

Gender Differences in Personality Traits Among Credit Managers: An Empirical Analysis

¹Zahida Farooq and ²Bashir Ahmad Joo

¹Research Scholar and ²Professor

Department of Management Studies

University of Kashmir, Hazratbal, Srinagar, India

Corresponding Author: Zahida Farooq

Abstract

This study investigates gender differences in personality traits among credit officers employed in the financial sector. The sample comprised credit officers from various banks operating in the Union Territory of Jammu & Kashmir. Participants completed assessments measuring Extraversion, Conscientiousness, Agreeableness, Openness to Experience, and Neuroticism. Statistical analyses, including Cronbach's alpha and t-tests were utilized to examine the reliability and potential gender disparities in these traits respectively. Results indicate no statistically significant gender differences in Extraversion, Conscientiousness, Agreeableness, and Openness to Experience. However, a significant difference was found in Neuroticism, with males scoring higher than females. These findings suggest that while traits related to sociability, responsibility, and openness to new experiences appear consistent across genders among credit officers, there is a notable divergence in emotional stability. The study discusses implications for organizational policies and practices aimed at promoting gender-sensitive environments and supporting the well-being of employees in the financial sector.

Keywords: Personality traits, Gender, Credit managers, Neuroticism

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I. Introduction

Personality traits significantly influence managerial performance, a topic extensively explored in organizational psychology and management research. These traits, which are intrinsic characteristics of individuals, affect behaviour, decision-making, and interactions within an organizational setting. Understanding the nuances of personality traits is essential for crafting effective management strategies, boosting workplace productivity, and fostering a positive organizational culture. Among the factors influencing personality traits, gender stands out as a pivotal determinant, shaping managerial approaches and responsibilities.

This study investigates the impact of gender on the personality traits of credit managers. Credit managers hold critical roles within financial institutions, tasked with assessing creditworthiness, managing credit risk, and maintaining client relationships. Given the high-stakes nature of their responsibilities, understanding the personality traits that contribute to successful credit management is imperative. Furthermore, analyzing how these traits vary between male and female credit managers can provide valuable insights into gender dynamics within the banking sector. Prior research indicates that certain personality traits, such as conscientiousness, agreeableness, and neuroticism, exhibit gender-based differences. For instance, women often score higher on agreeableness and neuroticism, while men typically score higher on extraversion and openness to experience. These variations have significant implications for managerial performance, influencing leadership styles, decision-making processes, and interpersonal relationships.

In the context of credit management, these personality traits can impact various aspects of job performance. High conscientiousness is crucial for meticulous credit assessments and adherence to regulatory standards. Similarly, agreeableness enhances client relationships and team collaboration, while emotional stability (low neuroticism) aids managers in coping with the pressures of their roles. Managers who score high on extraversion are often more effective in networking and client-facing roles (Judge & Bono, 2001). Managers who are open to experience are more likely to adopt innovative approaches to problem-solving and risk assessment. By examining gender-based differences in these traits among credit managers, this study aims to identify potential strengths and development areas that can inform targeted training and development programs. Additionally, this research contributes to the broader discourse on gender diversity in management. As organizations strive for greater gender balance in leadership positions, understanding how gender influences personality traits and managerial performance can support the development of more inclusive and effective management practices. By highlighting the unique contributions and challenges associated with male and female credit managers, this study seeks to promote a nuanced understanding of gender dynamics in the workplace.

In summary, this study aims to explore the impact of gender on the personality traits of credit managers through empirical analysis. The findings will offer practical insights for financial institutions, enabling them to leverage managerial strengths and address gender-related disparities in management practices. This research aspires to enhance our understanding of gender-specific personality traits contribute to the development of more inclusive and effective management strategies in credit management.

1.1 Objectives of the study

The study aims to achieve following objectives:

To study influence of gender on the big five personality traits namely extraversion, conscientiousness, openness to experience, agreeableness and neuroticism.

1.2 Research Question

The study seeks to ask the following research question

Are there significant gender differences in the Big Five personality traits among credit managers?

II. Review of literature

Personality traits, which encompass consistent patterns of thoughts, feelings, and behaviours, play a significant role in shaping managerial effectiveness. Extensive research has documented gender differences in various personality traits. For instance, (Costa and McCrae, 2001) conducted a cross-cultural study and found that women typically score higher on traits such as neuroticism and agreeableness, whereas men tend to score higher on extraversion and openness to experience. These differences are attributed to both biological and psychosocial factors. Biologically, hormonal differences are posited to contribute to gender-specific personality traits (Lippa, 2010). From a psychosocial perspective, societal norms and cultural expectations play a significant role in the development of these traits. Socialization processes from early childhood lead to the reinforcement of gender-specific behaviours and attitudes, which persist into adulthood (Eagly & Wood, 2013). Female managers often encounter higher levels of scrutiny and bias, impacting their stress levels and job satisfaction. (Costa et al., 2001) report higher levels of neuroticism among women, suggesting they may be more susceptible to workplace stress and anxiety. (Heilman, 2001) discusses the "lack of fit" model, which suggests that women often face challenges in leadership roles due to perceived incongruence between feminine traits and leadership qualities. This bias can hinder the career advancement of women and affect evaluations of their performance.

III. Conceptual Model of the study

The conceptual model provides a theoretical framework that outlines the relationships between the key variables under study. In this research, the model focuses on understanding the influence of gender on the personality traits of credit managers, with an emphasis on the Big Five personality dimensions: neuroticism, extraversion, openness to experience, agreeableness, and conscientiousness. This model serves as the foundation for the research hypotheses and guides the data collection and analysis processes.

3.1 Key Constructs

3.1.a Gender

Gender is the primary independent variable in this study, categorized into male and female groups. It is hypothesized that gender differences significantly influence the manifestation of personality traits among credit managers.

3.1.b Personality Traits

The Big Five personality traits serve as the dependent variables in the conceptual model. These traits are:

Extraversion: Sociability, assertiveness, and enthusiasm.

Conscientiousness: Organization, dependability, and discipline.

Agreeableness: Altruism, trust, and cooperativeness.

Openness to Experience: Imagination, curiosity, and a preference for novelty.

Neuroticism: Tendency towards emotional instability and negative emotions.

3.2 Hypothesized Relationships

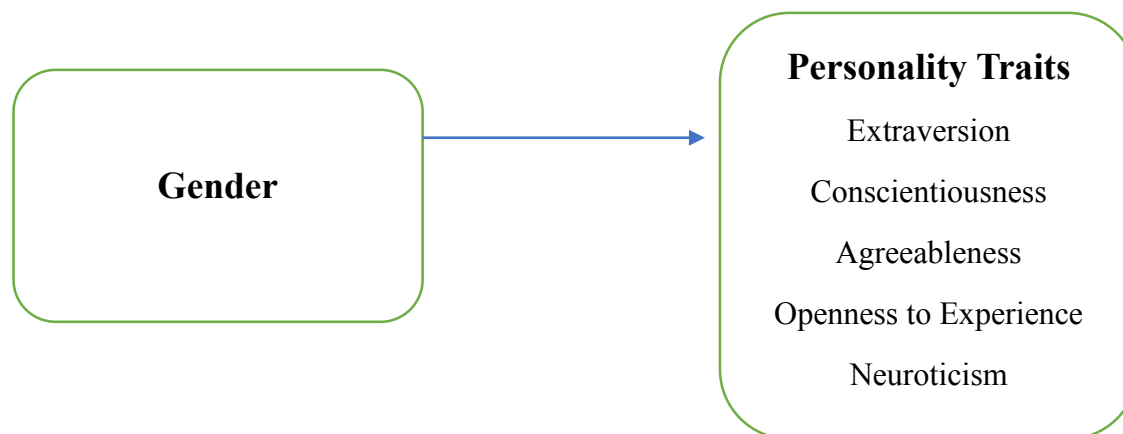
Based on existing literature and theoretical underpinnings, the following relationships are hypothesized within the conceptual model:

- **H01:** *There exists no statistically significant variance in extraversion among credit managers based on their gender.*
- **H02:** *There exists no statistically significant variance in conscientiousness among credit managers based on their gender.*
- **H03:** *There exists no statistically significant variance in agreeableness among credit managers based on their gender.*

- **H04:** *There exists no statistically significant variance in openness to experience among credit managers based on their gender.*
- **H05:** *There exists no statistically significant variance in neuroticism among credit managers based on their gender.*

The conceptual model visually represents these hypothesized relationships, providing a clear framework for the study.

Conceptual Model of the study



The model posits that gender directly influences each of the Big Five personality traits.

IV. Research Methodology

The methodology includes the research design, data collection methods, sampling techniques, data and analysis procedures. The objective is to provide a comprehensive and systematic approach to investigating the research questions.

4.1 Research Design

The study adopts a quantitative research design, leveraging statistical analysis to examine the relationship between gender and personality traits among credit managers. A cross-sectional survey method was employed to collect data at a single point in time, enabling a snapshot analysis of the current state of gender differences in personality traits within the specified population

4.2 Population and Sample

Population

The target population for this study comprises credit managers working in various banks across the northern region of India.

Sample Size and Sampling Technique

The sample size is calculated considering the population size, desired confidence level, and acceptable margin of error. A target sample of 360 credit managers is established to ensure adequate data for rigorous statistical analysis. A stratified random sampling technique is employed to ensure representation across different demographic (Cochran, 1977).

4.3 Measurement of Variables

Demographic Variable

Responses on gender are obtained through the demographic section of the questionnaire.

Personality traits

To assess the personality traits of credit managers, a five-point Likert scale adapted from (John and Srivastava,1999) was employed. This scale is highly regarded and reliable within the field of personality psychology, substantiated by extensive theoretical and empirical evidence. Our study utilized 19 selected items from the original 44-item scale, ensuring a balanced and comprehensive evaluation of the core dimensions of the Big Five model. Participants receive clear guidelines and assurances of confidentiality to promote honest and accurate responses.

4.4 Pilot Study

A pilot study with data from 110 participants was conducted to evaluate the instrument's reliability. The Cronbach's alpha (Cronbach, 1951) values showed high internal consistency for the following personality traits: Extraversion ($\alpha = .91$), Conscientiousness ($\alpha = .91$), Agreeableness ($\alpha = .87$), Openness to Experience ($\alpha = .81$), and Neuroticism ($\alpha = .83$). These findings confirm the instrument's reliability and consistency. Statistical analysis was performed using SPSS V21 (Statistical Package for the Social Sciences) to ensure precise and reliable results.

V. Analysis and Discussion

Table 5.1. Descriptive Statistics

	Demographics	Frequency	Percentage
<i>Gender</i>	Male	208	57.61%
	Female	153	42.38%

*Source: Survey Data collected by the scholar for present study. Note: * <0.005*

The table presents demographic data based on gender distribution from a survey or study, detailing that out of a total of 361 respondents, 208 (57.61%) were male and 153 (42.38%) were female.

Hypotheses Testing

Table 5.2. Assessment of the influence of the gender on personality factors

Personality traits	N	Mean	Std. Deviation	t- value
Extraversion	208	3.93	0.98	t = 1.537 (p= .127)
	153	3.77	0.96	
Conscientiousness	208	3.93	0.98	t =1.451 (p= .148)
	153	3.77	0.96	
Agreeableness	208	3.93	0.98	t = 1.531 (p= .880)
	153	3.77	0.96	
Openness to Experience	208	3.93	0.98	t =0.276 (p= 0.843)
	153	3.77	0.96	
Neuroticism	208	3.93	0.98	t = 9.162 (p= .00)
	153	3.77	0.96	

*Source: Survey Data collected by the scholar for present study. Note: * <0.005*

Extraversion

The analysis indicates that there is no significant difference in Extraversion between males and females, with a t-value of 1.537 and a p-value of 0.127. Although males (N=208) have a slightly higher mean Extraversion score (Mean = 3.93) compared to females (N=153, Mean = 3.77), this difference is not statistically significant ($p > 0.05$).

Conscientiousness

The analysis reveals no significant difference in Conscientiousness between males and females, with a t-value of 1.451 and a p-value of 0.148. Despite males (N=208) having a higher mean Conscientiousness score (Mean = 3.93) than females (N=153, Mean = 3.77), this difference is not statistically significant ($p > 0.05$).

Agreeableness

The analysis shows no significant difference in Agreeableness between males and females, with a t-value of 1.531 and a p-value of 0.880. Males (N=208) and females (N=153) have similar mean Agreeableness scores (Mean = 3.93 and Mean = 3.77, respectively), and this difference is not statistically significant ($p > 0.05$).

Openness to Experience

The analysis indicates no significant difference in Openness to Experience between males and females, with an f-value of 0.276 and a p-value of 0.843. Although males (N=208) have a higher mean Openness to Experience score (Mean = 3.93) compared to females (N=153, Mean = 3.77), this difference is not statistically significant ($p > 0.05$).

Neuroticism

The analysis reveals a significant difference in Neuroticism between males and females, with a t-value of 9.162 and a p-value of 0.00. Males (N=208) have a significantly higher mean Neuroticism score (Mean = 3.93) compared to females (N=153, Mean = 3.77), indicating a statistically significant difference ($p < 0.05$).

Overall, the findings suggest that there are no significant gender differences in Extraversion, Conscientiousness, Agreeableness, and Openness to Experience, while a significant difference is observed in Neuroticism, with males exhibiting higher levels of Neuroticism compared to females.

VI. Conclusion and Suggestions

6.1 Conclusion

This study provides significant insights into how gender influences the personality traits of credit officers. The statistical analysis conducted on Extraversion, Conscientiousness, Agreeableness, and Openness to Experience indicates that there are no substantial gender differences in these traits among credit officers. This means that male and female credit officers, on average, exhibit similar levels of sociability, diligence, friendliness, and openness to new experiences.

However, the analysis reveals a notable gender difference in Neuroticism, a personality trait associated with emotional stability. Interestingly, males were found to exhibit higher levels of Neuroticism compared to females. This finding suggests that male credit officers may experience more emotional instability, anxiety, or susceptibility to stress compared to their female counterparts within the study group.

Understanding the impact of gender on personality traits can also aid in designing better retention and engagement strategies that keep credit officers motivated and effective, irrespective of gender. This, in turn, can lead to improved credit performance, reduced defaults, and overall enhanced financial stability for the organization.

For scholars, this study provides valuable context-specific insights into the interplay between gender and personality traits in credit management, supporting more nuanced research in financial decision-making and risk management. The findings underscore the need to consider gender as a significant variable in future studies on workplace behavior and dynamics within the credit management domain

6.2 Suggestions

The study provides the following suggestions

- Develop customized training programs focused on enhancing emotional resilience and stress management skills, specifically targeting male credit officers who exhibit heightened levels of Neuroticism. These programs should incorporate workshops and seminars addressing emotional regulation techniques, coping strategies for workplace stressors, and mindfulness practices.
- Establish dedicated support programs within the organizational framework to provide confidential counselling services and peer support networks for credit officers navigating emotional challenges. These resources aim to foster a supportive environment where individuals can openly discuss and address personal and professional issues.
- Implement mentorship programs that pair credit officers with experienced mentors, offering guidance on career development and personal growth. Encourage leadership opportunities that promote inclusive decision-making and diverse perspectives within the organizational hierarchy.
- Increase organizational awareness and sensitivity regarding gender differences in personality traits. Provide training sessions on cultural competence and diversity to enhance interpersonal interactions and promote a collaborative work environment.

VII. Limitations

The study has the following limitations

- The findings may have limited applicability beyond the specific context of the study. Variations in organizational cultures, job roles, and industry settings could influence how gender differences in personality traits manifest and impact workplace dynamics differently across different environments.
- The composition of the study sample, primarily consisting of credit officers, may not fully represent the broader workforce within the financial sector or other industries. This limits the extent to which findings can be generalized to populations with different occupational distributions or gender demographics.
- The reliability and validity of personality assessments used in the study could impact the accuracy and consistency of conclusions regarding gender differences. Differences in assessment tools, cultural interpretations of personality traits, and potential biases in self-reporting may affect the robustness of findings and their comparability with other studies.
- The findings are based on data collected at a specific point in time, which may not capture potential changes in organizational policies, societal attitudes towards gender roles, or economic conditions that could influence the relevance and effectiveness of recommendations over time.

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