of work-life balance, eudaimonic well-being and big five personality traits, second order CFA is run in SEM using AMOS 20.0. The second order CFA is a statistical method, which is applied in order to

test the construct validity of a second order construct, which is represented by many first order constructs. In a second order construct, it is required to examine the construct loading between the first order construct and second order construct. The construct loading here represents how significantly the first order constructs represent the second order construct. The recommendation for goodness of fit measures: (1) the comparative fit index (CFI ≥ .95), (2) the root-mean-square error of approximation (RMSEA ≤ .08), (3) the Chi-square (CMIN/DF < 5) (Williams et al., 2009) were followed.

3.1.1. Validity analysis: second order CFA for work-life balance

Table 2 shows the results of second order CFA (second order measurement model) that indicate that the probability value in case of each unstandardized beta between first order construct of different WLB dimensions and second order construct representing the WLB is found to be less than five percent level of significance.

Thus, it can be concluded in the study that each dimension (WIPL, PLIW, WPLE and health) used

Table 2. Regression weights

Dimensions	Direction	Constructs	Standardized construct loading	Unstructured regression estimate	Standard error (S.E.)	Critical ratio (C.R.)	*p*-value	*R*-square
Work interference with personal life	←	Work-life balance	.331	.895	.285	3.253	.001	–
Personal life interference with work	←	Work-life balance	.473	1.000	–	–	–	–
Work personal life enhancement	←	Work-life balance	.461	1.175	.349	3.428	***	–
Health	←	Work-life balance	.331	.847	.290	3.373	***	–
WIPL1	←	Work interference with personal life	.738	1.000	–	–	–	
WIPL2	←	Work interference with personal life	.746	.854	.051	16.697	***	
WIPL3	←	Work interference with personal life	.856	.908	.047	19.367	***	
WIPL4	←	Work interference with personal life	.859	1.056	.054	19.440	***	11.1%
WIPL5	←	Work interference with personal life	.770	.851	.049	17.286	***	
WIPL6	←	Work interference with personal life	.858	.886	.046	19.405	***	
WIPL7	←	Work interference with personal life	.827	.778	.042	18.662	***	
PLIW1	←	Personal life interference with work	.720	1.000	–	–		
PLIW2	←	Personal life interference with work	.832	1.102	.061	18.152	***	
PLIW3	←	Personal life interference with work	.817	1.037	.058	17.824	***	
PLIW4	←	Personal life interference with work	.868	1.060	.056	18.943	***	20.9%
PLIW5	←	Personal life interference with work	.839	.980	.054	18.306	***	
PLIW6	←	Personal life interference with work	.814	.993	.056	17.745	***	

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Table 2 (cont.). Regression weights

Dimensions	Direction	Constructs	Standardized construct loading	Unstructured regression estimate	Standard error (S.E.)	Critical ratio (C.R.)	*p*-value	*R*-square
WPLE5	←	Work personal life enhancement	.791	.930	.045	20.448	***	
WPLE4	←	Work personal life enhancement	.781	.837	.042	20.075	***	
WPLE3	←	Work personal life enhancement	.842	.888	.040	22.374	***	20.5%
WPLE2	←	Work personal life enhancement	.884	.989	.041	24.022	***	
WPLE1	←	Work personal life enhancement	.828	1.000	–	–	–	
Health5	←	Health	.768	1.092	.056	19.359	***	
Health4	←	Health	.828	1.012	.047	21.528	***	
Health3	←	Health	.877	1.014	.043	23.362	***	13.6%
Health2	←	Health	.872	1.135	.049	23.173	***	
Health1	←	Health	.817	1.000	–	–	–	

in the study in order to measure WLB represents it significantly. Also, the result indicated that all the statements used in the study in order to measure the different dimensions of WLB are found to be statistically significant with standardized construct loading greater than 0.7. This indicates the presence of convergent validity in the measurement model and second order CFA derived for WLB. Model fit indices $\chi^2 = 3.567$ ($p = .000$), CFI = 0.932 and RMSEA = 0.072 represent good model fit indices, hence, statistical fit second order construct and can be further used for structural analysis.

3.1.2. Validity analysis: second order CFA for Eudaimonic wellbeing

Table 3 shows the results of second order CFA (second order measurement model) that indicate that the probability value in case of each unstandardized beta between first order construct of different eudaimonic well-being dimension and second order construct representing the eudaimonic well-being is found to be less than five percent level of significance.

Table 3. Regression weights

Dimensions	Direction	Constructs	Standardized construct loading	Unstandardized regression estimate	Standard error (S.E.)	Critical ratio (C.R.)	*p*-value	*R*-square
Autonomy	←	Eudaimonic wellbeing	.562	1.000	–	–	–	–
Environment mastery	←	Eudaimonic wellbeing	.628	1.123	.133	8.461	***	–
Personal growth	←	Eudaimonic wellbeing	.599	1.059	.128	8.294	***	–
Positive relation	←	Eudaimonic wellbeing	.548	.991	.124	7.967	***	–
Purpose in life	←	Eudaimonic wellbeing	.570	1.208	.154	7.854	***	–
Self-acceptance	←	Eudaimonic wellbeing	.518	.842	.111	7.571	***	–
Persgrowth1	←	Personal growth	.618	.574	.037	15.409	***	
Persgrowth2	←	Personal growth	.809	1.001	.044	22.846	***	
Persgrowth3	←	Personal growth	.884	1.044	.039	26.752	***	35.8%
Persgrowth4	←	Personal growth	.886	.956	.036	26.904	***	
Persgrowth5	←	Personal growth	.888	.997	.037	26.983	***	
Persgrowth6	←	Personal growth	.847	.985	.040	24.766	***	
Persgrowth7	←	Personal growth	.856	1.000	–	–	–	–

Table 3 (cont.). Regression weights

Dimensions	Direction	Constructs	Standardized construct loading	Unstandardized regression estimate	Standard error (S.E.)	Critical ratio (C.R.)	*p*-value	*R*-square
Autonomy1	←	Autonomy	.721	.933	.047	19.694	***	
Autonomy2	←	Autonomy	.809	.913	.038	23.993	***	
Autonomy3	←	Autonomy	.636	.610	.037	16.383	***	31.6%
Autonomy4	←	Autonomy	.843	1.052	.041	25.966	***	
Autonomy5	←	Autonomy	.892	1.032	.035	29.205	***	
Autonomy6	←	Autonomy	.894	.952	.032	29.407	***	
Autonomy7	←	Autonomy	.885	1.000	–	–	–	–
Envmast1	←	Environment mastery	.684	.654	.037	17.473	***	
Envmast2	←	Environment mastery	.818	.998	.044	22.769	***	
Envmast3	←	Environment mastery	.889	1.062	.040	26.287	***	39.4%
Envmast4	←	Environment mastery	.899	.991	.037	26.823	***	
Envmast5	←	Environment mastery	.898	1.008	.038	26.729	***	
Envmast6	←	Environment mastery	.845	.954	.040	24.018	***	
Envmast7	←	Environment mastery	.842	1.000	–	–	–	–
Selfacpt6	←	Self-acceptance	.827	1.101	.051	21.664	***	
Selfacpt5	←	Self-acceptance	.852	1.100	.049	22.617	***	
Selfacpt4	←	Self-acceptance	.906	1.182	.048	24.831	***	26.9%
Selfacpt3	←	Self-acceptance	.875	1.271	.054	23.542	***	
Selfacpt2	←	Self-acceptance	.833	1.168	.053	21.879	***	
Selfacpt1	←	Self-acceptance	.808	1.000	–	–	–	–
Purpinlife1	←	Purpose in life	.808	.868	.046	18.944	***	
Purpinlife2	←	Purpose in life	.825	.952	.049	19.410	***	
Purpinlife3	←	Purpose in life	.837	.939	.048	19.737	***	32.5%
Purpinlife4	←	Purpose in life	.877	1.050	.050	20.844	***	
Purpinlife5	←	Purpose in life	.839	.902	.046	19.775	***	
Purpinlife6	←	Purpose in life	.840	.976	.049	19.803	***	
Purpinlife7	←	Purpose in life	.754	1.000	–	–	–	–
Positiverel1	←	Positive relation	.706	.906	.047	19.227	***	
Positiverel2	←	Positive relation	.824	.955	.038	25.148	***	
Positiverel3	←	Positive relation	.687	.663	.036	18.461	***	30.1%
Positiverel4	←	Positive relation	.831	1.029	.040	25.606	***	
Positiverel5	←	Positive relation	.910	1.102	.035	31.172	***	
Positiverel6	←	Positive relation	.894	.964	.032	29.927	***	
Positiverel7	←	Positive relation	.890	1.000	–	–	–	–
Selfacpt7	←	Self-acceptance	.759	1.024	.053	19.224	***	

Thus, it can be concluded in the study that each dimension (self-acceptance, personal growth, environment mastery, purpose in life, positive relation and autonomy) used in the study in order to measure EWB represents it significantly. Also, the result indicated that all the statements used in the study in order to measure the different dimensions of EWB are found to be statistically significant with standardized construct loading greater than 0.7. This indicates the presence of convergent validity in the measurement model and second order CFA derived for EWB. Model fit indices $\chi^2 = 2.488$ ($p = .000$), CFI = 0.935 and RMSEA = 0.055 represent good model fit indices, hence, statistical fit second order construct and can be further used for structural analysis.

3.1.3. *Validity analysis: second order CFA for big five personality traits*

Table 4 shows the results of second order CFA (second order measurement model) that indicate that the probability value in case of each unstandardized beta between first order construct of different big five personality traits dimension and second order construct representing the big five personality traits is found to be less than five percent level of significance.

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Table 4. Regression weights

Dimensions	Direction	Constructs	Standardized construct loading	Unstandardized regression estimate	Standard error (S.E.)	Critical ratio (C.R.)	*p*-value	*R*-square
Openness to experience	←	Big five personality	.574	1.000	–	–	–	–
Conscientiousness	←	Big five personality	.512	.938	.116	8.096	***	–
Extraversion	←	Big five personality	.925	1.171	.131	8.966	***	–
Agreeableness	←	Big five personality	.527	.598	.080	7.465	***	–
Neuroticism	←	Big five personality	-.661	-1.266	.136	-9.302	***	–
Open10	←	Openness to experience	.682	1.000	–	–	–	33%
Open9	←	Openness to experience	.756	.994	.063	15.752	***	
Open8	←	Openness to experience	.818	1.015	.060	16.930	***	
Open7	←	Openness to experience	.838	1.153	.067	17.298	***	
Open6	←	Openness to experience	.825	1.094	.064	17.050	***	
Open5	←	Openness to experience	.848	1.128	.064	17.488	***	
Open4	←	Openness to experience	.753	.929	.059	15.711	***	
Open3	←	Openness to experience	.849	1.020	.058	17.491	***	
Open2	←	Openness to experience	.867	1.146	.064	17.837	***	
Open1	←	Openness to experience	.678	.958	.067	14.254	***	
Cons9	←	Conscientiousness	.877	1.000	–	–	–	26.2%
Cons8	←	Conscientiousness	.641	.730	.044	16.440	***	
Cons7	←	Conscientiousness	.848	.873	.034	25.872	***	
Cons6	←	Conscientiousness	.699	.762	.041	18.640	***	
Cons5	←	Conscientiousness	.845	.904	.035	25.665	***	
Cons4	←	Conscientiousness	.861	.996	.037	26.649	***	
Cons3	←	Conscientiousness	.763	.788	.037	21.401	***	
Cons2	←	Conscientiousness	.851	.935	.036	26.027	***	
Cons1	←	Conscientiousness	.746	.929	.045	20.640	***	
Extra8	←	Extraversion	.650	1.000	–	–	–	85.5%
Extra7	←	Extraversion	.751	1.108	.075	14.852	***	
Extra6	←	Extraversion	.808	1.190	.076	15.751	***	
Extra5	←	Extraversion	.867	1.330	.080	16.658	***	
Extra4	←	Extraversion	.886	1.351	.080	16.928	***	
Extra3	←	Extraversion	.868	1.469	.088	16.672	***	
Extra2	←	Extraversion	.797	1.335	.086	15.589	***	
Extra1	←	Extraversion	.837	1.269	.078	16.202	***	
Agree9	←	Agreeableness	.593	1.000	–	–	–	27.8%
Agree8	←	Agreeableness	.830	1.417	.099	14.364	***	
Agree7	←	Agreeableness	.848	1.372	.094	14.547	***	
Agree6	←	Agreeableness	.886	1.438	.096	14.940	***	
Agree5	←	Agreeableness	.653	1.271	.104	12.191	***	
Agree4	←	Agreeableness	.827	1.515	.106	14.321	***	
Agree3	←	Agreeableness	.801	1.455	.104	14.040	***	
Agree2	←	Agreeableness	.848	1.461	.100	14.553	***	
Agree1	←	Agreeableness	.885	1.518	.102	14.928	***	
Neuro8	←	Neuroticism	.872	1.000	–	–	–	43.7%
Neuro7	←	Neuroticism	.869	1.043	.039	26.957	***	
Neuro6	←	Neuroticism	.810	1.000	.042	23.571	***	
Neuro5	←	Neuroticism	.874	1.125	.041	27.267	***	
Neuro4	←	Neuroticism	.860	1.028	.039	26.360	***	
Neuro3	←	Neuroticism	.757	.933	.044	21.014	***	
Neuro2	←	Neuroticism	.769	.926	.043	21.587	***	
Neuro1	←	Neuroticism	.766	.981	.046	21.434	***	

Thus, it can be concluded in the study that each dimension (extraversion, conscientiousness, neuroticism, openness, agreeableness) used in the study in order to measure big five personality traits represents it significantly. Also, the result indicated that all the statements used in the study in order to measure the different dimensions of big five personality traits are found to be statistically significant with standardized construct loading greater than 0.7. This indicates the presence of convergent validity in the measurement model and second order CFA derived for big five personality traits. Model fit indices $\chi^2 = 2.899$ ($p = .000$), CFI = 0.909 and RMSEA = 0.062 represent good model fit indices, hence, statistical fit second order construct and can be further used for structural analysis.

3.1.4. Overall interrelationship of components of WLB with that of big five personality traits and EWB

The objective framed in the research study focuses on examining the interrelationship between components of WLB and big five personality traits and eudaimonic well-being. In the structural model, the big five personality traits are assumed as exogenous second order constructs, whereas components of WLB are considered to be endogenous constructs. Also, the components of WLB are taken as exogenous variables to analyze its impact on eudaimonic well-being as an endogenous variable. In the study, the big five personality traits are considered to be second order construct consisting of 5 first order constructs, namely openness to experience, extraversion, conscientiousness, neuroticism, and agreeableness. The WLB is a second order construct in the structural model consisting of 4 first order constructs, namely WIPL, PLIW, WPLE and health. The EWB is also a second order construct in the structural model consisting of 6 first order constructs, namely self-acceptance, personal growth, environment mastery, purpose in life, positive relation with others and autonomy. The results of the structural model are shown in Figure 1.

The result of structural modeling analysis indicates that the p-value of the cause and effect relationship in the direction of big five personality traits on the different components of work-life balance is found to be less than five percent significance level. Thus, it can be concluded that there exists significant impact of big five personality traits on the different dimension of work-life balance. In addition to this, the standardized value of the regression coefficients (or construct loadings) is found to be positive for all the dimensions of work-life balance. However, in case of the cause and effect relationship between the different components of work-life balance and the eudaimonic well-being, the p-value is found to be significant only in the direction of WIPL to eudaimonic well-being and health to eudaimonic well-being. Hence, it can be concluded that the WIPL and the health dimension of the work-life balance significantly affect the eudaimonic well-being of the business school teachers. The effect is found to be positive, as the standardized construct loading is found to be positive in both the cases. But in case of other two dimensions of the work-life balance, namely PLIW and WPLE, the effect is not found to be significant on the eudaimonic well-being. Model fit indices $\chi^2 = 1.739$ ($p = .000$), CFI = 0.909 and RMSEA = 0.038 represent good model fit indices, hence, statistical fit second order construct and can be further used for structural analysis.

Table 5. SEM analysis

Exogenous construct	Direction	Endogenous construct	Standardized regression estimate	Estimate	S.E.	C.R.	*p*
WIPL	←	Big five personality	.217	.390	.097	4.006	***
PLIW	←		.238	.338	.078	4.331	***
WPLE	←		.199	.341	.092	3.708	***
Health	←		.393	.675	.102	6.593	***
EWB	←	WIPL	.257	.122	.026	4.668	***
EWB	←	PLIW	.006	.004	.030	.123	.902
EWB	←	WPLE	.073	.036	.025	1.447	.148
EWB	←	Health	.397	.197	.030	6.490	***

Note: ***$p < 0.05$.

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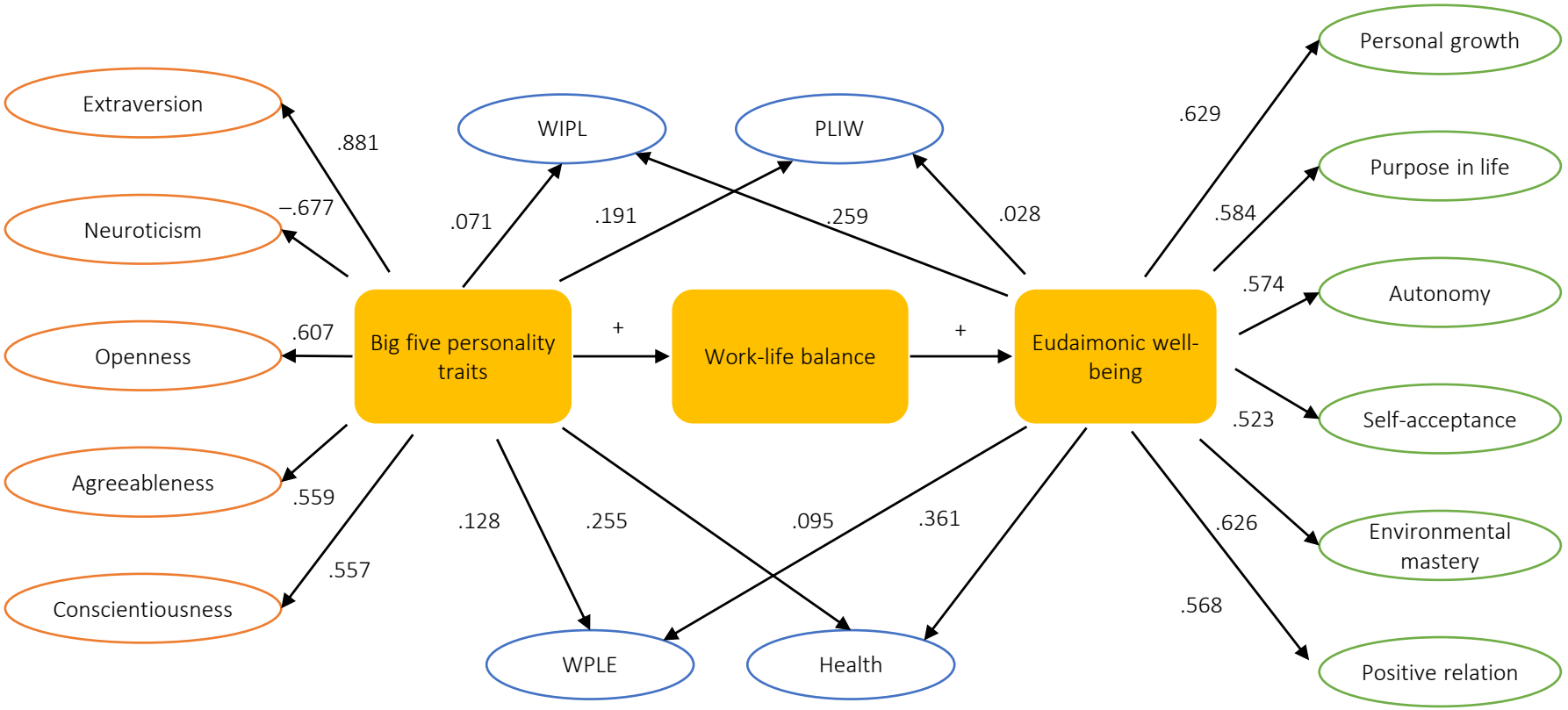

Figure 1. Structural model of interrelationship of components of WLB with big five personality traits and EWB

3.2. Impact of big five personality traits on components of WLB using SEM approach

3.2.1. *Impact of openness to experience on component of work-life balance*

Openness to experience is a trait of a person that makes them be innovative in their act, creative and novel in contribution towards work goals. Openness trait allows an individual to transfer new skills and behavior from one domain to another domain. It may help an individual to balance work and life commitment better than those individuals who are low in openness to experience trait. The result of SEM analysis is shown in Table 6.

The result indicates that *p*-value of testing the cause and effect relationship between openness and different components of WLB is found to be less that five percent level of significance (except in case of WPLE). Hence, it can be concluded that openness dimension of big five personality traits is having significant impact on WIPL, PLIW and health. Openness is found to have positive impact on health and negative impact on interference from both directions of work-life domain. Openness as a trait can help in dealing with conflict from home at work and conflict from work at home. Since openness reduces the level of perceived burnout, health of a person as significantly and positively affected. However, in case of WPLE, no significant impact of openness on experience is found. The statistical fitness of SEM model shows that CFI is .941, RMSEA is 0.054, which is less than limit of .08. The CMIN/DF is 2.477, less than the limit value of 3. The statistical fitness is found to be robust and results can be generalized.

3.2.2. *Impact of conscientiousness on component of work-life balance*

Conscientiousness is a trait that is associated with planning, organization and oriented skills. It is a trait that is associated with organizing and planning skills and allows an individual to have a clear perspective towards commitment associated with work and life domain and achieves the same in an orderly manner. The result of SEM analysis is shown in Table 7.

The result indicates that *p*-value of critical ratio testing the cause and effect relationship between conscientiousness and different component of WLB is found to be less than five percent level of significance. Hence, it can be concluded that conscientiousness dimension of big five personality traits is having significant impact on WIPL, PLIW, WPLE and health. Conscientiousness is related to well-organized, success driven and planned traits, which helps in achievement of the greater accomplishments. Such success allows a person to remain in good mood contributing to better mental health of an individual and less of emotional exhaustion (Kokkinos et al., 2007). Presence of conscientiousness among individuals allows him/her to attain work-life facilitation, i.e. resources used in one domain doesn't deplete the resources for other domain, but rather enriches them. Also, such individuals tend to have lower work-life conflict, i.e. involvement in one role/

Table 6. SEM results for impact of openness to experience traits on components of WLB

Endogenous construct	Direction	Exogenous construct	Standardized regression estimate	Estimate	S.E.	C.R.	*p*
PLIW	←	Openness	.184	.157	.042	3.789	***
WIPL	←	Openness	.140	.152	.052	2.923	.003
WPLE	←	Openness	.086	.089	.050	1.786	.074
Health	←	Openness	.301	.312	.051	6.147	***

Table 7. SEM results for impact of conscientiousness on components of WLB

Endogenous construct	Direction	Exogenous construct	Standardized regression estimate	Estimate	S.E.	C.R.	*p*
WIPL	←	Conscientiousness	.173	.179	.049	3.628	***
PLIW	←	Conscientiousness	.227	.185	.039	4.730	***
Health	←	Conscientiousness	.321	.316	.047	6.784	***
WPLE	←	Conscientiousness	.094	.093	.047	1.960	.050

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domain leads to negative spillover on other domain. Therefore, conscientiousness is a trait that significantly relates to all the components of work-life balance. The statistical fitness of SEM model shows that CFI is .936, RMSEA is 0.058, which is less than limit of .08. The CMIN/DF is 2.660, less than the limit value of 3. The statistical fitness is found to be robust and results can be generalized.

3.2.3. Impact of extraversion on components of work-life balance

Extraversion is a trait associated with energetic, active, outgoing and talkative attributes. People possessing this trait are positive in nature and believe that by having an outward and social approach they can achieve more. Since people with extraversion trait are full of energy, they can accomplish more in less amount of time making them multi-taskers. And this may be the reason that extroverts are better in handling and managing conflicts that may arise in personal and professional life. The result of SEM analysis is shown in Table 8.

The result indicates that *p*-value of critical ratio testing the cause and effect relationship between extraversion and different components of WLB is found to be less that five percent level of significance. Hence it can be concluded that extraversion dimension of big five personality traits is having significant impact on WIPL, PLIW, WPLE and health. Extraversion allows facilitating communication with others making the misconception and error in thought process to be resolved. This leads to dealing with interference from work and life domain in a more rationalized manner. It also impacts enrichment of work and personal life, i.e. resources used in one domain only enhances those resources to be used in other domain. Having positive approach to life and also having warmth towards others leads to living of a less stressful life, allowing person to have good health, both physical and mental. It is also seen that extraversion also impacts enrichment of work and personal life, i.e. resources used in one domain only enhance those resources to be used in other domain. Work and life don't have to be mutually exclusive events, rather success of one throws positivity on to other domain as well. The statistical fitness of SEM model shows that CFI is .926, RMSEA is 0.064, which is less than limit of .08. The CMIN/DF is 3.014, more than the limit value of 3. The statistical fitness is found to be robust and results can be generalized.

3.2.4. Impact of agreeableness on components of work-life balance

Since the trait of agreeableness makes an individual more open to ideas and thoughts of others, it can act as a great contributor towards mending conflict with others. The result of SEM analysis is shown in Table 9.

The result indicates that *p*-value of critical ratio testing the cause and effect relationship between agreeableness and different component of WLB is found to be less that five percent level of significance. Hence, it can be concluded that extraversion dimension of big five personality traits is having significant impact on all the dimensions of work-life

Table 8. SEM results for impact of extraversion on components of WLB

Endogenous construct	Direction	Exogenous construct	Standardized regression estimate	Estimate	S.E.	C.R.	*p*
WIPL	←	Extraversion	.122	.186	.073	2.553	.011
PLIW	←	Extraversion	.120	.143	.057	2.486	.013
WPLE	←	Extraversion	.156	.225	.070	3.223	.001
Health	←	Extraversion	.253	.366	.071	5.164	***

Table 9. SEM results for impact of agreeableness on components of WLB

Endogenous construct	Direction	Exogenous construct	Standardized regression estimate	Estimate	S.E.	C.R.	*p*
WIPL	←	Agreeableness	.166	.278	.081	3.433	***
PLIW	←	Agreeableness	.194	.256	.065	3.962	***
WPLE	←	Agreeableness	.104	.166	.077	2.161	.031
Health	←	Agreeableness	.262	.419	.079	5.285	***

balance, namely WIPL, PLIW, WPLE and health. Agreeableness can lead to less conflict in work and life domain and generate ample environment for facilitation or enrichment in work and life domains can occur. Agreeableness also increases the chances of success in the workplace, which leads to less stress in life and more life satisfaction contributing to mental health. The statistical fitness of SEM model shows that CFI is .930, RMSEA is 0.061, which is less than limit of .08. The CMIN/DF is 2.858, less than the limit value of 3. The statistical fitness is found to be robust and results can be generalized.

3.2.5. Impact of neuroticism on components of work-life balance

Neuroticism or emotional instability is a trait related to experience of negative emotion such as jealousy, anger and stress. The conflict between work and life domain often tends to increase due to person feeling more irritated and ill-tampered to deal with the situation. The result of SEM analysis is shown in Table 10.

The result indicates that *p*-value of critical ratio testing the cause and effect relationship between neuroticism and different component of WLB is found to be less that five percent level of significance. Hence, it can be concluded that neuroticism dimension of big five personality traits is having significant impact on WIPL, PLIW, WPLE and health. Neuroticism is found to be positively related to WIPL and PLIW, while negatively related to WPLE and health. The reason neuroticism is found to have a significant impact on all components of work-life balance has to do with behavior depicted by an individual high on neuroticism. High neuroticism is related to irritation and frustration, which often cause stress and emotional exhaustion, contributing to significant impact on mental and physical health of a person. The high conflict is the reason for low level of enrichment in work and life roles. Rather than one role being a facilitator for another, they act as mutually sustaining roles. The statistical fitness of SEM model shows that CFI is .805, RMSEA is 0.079, which is less than limit of .08. The CMIN/DF is 3.04, more than the limit value of 3. The statistical fitness is found to be robust and results can be generalized.

3.3. Impact of various components of WLB on EWB using SEM approach

3.3.1. Impact of PLIW as a component of work-life balance on components of EWB

PLIW is the dimension of WLB that estimates conflict in work roles due to involvement in personal life. The result of SEM analysis is shown in Table 11.

The result indicates that *p*-value of critical ratio testing the cause and effect relationship between PLIW and different component of EWB is found to be less

Table 10. SEM results for impact of neuroticism on components of WLB

Endogenous construct	Direction	Exogenous construct	Standardized regression estimate	Estimate	S.E.	C.R.	*p*
WIPL	←	Neuroticism	–.148	–.146	.047	–3.108	.002
PLIW	←	Neuroticism	–.162	–.126	.037	–3.391	***
WPLE	←	Neuroticism	–.142	–.133	.045	–2.970	.003
Health	←	Neuroticism	–.233	–.219	.045	–4.908	***

Table 11. SEM results for impact of PLIW on components of EWB

Endogenous construct	Direction	Exogenous construct	Standardized regression estimate	Estimate	S.E.	C.R.	*p*
Autonomy	←	PLIW	.075	.082	.053	1.571	.116
Environment mastery	←	PLIW	–.008	–.009	.053	–.170	.865
Personal growth	←	PLIW	.080	.088	.052	1.674	.094
Positive relation with others	←	PLIW	.113	.126	.053	2.364	.018
Purpose in life	←	PLIW	.107	.140	.063	2.233	.026
Self-acceptance	←	PLIW	.075	.076	.048	1.577	.115

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that five percent level of significance. Hence, it can be concluded that PLIW dimension of work-life balance is having negative significant impact on positive relation with others and purpose in life dimensions of EWB. The result also determines that PLIW dimension of work-life balance is having insignificant impact on other dimensions of EWB. The reason that PLIW positively affects the relation with others and purpose in life is the stress and emotional exhaustion experienced by a person due to devotion of oneself in personal life leads to less time available to ponder over meaning of life. This eventually contributes towards having negativity towards others and lack of consideration for others. The statistical fitness of SEM model shows that CFI is .914, RMSEA is 0.058, which is less than limit of .08. The CMIN/DF is 2.665, less than the limit value of 3. The statistical fitness is found to be robust and results can be generalized.

3.3.2. Impact of health as a component of work-life balance on components of EWB

Health is indicative of physical and mental wellness that contributes to balancing of multiple responsibilities. The result of SEM analysis is shown in Table 12.

The result indicates that *p*-value of critical ratio testing the cause and effect relationship between health and different component of EWB is found to be less that five percent level of significance. Hence, it can be concluded that health dimension of work-life balance is having significant impact on different dimensions of EWB. Health was found to be significantly impacting all the dimensions of EWB. This result implies the importance of health of an individual to acquire happiness in every day to day life in personal and professional setting. It provides a healthy mindset to an individual to clearly access life goals and opportunities and also provide the tools to work at those goals in an optimal manner. Health allows a person to be in a better mood and not feel negative emotions like stress, frustration or anger. This finding provides a unique perspective of health in terms of its importance towards gaining EWB. The statistical fitness of SEM model shows that CFI is .921, RMSEA is 0.0556, which is less than limit of .08. The CMIN/DF is 2.560, less than the limit value of 3. The statistical fitness is found to be robust and results can be generalized.

3.3.3. Impact of WIPL as a component of work-life balance on components of EWB

WIPL is the dimension of WLB that estimates conflict in personal life due to involvement in work roles. The result of SEM analysis is shown in Table 13.

The result indicates that *p*-value of critical ratio testing the cause and effect relationship between WIPL and different component of EWB is found to be less that five percent level of significance. Hence, it can be concluded that WIPL dimension of work-life bal-

Table 12. SEM results for impact of health on components of EWB

Endogenous construct	Direction	Exogenous construct	Standardized regression estimate	Estimate	S.E.	C.R.	*p*
Autonomy	←	Health	.254	.231	.043	5.355	***
Environmental mastery	←	Health	.301	.277	.044	6.352	***
Personal growth	←	Health	.365	.331	.043	7.725	***
Positive relation with others	←	Health	.286	.263	.044	6.039	***
Purpose in life	←	Health	.255	.275	.052	5.270	***
Self-acceptance	←	Health	.195	.162	.040	4.076	***

Table 13. SEM results for impact of WIPL on components of EWB

Endogenous construct	Direction	Exogenous construct	Standardized regression estimate	Estimate	S.E.	C.R.	*p*
Autonomy	←	WIPL	.200	.173	.041	4.189	***
Environmental mastery	←	WIPL	.168	.147	.042	3.530	***
Personal growth	←	WIPL	.244	.211	.041	5.113	***
Positive relation with others	←	WIPL	.220	.193	.042	4.616	***
Self-acceptance	←	WIPL	.150	.119	.038	3.151	.002
Purpose in life	←	WIPL	.252	.250	.050	4.996	***

Table 14. SEM results for impact of WPLE on components of EWB

Endogenous construct	Direction	Exogenous construct	Standardized regression estimate	Estimate	S.E.	C.R.	*p*
Autonomy	←	WPLE	.083	.075	.044	1.731	.084
Environmental mastery	←	WPLE	.156	.143	.044	3.261	.001
Personal growth	←	WPLE	.111	.100	.043	2.315	.021
Positive relation with others	←	WPLE	.072	.067	.044	1.514	.130
Purpose in life	←	WPLE	.124	.134	.052	2.579	.010
Self-acceptance	←	WPLE	.077	.064	.040	1.613	.107

ance is having significant impact on different dimensions of EWB. The result of the analysis brings out some crucial point in light of knowledge. WIPL is identified to have a significant impact on all the dimensions of EWB. This means that changes in conflict in personal life due to work directly impact person attaining EWB as a whole. Since work has been identified to consume a lot of waking hours of an individual, it becomes a big part of a person's life. This imbalance in work and life commitment often leads to arousal of stress within an individual that affects capability of an individual to sustain a positive relation with others, identify the aim of life and leads to retarded growth of potential of oneself. Therefore, focusing on those interventions and programs that helps reduce WIPL is important to transit growth in EWB of an individual. The statistical fitness of SEM model shows that CFI is .907, RMSEA is 0.060, which is less than limit of .08. The CMIN/DF is 2.778, less than the limit value of 3. The statistical fitness is found to be robust and results can be generalized.

3.3.4. Impact of WPLE as a component of work-life balance on components of EWB

WPLE indicates enhancement of one domain in presence of other. The result of SEM analysis is shown in Table 14.

The result indicates that *p*-value of critical ratio testing the cause and effect relationship between WPLE and different components of EWB is found to be less that five percent level of significance. Hence, it can be concluded that WPLE dimension of work-life balance is having significant impact on different dimensions of EWB. The dimensions that are significantly being impacted by WPLE are environmental mastery, personal growth and purpose in life. However, other dimensions of EWB are found to be insignificantly affected by WPLE. WPLE leads to life satisfaction, mood upliftment and clarity of mind. Thus, it allows a person to focus on the aim of life, what a person wishes to become by raising up the potential. WPLE allows a person to achieve success in multiple roles leading up to boosting confidence of a person, which allows a person to focus on identifying who truly he/she is and what he/she wishes to become. Therefore, WPLE is a dimension that contributes more strongly to three main dimensions of eudaimonic well-being. The statistical fitness of SEM model shows that CFI is .915, RMSEA is 0.058, which is less than limit of .08. The CMIN/DF is 2.683, less than the limit value of 3. The statistical fitness is found to be robust and results can be generalized.

DISCUSSION AND CONCLUSION

The paper examined the impact of big five personality traits on different components of WLB, as well as impact of components of WLB on each first order dimension of EWB. It was found that big five personality traits (second order constructs) have a significant impact on all the dimensions of WLB. It is indicative of strong dependence of balance achievement on one's behavioral traits. This finding is in coherence with literature that how one perceives the stimuli and chooses to respond to it has much to say in coherence between work and life responsibilities (Michel et al., 2011; Martins & Van der Berg, 2013). Facilitation or conflict between work and life roles is dependent not only upon favorable or unfavorable

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conditions, but also on individual contribution. Much in favor of literature, it is found that work culture can be regulated along-side of home culture by means of adapting to traits that improve facilitation such as extraversion, conscientiousness, agreeableness or traits that reduce conflict as neuroticism. Whereas openness to experience also came out to be trait that reduces level of conflict from work and life domains, its presence does not significantly facilitate the enrichment of work and life coordination (Allen et al., 2010; Wille et al., 2013).

In accordance with the literature, the paper also finds evidence of significant impact of work-life balance on EWB (Cake et al., 2015; Timms & Brough, 2013), although only two dimensions of WLB came out to be significant predictors of EWB that are WIPL and health. This finding reflects towards importance of personal health, which includes adequate sleep, proper diet, restricted smoking and drinking habits and regular exercise (Goyal et al., 2014). Health keeps both mental and physical capabilities competent such that it can work towards contributing to self-actualization goals and hence to EWB. WIPL came out to be another factor that impacts attainment of EWB. The presence of oneself in work roles at times has capability of over-powering the life roles and thus creates imbalance in facilitation and emotional exhaustion. This exhaustion further can reciprocate towards reduction of potential and disturbed purpose in life. Literature suggests that work interference with personal life makes an inverse contribution towards well-being, life satisfaction and engagement (Fiksenbaum, 2014).

As such, PLIW and WPLE came out to be insignificant towards impact on second order constructs of EWB but when analyzed towards first order dimensions of EWB, the findings show unique linkage. PLIW have a significant negative impact on two dimensions of EWB, i.e. purpose in life and positive relation with others. This might indicate that presence of interference or perceived conflict in work domain by the personal life domain has potential of building negative social relations with others by means poor communication and limited understanding. Also, presence of conflict in work domain by life domain significantly negatively affects the purpose in life. WPLE have a significant positive impact on three dimensions of EWB, i.e. purpose in life, environmental mastery and personal growth. This might indicate that the presence of facilitation or perceived enhancement of one domain in presence of others has potential of improving one's own thought about aims and desire in life. A person is better able to set goals that are of highest virtue and are performed for the greater good of humanity. Also, the presence of enhancement of work and life domains significantly affects the directionality and purpose for worthwhile life. These findings can be helpful while building organizational interventions and supporting policies for improving eudaimonic well-being of employees. The importance of one's personality traits can enhance the quality of employees' work and personal life, as well as help in profile evaluation for better redesigning the jobs and enhance eudaimonic well-being. The finding points to the importance of WLB as a possible mediator to the relationship of big five personality traits and EWB. This implicates that organization should not only focus on organizational interventions and support policies at work, but also give personal and family life due credit by enhancing family schemes.

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