

LB/TH/47/2025  
TH6066

# Impact of Personality and Workaholism on Work-Life Balance in IT Professionals of Sri Lanka

T.H.T.M. Ranasinghe  
209122B

Master of Business Administration in Information Technology

Department of Computer Science & Engineering  
Faculty of Engineering

University of Moratuwa  
Sri Lanka

December 2023

# Impact of Personality and Workaholism on Work-Life Balance in IT Professionals of Sri Lanka

T.H.T.M. Ranasinghe  
209122B

Dissertation submitted in partial fulfilment of the requirements for the  
degree  
Master of Business Administration in Information Technology

Department of Computer Science & Engineering  
Faculty of Engineering

University of Moratuwa  
Sri Lanka

December 2023

## **DECLARATION**

I declare that this is my work, and this Dissertation does not incorporate without acknowledgement any material previously submitted for a degree or Diploma in any other University or Institute of higher learning and to the best of my knowledge and belief it does not contain any material previously published or written by another person except where the acknowledgement is made in the text. I retain the right to use this content in whole or part in future works (such as articles or books).

Signature:

Date: 17/07/2023

The supervisor should certify the Dissertation with the following declaration.

The above candidate has carried out research for the Name of the Degree Dissertation under my supervision. I confirm that the declaration made above by the student is true and correct.

Name of Supervisor: - Dr Manesha Kodithuwakku

Signature of the Supervisor:

Date: 28/12/2023

## **ABSTRACT**

The workforce is the main pillar of any organization. Therefore, employee well-being is a crucial factor same as the performance of the employee for the success and sustainability of the organization. It positively impacts their overall job satisfaction, engagement, productivity, and performance. Investing in employee well-being is not only a moral responsibility but also a strategic decision for organizations. When considering the employee's well-being, work-life is a fundamental component. When employees can maintain a healthy equilibrium between work and personal life, it positively impacts their overall health, job satisfaction, productivity, and engagement.

Therefore, this research examines the factors that influence work-life balance among IT professionals in Sri Lanka. This study aims to gain insights into individual characteristics that influence the ability to maintain a healthy equilibrium between work and personal life in the context of the IT industry. The study focuses on two main factors: personality traits and workaholism as identified during the literature review. Personality traits are assessed using the Big Five personality trait model (extraversion, agreeableness, openness, conscientiousness, neuroticism) and workaholism is measured through the Workaholism Battery (work involvement, drive, work enjoyment).

A conceptual framework and eight hypotheses were developed based on the factors identified. This was tested using the data collected through an online survey carried out on a sample from the target population, IT professionals in Sri Lanka. The findings reveal the extent to which each personality trait and workaholic factor influences work-life balance. All the hypotheses are substantiated, it indicates that all the personality traits have a positive impact towards work-life balance whereas workaholism factors show positive and negative influences on work-life balance. Neuroticism showed a higher impact on work-life balance whereas Work involvement and drive negatively impacted work-life balance. The findings can inform managers in designing strategies and interventions that promote work-life balance and improve employee well-being and overall organizational productivity.

Keywords: Work-life balance, Personality traits, Workaholism, IT professionals

# TABLE OF CONTENTS

DECLARATION .....	i
ABSTRACT.....	ii
Table of Contents.....	iii
List of Tables .....	vii
List of Appendices .....	ix
List of Figures.....	x
1. Introduction.....	1
1.1 Chapter Overview .....	1
1.2 Background of the Study.....	1
1.2.1 Work-Life Balance.....	2
1.2.2 Workaholism.....	3
1.2.3 Personality.....	3
1.3 Problem Statement .....	3
1.3.1 Research Question .....	4
1.3.2 Research Objectives.....	4
1.4 Methodology .....	5
2. Literature Review.....	6
2.1 Chapter Overview .....	6

2.2	Personality .....	6
2.2.1	Definition of Personality .....	6
2.2.2	Assessing the Personality .....	7
2.3	Workaholism .....	7
2.3.1	Definition of Workaholism .....	7
2.3.2	Impact of Workaholism on Work-Life Balance .....	9
2.3.3	Measuring Workaholism .....	9
2.4	Work-Life Balance .....	11
2.4.1	Work-Life Balance Definition .....	11
2.4.2	Indicators of Work-Life Balance .....	12
2.4.3	Measurements of Work-Life Balance .....	13
3.	Methodology .....	14
3.1	Chapter Overview .....	14
3.2	Research Approach .....	14
3.2.1	Research Philosophy .....	16
3.2.2	Purpose of the Research .....	16
3.2.3	Approach of the Study .....	16
3.2.4	Research Strategy .....	16
3.2.5	Research Choice .....	17

3.2.6	Time Horizon .....	17
3.2.7	Sampling Strategy .....	17
3.2.8	Data Sources Used for the Study .....	17
3.3	Conceptual Framework .....	18
3.4	Hypothesis Development .....	19
3.5	Data Collecting Methods.....	20
3.6	Instrument Development .....	21
3.7	Population and Sampling .....	21
3.8	Pilot Study .....	21
3.8.1	Reliability Analysis.....	22
4.	Data Analysis .....	28
4.1	Chapter Overview .....	28
4.2	Data Collection.....	28
4.3	Descriptive Analysis on Demographic Data .....	29
4.3.1	Classification by Gender.....	29
4.3.2	Classification by Age.....	30
4.3.3	Classification by Marital Status .....	31
4.3.4	Classification by Work Experience .....	33
4.3.5	Classification by Working Hours.....	34

4.3.6	Classification by Job Category .....	35
4.4	Descriptive Analysis on Work-Life Balance .....	37
4.5	Descriptive Analysis on Workaholism.....	39
4.6	Descriptive Analysis on Personality .....	42
4.7	Inferential Analysis .....	43
4.7.1	Correlation Analysis of Personality and Work-Life Balance .....	43
4.7.2	Correlation Analysis of Workaholism and Work-Life Balance .....	45
4.7.3	Hypothesis Testing.....	45
5.	Conclusion .....	52
5.1	Chapter Overview .....	52
5.2	Recommendations .....	52
5.2.1	Personality and Work-Life Balance.....	52
5.2.2	Workaholism and Work-Life Balance .....	56
5.3	Limitations of the Study.....	58
5.4	Future Research Direction.....	58
	References.....	60
	APPENDIX A - Operationalization table.....	64
	APPENDIX B – Questionnaire.....	65

## **LIST OF TABLES**

Table 1 - Cronbach Alpha of Conscientiousness	22
Table 2 - Cronbach Alpha of Neuroticism	23
Table 3 - Cronbach Alpha of Agreeableness	23
Table 4 - Cronbach Alpha of Extraversion	24
Table 5 - Cronbach Alpha of Openness	24
Table 6 - Cronbach Alpha of Work Involvement	25
Table 7 - Cronbach Alpha of Work Drive	25
Table 8 - Cronbach Alpha of Work Enjoyment	25
Table 9 - Cronbach Alpha - Work-life balance	26
Table 10 - Distribution of sample: Gender	30
Table 11- Distribution of sample: Age	31
Table 12 - Distribution of sample: Marital Status	32
Table 13 - Distribution of sample: Work experience	33
Table 14- Distribution of sample: Working hours	34
Table 15 - Distribution of sample: Job categories	36
Table 16 - Overall summary of demographic variables	37
Table 17 - Descriptive statistics: Work-life balance	38
Table 18 - Descriptive statistics of Workaholism	40

Table 19 - Descriptive analysis of Personality	43
Table 20 - Summary of correlation analysis of Personality and Work-life balance	44
Table 21 - Summary of correlation analysis of Workaholism and Work-life balance	45
Table 22 - Summary of hypotheses test of Personality and Work-life balance	50
Table 23 - Summary of hypotheses test of Workaholism and Work-life balance	51

## **LIST OF APPENDICES**

APPENDIX A - Operationalization table .....	64
APPENDIX B – Questionnaire.....	65

## **LIST OF FIGURES**

Figure 1 - Research methodology (Kothari, 2004)	15
Figure 2 - Conceptual framework	19
Figure 3 - Summary of reliability analysis (Source: Study data)	27
Figure 4 - Pattern of data collection by date range (Source: Study data)	29
Figure 5 - Classification by Gender (Source: Study data)	30
Figure 6 - Classification by Age (Source: Study data)	31
Figure 7 - Classification by Marital status (Source: Study data)	32
Figure 8 - Classification by Work experience (Source: Study data)	33
Figure 9 - Classification by Working hours (Source: Study data)	34
Figure 10 - Classification by Job category (Source: Study data)	35
Figure 11 - Histogram of sample based on Work-life balance (Source: Study data)	39
Figure 12 - Histogram of sample based on Drive (Source: Study data)	40
Figure 13 - Histogram of sample based on Work enjoyment (Source: Study data)	41
Figure 14 - Histogram of sample based on Work involvement (Source: Study data)	42