



# A STUDY OF THEORETICAL FRAMEWORK BY LINKING PERSONALITY & WORK LIFE BALANCE WITH PERCEIVED PERFORMANCE

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**Abstract:** In India, Banking sector has gone through lots of ups and down during last few years. Demonetization, GST implementation and stringent norms of Basel-III are some of the key players in deciding the growth of Banking Industry. Due to these changes, it is always important to focus on performance of employee. This research identified critical factors in determining perceived performance of employees. Two major factors like Work Life Balance and Personality have been identified through literature review. Further, by linking selected factors of work life balance and five traits of personality with perceived performance, a theoretical framework has been derived. This study can provide valuable linkage between work life balance, personality and perceived performance. By balancing work life, employee performance will be eventually improved and by recruiting and placing right employee based on their personality can also help employer to achieve their objectives.

**Keywords-** Perceived Performance, Work life balance, Personality Traits

## 1. Introduction

Employee performance refers to how workers apply their knowledge and skill sets to improve a company's bottom line. This entails completing tasks on schedule, meeting deadlines, proactively resolving issues, taking the lead on new projects, and overall working at the greatest level possible. Performance is important because it has a direct impact on whether a firm succeeds or fails in attaining its objectives. Employee performance also includes broader factors like figuring out client needs and preferences, effectively using resources, abiding by moral and ethical standards, receiving ongoing training, staying current with market trends, upholding positive working relationships with coworkers, and improving procedures as required. In essence, top performers establish solid work habits while acting professionally at all times. The banking industry relies heavily on customer trust. High-performing employees who consistently provide excellent service and maintain ethical standards help build and maintain the bank's reputation, which is essential for attracting and retaining customers. Building strong relationships with clients is essential in banking. High-performing employees who understand their clients' financial needs and provide tailored solutions contribute to client satisfaction and loyalty. Banks offer a wide range of services, from basic transactions to complex financial products. Employee performance directly impacts the quality of these services. Knowledgeable, attentive, and

efficient employees enhance the customer experience and foster long-term relationships. Employee performance also plays major role in managing and maintaining effective risk management practices. Employees who adhere to regulatory guidelines and exercise prudence in decision-making contribute to the stability of the financial system. The banking industry is subject to numerous laws and regulations. Employees must follow these rules to ensure legal and ethical operations. Strong employee performance in understanding and adhering to regulations is essential for avoiding legal and financial repercussions. Employee productivity and efficiency directly impact a bank's financial performance. Streamlined processes, accurate transactions, and effective cross-selling of financial products contribute to revenue generation and cost control. High-performing employees who remain composed, adaptable, and continue to provide quality service contribute to effective crisis management. In the banking industry, where trust, accuracy, and financial stability are paramount, employee performance directly affects the overall success of the institution. Well-performing employees contribute to customer satisfaction, regulatory compliance, risk management, and the bank's long-term sustainability. In banking industry, the entire framework is based on the confidence and trust of the public, as well as on their ongoing support and deposits in this scenario employees become the most crucial component of banking industry, in order to boost the productivity and efficiency of the company, management recognizes that the employees are a crucial component of the business. As a result, it works to maintain the employer-employee connection. Through friendly relationships between the bank's management and workers, the public's trust and faith in the institution should be fostered. It will be necessary to settle disputes or grievances amicably through bilateral agreements and cordial discussions in order to achieve these harmonious ties.

## 2. Literature review

**Katherine T. Smith, L. Murphy Smith and Tracy R. Brower 2016** compares the work-life balance perspectives of current and future accountants. Three research questions are examined. The first relates to the importance accountants' perspectives of current practitioners compare to future accountants. The third considers how gender differences affect work-life balance perspectives. Findings indicate that both current and future accountants believe that a healthy work-life balance is connected to work satisfaction, work performance, and ethical decision-making.

**José Aurelio Medina-Garrido, José María Biedma-Ferrer and Antonio Rafael Ramos-Rodríguez 2016** find presence and access of different types of work family policies such as flexible working hours, long leaves, and flexible work location are not directly related to job performance, but, when there is a mediator called the well-being of employees generated by work-family policies it somehow impacts the performance. In a similar vein, true access to employee and family support services also has an indirect positive impact on job performance mediated by the well-being produced. Evidence has been gathered by researchers of a positive relationship between work-family policies and job performance in socially supportive organizations.

**Baiduri Binti Youshan, Zubair Hassan 2015** explored the impact of personality on organizational performance in insurance industry. Study reveals that conscientiousness and agreeableness have significant and positive impact on organizational performance. Study shows that those who have high conscientious people tend to emphasis on planning, organizing and concern about meeting deadlines and targets tend to perform better. Also, people who are more agreeable personality type tend to reduce personal and professional conflict by resolving the problem through cooperation and collaborations even though they did not like to agree. This means most cases they tend to agree for the benefit of organization rather than arguing and creating more conflict

**Janjua Najam-us-Sahar 2015** found strong co-relation among Personality and productivity in this study, they argue that while an employee can generate better productivity by getting same type of job. Results show that although type of personality is effective in job-type, it does not enhance employee productivity, until unless some other factors have not been considered

**Negi & Singh 2012** Studied endeavours to explore the challenges associated with work life of employees of banking sector. The study also finds the causes and consequences of imbalance based on gender, demographic, organizational level and growth pattern etc. The outcome of the study says that work life balance has become a quest for professionals of banking industries and that employee work better when they do make time for family and personal interests.

**Delecta P. 2011** explained that there are certain determinants of work life balance which has impact on WLB. Researcher describes the most important determinant is individual; as every individual has different personality so they have different perspective of balancing their WLB. Study found that the person who is

workaholic has a bad personal life and WLB on the other the one who is calm and balanced having better WLB. The other components, which have been described by Researcher, are family, Work Environment & Social Environment. Findings of the study shows that a proper WLB can be maintained through proper time management, family and cultural support. The study has limitation of personality perspective over WLB. From the above literature review, work life balance and personality came out as strong predictor of performance.

### 3. Variables of Study

**3.1 Perceived Job performance-** Perceived performance is combination of reviews of perception and evaluation of employees own working behaviour and their attitude & responsiveness towards organization's task It can be demonstrated through the use of a methodical evaluation procedure, the results of which can be used to manage organizations' people resources. (Jarunee Saetang et al 2010). It refers to an individual's subjective evaluation of their own effectiveness, accomplishments, and contributions within their job role. While the specific terminology and nuances may vary, researchers generally agree that perceived job performance is influenced by self-assessment, personal characteristics, job context, and feedback from supervisors and colleagues. Different researchers may use slightly different terminology and concepts to describe perceived job performance, but the core idea remains consistent across their definitions. Here are a few perspectives from various researchers:

**Cascio (1991):** According to Wayne F. Cascio, perceived job performance involves employees' beliefs about the extent to which they are accomplishing their job tasks, fulfilling their role responsibilities, and contributing to their organization's success.

**Borman & Motowidlo (1997):** Borman and Motowidlo described perceived performance as employees' beliefs about their own proficiency in executing job tasks and responsibilities. They emphasized that perceived performance is influenced by individual differences, job context, and the work environment.

**Williams & Anderson (1991):** Williams and Anderson defined perceived job performance as individuals' evaluations of how well they have executed their tasks and responsibilities, as well as their overall effectiveness in their work role. Their definition emphasizes the role of self-evaluation in the perception of performance.

**LePine et al. (2002):** LePine and colleagues highlighted that perceived job performance includes employees' subjective judgments about their own accomplishments, contributions, and overall effectiveness at work. They noted that these judgments can be influenced by personal attributes, social comparisons, and feedback.

**Aguinis (2009):** Aguinis provided a comprehensive definition of perceived job performance, incorporating self-assessment, supervisor assessments, and other stakeholders' evaluations. He described it as a multi-faceted construct encompassing the individual's views of their accomplishments, behaviours, and outcomes in their job role.

Individual job performance has high importance for the organisation and as well as the employee. Showing superior execution when achieving defined goals brings about fulfilment, sensations of self-adequacy and dominance. Employees with high Perceived Job Performance may tend to change the job if they will perceive the reason behind their success to be internal rather than external (Peng et al., 2020). Employees with high Perceived Job Performance tend to have high organisational identification (Haslam, 2004; He and Brown, 2013), which is critical element in determining organisational growth.

Perceived job performance refers to an individual employee's self-assessment or subjective evaluation of their own effectiveness and accomplishments in their job role. It's important to note that perceived job performance is distinct from actual job performance, which is typically measured by objective metrics such as productivity, quality of work, and meeting targets.

#### **Factor of employee performance-**

Employee performance can be improved through effective performance management system which includes systematic evaluation system which is followed by performance appraisal. The other method to improve performance is by analysing various factors contributing in performance. Earlier researches showed perceived Organization Support has positive impact on employee performance (Guan et al., 2014). this research majorly two factors namely Work life Balance and Big five personality trait has been studied

**3.2 Work Life Balance-**WLB is a necessary component of daily living that ensures neither work nor personal life is allowed to stagnate. Due to the continuous improvement in financial sector, it is difficult for representatives to survive in today's competitive environment, which makes it much more difficult for them to maintain a healthy balance between their professional and personal lives. A number of issues specific to the

banking sector can have an impact on work-life balance in that sector. Balancing family and personal commitments with the demands of the banking industry can be challenging, especially for roles with unpredictable schedules. The banking industry has historically been associated with a strong work ethic and long hours, which can influence cultural expectations about commitment to the job. Banking institutions with progressive policies that encourage work-life balance, offer flexible arrangements, and provide support for employees' well-being can positively impact the overall balance.

### 3.3 Personality-

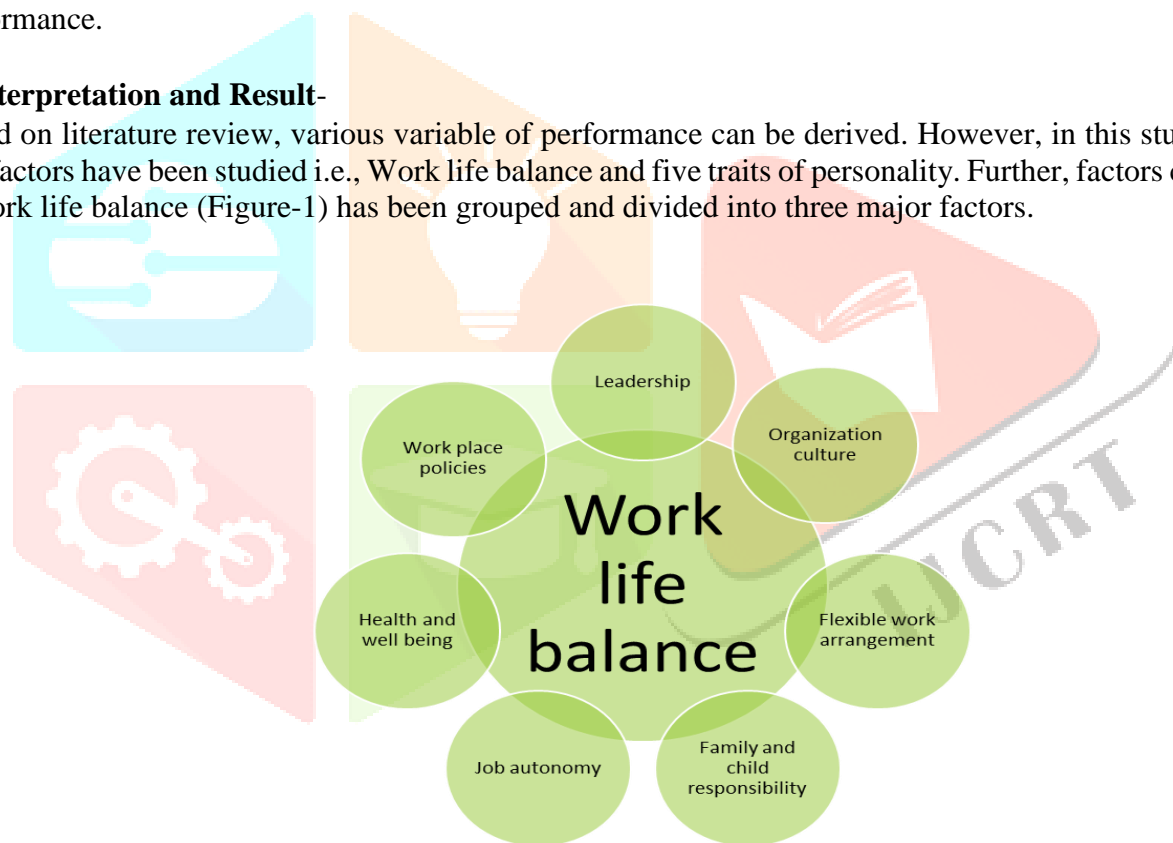
Employee performance can be influenced by various personality traits that determine how individuals approach their work and interact with others. Employee personality refers to the unique set of psychological characteristics and traits that an individual possesses, which influence their behaviours, attitudes, and interactions in the workplace. Understanding employee personality is important for both employers and employees themselves, as it can impact job performance, job satisfaction, team dynamics, and overall organizational culture.

### 4. Research Objective-

- To explore and evaluate factors contributing Perceived performance
- To develop a theoretical framework which Links Work Life balance, personality and perceived performance.

### 5. Interpretation and Result-

Based on literature review, various variable of performance can be derived. However, in this study, majorly two factors have been studied i.e., Work life balance and five traits of personality. Further, factors contributing to work life balance (Figure-1) has been grouped and divided into three major factors.



**Figure-1 Factors Contributing work life balance (Source- Authors)**

From above illustration various factors of work life balance can be divided in three major parts

#### a) Organization Support-

Organizations that offer flexible work arrangements, such as remote work or flexible hours, can positively impact work-life balance by allowing employees to better manage their time. Organizations that prioritize work-life balance, promote a healthy work environment, and encourage time off contribute to better balance. It is measured by the sense whether the organisation is worried about the wellbeing of its employees or not, and if yes then how much (Subramanian, 2013). An employee's choice about work life programs along with intentions about turnover is largely dependent upon his/her perception regarding the WLB (McCarthy et al., 2013).



## b) Work pressure

WP is the pressure to meet the deadlines. The environment where there is less of the pressure, it adds to the organisational productivity. Eventually, the organisation can reduce the negative impacts of job stress by introducing a lot of well-being activities (Sharma, 2022; Sheokand, 2021). Responsibility is playing as critical factor and has positive connection with balance between professional and personal activities (Mohammad et al., 2014).

## c) SD and quality time

SD is a continuous process as it is considered to be learning new things. Some employees prefer SD and quality time over salary packages (Agarwal et al., 2017). Prior literature has already proved that there is a significant relation between WLB and quality time. Over all, life satisfaction can be achieved if employees have readiness for self-improvement in some of the important life domain

## Big five personality Traits

Five trait personality model has been already developed by Mc Care & Costa in 1992. As performance become crucial aspect of any organization most of the time behavioural aspect contributing in performance has been overlooked. Employee need to place in organization according to their personality in order to get maximum output. Big five personality traits describe five unique traits described as below

**a) Openness**-This quality consists of traits like intellect and imagination. High achievers in this attribute also frequently have a diverse range of interests. They are enthused to learn new things and relish new experiences because they are curious about the world and other people. High performers in this attribute frequently exhibit greater creativity and adventure. People that score poorly on this feature tend to be much more traditional and may have trouble thinking abstractly.

**b) Conscientiousness**-High degrees of thinking, strong impulse control, and goal-directed behaviours are typical characteristics of this dimension. People that are highly conscientious are usually well-organized and attentive to details. They are organized, considerate of others' feelings, and deadline-conscious

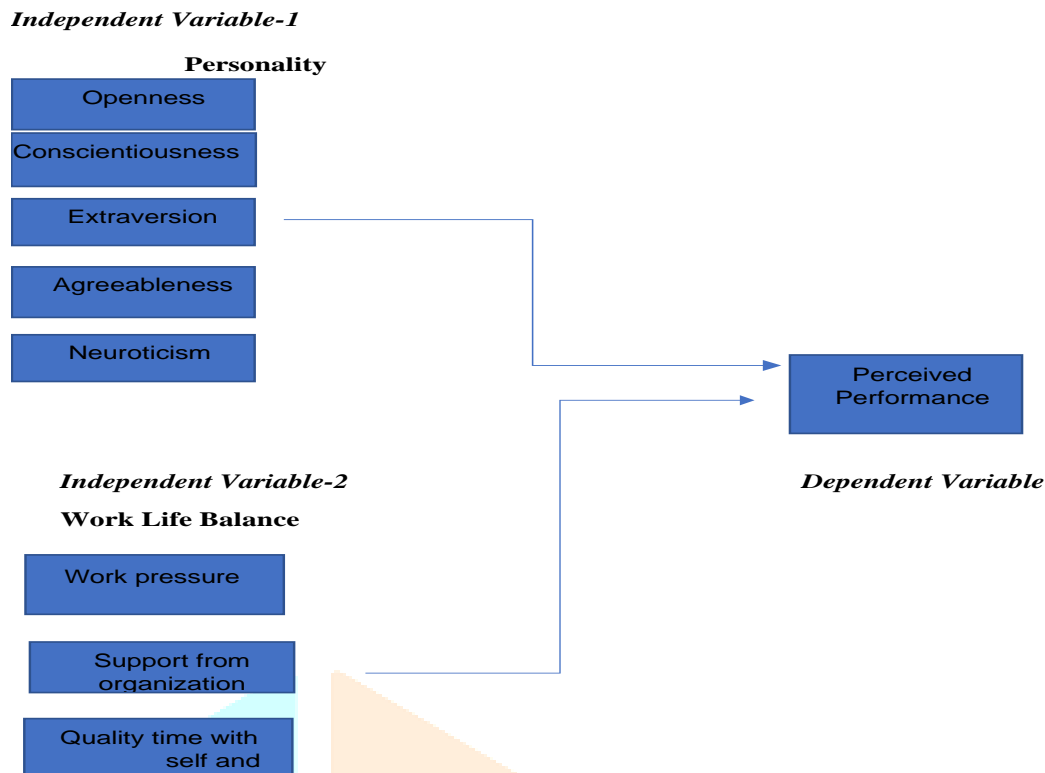
**c) Extraversion**-Excitability, friendliness, talkativeness, assertiveness, and a high level of emotional expressiveness are traits of extraversion (or extroversion). Extraverted individuals are gregarious and exude enthusiasm in social situations. They get more energized and enthusiastic when they are around other individuals. Low extraverts (or introverts) are typically more reserved and require more energy when interacting with others

**d) Agreeableness**-This personality dimension includes attributes such as trust, altruism, kindness, affection, and other prosocial behaviours. People who are high in agreeableness tend to be more cooperative while those low in this trait tend to be more competitive and sometimes even manipulative.

**e) Neuroticism**-neuroticism is characterized by sadness, irritability, and emotional instability. High levels of this attribute are associated with mood changes, anxiety, impatience, and melancholy in the individual. People who score lower on this attribute tend to be more emotionally stable and resilient.

## 6. Theoretical framework-

Based on above discussion a theoretical framework has been derived linking different variables (Figure 2)



**Figure-2 Theoretical Framework (Source- Authors)**

**Conclusion** – There are various factors which contribute to the perceived performance of an employee. This research mainly focuses on identifying and developing a few selected factors of perceived performance which have been identified as Work Life Balance and five personality traits. Further to determine work life balance, various organizational and personal factors play a role. Through literature review, various factors have been clubbed in organization support and Work pressure under organizational factors. All the personal factors have been clubbed in Self-development. Organization support includes support from leaders, better working conditions, flexible timings, and an understanding superior. In order to achieve organizational goals, it raises employee work effort, values their contributions, and shows concern for their well-being. This kind of support enhances perceived responsibility, which results in improved performance. Initiative for Self-Development provides the way for employee inner happiness as it aids in their holistic development, which illuminates their career path. A considerable number of Work Pressure accounts have seen a boost in performance as a result of their users' increased job satisfaction. However, severe work pressure sets off an employee's ability to balance their professional and personal lives, which lowers their performance. For personality traits, Conscientiousness is related to goal-oriented performance, interpersonal responsibility for shared goals, commitment to organization and work, perseverance, and proficient job performance, along with avoiding counterproductive, antisocial, and deviant behaviours, whereas agreeableness removes one from one's own perspective and allows him to see a situation from another person's point of view. It makes it possible to approach work-related difficulties with greater maturity, impartiality, justice, and equability and less prejudice and anger. Being high on openness to experience means being imaginative, independent-minded, and autonomous. It makes employees more independent and creative in jobs. Whereas high on extrovert traits makes people more social and interactive. Neuroticism is a socially expressed trait associated with poor social skills and lack of trust in others (Goldberg, 1992). A high neuroticism score indicates that a person is prone to having irrational ideas, being less able to control impulses, and coping poorly with stress.

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