



OVERCOMING THE GLASS CEILING: AN ANALYSIS ON PREVALENT PERSONALITY TRAITS ASSOCIATED WITH CAREER ACHIEVEMENT IN WOMEN.

BASSIR Iyabo, *OYINLOLA Oluwafunmilayo Adedoyin,

and

AHIAKWO Kelechukwu Miracle,

Department of Psychology,
Chrisland University Abeokuta
, Ogun state, Nigeria

*corresponding author: adedoyinlolaoluwa@gmail.com

ABSTRACT

Glass-ceiling phenomenon is the discrimination within companies against women, which prevents career advancement past middle-management level positions. The insufficiency of women at the executive position has necessitated the need for solid support to examine personality traits (openness, extroversion, neuroticism, and conscientiousness) that could be related with career achievement among women who have been able to attain top leadership roles. The Big Five personality theory, Feminism and Learned Helplessness theory guided the study. A cross-sectional survey was conducted among 111 women across 3 career levels (top executive, mid-level, and entry-level). They were recruited to participate in the survey through purposive sampling after completing an online screening questionnaire to determine their eligibility. The 4 personality traits were assessed using the Big 5 personality inventory. The data was analyzed using chi-square independent test, one-way ANOVA, and multiple regression, at $p \leq 0.05$. Extroversion, neuroticism, openness and conscientiousness jointly predicted career achievement ($F_{(4, 106)} = 6.30$; $Adj. R^2 = 0.19$) accounting for 19% of the variance. Only openness independently predicted career achievement ($\beta = 0.22$), while extroversion, neuroticism, and conscientiousness did not. Women in top executive ($x = 21.91 \pm 2.82$) and midlevel ($x = 20.38 \pm 3.13$) respectively scored significantly higher on openness than their counterparts in entry level. Extroversion, neuroticism, openness and conscientiousness jointly influenced career achievement. Women in top executive and midlevel careers were more open to experience. To overcome the glass ceiling effect and attain top executive career level, women need to be open to experience.

Keywords: Women, Personality traits, Career achievement

INTRODUCTION

“Gender and women's empowerment are at the center of what we must do within the field of advancement. Gender equality is also good business. According to research, progress in the field of women's economic empowerment is still much too sluggish. There is more work to be done to make the competitive landscape more equitable for women, whether it is the question of employment, opportunity, income, or financial access.”- Robert B. Zoellick President (World Bank Group, 2008). The statement “glass ceiling” is interrelated with a metaphor which indicates an unseen wall that stops women from being promoted or advancing to management- and executive-level positions within an organization or political system. A woman, Marilyn Loden was the one that coined the phrase “glass ceiling” when she appeared as a panelist at the 1978 Women's Exposition in New York city. Marylyn Loden who was a stand-in for her firm's only female executive was originally invited to talk about reasons why women were accountable for the obstacles preventing them from succeeding in their careers, conversely, she ultimately spoke about historically overlooked concerns that kept women from reaching leader level positions. The glass ceiling concept was subsequently chronicled in a 1986 Wall Street Journal article about corporate hierarchy and how hidden barriers appeared to be averting women from rising beyond a particular level in their careers. The glass ceiling occurrence is just one facet of institutionalized gender inequality which has made the workplace seem unreceptive to women. Many women face institutionalized gender discrimination in many ways, including the gender wage gap (e.g., Peterson and Morgan, 1995), the death of women in leadership (Eagly and Carli, 2007), and the longer time required for women (vs. men) to progress in their professions (Blau and DeVaro, 2007). As stated by the United Nations. The World's Women 2020 Trends and Statistics



report finds few breaches in the glass ceiling when it comes to power and decision-making. In 2019, women held just 28% of executive positions globally, virtually exactly the same ratio as in 1995, while just 18% of corporations studied had a female Chief Executive Officer in 2020. In the same survey, it was also claimed that just 7.4 percent, or 37 CEOs, of Fortune 500 companies such as Amazon, Apple, Microsoft, and others were women. Despite the fact that women's presence in parliament has more than quadrupled internationally in the past 25 years, it has yet to surpass the threshold of 22% of parliament.

The CBN Governor, Mallam Sanusi Lamido, said this while conveying the keynote discourse titled "Towards Financial System Stability: Recent Policy Reforms in the Banking Sector" at the 2nd Muritala Mohammed Foundation 2012 Public Policy Dialogue in Lagos, Nigeria: "We talk of poor men, but under the feet of the poorest men is a poorer woman."

The Nigerian society is patriarchal at its heart, with women typically seen as second-class citizens and inferior to males. This can be seen at all levels of society, from the family level, where having a male child is seen as more advantageous than having a female child, formally educating the male child is of paramount importance, and the widespread belief that the best place for women is in the kitchen and the other room (President Muhammadu Buhari); to the societal level, where women are undervalued and are coerced into unwelcome marriages and converted into baby factories, or they are seen only capable of managing tiny enterprises and are not given enough opportunities to run for political office. Many Nigerian women's professional choices and decisions are largely influenced by their gender; those that reject this tendency must go against the grain just to get into their chosen field, let alone make substantial advancements and eventually reach executive/management positions. Nigeria has the lowest percentage of women in the Economic Intelligence Unit's Women's Economic Opportunity study, which is financed by the World Bank (June 2010). This means Nigeria has made the least investment in legal and social structures that encourage women's involvement and inclusion in the formal economy.

Despite all of the obstacles women encounter in the workplace, even when the odds are stacked against them, certain women have found a way to break through and conquer the glass ceiling in their respective fields, proving that it is possible.

Personality traits are characteristics of individual's personality that are rather stable over time, differ across persons, and are constant across contexts (Anusic and Schimmack, 2016).

Several studies have looked into the link between personality characteristics and job advancement: Semeijn, Heijden and De Beuckelaer (2018), Tekin and Keskin (2017) Judge, Bono, Ilies, and Gerhardt, (2002) Judge and Kammeyer-Muella (2007). This study looks at the prevalent personality traits that are linked to career achievement in women.

In other to be a good leader, one requires some innate ability or learned characteristics, but for women in these types of positions, their role may be more challenging because women have to prove themselves a little more than their male equals. They still must work harder to earn an equal respect. Most of the time, women are not even aware they have reached the glass ceiling until a male counterpart that is less qualified is promoted or gets above them. Around twenty eight percent of positions is being held globally by women, these women have vibrant role to play in paving the way for other women to follow and represent women everywhere. Despite the proportion of women occupying some leadership positions is increasing, women remain significantly underrepresented in top level organizations and political system (World Economic Forum, 2014; Catalyst, 2015).

Therefore, the goal of this study is to unravel what these successful women who appear to have broken the glass ceiling have in common, and what personality attributes differentiate them from other women who are still aspiring to get to the glass ceiling. It aims to bring to Nigeria the evidence of discussions and engagements held abroad. A few studies in Nigeria have looked at the glass ceiling concept: Orubu and Oboreh, (2016), Omotayo, I. O. Oladele, Anthonia Adenike



(2013), Osondu-Oti and Olominu (2018), Lawson (2017). But none had investigated the personality of women who have burst past the glass ceiling. As a result, this offers a fresh viewpoint to current information on the subject, which is an essential area for further investigation given that the glass ceiling effect does not end with the workday.

This research aims to determine the prevalent personality traits associated with career achievement in women. The specific objectives of the study are to:

- i. Determine the relationship between individual personality traits (extroversion, neuroticism, conscientiousness and openness) and level of career achievement.
- ii. Examine the relationship between the combined personality traits and career achievement.

In the light of the above objective, the following hypothesis were generated.

- i. There will be a significant difference in neuroticism across the career levels among women.
- ii. There will be a significant difference in extraversion across the career levels among women.
- iii. There will be a significant difference in conscientiousness across the career levels among women.
- iv. There will be a significant difference in openness across the career levels among women.
- v. Personality traits (extroversion, neuroticism, openness, and conscientiousness) will jointly influence career achievement among women.

The feminist theory:

The difference feminism theory advocates for equity between the male and feminine gender that no value of judgment should be placed on an individual based on his or her gender (Okunola, 2021) This theory says that both genders have equal moral status as persons, and none is superior to the other. The theory is also called the black feminism (Nash, 2019). It is a perspective that views the women as oppressed person by the virtue of the patriarchy system common to Africans but also by both capitalism and racism. It is argued that the working-class women and the minority- ethnic group are mostly discriminated against in the society. The difference feminists accept that men and women are fundamentally different, and each gender brings different values and quality to relationships (Diekmann, 2015). But that a woman's benefit should not be limited or denied because she is a woman or by the virtue of her feminine roles to the society.

The BIG FIVE Personality theory

The Big Five Personality traits are good predictors for organizational behavior because it highlights the importance of an individuals' susceptibility to traits that overtime have been undoubtedly revealed to be related to work performance and career advancement (Luthans, 2002). In essence, it must be highlighted that these characteristics are persistent and therefore provide model personality traits for the individual throughout her career. Personality considerably defines peoples' behavior in the office (Penney, David, and Witt, 2011), and is described to be a significant forecaster of vocational and career achievement in both cross-sectional and longitudinal studies (Seibert and Kraimer, 2001; Wille, De Fruyt, and Feys, 2013).

The five personality traits defined in this theory are openness, conscientiousness, extraversion and neuroticism are used for this study except agreeableness.

OCEAN is the acronym for the Big 5 traits, which defines the common characteristics between the identified and grouped "sub traits". Costa and McCrae (1992) identified six features beneath all five headers, giving an over-all of 30 features, which are summarized as follows.

Openness: - Openness is a personality characteristic, manifested in the need to expand and explore new experiences. It defines the degree to which individuals allow themselves to be influenced by exterior or interior stimuli (Luthans, 2002). It consists of the capacity to be creative, unusual, inquisitive, forward-thinking, and learned (Clarke and Robertson, 2005). Employees who



are high on Openness are likely to improve work productivity and competence, because their jobs allow these personnel fulfill their inquisitiveness, discover fresh perspectives, and have a sincere curiosity for their accomplishments (Louisburg Moffitt, Drost and Stevenson et al, 2007).

Conscientiousness: - These traits are characterized by sub-traits like (aptitude, direction, thoroughness, accomplishment, driven, self-disciplined, planning), all of which are irrefutable for front-runners, senior administrators, and other highfliers. It also includes the characteristics of perseverance, structure, responsibility, reliability, thoroughness, and diligence. People with this trait are naturally hard-working, resilient, and ambitious. Therefore, conscientiousness employees have a better relationship with job fulfillment (Judge, Heller and Mount, 2002), and career performance (Fattah, 2017). People who score high in conscientiousness are task-based, emphasizing the achievement of goals, as well as consume the effects of energetic, long-term suffering, and tirelessness (St J. Burch and Anderson, 2004).

Extroversion: - The characteristics associated with extroversion are warmth, friendliness, assertiveness, activity, excitement-seeking, positive emotions. In line with the opinions of Barrack and Mount (1991), people who are lively, outward-bound, sociable, talkative, assertive, and resolute are called extroverts. Extroverts can practice positive affects (Costa and McCrae 1992), which usually leads to job gratification (Connolly and Viswesvaran, 2000). People who are extroverted are sensitive towards others and often believe they possess a comfortable temperament, which is, a happy personality type with a blissful life and job satisfaction (Judge et al, 2002). Leadership is also related to extroversion, particularly transformational leadership, is positively correlated with extroverts (Zopiatis and Constanti, 2012).

Agreeableness: - The characteristics associated with agreeableness are (trust, honesty, selflessness, compliance, humility, and gentleness). Highly agreeable people tend to be liberal, peaceful, unsuspecting, and genuine (Judge and Bono, 2000). The personality element indicates a polite, bendable, compliant, lenient, caring, tolerant person. Erdahim et al (2006) emphasized that they are accommodating, easy-going, tend to abide by the guidelines, and act politely to get advancement.

Neuroticism: This trait is generally characterized by undesirable emotions. It denotes an individual's predisposition to undergo negative feelings and to believe the world around them is undesirably. In professional settings neurotics are prone to feelings of anger and displeasure and often whine about the lack of progress experienced by themselves as well as others. Highly neurotic individuals tend to be more critical of their vocational performance, a feeling that sometimes pushes them improve and shine in thinking critically and making evaluations (George and Jones, 2014). Neurotics have traits such as being irritated, anxious, bad-tempered, antisocial, worried, mortified, unsure, insecure, and rejected (Barrick and Mount, 1991). Emotional stability is associated with better job competence across professions, but neuroticism is associated with worse job productivity (Clarke and Robertson, 2005). According to Smither, London, and Richmond (2005), those high in neuroticism are further inclined to see feedback as a danger that causes anxiety and too acute stimuli. According to Smithikrai (2007), neuroticism possesses a solid negative association with career performance in the future. As globalization and technology progress cause changes in organizational life, neurotic workers may be less involved at work. Moreover, according to Niehoff (2006), neuroticism is consistently unfavorably linked with leadership effectiveness.

Learned Helplessness theory

The Learned helplessness phenomenon can be detected in animals as well as humans which occurs when have been habituated to anticipate agony, distress, or suffering without any means of escaping it (Cherry, 2017). The feeling of helplessness arises when humans or animals begin to believe or realize they do not possess control over a situation, so they begin to reason, feel, and behave as such.



Steven Maier and Martin Seligman piloted the origin research which brought about this hypothesis in the 1960's and 70's with the use of dogs. This theory explains the behaviors of some women in hostile working environments where they have observed the undeniable presence of the glass ceiling concept over the years and to this end have lost the drive to take reasonable steps needed for the progression in their careers. The contemporary trend of switching from technical and professional fields by women to a more business/ entrepreneurial career path due to fear of not being able to attain high-ranking positions in the corporate world is a typical example of the effects of learned helplessness.

METHODOLOGY

Research Design

A cross-sectional survey design was utilized for this study in the examination of the personality traits associated with career achievement in women. The independent variable is personality traits and the dependable variable is career achievement.

Glass ceiling refers to an invisible barrier that prevents women from being promoted or advancing to managerial- and executive-level positions within an organization or political system. A personality trait is a relatively stable, and enduring internal characteristic which influences an individuals' pattern of behavior, attitude, feelings, and habits. For this study the personality traits that are considered are Extraversion, Conscientiousness, Openness and Neuroticism. The higher on conscientiousness, extraversion and openness the better a woman will be on career achievement while the lower on neuroticism the better a woman will be on carrier achievement.

Career achievement refers to the level of career hierarchical attainment obtained by an individual. The level of carrier achievement is categorized into three levels, the higher, middle and the lower level. The higher-level category are the women who have broken the glass ceiling. The middle level are women who are have been on their career for a while and are looking towards achievement in their career or to breaking the glass ceiling. While the lower level are women who are just at the entry level of their job.

Setting

The target population for the study was drawn from women in various employment sectors comprising of government, private, and entrepreneurship. The study sample was retrieved from the capital cities of three (3) states (Ogun, Lagos, and Oyo,) in the South-West geo-political zone in Nigeria. A total of 111 respondents within age 35 – 70, from public and private organizations, who were willing, participated in this research. Respondents for the study included Government officials, Chief Executive Officers, University administrators, Bankers, etc.

Sampling

A purposive sampling technique was implemented for the recruitment of one hundred and eleven participants with a questionnaire survey method. This sampling technique was chosen due to time, budgetary restrictions and based on prior information of the sample population. The data for the study was collected with the aid of an online questionnaire with a psychological scale, the Big 5 personality Inventory.

Instrument

A questionnaire method was used to gather information. The first section comprise of the sociodemographic variables which are age, religion, career level, job position, etc. The second section is the Big 5 personality Inventory was developed originally by D. W. Fiske in 1949, then later expanded upon by additional researchers including Norman (1967), Smith (1967), Goldberg (1981), and McCrae and Costa (1987). This was used to obtain information about the participants' personalities.



A modified version of the big five personality test was administered containing 20 items. The first 5 questions are related to extraversion, the second 5 questions are related to Neuroticism. The third 5 questions are linked with openness and the last five questions are associated with Conscientiousness.

All items on the instrument used are in Likert scale format, which ranges from Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), and Strongly Disagree (SD). For items 1, 3, 5, 7, 12 reverse scorings are used so as ensure that high scores always represent a high level of personality attributes. All other items are scored normally.

Procedure

Research participants were recruited using a virtual Google Forms link. A computer-generated link containing information about the research and questionnaire was dispersed to potential participants through various WhatsApp platforms comprising of the research target population, like old girls' alumni groups, group chats for career women, Chrisland university academic staff platform, etc. The questionnaire was also distributed online with the aid of friends and family who had access to the target population. The respondents' data sheet included information about the purpose of the research, informed consent, confidentiality, nature of the questions, and how to complete the study. Participants who consented to take part in the online research via Google Forms completed the questionnaire. The questionnaire was divided into two segments, the first segment contained socio-demographic information, and the second segment contained items on specific personality traits.

Data Analysis

Data were retrieved and analyzed with the use of SPSS (Statistical Package for Social Sciences-22.0). A cross-tabulation of the prevalence estimates of personality traits across the three career levels was analyzed using the Chi-square test for independence, One-way ANOVA and multiple linear regression.

RESULTS

Result of the five hypotheses tested with One-way ANOVA and multiple linear regression.

Table 1: Socio-demographic Characteristics of Participants

SN	Variable	Response	Frequency	Percentage
1	Gender	Female	111	100
2	Age	35 - 45 years	56	50.5
		46 - 55 years	29	26.1
		56 - 65 years	17	15.3
		66 – 75 years	9	8.1
3	Religion	Christian	87	78.4
		Islam	21	18.9
		Traditional	0	0
		Others	3	2.7
4	Sector	Government	45	26.1
		Private Entrepreneur	37	40.5
		Private Public	29	33.3
5	Career Level	Top Executive	44	39.6
		Mid-Career Level	53	47.7
		Entry Career Level	14	12.6
Total			111	100

The descriptive analysis in table1 shows the frequency distribution among participants in the study. The 111 (100%) participants who took part in the study were all females. Participants aged between 35 – 45 years were more represented, with 56 individuals representing 50.5% of participants in the total sample, 26 participants aged 46 – 55 years accounted for 26.1%, of the

total sample, 17 participants aged between 56 – 65 years accounted for 15.3% of the total sample, while participants aged 66 – 75 years were least represented, with 9 individuals presenting 8.1% of the total sample. More of the participants 87 (78.4%) were Christians, 21 (18.9%) practiced Islam, while 3 (2.7%) practiced other religions. Participants who work in the government sector were more represented, with 45 individuals according to for (26.1%) of the total sample, 37 (40.5%) worked in the private entrepreneur sector, while 29 (33.3%) worked in the private-public sector. More of the participants were in the Mid-career level, 44 (39.6%) were Top executives, while 14 (12.6%) were in the entry-career level and were least represented.

Table 2 shows a Cross-tabulation showing Prevalence of Personality Traits across Top-Executive, Mid-Level, and Entry Level Career using a Chi square.

Personality Trait	Career Level				x ²	df	Sig
	Top Executive	Mid-Level	Entry-Level	Total			
	n (%)	n (%)	n (%)	n (%)			
Extroversion							
Low	0	0	0	0	3.85	2	.15
Medium	11 (9.9)	23 (20.7)	6 (5.4)	40 (36)			
High	33 (29.7)	30 (27.0)	8 (7.2)	71 (64)			
Openness							
Low	0	0	0	0	7.74	2	.02
Medium	2 (1.8)	4 (3.6)	4 (3.6)	10 (9)			
High	42 (37.8)	49 (44.1)	10 (9.0)	101 (91)			
Neuroticism							
Low	11 (9.9)	2 (1.8)	0	13 (11.7)	20.48	4	.00
Medium	21 (18.9)	21 (18.9)	3 (2.7)	45 (40.5)			
High	12 (10.8)	30 (27.0)	11 (9.9)	53 (47.7)			
Consciousness							
Low	0	1 (0.9)	0	1 (0.9)	4.12	4	.39
Medium	1 (0.9)	3 (2.7)	2 (1.8)	6 (5.4)			
High	43 (38.7)	49 (44.1)	12 (10.8)	104 (93.7)			
Total	44 (39.6)	53 (47.7)	14 (12.6)	111 (100)			

The result above shows prevalence estimates of personality traits across the three career levels. Significant differences can be seen in the Openness personality trait as indicated by a significant relationship established using Chi-Square ($x^2 = 7.74, p \leq .02$). Participants in mid-level careers had the highest prevalence of high openness (44.1%) compared to top executives (37.8%) and entry-level (9.0%). None of the participants across career levels was low on openness. The result also shows significant differences in Neuroticism across the career levels. Participants in mid-career levels had the highest prevalence of high neuroticism (27%) compared to top executives (10.8%) and entry-level (0.9%). Participants in the top executive level (9.9%) had the highest prevalence of low neuroticism, compared to mid-level (1.8%), while no entry-level participant was low neuroticism.

TEST OF HYPOTHESES

Hypothesis One

Table 3 Showing summary of One-Way ANOVA of difference in neuroticism across the career levels of women

	Source	SS	Df	Ms	F ratio	P
Neuroticism	Between	577.06	2	288.53	14.27	.00
	Within	2184.23	108	20.22		
	Total	2761.297	110			

The result indicates that there was a statistically significant difference in neuroticism across the career levels [$F_{(2, 108)} = 14.27, p < 0.05$]. A multiple comparison test was conducted afterward to determine the magnitude of the F value and ascertain which career level had significantly high levels of neuroticism. The results of the LSD post hoc test are presented below.

Table 4: Showing summary of LSD Multiple Comparison of mean differences in Neuroticism across career levels

	S/N	Variable	1	2	3	Mean	
Neuroticism	1	Top- Executive	-			11.82	4.53
	2	Mid-Level	-3.54*	-		15.36	4.43
	3	Entry Level	-6.68*	-3.14*	-	18.50	4.64

Post hoc result presented in Table 4.4 shows a significant difference in neuroticism between women in entry-level (mean 18.50, SD = 4.64), middle level (mean = 15.36, SD = 4.43) and top-executive (mean = 11.82; SD = 4.53) positions. An analysis of the means shows that women in entry-level positions scored significantly higher on neuroticism followed by middle level, while top executives scored medium.

Hypothesis Two

There will be a significant difference in extraversion across the career levels among women. This was tested using One way ANOVA and the result is presented in Table 4.5;

Table 5 Showing summary of One-Way ANOVA of difference in Extroversion across the career levels

	Source	SS	Df	Ms	F ratio	P
Extroversion	Between	44.68	2	22.34	2.34	.101
	Within	1031.29	108	9.55		
	Total	1075.96	110			

Table 4.5 presents results on the difference in extroversion across career levels. The result indicates that there was no statistically significant difference in extroversion across the career levels [$F_{(2, 108)} = 2.34, p > 0.05$].

Hypothesis Three

Table 6 :Showing summary of One-Way ANOVA of difference in Conscientiousness across the career levels

	Source	SS	Df	Ms	F ratio	P
Conscientiousness	Between	128.29	2	64.14	7.50	.001
	Within	924.05	108	8.56		
	Total	1052.34	110			

Table 4.6 presents results on the difference in conscientiousness across career levels. The result indicates that there was a statistically significant difference in conscientiousness across the career levels [$F_{(2, 108)} = 7.50, p < 0.05$]. A multiple comparison test was conducted afterward to determine the magnitude of the F value and ascertain which career level had significantly high levels of conscientiousness. The results of the LSD post hoc test are presented in Table 7.

Table 7 Showing summary of LSD Multiple Comparison of mean differences in Conscientiousness across career levels

	S/N	Variable	1	2	3	Mean	SD
Conscientiousness	1	Top- Executive	-			21.09	2.30
	2	Mid-Level	.56	-		20.53	3.30
	3	Entry Level	3.45*	-2.89*	-	17.64	3.18

Post hoc result presented in Table 4.7 shows a significant difference in conscientiousness between women in entry level (mean 17.64, SD = 3.18) and top-executive (mean = 21.09; SD = 2.30) level.

Results also show a significant difference in conscientiousness between women in entry-level positions (mean 17.64, SD = 3.18) and mid-level (mean = 20.53; SD = 3.30) An analysis of the means show that women in entry-level positions scored significantly lower on conscientiousness while mid-level and top executives scored medium.

Hypothesis Four

There will be a significant difference in openness across the career levels among women. This was tested using One way ANOVA and the result is presented in Table 4.8;

Table 8 Showing summary of One-Way ANOVA of difference in openness across the career levels.

	Source	SS	Df	Ms	F ratio	P
Openness	Between	160.73	2	80.37	7.90	.001
	Within	1099.02	108	10.18		
	Total	1259.75	110			

Table 4.8 presents results on the difference in openness across career levels. The result indicates that there was a statistically significant difference in openness across the career levels [$F_{(2, 108)} = 7.90, p < 0.05$]. A multiple comparison test was conducted afterward to determine the magnitude of the F value and ascertain which career level had significantly high levels of openness. The results of the LSD post hoc test are presented in Table 4.9.

Table 9 Showing summary of LSD Multiple Comparison of mean differences in Openness across career levels

	S/N	Variable	1	2	3	Mean	SD
Openness	1	Top- Executive	-			21.91	2.82
	2	Mid-Level	.53	-	-	20.38	3.13
	3	Entry Level	3.84*	3.31*	-	17.07	4.36

Post hoc result presented in Table 4.9 shows a significant difference in openness between women in entry level (mean 17.07, SD = 4.36) and top-executive (mean = 21.91; SD = 2.82).

An analysis of the means shows that women in the top executive level scored significantly higher on openness compared to those in an entry-level position. The result also shows a significant difference in openness between mid-level (mean=20.38. SD= 3.13) and entry-level (mean 17.07, SD = 4.36). Women in mid-level scored significantly higher on openness than those in an entry-level position.

Hypothesis Five

Table 10 Multiple Regression Summary Table Showing Results on Personality Predictors of Career Achievement

Criterion	Predictors	B	T	P	R	R ²	F	P
Career Achievement	Extroversion	.13	1.34	>.05				
	Neuroticism	-.16	-1.67	>.05	.44	.19	6.30	<.01
	Openness	.22	1.99	<.05				
	Conscientiousness	.11	.96	>.05				

This table presents results on the joint influence of personality traits (extroversion, neuroticism, openness to experience, and conscientiousness) on career achievement. It is shown that personality traits (extroversion, neuroticism, openness to experience and conscientiousness) had significant joint influence on career achievement [$R = .44; R^2 = .19; F (4, 106) = 6.30; P < .01$]. Collectively, personality traits (extroversion, neuroticism, openness, and conscientiousness) accounted for about 19% variance in career achievement.



DISCUSSION

Result from the Chi-Square analysis reveal that there was a significant relationship between Openness and Neuroticism personality traits ($\chi^2 = 7.74$, $p \leq .02$) and career levels. It was observed that participants in mid-level careers had the highest prevalence of openness (44.1%) compared to top executives (37.8%) and entry-level (9.0%). However, none of the participants across all three career levels was low on openness. In line with existing literature (De Jong, Velde, and Jansen, 2011) stated that individuals who possess high levels of openness excel at obtaining advanced positions in the administrative ladder and have a great desire for success and the determination to surpass. To this effect, it can be inferred that participants in mid-level positions recorded the highest scores on openness due to their aspirations to rise to higher positions, nevertheless this could also be as a result of the increased number of mid-level career participants in the study.

The result also shows that participants in mid-career levels had the highest prevalence of neuroticism (27%) compared to top executives (10.8%) and entry-level (0.9%). This result is in line with De Jong, Velde and Jansen (2001) and Louisburg et al, (2007) that people who are high on openness are people who are at the verge at obtaining advanced positions in the administrative ladder, they have a great desire for success and the determination to exceed (De Jong, Velde and Jansen, 2001).

There was a statistically significant difference in neuroticism across the career levels among women. An analysis of the means in the post hoc show that women in entry-level positions scored significantly higher on neuroticism (mean 18.50, SD = 4.64), followed by middle level (mean = 15.36, SD = 4.43), while top executives scored medium (mean = 11.82; SD = 4.53). This suggests that the higher the neuroticism of career women, the lower the career achievement. This is because this trait is generally characterized by being unsociable, nervous, uncertain, unconfident, etc. all of which are characteristics often negatively associated with career achievement. Given that many reviewers of the literature consider this trait to be associated with lower job efficiency (Clarke and Robertson, 2005) and lower job success (Smithikrai 2007) it is no surprise the negative relationship was established between both variables. According to (Louisburg et al, 2007) this trait is generally characterized by undesirable emotions which can be described an individual's dispositions to experience unstable negative emotional states, (Clarke and Robertson, 2005) however emphasizes that emotional stability is associated with better job competence across professions but neuroticism is associated with worse job productivity thus neuroticism is likely to be associated with lower career achievement.

Results from this study also showed that there were no significant differences in extraversion across the career levels among women. Distinct from many other reviewed studies results from this study infer that extraversion has no significant relationship with the level of career achievement. However, findings from Phondej and Yousapronpaiboon, (2015) corroborates that extraversion was a stronger predictor of leadership self-efficacy for men than women.

Study findings established that there was a significant difference in conscientiousness across the career levels among women. Results from an analysis of the means show that women in entry-level positions (mean 17.64, SD = 3.18) scored significantly lower on conscientiousness while mid-level and top executives scored higher. This suggests that the higher the conscientiousness of career women, the higher the career achievement. Individuals who score high on this trait are often characterized by being competent, orderly, driven, hardworking, and resilient these components are undoubtedly cherished by every organization (Daft, 2008). The above statement concludes that conscientiousness is a valued trait in organizational settings and is positively linked with occupational gratification (Judge et al, 2002) and work performance (Ivancevich et al, 2008).



Which are all factors that affect career achievement. The conclusions from this research are consistent with those of other scholarly works like Phondej and Yousapronpaiboon (2015) whose study results showed that conscientiousness and openness to experience were strong predictors of leadership self-efficacy in women.

Katic et al., (2017) hypothesized that socio-demographic features and personality dispositions, particularly conscientiousness, embody substantial factors in career advancement.

Study findings recognized that there was a significant difference in openness across the career levels among women. An analysis of the means shows that women at the top executive level scored significantly higher on openness compared to those in an entry-level position. Also, a significant difference in openness between mid-level (mean=20.38. SD= 3.13) and entry-level (mean 17.07, SD = 4.36) were recorded as well. This suggests that the higher the openness of career women, the higher the career achievement. Openness is a personality trait that is comprised of the capacity to be creative, unusual, inquisitive, forward-thinking, and learned (Clarke and Robertson, 2005).

Reviewed literature similar to this present study like Stewart and Nandkeolyar (2006), established that individuals who possess significantly increased levels of openness are to be expected to attain outstanding productivity in their vocations for the reason that they look forward to opportunities to broaden their standpoints and tackle complex situations which are needed to compete in any organizational setting. De Jong, Velde and Jansen, (2011) also stated that individuals who possess high levels of openness excel at obtaining advanced positions in the administrative ladder and have a great desire for success and the determination to exceed others.

Results on hypothesis five showed that personality traits (extroversion, neuroticism, openness, and conscientiousness) will jointly predict career achievement among women. This means personality traits had a significant joint influence on career achievement. These results are in line with many other reviewers in literature like (Penney, David, & Witt, 2011), which hypothesized personality considerably defines peoples' behavior in the workplace and has been reported to be a significant predictor of work and career success in both cross-sectional and longitudinal studies (see, e.g., Seibert & Kraimer, 2001; Wille, De Fruyt, & Feys, 2013).

CONCLUSION

In line with the theoretical framework of the study results established that the Big 5 personality traits are good indicators for career achievement. It can be emphasized that in line with personality theory, links between Big Five traits and individual accomplishment in modern careers may be projected because these personalities impact, particular behavioral patterns pertinent for these results e.g., resource acquisition, coping strategies, work orientation, as well as opinions about, or understanding of, traits related to engagement in the work role (Willie et al., 2013). The following specific conclusions were made

1. Openness to experience is a trait and a positive influence on women that will enable them to break the glass ceiling for career achievement. Some of the characteristics for openness are honesty, candidness, forward thinking, creativity, sincerity, willing to learn etc.
2. Conscientiousness as a trait of the big 5 is also a significant influencer for women to break the glass ceiling. Conscientiousness is characterized by meticulousness, curiousness, creativity, skillfulness, thoroughness, strictness etc.
3. Extraversion as a trait in not a strong significant influencer for women on career achievement
4. Neuroticism is confirmed as a negative influence for career achievement.



5. The fundamental value of the Big Five Personality Traits for career women's organizational behavior is that it underlines the relevance of an individual's predisposition to traits which have been linked to job performance, job competence, and career advancement. It is also important to note that these characteristics are consistent. It gives a model personality outline for personnel over the course of their entire profession, because various qualities are required for diverse roles in organizations and finding the right mix that would speed career achievement is a competitive advantage.

Recommendation

In line with modern feminist trends in Nigeria such as educating the girl child, financially empowering women, and fighting against violence faced by women, this study recommends the education of career women across all sectors about the importance of personality traits in organizational hierarchical attainment and career achievement.

Career women are recommended to identify their predisposed personality traits, harness these traits to give them a competitive advantage in their various professions. They are also advised to adjust where necessary to progress on career achievement.

For further studies, this study recommends the use of a larger sample size to make the research findings more representative.

Limitations

Although the study provided important insight into personality traits and career achievement it encountered some limitations which need to be acknowledged.

1. One significant limitation is the small sample size, participants from the study were recruited from only 3 state capitals in Nigeria. Also, only 111 responses were recorded out of the estimated 200 respondents.
2. The reliance on subjective assessment of personality traits among participants via the online questionnaire may have affected the accurateness of the data.
3. The arrangement of the personality questions in the study may have shown a trend and given off a hint of what was being measured.



REFERENCES

- Al-Mashaan, O. S. (2003). Associations among Job Satisfaction, Optimism, Pessimism, and Psychosomatic Symptoms for Employees in the Government Sector in Kuwait. *Psychological Reports, 93*(1), 17–25.
- AWP Network. (2015). 14 Leading Organizations Changing the Lives of Nigerian Women and Girls. *AWP Network*. <https://awpnetwork.com/2015/10/13/14-leading-organizations-changing-the-lives-of-nigerian-women-and-girls/>
- Barrick, m. r., and Mount, m. k. (1991). The big five personality dimensions and job performance: a meta-analysis. *Personnel Psychology, 44*(1), 1–26.
- Catalyst. (2001) 2000 Catalyst Census of Women Corporate Officers and Top Earners <https://www.catalyst.org/research/2000-catalyst-census-of-women-corporate-officers-and-top-earners/>
- Clarke, S., and Robertson, I. (2005). A meta-analytic review of the Big Five personality factors and accident involvement in occupational and non-occupational settings. *Journal of Occupational and Organizational Psychology, 78*(3), 355–376.
- Connolly, J. J., and Viswesvaran, C. (2000). The role of affectivity in job satisfaction: a meta-analysis. *Personality and Individual Differences, 29*(2), 265–281.
- Costa, P. T., and McCrae, R. R. (1992). The Five-Factor Model of Personality and Its Relevance to Personality Disorders. *Journal of Personality Disorders, 6*(4), 343–359. <https://doi.org/10.1521/pedi.1992.6.4.343>
- Cotter, D. A., Hermsen, J., Ovadia, S., and Vanneman, R. (2001, December). (PDF) The Glass Ceiling Effect. *ResearchGate*. https://www.researchgate.net/publication/236778636_The_Glass_Ceiling_Effect
- Cherry, K. (2009). What Is Learned Helplessness and Why Does it Happen? *Verywell Mind* <https://www.verywellmind.com/what-is-learned-helplessness-2795326>
- Cherry, K. (2019, 29). Trait Theory of Personality and Leading Theorists. *Verywell Mind*. <https://www.verywellmind.com/trait-theory-of-personality-2795955>
- De Jong, R. D., van der Velde, M. E. G., and Jansen, P. G. W. (2001). Openness to Experience and Growth Need Strength as Moderators between Job Characteristics and Satisfaction. *International Journal of Selection and Assessment, 9*(4), 350–356.
- Diekmann, K. (2015). Feminist Identities: Career Choices and Experiences of College-Educated Women. *Cornerstone*. <https://cornerstone.lib.mnsu.edu/cgi/viewcontent.cgi?article=1408&context=etds>
- Erdheim, J., Wong, M. and Zicker (2006) Linking the big five Personality constructs to organizational commitment. *Personality and Individual Differences, 41- 959-970*
- Economic Intelligence unit. (2010). Women's economic opportunity A new pilot index and global ranking from the Economist Intelligence Unit Findings and methodology.
- Fattah, A. H. (2017). The Effect of Organizational Culture, Leader Behavior, Self-Efficacy, and Job Satisfaction on Job Performance of The Employees. *JURNAL TERAPAN MANAJEMEN DAN BISNIS, 3*(2), 102. 10.26737/jtmb.v3i2.212
- Female Rep. Board Nigeria. (2019). Women on Boards in Nigeria. https://www.ifc.org/wps/wcm/connect/7f01fe3c-21e2-4653-98f6-b82e0f8833cb/Women_on_Boards_in_Nigeria.pdf?MOD=AJPERES&CVID=mLyez0p
- George, J. M., and Jones, G. R. (2014). George & Jones, Understanding and Managing Organizational Behavior | Pearson. *Pearson.com*. <https://www.pearson.com/us/higher-education/product/George-Understanding-and-Managing-Organizational-Behavior-5th-Edition/9780132394574.html>
- Johns, M. L. (2013). Breaking the glass ceiling: structural, cultural, and organizational barriers preventing women



- from achieving senior and executive positions. *Perspectives in Health Information Management*.
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3544145/>
- Judge, T. A., Bono, J. E., Ilies, R., and Gerhardt, M. W. (2002). Personality and leadership: A qualitative and quantitative review. *Journal of Applied Psychology*, 87(4), 765–780. <https://doi.org/10.1037/0021-9010.87.4.765>
- Judge, T., and Kammeyer-Mueller, J. (2007). *4 Personality and Career Success*.
https://us.sagepub.com/sites/default/files/upm-assets/15766_book_item_15766.pdf
- Judge, T. A., and Bono, J. E. (2000). Five-factor model of personality and transformational leadership. *Journal of Applied Psychology*, 85(5), 751–765. <https://doi.org/10.1037/0021-9010.85.5.751>
- Judge, T. A., Heller, D., and Mount, M. K. (2002). Five-factor model of personality and job satisfaction: A meta-analysis. *Journal of Applied Psychology*, 87(3), 530–541. <https://doi.org/10.1037/0021-9010.87.3.530>
- Judge, T. A., Higgins, C. A., Thoresen, C. J., & Barrick, M. R. (1999). The big five personality traits, general mental ability, and career success across the life span. *Personnel Psychology*, 52(3), 621–652.
<https://doi.org/10.1111/j.1744-6570.1999.tb00174.x>
- Judge, T. A., Locke, E. A., Durham, C. C., and Kluger, A. N. (1998). Dispositional effects on job and life satisfaction: The role of core evaluations. *Journal of Applied Psychology*, 83(1), 17–34. <https://doi.org/10.1037/0021-9010.83.1.17>
- Katic, I., Ivanisevic, A., Grubic-Nesic, L., and Penezic, N. (2017). Effects of Sociodemographic Characteristics and Personality Traits on Career Development. *The International Journal of Aging and Human Development*, 87(2), 201–216. <https://doi.org/10.1177/0091415017743008>
- Keltner, D., Ellsworth, P. C., and Edwards, K. (1993). Beyond simple pessimism: Effects of sadness and anger on social perception. *Journal of Personality and Social Psychology*, 64(5), 740–752.
<https://doi.org/10.1037/0022-3514.64.5.740>
- Kluemper, D. H., Little, L. M., and DeGroot, T. (2009). State or trait: effects of state optimism on job-related outcomes. *Journal of Organizational Behavior*, 30(2), 209–231. <https://doi.org/10.1002/job.591>
- Luthans, F. (2002). The need for and meaning of positive organizational behavior. *Journal of Organizational Behavior*, 23(6), 695–706. <https://doi.org/10.1002/job.165>
- Luthans, F. (2002). Positive organizational behavior: Developing and managing psychological strengths. *Academy of Management Perspectives*, 16(1), 57–72. <https://doi.org/10.5465/ame.2002.6640181>
- Madichie, Nnamdi. O. (2009, March). Breaking the Glass Ceiling in Nigeria: A Review of Women's Entrepreneurship. *ResearchGate*.
https://www.researchgate.net/publication/247496324_Breaking_the_Glass_Ceiling_in_Nigeria_A_Review_of_Women's_Entrepreneurship
- Niehoff, B. P. (2006). Personality predictors of participation as a mentor. *Career Development International*, 11(4), 321–333. <https://doi.org/10.1108/13620430610672531>
- Nash J.C. (2019). Black Feminism Reimagined URL:<https://ischool-fsu.libguides.com/blackfeminism>
- Okunola, A. (2021). Nigeria's Feminist Coalition Wants Women in Positions of Power. But Why Is That Important? *Global Citizen*. <https://www.globalcitizen.org/en/content/feminist-coalition-nigeria-women-power-equality/>
- Omotayo, O.A., Oladele, I.O., and Adenike, A. (2013). Glass-Ceiling and Female Career Advancement: A Study of the Nigeria. Covenant University. edu.ng Semantic Scholar.
- Orubu F. and Oboreh E. (2016) Construct and Manifestations of glasss ceiling in Nigerian work places. *E3 Journal of Business Management and Economics*.
- Phondej, W., and Yousapronpaiboon, K. (2015). Linking Female Leaders' Personality Traits to Motives, Powers and



- Behaviour Competencies: Women in Executive Level Positions. *Research Gate*.
https://www.researchgate.net/profile/Wanida-Phondej/publication/284003925_Linking_Female_Leaders'_Personality_Traits_to_Motives_Powers_and_Behaviour_Competencies_Women_in_Executive_Level_Positions/links/564aca5308ae295f644ffa8e/Linking-Female-Leaders-Personality-Traits-to-Motives-Powers-and-Behaviour-Competencies-Women-in-Executive-Level-Positions.pdf
- Pietrangelo, A. (2020). How the Glass Ceiling Effect Impacts Mental Health. *Healthline*.
<https://www.healthline.com/health/mental-health/glass-ceiling-effect#What-is-the-glass-ceiling-theory-and-effect?>
- Penny, L., David, E., and Witt, L. A. (2011, May). A review of personality and performance: Identifying boundaries, contingencies, and future research directions. *ResearchGate*.
https://www.researchgate.net/publication/325193120_A_review_of_personality_and_performance_Identifying_boundaries_contingencies_and_future_research_directions
- Resick, C. J., Whitman, D. S., Weingarden, S., and Hiller, N. J. (2009, November). The Bright-Side and the Dark-Side of CEO Personality: Examining Core Self-Evaluations, Narcissism, Transformational Leadership, and Strategic Influence. *ResearchGate*. https://www.researchgate.net/publication/38092549_The_Bright-Side_and_the_Dark-Side_of_CEO_Personality_Examining_Core_Self-Evaluations_Narcissism_Transformational_Leadership_and_Strategic_Influence
- Roman, M. (2017). Relationships between Women's Glass Ceiling Beliefs, Career Advancement Satisfaction, and Quit Intention. *ScholarWorks*
<https://scholarworks.waldenu.edu/cgi/viewcontent.cgi?article=4933&context=dissertations&httpsredir=1&referer=>
- Rothmann, S., and Coetzer, E. (2003). (PDF) The Big Five Personality Dimensions and Job Performance. *ResearchGate*.
https://www.researchgate.net/publication/47739408_The_Big_Five_Personality_Dimensions_and_Job_Performance
- Scheier, M. F., and Carver, C. S. (1985). Optimism, coping, and health: Assessment and implications of generalized outcome expectancies. *Health Psychology*, 4(3), 219–247.
- Scheier, M. F., and Carver, C. S. (1992). Effects of optimism on psychological and physical well-being: Theoretical overview and empirical update. *Cognitive Therapy and Research*, 16(2), 201–228.
- Seirbet, S., and Kraimer, M. I. (n.d.). The Five-Factor Model of Personality and Career Success. *ResearchGate*. Retrieved 2022, from https://www.researchgate.net/publication/222247632_The_Five_Factor_Model_of_Personality_and_Career_Success
- Semeijn, J. H., van der Heijden, B. I. J. M., and De Beuckelaer, A. (2018). Personality Traits and Types in Relation to Career Success: An Empirical Comparison Using the Big Five. *Applied Psychology*, 69(2).
<https://doi.org/10.1111/apps.12174>
- Setia, M. S. (2016). Methodology series module 3: Cross-sectional studies. *Indian Journal of Dermatology*, 61(3), 261. NCBI. <https://doi.org/10.4103/0019-5154.182410>
- Sev, J. (2019). The Big Five Personality Traits as Factors Influencing Job Performance Behavior in Business Organizations: A Study of Breweries and Foods/Other Beverages Manufacturing Organizations in Nigeria. *British Journal of Psychology Research*, 7(1), z9–36. <https://www.eajournals.org/wp-content/uploads/The-Big-Five-Personality-Traits-As-Factors-Influencing-Job-Performance-Behavior-In-Business-Organizations.pdf>
- Simon and Holt, (2017). Social Psychological Approaches to Women and Leadership Theory. Jepson School of Leadership Studies Articles, Book Chapters and Other Publications.
<https://core.ac.uk/download/pdf/232785141.pdf>
- Smith, P., Crittenden, N., and Caputi, P. (2012). Measuring women's beliefs about glass ceilings: development of the Career Pathways Survey. *Gender in Management: An International Journal*, 27(2), 68–80.
<https://doi.org/10.1108/17542411211214130>



- Smither, J. W., London, M., and Richmond, K. R. (2005). The Relationship between Leaders' Personality and Their Reactions to and Use of Multisource Feedback. *Group & Organization Management*, 30(2), 181–210. <https://doi.org/10.1177/1059601103254912>
- Smithikrai, C. (2007). Personality Traits and Job Success: An investigation in a Thai sample. *International Journal of Selection and Assessment*, 15(1), 134–138. <https://doi.org/10.1111/j.1468-2389.2007.00372.x>
- St J. Burch, G., and Anderson, N. (2004). Measuring person-team fit: development and validation of the team selection inventory. *Journal of Managerial Psychology*, 19(4), 406–426. <https://doi.org/10.1108/02683940410537954>
- Teriyama, J. (2019). The big five personality traits as factors influencing job performance behavior in business organizations: a study of breweries and foods/other beverages manufacturing organizations in Nigeria. *British Journal of Psychology Research*. <https://www.eajournals.org/wp-content/uploads/The-Big-Five-Personality-Traits-As-Factors-Influencing-Job-Performance-Behavior-In-Business-Organizations.pdf>
- Tekin, Ö.A and Keskin, E. (2017). (PDF) The Interaction between Five Factor Personality Traits and Glass Ceiling Perception. *ResearchGate*. https://www.researchgate.net/publication/318323791_The_Interaction_between_Five_Factor_Personality_Traits_and_Glass_Ceiling_Perception
- The Pennsylvania State University. (2013). The Glass Ceiling. *Sites.psu.edu*. <https://sites.psu.edu/leadership/2013/11/25/the-glass-ceiling/>
- Thomas International Ltd. (2021). What Are the Big 5 Personality Traits? *Thomas International*. <https://www.thomas.co/resources/type/hr-guides/what-are-big-5-personality-traits>
- Thomas w. H. Ng, Lillian t. Eby, Kelly I. Sorensen, & Daniel c. Feldman. (2005). Predictors of objective and subjective career success: a meta-analysis. *Personnel Psychology*, 58(2), 367–408. <https://doi.org/10.1111/j.1744-6570.2005.00515.x>
- United Nations - The World's Women (2020): Trends and Statistics United Nations. *United Nations*. <https://www.un.org/en/desa/world%E2%80%99s-women-2020>
- Wille, B., Wiernik, B. M., Vergauwe, J., Vrijdags, A., and Trbovic, N. (2018). Personality characteristics of male and female executives: Distinct pathways to success? *Journal of Vocational Behavior*, 106, 220–235. <https://doi.org/10.1016/j.jvb.2018.02.005>
- Willie, B., De Fruyt, F., and Feys, M. (2013). (PDF) Big Five Traits and Intrinsic Success in the New Career Era: A 15-Year Longitudinal Study on Employability and Work–Family Conflict. *ResearchGate*. https://www.researchgate.net/publication/263140334_Big_Five_Traits_and_Intrinsic_Success_in_the_New_Career_Era_A_15-Year_Longitudinal_Study_on_Employability_and_Work-Family_Conflict
- Wimbiz (n.d.). *NIGERIAN FEMALES ON CORPORATE BOARDS*. <http://wimbiz.org/wp-content/uploads/2018/01/Nigerian-Females-on-Corporate-Board-2012-Survey.pdf>
- Yemisi Afolabi, C. (2019). The Invisibility of Women's Organizations in Decision Making Process and Governance in Nigeria. *Frontiers in Sociology*. <https://www.frontiersin.org/articles/10.3389/fsoc.2018.00040/full#B1>
- Zopiatis, A., and Constanti, P. (2012). Extraversion, openness and conscientiousness. *Leadership & Organization Development Journal*, 33(1), 86–104.