



Workplace Technology and Work–Life Balance Among Working Professionals: The Role of Personality Traits

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ABSTRACT

Technology at work is now a more crucial part of employee's professional and personal lives. This study investigated the association between workplace technology, personality and work–life balance of working professionals. Using the survey data of 250 respondents, full-time and part-time employees and entrepreneurs, a quantitative cross sectional secondary analysis was carried out. Items pertaining to workplace technology (hardware, networks, software, databases, technological procedures, and IT support) and items pertaining to personality traits and work–life balance were structured into questionnaires. Descriptive statistics, Cronbach's alpha, Pearson's correlation and multiple linear regression were used. The results revealed overall positive attitudes towards technology at work and work–life balance. At the bivariate level, workplace technology was highly positively correlated with work–life balance ($r = 0.841$, $p < 0.001$), and the correlation between personality traits and work–life balance was moderate ($r = 0.578$, $p < 0.001$). The variance within work–life balance was 70.8% accounted for by the regression model. This was significant ($p < 0.001$, $\beta = 0.865$) and remained so after adjustment, while personality traits were not significant after adjustment ($p = 0.492$, $\beta = -0.033$). The results suggest that technological conditions conducive to the support of professionals in their management of work and personal life can be important. Reliable technology, available IT support and employee-friendly digital working habits should all be key priorities for organisations.

Keywords

workplace technology; work–life balance; personality traits; working professionals; digital workplace

1. INTRODUCTION

The quick digitalization has significantly altered the structure of modern workplaces, affecting communication, task completion, accessing information and managing work-related responsibilities. Meanwhile, organisations are becoming more concerned with workers' capacity to balance their work and personal life to a satisfactory level. Work–life balance is thus an important social and organisational issue as it impacts workers' lives both at work and at home. Past studies show that work–life balance has evolved into a wide research field that includes labor requirements and organizational practices,

employee wellbeing, and new labor trends (Adah et al., 2025). Additionally, the increasing diversity of research in this field underscores the critical need to grasp work–life balance in the changing social and employment landscape (Zaitouni et al., 2024).

Work-life balance, in general, is an individual's capacity to manage work, personal, family and social life without a constant conflict between the two areas. When employees can balance competing demands, this can positively impact their productivity and overall well-being; conversely, challenges in managing multiple

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demands can have a negative impact on employees' professional and personal functioning (Marecki, 2023). Moreover, there is evidence that work–life balance can lead to employee performance via significant organizational processes including job satisfaction and affective commitment (Udin, 2023). Likewise, workers with better integration between their work and life roles may be more effective at work, but the nature of the workplace can have an impact on the nature of the relationship (Borgia et al., 2022).

Technology is especially salient to work–life balance as today's workers increasingly rely on digital devices, software, communication systems, databases and remote-access technologies. While these tools can also improve efficiency and flexibility, this constant connectivity can also carry on work-related activities outside traditional work hours. As a result, “tech-life balance” has become a focus considering the growing influence of digital technologies on the business/work and leisure divide (Mahajan et al., 2022). The use of digital work technologies could offer employees flexibility and allow them to control how they work; however, this varies depending on the ways in which digital work technologies are utilised in the workplace (Duan et al., 2023). Technostress and burnout are also the issues that can be created due to too much or too demanding technology use which can affect the employees' capacity for work–life balance (Sharma & Tiwari, 2023).

These concerns are particularly pertinent for work-based professionals who may have jobs that require long periods of time spent using digital devices. Previous studies of information technology (IT) workers revealed that work–life balance plays a significant role in generating job satisfaction and job commitment, particularly in technology-rich workplaces (Young et al., 2023). Challenges can be addressed with supportive policies, flexible work practices and individual level strategies to facilitate sustainable work–life integration (Fazal et al., 2022). But not all employees will react to the same situations in the workplace in the same manner. Individual personality traits can affect the way professionals experience digital work demands, adjust to the technological environment, and how they convert workplace experiences to performance outcomes (Duan & Deng, 2025).

Therefore, personality plays an important role in

considering work–life balance in technology-enabled workplaces. There is evidence that personality traits, along with technology factors and work experiences, can influence an individual's ability to handle their work and personal tasks (Badaruddin et al., 2024). The recent empirical studies have directly considered that personality traits, time management, and technology are interrelated factors on work–life balance of the younger working population. Despite this, it is interesting to explore workplace technology, personality traits, and work–life balance, among working professionals. Knowing these connections can enable organizations to create technology environments that encourage productivity as well as acknowledge that there are varying ways that employees can have healthy workplace and personal relationships.

Objectives

- To assess workplace technology, personality traits, and work–life balance among working professionals.
- To examine the relationships between workplace technology, personality traits, and work–life balance.
- To determine whether workplace technology and personality traits significantly predict work–life balance among working professionals.

2. MATERIALS AND METHODS

2.1 Study Design

The design used was a quantitative, cross-sectional secondary data analysis to explore the relationship between workplace technology, personality characteristics and work–life balance of working professionals. Its design was suitable since the data that were available were gathered at one time, using a structured questionnaire and included measures that fit with the constructs that were being examined in the present study. The analysis centred on the identification of patterns, relationships and predictive effects between workplace technology, personality characteristics and work–life balance.

2.2 Data Source

Secondary survey data from an openly accessible research repository was used (Putri et al., 2025). The data used were collected as part of a research

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study on work–life balance as a function of personality traits, time-management factors and technology-related characteristics. The available files comprised structured tabular data that could be used for quantitative analysis, and questionnaire-based responses. Only variables, which were directly relevant to the objectives of the present study were selected for the analysis. The current research used an existing open-access source, to examine the association between workplace technology, personality traits and work–life balance, without having to collect primary data.

2.3 Study Population and Sample

A total of 250 working respondents, who varied in their employment, comprised the analytical sample. The sample comprised full- and part-time workers as well as entrepreneurs, representing the variety of working arrangements in the present day. All the respondents who had an occupational status that showed they were active in their employment or engaged in a profession were included in the analysis. The presence of various employment categories offered an occasion to look at experiences related to work among a diverse group of working professionals.

2.4 Study Variables and Measurement

The workplace technology was evaluated with questionnaire items about hardware, the quality of network, software, databases, technology procedures and IT support. Personality was assessed through the emotional stability, stress handling, nervousness, energy, enthusiasm and similar items. The main outcome was work–life balance and items related to work interference with personal life, personal-life interference with work, time allocation, and positive work–personal interaction was used to measure it. For statistical analysis each construct was scored by assigning composite scores.

2.5 Data Preparation and Scoring

Data were perused for consistency in coding and in the structure of the variables prior to analysis. The answers to the questionnaires, which were rated on a likert-type scale, were treated as numeric scores based on the response options. Negatively worded items (where applicable) were

reverse coded to ensure the direction of scoring was consistent within each construct. The items of the respective questionnaires were used to measure composite scores underlying workplace technology, personality traits, and work–life balance. Prior to conducting the statistical analyses, descriptive checks were done for missing values, implausible entries and inconsistencies.

2.6 Reliability Assessment

Cronbach's alpha was used to assess internal consistency of the multi-item measures. Three distinct reliability coefficients were obtained for the workplace technology, personality traits, and work–life balance constructs. A higher alpha value was defined as a higher level of consistency between items of the same construct. Prior to the main association and regression analyses, reliability assessment was carried out to establish if the grouped questionnaire items were sufficiently coherent to use in the subsequent statistical analyses.

2.7 Statistical Analysis

The descriptive statistics were used to describe the study participants and major study variables. For categorical characteristics, frequencies and percentages were reported and for continuous composite scores, means and standard deviations were provided. Correlation analysis was used to examine the direction and magnitude of association between workplace technology, personality and work–life balance. Pearson correlation was performed if the distributional assumptions for continuous scores seemed appropriate; otherwise, Spearman correlation was performed. Next, regression analysis was conducted to identify the importance of workplace technology and personality traits to work–life balance. Work–life balance was used as the dependent variable and workplace technology as well as personality traits were used as independent variables. The contribution of each predictor was calculated by regression coefficients, confidence intervals, and significance values. A conventional level of $p < 0.05$ was considered as statistically significant.

2.8 Ethical Considerations

This study used secondary analysis of an open-

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source dataset, and no new personal data were collected, and no contact was made with participants. Only anonymised data from the publicly available research files were analysed. Data were used only for academic research meaning, the original source was put out as appropriate to ensure transparency and responsible use of secondary research material.

3. RESULTS

3.1 Characteristics of the Study Participants

Two hundred fifty (250) working respondents

were analysed. 58.4% were Generation Z, 41.6% were Millennials. The male respondents were 52.4%, and the female respondents was 47.6%. The majority of the respondents were working full-time (66.8%) followed by entrepreneurs (18.4%) and part-time employees (14.8%). As such, the sample was largely comprised of people in full-time, professional jobs, as well as alternative employment. The characteristics of the participants are described in Table 1, and the distribution of employment status is shown in Figure 1.

Table 1. Characteristics of the study participants (N = 250)

Characteristic	Category	n	%
Generation	Generation Z	146	58.4
	Millennial	104	41.6
Gender	Male	131	52.4
	Female	119	47.6
Employment status	Full-time employee	167	66.8
	Entrepreneur	46	18.4
	Part-time employee	37	14.8

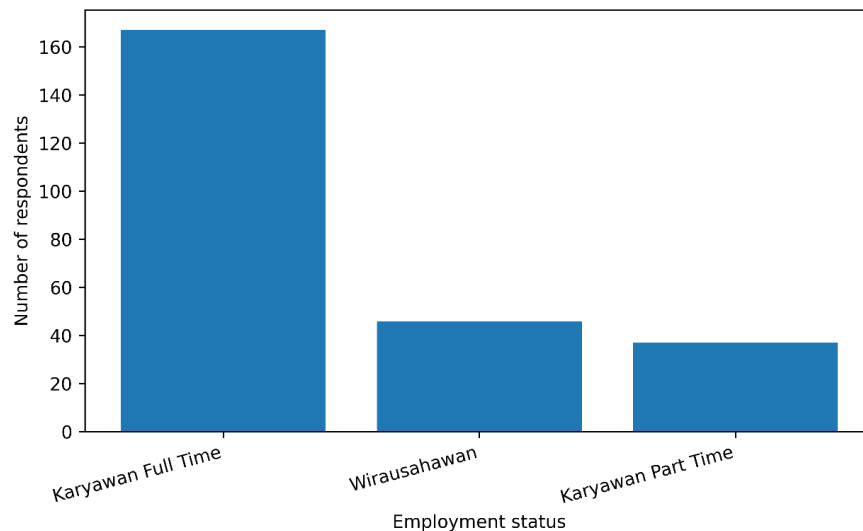


Figure 1. Employment status of respondents

The figure presents the distribution of the 250 participants according to their current employment status, demonstrating that full-time employees represented the largest occupational group, followed by entrepreneurs and part-time employees.

3.2 Descriptive Statistics and Reliability of the Main Constructs

The average score for the workplace technology was 3.51 ± 1.05 , suggesting positive perception of technological resources and supports in the workplace in general. The mean score for personality traits was 3.32 ± 1.15 and 3.36 ± 1.16 for the work–life balance. Cronbach's alpha coefficients were very high for all three constructs, > 0.97 . The reliability scores for each subscale were highest for workplace technology ($\alpha =$

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0.977), closely followed by work–life balance ($\alpha = 0.973$), and personality traits ($\alpha = 0.971$). These results suggest that the items in the questionnaire

that represented each construct were consistent (Table 2).

Table 2. Descriptive statistics and reliability of the main study constructs

Construct	Items	Mean	SD	Minimum	Maximum	Cronbach's α
Workplace technology	22	3.51	1.05	1.00	5.00	0.977
Personality traits	17	3.32	1.15	1.00	4.82	0.971
Work–life balance	13	3.36	1.16	1.00	5.00	0.973

3.3 Workplace Technology and Work–Life Balance Dimensions

Hardware (3.62 ± 1.14), software (3.61 ± 1.17), database systems (3.58 ± 1.16), network facilities (3.54 ± 1.13) had the highest mean scores among the 6 dimensions of workplace technology. Meanwhile, the mean scores for procedures were 3.43 ± 1.17 , while IT support had the lowest mean score of 3.39 ± 1.12 . However, the reliability of all technology dimensions was high (Cronbach's

alpha ranged from 0.891 to 0.931). There were no significant differences in the mean scores of the three work–life balance dimensions. The mean scores for work–personal life enhancement was the highest (3.39 ± 1.22), followed by personal-life interference with work (3.35 ± 1.23) and work interference with personal life (3.35 ± 1.19). There was high reliability for all three dimensions (Table 3). The relative scores of the workplace technology dimensions are additionally presented in Figure 2.

Table 3. Descriptive statistics of workplace technology and work–life balance dimensions

Construct	Dimension	Items	Mean	SD	Cronbach's α
Workplace technology	Hardware	3	3.62	1.14	0.897
	Network	3	3.54	1.13	0.891
	Software	3	3.61	1.17	0.908
	Database	3	3.58	1.16	0.915
	Procedures	5	3.43	1.17	0.931
	IT support	5	3.39	1.12	0.902
Work–life balance	Work interference with personal life	6	3.35	1.19	0.950
	Personal life interference with work	3	3.35	1.23	0.925
	Work–personal life enhancement	4	3.39	1.22	0.921

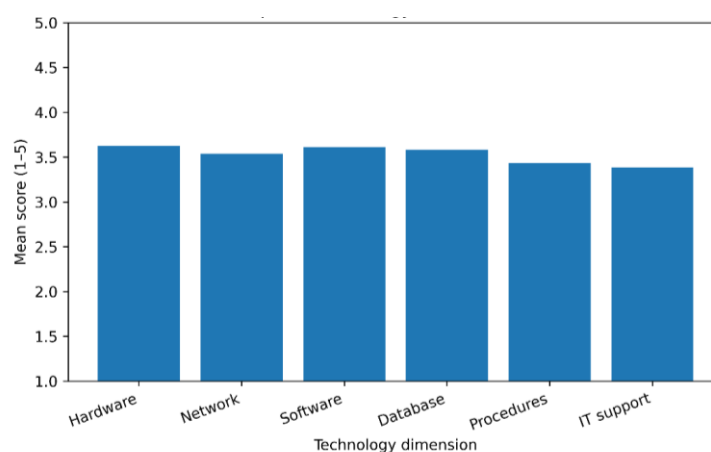


Figure 2. Mean workplace technology dimension scores

Hardware and software showed the highest average ratings, while IT support and technology-related procedures received comparatively lower

scores. All dimensions nevertheless remained above the midpoint of the five-point response scale.

3.4 Relationships Between Workplace Technology, Personality Traits, and Work–Life Balance

The result of the correlation showed that there was strong positive correlation between workplace technology and work–life balance ($r = 0.841$, $p < 0.001$). So, the people who reported a more positive workplace technology also reported significantly better work–life balance. There was a

moderate positive correlation between personality traits and work–life balance ($r = 0.578$, $p < 0.001$). Table 4 also shows that there was a significant amount of covariation between the two explanatory constructs, with workplace technology being positively associated with personality traits ($r = 0.707$, $p < 0.001$). As can be seen in Figure 3, there is a strong positive relationship between workplace technology and work–life balance.

Table 4. Correlations among the main study variables

Variable	1	2	3
1. Workplace technology	1.000		
2. Personality traits	0.707***	1.000	
3. Work–life balance	0.841***	0.578***	1.000

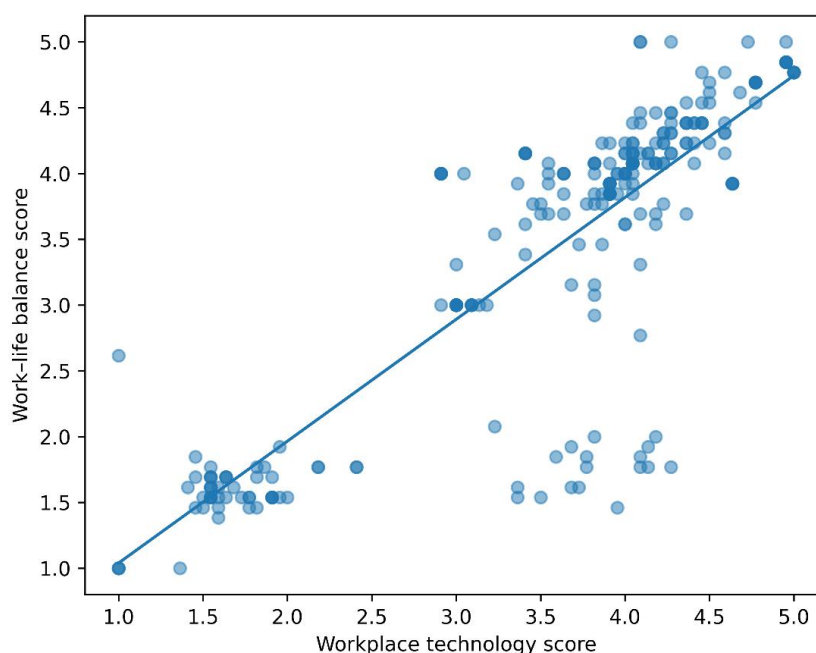


Figure 3. Relationship between workplace technology and work–life balance

The scatter plot demonstrates a clear positive association between the two composite scores. Higher workplace technology scores were generally accompanied by higher work–life balance scores, consistent with the strong Pearson correlation observed in the analysis.

3.5 Predictors of Work–Life Balance

Multiple linear regression analyses were used to test for the independent prediction of work–life balance by workplace technology and personality. The overall regression model was statistically significant, $F(2, 247) = 299.89$, $p < 0.001$, and explained 70.8% of the variance in work–life

balance ($R^2 = 0.708$; adjusted $R^2 = 0.706$). Workplace technology emerged as a strong independent predictor of work–life balance ($B = 0.952$, $SE = 0.053$, $\beta = 0.865$, $p < 0.001$). This coefficient had a 95% confidence interval of (0.847, 1.057). However, personality traits alone did not predict work–life balance when workplace technology was added to the model ($B = -0.034$, $SE = 0.049$, $\beta = -0.033$, $p = 0.492$). As such, at the bivariate level, personality traits were positively related to work–life balance, but not when workplace technology was included in the model simultaneously (Table 5). The differences between the two predictors are illustrated in Figure 4.

Table 5. Multiple linear regression predicting work–life balance

Predictor	B	SE	Standardized β	t	p	95% CI
Workplace technology	0.952	0.053	0.865	17.810	<0.001	0.847 to 1.057
Personality traits	−0.034	0.049	−0.033	−0.687	0.492	−0.130 to 0.063

Model statistics: $R^2 = 0.708$; adjusted $R^2 = 0.706$; $F(2, 247) = 299.89$; $p < 0.001$.

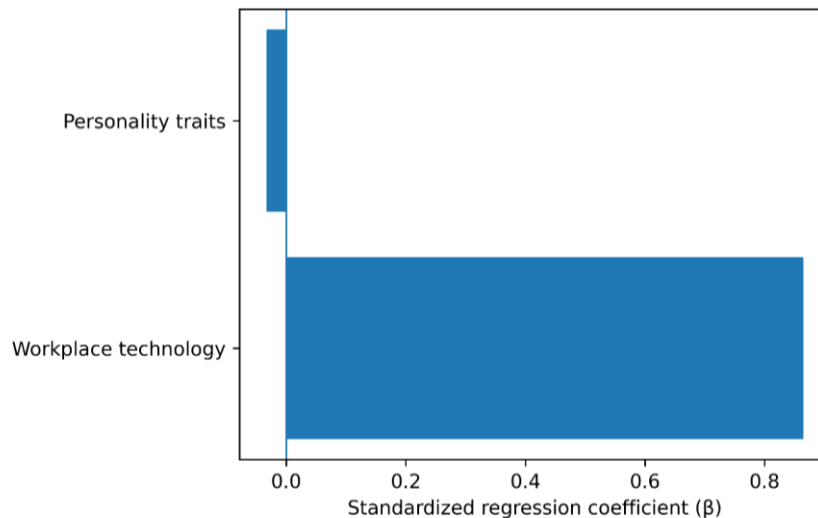


Figure 4. Standardized regression coefficients for predictors of work–life balance

Workplace technology demonstrated a large positive standardized coefficient, whereas the coefficient for personality traits was close to zero after both predictors were entered simultaneously into the regression model.

Overall, the 250 working professionals reported positive workplace technology experiences, personality characteristics and work–life balance. There was a strong positive correlation between using technology in the workplace and work–life balance and a moderate positive correlation between personality traits and work–life balance. Through regression analysis, workplace technology was still an independent significant factor in the prediction of work–life balance, while personality traits lost their significance. The results overall suggest that, for the sample studied, workplace technology is the most powerful influence on work–life balance.

4. DISCUSSION

This current study investigated workplace technology, personality traits and work–life

balance within working professionals. The results indicated that overall, perceptions of workplace technology and of work–life balance were positive and workplace technology had a strong positive correlation with work–life balance. At the bivariate level, there was a moderate relationship between personality traits and work–life balance but this relationship did not remain significant when workplace technology was added to the regression model. This shows that the technology context of employees can have a special significance when it comes to helping them manage their work and private lives.

The significant positive correlation between workplace technology and work–life balance suggests that access to suitable hardware, software, networks, databases, procedures and IT support might make it easier for employees to carry out their work responsibilities and to manage their non-work demands. Analogously, findings indicate that technology and personality can interact and impact the experience of WLB in the workplace, depending on the work situation

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(Badaruddin et al., 2025). Additionally, in the context of the integration of technology in the workplace, technology-enabled working arrangements like telecommuting have been linked to changes in employee engagement and exhaustion, highlighting the impact of how technology is implemented in the workplace on occupational experiences in general (Bhat et al., 2023). Furthermore, supportive remote-work conditions have been associated with better work–life balance, with a focus on increasing job satisfaction and providing interpersonal support (Buonomo et al., 2024).

The results also support the evidence that positive work–life balance is associated with positive employment outcomes. Work–life balance is identified as an important predictor of job satisfaction in professional contexts, and it is suggested that a good work–life balance could lead to more positive experiences in the workplace (Boakye et al., 2023). Likewise, employee well-being has been proven to be a crucial linking mechanism between work–life balance and organizational commitment (Cheung et al., 2022). Longstanding stresses in combining work and life roles may also impact professional quality of life (Farber et al., 2023). Positive work-family spillover has also been linked to higher satisfaction in remote working situations (García-Salirrosas et al., 2023).

Moderate correlation was observed between personality traits and work–life balance, suggesting that although the personality traits did not independently predict work–life balance in the adjusted model, they remain relevant. Previous research has demonstrated that psychological and behavioral characteristics can influence the way individuals manage demanding work environments and work–family boundaries (Krishnan et al., 2024). There is also evidence that differences in personality traits and psychological capital are associated with ability to work-life balance (Pushpika et al., 2025). But the results of this study indicate that beneficial technology in workplaces could explain a significant part of the variation that would otherwise seem attributable to individual attributes. This helps to emphasize the need to factor in organisational factors as well as personal ones.

There are implications in the results for any organization that hires professionals who work in

increasingly digital environments. Studies on the technology sector have highlighted the role of organisational factors in shaping work–life experiences among employees (Manoharan et al., 2022). More autonomy in technology-enabled and teleworking environment can also positively influence satisfaction with work–life balance (Metselaar et al., 2023). Social support can also enhance life satisfaction in a hybrid work environment (Mishra & Bharti, 2024) and flexible working arrangements may interact with individual resilience to determine the extent of work-life outcomes (Rumijati et al., 2025). Organizations need to have a sufficient technological infrastructure and responsive IT support as well as flexible work practices and workplace cultures that are conducive to work. These can contribute to decreasing work-related strain and burnout, which are closely linked with work–life balance (WLB) challenges (Stanley & Sebastine, 2023; Zhang et al., 2024).

There are some restrictions that must be considered. The cross-sectional design does not allow causal conclusions to be drawn, and the self-report responses may give rise to response bias. The data were also secondary, which restricted control of measurements and selection of participants. The impact of technology-enabled work has also been shown to be highly context-dependent through findings from software and remote working populations (Weerarathna et al., 2022). Future longitudinal studies should therefore look at the changes over time in technology use and work–life balance, including other factors linked to work–life balance in previous studies like psychological capital, mental health, occupational demands and organizational support.

5. Conclusion

This study investigated how workplace technology is related to work–life balance of working professionals and their personality attributes. Results indicated generally good levels of technology and work–life balance in the workplace in the eyes of respondents. The strongest independent predictor in the regression analysis was the technology at work, which had a strong positive relationship with work–life balance. This indicates that the hardware, software, networks, databases, workplace

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procedures, and IT support can significantly impact the professionals in their ability to manage their occupational and personal responsibilities. At the bivariate level, there was also a positive correlation between personality traits and work–life balance, suggesting that personality characteristics might influence the employee response to work demands. But personality traits were not found to be a significant independent predictor, after considering workplace technology, and this may indicate that workplace technology may have a more direct impact than personality on work–life balance. These findings indicate that digital workplaces that are supportive, efficient, and employee-centred are important. In addition to investing in technology-related procedures, flexible work practices and updated technological infrastructure, organizations should invest in IT support that is easily accessible. These measures can help employees better balance the demands of the job and personal time and health. Future studies are needed with longitudinal designs that incorporate such factors as technostress, organizational support, remote-work intensity, and psychological well-being to better understand the impact of workplace technology on work–life balance over time.

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