

## GENDER AND TRAITS EFFECT ON HUMAN RESOURCE MANAGEMENT PROMOTION SYSTEM IN THE ISRAELI ELECTRIC CORPORATION (IEC)

*Yaron BARUCH*<sup>a\*</sup>, *Nicolae BIBU*<sup>b</sup>, *Doina DANAIȚĂ*<sup>c</sup>

<sup>a</sup> West University Timisoara, Romania

<sup>b</sup> West University Timisoara, Romania

<sup>c</sup> West University Timisoara, Romania

---

### ABSTRACT

*Gender has always been an issue regarding work relations. Men and Women are different, that is a fact, some researchers even claim that each gender has better chance to have high scores in a certain trait (Costa et al. 2001) but does those traits and gender effect promotion ? who is discriminated by gender ? this article, based on my doctoral thesis, examines the big five trait effects on both gender in regards to promotion in the Israeli Electricity Corporation (IEC). The results show that there is a difference between the genders, and it seems that women have a better chance of being promoted in the IEC, but the results are not conclusive as there are more factors that affect promotion in the IEC and there are differences in these factors as well. For example, education plays an important role on promotion in the IEC and it seems that in the female employees in the IEC have, on the average, higher education than male employees.*

**KEYWORDS:** *Big Five, Gender, Management tool, Promotion.*

---

### 1. INTRODUCTION

Personality is a significant factor that influences people behavior at work. Fit of personality and work environment has long trach studies manifesting its relevance to successful careers (Holland, 1985). Having the right combination and level of the Big Five personality traits is critical for career success, as it is related to the fit between individual and his or her career (Judge et al., 1999).

This article derived from my thesis about the effects of the big five traits on promotion in the IEC. It examined the promotion of the employees of the IEC and using the data from this research, some differences were found between the effect of some of the big five traits on each gender.

Managers and leaders in the IEC are not aware of the role and how to manage or best use different configurations of personalities at work when it comes to the management of people at the IEC, and probably don't know the different effect of these personalities on each gender.

### 2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

#### *The Five Factor Model*

The Five Factor Model (FFM), also known as the Big Five Personality Trait Model, details the five personality traits that affect an employee's career. The five traits include Extroversion, Agreeableness, Conscientiousness, Neuroticism and Openness to New Experiences. Each of these traits are further divided to sub-traits.

Gender Differences

---

\* Corresponding author. E-mail address: yaronba1@mail.tau.ac.il

Many researchers have found some contrasts in personal qualities amongst males and females and differential results of gender contrasts in personality characteristics for profession achievements. The thesis applied separate models for men and women to test the possible impact of gender differences, following earlier work (Hind & Baruch, 1997).

Gender contrasts in personality traits are regularly portrayed in which either males or females have higher scores on one trait, in general. For instance, females are regularly observed to be more agreeable than males (Costa et al., 2001). This implies females, more or less, are all the more supporting and benevolent more frequently and to a more prominent degree than males. Nonetheless, such a finding does not rule out the possibility that men may likewise be benevolent, forgiving and trusting and that a few males may even score higher on these traits than some females. The objective of exploring differences between the sexes in their personality is to illustrate the distinctions among general examples of conduct of males and females in general, with the understanding that male and female adults can react similarly over the full scope of the big personality traits (Weisberg et al., 2011). Gender contrasts regarding average contrasts do not suggest that males and females just experience states on the opposite ends of the trait range; actually, critical contrasts can exist alongside a high level of a shared area on the spectrum of a trait between men and women.

The IEC was found to be a male-dominated corporation, as it can be obviously seen even in the research's sample that around 170 of the 200 participants are males. Workers at the IEC have to work not only shifts, including night shifts, but many of them have to be most of the time performing hard work in remote and dangerous areas. The question is whether the IEC prefers to recruit more men to these types of work, including job promotion or does it treat women and men equally, in both processes: recruitment and promotion. Further, it is also clear that the proportion of women at the IEC in administrative jobs is much higher than in field positions. This could certainly shed implications on whether the IEC promotes men more often than women or vice versa.

## **2.1 Theoretical background**

The cause-effect relationship between personal traits on the one side and career success including promotion at the workplace on the other has stimulated major debates and engendered many theories or models with various incompatible outcomes (John et al., 2008; John & Srivastava, 1999). It has been affirmed frequently that career accomplishments and job promotion (particularly in developed economies) can be demonstrated to a great extent by the Five Factor Model (FFM) that includes the following traits: Extroversion/introversion (Power), Agreeableness or friendliness/hostility (empathy), Conscientiousness or dependability (hard work), Neuroticism/emotional stability (Mayer et al., 2008) (emotional reaction), and Openness (intellect) (Goldberg 1990). Each one of these Big-Five traits is related to many other characteristics that were clustered under each of these Five Traits (McCrae & Costa Jr., 1997; McAdams & Pals, 2006). In this regard, extroversion is related to being dominant, self-confidence, ambitious, possessing leadership qualities, sociable, outgoing, entrepreneurship and ability and willingness to take an initiative in a social interaction. Agreeableness is connected with cooperation, likability, trustfulness, friendliness and acceptability by other colleagues at the workplace. Conscientiousness is associated with being diligent, dependable, striving, willing to learn the subtle details of a task, hard-working and willing to perform tasks that go beyond the minimum requirements of a job. Neuroticism/ emotional stability is associated with the absence of anxiety, immaturity, insecurity, enviousness, jealousy, while possessing the qualities of self-restraint, self-discipline, politeness, good manners, and calmness. And finally openness is associated with creativity, intellect, being open to new experiences, new practices and challenges, new ideas and methods and being open to pursuing such new experiments (Judge et al., 1999). This is the exemplary path of how one can excel in life—through entrepreneurship, hard work, openness, friendship, stable personality and firmness to achieve one's goals at the workplace and pursue a successful career.

## 2.2 Hypotheses:

H1a: Extroversion/introversion (Power) will be positively associated with pace of career progress

H1b: The relationships will be stronger for males than for females

H2a: Agreeableness or friendliness/hostility (empathy) will be negatively associated with pace of career progress

H2b: The relationships will be stronger for females than for males

H6a: Males will be promoted faster than females.

## 3. CONTEXT

### *The IEC*

The Israel Electric Corporation is a public and mostly (about 99.85%) government-owned company. The company controls and maintains all the aspects of electricity production and supply: the generation of electricity, transmission and transformation, distribution, and the supply and sale of electricity to Israeli households, organizations and businesses. The IEC owns and operates 17 power stations all over the country. The IEC's employs about 13,000 workers and provides services to 2.72 million customers, both industrial and house-hold customers (IEC 2018).

The IEC case can act as a 'Madurodam' for other OECD countries, as suggested by Harel & Tzafrir, 1999.

## 4. METHODS

This study relies on the Big Five Inventory (John et al., 1991), which is a forty-four-questions questionnaire measuring the Big Five personality traits on a given scale. This Big Five Inventory were supplemented by seven background questions about each worker, in addition to seven questions on the activities of workers participated in the sample on the SNWs. The Big Five Inventory is universally well-known and acknowledged by many scholars in the field as a robust tool for measuring the big five traits, and is thus was used in the thesis as a benchmark. All respondents were given a questionnaire covering the research variables.

One of the qualities of the Big Five Inventory is that it allows separated estimation of each Big Five measurements into more specific characteristics. The 44-questions Big Five Inventory was developed to permit proficient and adaptable evaluation of the five measurements at the point when there is no requirement for more separated estimation of personal characteristics (Benet-Martinez & John, 1998). Some elements were chosen from Big Five model definitions that had been produced through professional evaluations and ensuing factor analytical confirmation in scholars' personality evaluations. Given that single characteristic descriptions are addressed less reliably than when they are accompanied with definitions or elaborations, the Big Five Inventory does not utilize single descriptions as factors. Instead, a couple prototypical personal characteristics descriptors filled in as central elements to which elaborative, illuminative, or relevant data was included. For instance, the Conscientiousness-related characteristic of "perseverance" filled in as an element for the Big Five Inventory definition of "Endures until the assignment is done," and the Openness-associated characteristic of being "Original" turns in the Big Five Inventory elements into "thinking of new ideas."

Thus, the Big Five Inventory elements are short and keep away from complex sentence structures, holding the benefits of descriptive straightforward definitions, while keeping away from some of their entanglements (equivocal or various interpretations). In addition, even though it is frequently hard to discover correct single-word interpretations for a trait, the implications of explained phrases are all the more effectively comprehended by some sample participants. The Big Five Inventory is accessible to intrigued scientists and has been utilized by an extensive variety of researchers.

Moreover, there are both empirical and theoretical considerations behind looking at the Big Five Inventory in the context of the IEC. The empirical reasons stem from the requirement for succinct and clear Big Five indicators for Israeli workers employed by a state-owned, monopoly corporation. From a theoretical perspective, it is critical to examine whether the co-variation among the particular traits that characterize the Big Five in English occurs in a similar pattern or direction of their co-variation among Hebrew speakers, hence including data with respect to the cross-cultural position of the Big Five (Schmitt et al., 2007).

Further, past research has demonstrated that the structure of a questionnaire may be modified when translated into another language. A possible misinterpretation of discoveries from diverse researches could be confounded by the way that contrasts between various language forms of an inventory might be enlisted, given the contrasts between interpretations, languages, databases, societies, or a combination of all of them (John & Srivastava, 1999). I hence attempted to address these difficulties by utilizing socially-sensitive interpretation methods that will make my questionnaire understandable and relevant to the work environment and culture at the IEC. Besides, I examined bilingual elements to help mitigate the impacts of language and Big Five Inventory contrasts and enlist an average workers-understandable questionnaire to test generalization of the Hebrew version of the Big Five Inventory across the participants in my sample.

Notwithstanding it being succinct, the Big Five Inventory does not forfeit content, scope or even major psychological features (Judge & Kammeyer-Mueller, 2007). For instance, the eight Extroversion-associated characteristics incorporate characteristics from no less than four of the six features proposed by Judge and Kammeyer-Mueller. These characteristics include among other things being: outgoing, proactive, assertive and inspiring. In English speaking examples, moreover, the alpha reliabilities of the Big Five Inventory scales commonly go from 0.76 to 0.92 and normal over 0.78; also, the covariance among the five scales tend to be low; a large portion of them are less than 0.18, and it is uncommon for some of them to surpass 0.28 (Benet-Martinez & John, 1998). As far as correlation significance with other Big Five characteristics, the Big Five Inventory measures are correlated more exceptionally with other cross-cultural scales. In my research, it would be very interesting examining how close my results are to these outcomes.

Despite the fact that the Big Five Inventory scales indicate generous concurrent legitimacy with Goldberg's factor definitions, there are some inconspicuous, yet, imperative contrasts for Extroversion and Openness (Goldberg, 1990). Initial Big Five Inventory characteristics are expected to correlate with the Extroversion features of taking an initiative and outgoing, but it may not correlate well with alternate elements to be incorporated into the Big Five Inventory Extroversion-associated characteristics. Along these lines, of course, the coherent and significant relationships between the Big Five Inventory and those of Judge and Kammeyer-Mueller (2007) measures have a tendency to be fairly lower for Extroversion and Openness.

Thus, the Big Five Inventory fits well with this study for several reasons. First, the Big Five Inventory feature scales have already exhibited solid inner consistency, test dependability, and compatibility with all the characteristics of the Big Five trait and measures (Soto et al., 2011). Second, the Big Five Inventory is straightforward; its five-scale methodology makes it available to more youthful respondents and to different people with generally minimal formal instruction to respondents. Fourth, the single Big Five Inventory elements evaluate normal practices, understandings, and emotions that ought to be pertinent to respondents of differing ages, cultures and industrial settings (Filiz & Battaglio Jr, 2017). Fifth, the Big Five Inventory can be finished within 30 minutes, a reasonable advantage for an investigation to which every respondent is required to commit a constrained measure of time. The questions were translated and verified via back-translation procedure as suggested by Brislin (1970).

Notwithstanding the research methodology, two other caveats of this study must be considered. To begin with, the lingual configuration is restricted by the way that contrasts between English and Hebrew results might be because of interpretation and comprehension contrasts and social variation,

or some combination of the three (Benet-Martinez & John, 1998). Second, in light of the fact that the Hebrew questionnaire included respondents from the IEC only, the generalization of my discoveries to Hebrew-speaking workers remain to be illustrated. This study was planned to address these constraints by utilizing a translated outline, testing the psychological properties of the Hebrew Big Five Inventory among an Israeli-state owned company workers, and looking at the Hebrew Big Five Inventory with Hebrew-dialect measures of the Big Five.

The Variables used in this study are the following: first, Dependent Variable I, defined as the Duration of Job Promotion: the length of the period of promotion from previous status to a worker's current status (number of months that took a worker X to be promoted from a previous status A to the current status B)".

The second variable is Dependent Variable II, defined as the "Calculated Job-Promotion-Period: the average number of months that took a worker at the IEC to be promoted from one status into the next over his/her entire career". This variable is calculated as the number of years of working at the IEC multiplied by 12 (months) and divided by a worker current status:  $(Tenure * 12) / Status$ .

## 5. RESULTS

The data suggests that it takes less time (in terms of months) to promote women than men. With the regard to the dependent variable, TimeMonths, it takes on average 69 months for a woman to be promoted vs. 72 months for men. The average duration of promotion of the second variable, Senior12Promotion, is: Women: 55 vs. 65 months for men. These findings by themselves point to the claim that not only there is no discrimination against women at the IEC in terms of the duration of promotion, but women on average are promoted at a faster pace. Yet, this finding should not be very surprising given that the average education level taken from the questionnaire of males is 2.46, while that of females is 3.03. The variable of Education, nonetheless, is not the only factor responsible for this pro-women promotion outcome as the IEC in addition implements an affirmative action policy that favors women (Maala, 2016; Moital, 2016). In a memo that was issued by the Ministry of Industry, Trade and Labor (Moital) it was stated that the IEC employs 13,000 workers and only 2,000 of them are women. Further, of the 2,000 electricians employed by the IEC, only 2 were females. The memo states that given the low percentage of women employed by the IEC, women have more difficulties occupying high administrative positions in the corporation. It was also stated that workers in field positions earn a higher salary than their colleagues in administrative ones. Given the low representation of women in the former, then women also tend to earn less than men. The memo prescribes the recruitment of more women to field positions and their promotion at a higher pace.

In the following tables I will analyze the impact of personality traits of each of the genders in separate regressions in order to examine which traits have more impact on the promotion of men vs. women. In Table 21 it is possible to notice that with regards to men, most of the characteristics associated with Extroversion are negatively correlated with the duration of promotion, which means that these variables have a positive effect on job promotion. Even being shy is negatively related with the dependent variable. The characteristic of Outgoing is positively related with the dependent variable, which means that being open to social activities beyond the normal working hours would not influence promotion. Also, being Quite does not help in the promotion process and this could be obvious and consistent with the research's previous findings that those who quarrel do get promoted, because workers need to put pressure on the IEC in this process.

**Table 1.: Regression (Males): Dependent Variable: Time to promotion (Months)**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	89.435	30.860		2.898	.004
	Extrovert	-1.406	4.339	-.029	-.324	.746
	Outgoing	2.346	4.608	.046	.509	.611
	Assertive	-4.983	4.988	-.098	-.999	.319
	Enthusiast	-1.289	6.820	-.020	-.189	.850
	Energizer	-1.135	5.376	-.019	-.211	.833
	Shy	-1.007	5.404	-.018	-.186	.852
	Quite	2.724	5.455	.048	.499	.618
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.137	.019	-.024	48.92		

Source: authors

With regards to Female workers at the IEC, I got some similar outcomes, but also some major differences. In contrast to men, women who are Outgoing do have higher prospects of being promoted and although this variable is not significant, its rate of significant is much lower than the other indicators in Table 22.

Contrary to men, women who show a great deal of Enthusiasm will negatively impinge on their prospects of being promoted, thus being Enthusiastic female at the IEC would prolong the duration of promotion. Unlike men however, quite females do have higher prospects of being promoted and this characteristic is not a hindrance to their promotion. It is also interesting to notice that the R Square in Table 1 is only 0.019, while this indicator stands at 0.148 in Table 2, which means that the Extroversion trait provides more explanation for the promotion of women than in the case of men.

**Table 2.: Extroverts (Females): Dependent Variable: Time (Months)**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	114.491	69.488		1.648	.113
	Extrovert	-6.179	11.987	-.141	-.515	.611
	Outgoing	-15.086	10.097	-.316	-1.494	.149
	Assertive	-2.086	17.168	-.036	-.121	.904
	Enthusiast	14.357	19.813	.236	.725	.476
	Energizer	-8.154	11.217	-.176	-.727	.475
	Shy	-.696	15.752	-.016	-.044	.965
	Quite	-.568	15.846	-.013	-.036	.972
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.384	.148	-.149	46.82637		

Source: authors

Comparing and contrasting Tables 1 and 2 it is noticeable that Kind-Polite males and females will see their promotion period stretched over a longer period. This bolsters the previous claim that

workers who Quarrel do get promoted. In contrast to women, the Forgiving characteristic in the case of males has a negative impact on promotion.

It seems that being forgiving does not fit with the male-associated characteristic of being Extrovert. It is possible that being forgiving for a male is considered a weakness and lack of leadership quality, where leading males should be more assertive, aggressive and demanding, while the characteristic of forgiving women fits the general stereotype about women, and being a forgiving female is not considered a weakness.

**Table 3.: Agreeableness (Males): Dependent Variable: Time (Months)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	52.956	38.833		1.364	.175
	Kind-Polite	11.696	7.584	.142	1.542	.125
	Cooperative	-6.170	6.326	-.095	-.975	.331
	Unselfish	-7.790	5.373	-.130	-1.450	.149
	Forgiving	4.076	5.047	.071	.808	.421
	Trusting	-.472	4.619	-.008	-.102	.919
	Criticism	3.543	4.313	.072	.822	.413
	Quarrel	-6.589	6.056	-.109	-1.088	.278
	Aloof	-9.185	4.568	-.182	-2.011	.046
	Rude	19.185	5.899	.326	3.252	.001
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.316	.100	.050	46.99374		

Source: authors

A glance at Table 3 and Table 4 reveals very surprising outcomes. In contrast to men who happen to be Critical and Rude, these characteristics have a positive impact on promotion in the case of women. This outcome fits the pattern that was seen with regard to men, in which workers at the IEC have to put pressure on the corporation in order to get promoted and it seems that women who are Rude, Quarrel and Critical do achieve their goal. It should be mentioned however that none of these coefficients is significant. Another surprising outcome in Table 24 is the coefficient of being Trusting which is positive.

Women at the IEC should be very careful about what they say, while passing information to co-workers whom they cannot trust, while the information could be used against them or for teaching junior workers about the secrets of performing their job. This normal process would render the senior workers irrelevant and replaceable. Another important finding is that in contrast to men, women who are Aloof in their personality will have to wait much longer in order to get promoted, as if women are expected to be friendly and socializing.

**Table 4.: Agreeableness (Females): Dependent Variable: Time (Months)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	97.731	108.532		.900	.378
	Kind-Polite	13.028	25.407	.151	.513	.613
	Cooperative	-13.910	21.395	-.210	-.650	.522
	Unselfish	-3.867	22.062	-.053	-.175	.862
	Forgiving	-2.836	14.805	-.061	-.192	.850
	Trusting	8.867	16.336	.174	.543	.593
	Criticism	-1.227	11.975	-.025	-.102	.919
	Quarrel	-10.044	16.114	-.154	-.623	.540
	Aloof	15.157	16.878	.266	.898	.379
	Rude	-28.171	27.961	-.304	-	.325
				1.008		
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.349	.122	-.237	48.596		

Source: authors

In Table 5 I received again mixed and contradictory results that distinguish men from women. It should be emphasized that these results are provided by the workers and it is possible that women understood the questionnaire differently from men.

First the coefficients of being Conscientious, Thorough, Planning, Reliable, Distracted and Disorganized all have a positive sign for men, but a negative one for women. In contrast, being Efficient and Lazy have a negative sign for men and a positive one for women. The only two characteristic that men and women share the same sign of the coefficient are being Careless (negative) and Perseverance (positive).

These are very surprising results that either point to the different understanding between women and men of the questionnaire questions, or that the company has different expectations from male as opposed to female workers.

It seems that given that workers perform routine tasks at the IEC, then male workers are expected to be efficient, perform routine jobs and not to worry about planning, while female workers who are most likely perform office and administrative tasks are supposed to be Thorough, Planning and Reliable.

Also, given that many of the male workers perform their jobs autonomously, while women in administrative positions operate in a strict hierarchical environment, then the expectations of managers from women are different from those of men.

**Table 5.: Conscientiousness (Males): Dependent Variable: Time (Months)**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.977	49.122		.264	.792
	ConscientThoroughness	2.994	7.969	.037	.376	.708
	Efficient	-10.494	8.195	-.125	-1.280	.202
	Plans	8.621	6.902	.121	1.249	.213
	Reliable	7.101	6.645	.093	1.069	.287
	Perseverance	1.710	6.611	.024	.259	.796
	Distracted	6.660	4.756	.138	1.401	.163
	Careless	-7.634	5.475	-.140	-1.394	.165
	Laziness	-3.466	6.241	-.055	-.555	.579
	Disorganized	10.463	5.287	.216	1.979	.050
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.257	.066	.013	48.05741		

Source: authors

**Table 6: Conscientious (Females): Dependent Variable: Time (Months)**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	240.378	84.277		2.852	.010
	ConscientThoroughness	-21.009	18.428	-.295	-1.140	.267
	Efficient	32.316	17.144	.502	1.885	.073
	Plans	-48.116	17.798	-.740	-2.704	.013
	Reliable	-22.566	27.803	-.227	-.812	.426
	Perseverance	24.887	27.338	.279	.910	.373
	Distracted	-3.802	7.907	-.098	-.481	.636
	Careless	-7.174	10.193	-.155	-.704	.489
	Laziness	7.061	7.694	.178	.918	.369
	Disorganized	-9.323	10.085	-.211	-.924	.366
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.714	.510	.300	37.005		

Source: authors

Men are supposed to perform their jobs either as a team or as individuals, and show the results, while female workers in administrative positions are expected to be obedient and follow the typical stereotypes of male-female interactions. All in all, the research suggests that men and women do not share the same influence on promotion of the characteristics associated with the trait of Conscientiousness. This finding by itself is a very surprising outcome.

Emotional Stability:

Regarding the emotional stability trait, I will highlight first the characteristics that have common (negative and positive) signs of the coefficient for both men and women. The characteristics of being Moody, Tense and Stable all have a negative sign. This means that being Moody, Tense and Stable will have a positive impact on shortening the period of promotion for both sexes. I explained above why these characteristics have such an impact and why being Moody and Tense positively affects promotion. It is also noticeable that the characteristics of being Depressed, Nervous and

Worry have the same common positive sign for both men and women. Yet, it is worth mentioning that each of the coefficients of these variables including the ones of being Moody and Stable is much higher for women than for men and even at a much significant rate. This means that the impact on promotion of these characteristics is much stronger in the case of women than in the case of men. The company in short expects more from women than from men for the same characteristics (Heilman et al., 1989). This is another interesting finding of this study, where women are held accountable to higher standards than men in a state-owned company such as the IEC (Heilman et al. 1995). Women and men also differ on the characteristics of Calmness and Relaxed. What is even more surprising is that the sign of the coefficient of these characteristics is negative for men and positive for women (Kerfoot & Knights, 1998). Being calm and relaxed will help men achieving higher promotion, while it could be detrimental for women. The question is: are women supposed to be emotional and wild in order to get promoted? Are there some kinds of sexism at the IEC where women are supposed to show their femininity of being both less relaxed and less calm than men in order to get promoted?

**Table 7.: Emotional Stability (Males): Dependent Variable: Time (Months)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	103.061	37.099		2.778	.006
	Moody	-4.084	6.347	-.065	-.643	.521
	Depressed	6.655	6.786	.092	.981	.328
	Nervous	2.780	6.513	.049	.427	.670
	Tense	-12.645	6.736	-.226	-1.877	.062
	Worry	3.817	5.068	.076	.753	.452
	Calmness	-.414	4.774	-.008	-.087	.931
	Stable	-3.330	5.042	-.058	-.661	.510
	Relaxed	-1.263	5.927	-.020	-.213	.832
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.182 <sup>a</sup>	.033	-.016	48.75832		

Source: authors

**Table 8.: Emotional Stability (Females): Dependent Variable: Time (Months)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-14.689	112.048		-.131	.897
	Moody	-10.010	14.925	-.212	-.671	.509
	Depressed	19.403	12.280	.367	1.580	.128
	Nervous	22.055	13.504	.451	1.633	.116
	Tense	-9.688	14.408	-.232	-.672	.508
	Worry	7.245	10.129	.188	.715	.482
	Calmness	11.745	11.459	.216	1.025	.316
	Stable	-7.751	11.566	-.146	-.670	.509
	Relaxed	5.481	13.955	.087	.393	.698
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.533 <sup>a</sup>	.284	.036	42.90687		

Source: authors

Openness:

I will start again with presenting the characteristics that have the same common sign for both men and women at the IEC in the case of the Openness trait. The characteristics of Values-Art, Artistic and DeepThinker all have the same negative sign of the coefficient. The characteristics of being Imaginative and Routine however have a positive sign. It seems certainly that women are expected from their company to value art and being artistic, given that these merits affect the aesthetic image of the company and women should play an important role in shaping that aesthetic façade of the company. Thus, the research results show that these characteristics have a positive impact on promotion (Zacher, 2014; Melamed, 1995). The characteristic of being a DeepThinker has the same negative sign for both sexes, yet the coefficient is much higher in the case of women and the Significance rate is much lower, which points that it much more reliable outcome in the case of women. Thus, being a DeepThinker will affect the prospects of women of being promoted more than in the case of men. The same also applies to the characteristic of being Imaginative, but with a positive sign. The coefficient of this characteristic for women is 39.4 and more important, it is significant at 0.008. This means that more imaginative women are "penalized" in the promotion process much more than men. I explained above the implications of a positive sign of being Imaginative and Routine on promotion.

The characteristic of being Open to a new experience however is positive and highly insignificant for men, but negative sign with a high coefficient from women (Zacher, 2014; Mueller & Plug, 2006; Gibson, 2004). This means that a one-unit change of the Openness characteristic will decrease the promotion period by 22 percent. Although this finding is not significant, but the significance stands at 0.13, which means that 87 percent of the cases are explained by this model. The characteristic of being Reflective is positive for men, but negative for women. Women are expected more than men to reflect with their ideas on reality by implementing these ideas, that is taking them and putting them into practice, where in the case of men, being reflective will impinge negatively on the prospects of promotion. It can be seen again that women are held to much higher standards than men in the same company (Steinmayr & Kessels, 2017; O'Neil, 1981; Ohlott et al., 1994).

**Table 9.: Openness (Males): Dependent Variable: Time (Months)**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	66.068	36.433		1.813	.072
	Openness_Invent	1.597	8.301	.026	.192	.848
	Original	-3.543	8.004	-.059	-.443	.659
	Values_arts	-.962	5.417	-.018	-.178	.859
	Reflective	6.834	6.739	.099	1.014	.312
	Imaginative	3.527	5.701	.063	.619	.537
	Artistic	-.302	5.386	-.006	-.056	.955
	DeepThinker	-5.227	6.628	-.074	-.789	.431
	Versatility	-2.296	5.776	-.038	-.397	.692
	Routine	5.439	4.059	.113	1.340	.182
ArtisticInterest	-2.910	4.282	-.071	-.680	.498	
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.186	.035	-.026	48.82285		

Source: authors

**Table 10: Openness (Females): Dependent Variable: Time (Months)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	75.963	73.036		1.040	.310
	Openness_Inventive	-22.546	14.365	-.454	-1.570	.131
	Original	13.164	16.483	.242	.799	.433
	Values_arts	-3.849	13.431	-.077	-.287	.777
	Reflective	-11.747	13.832	-.202	-.849	.405
	Imaginative	39.412	13.467	.722	2.927	.008
	Artistic	-6.127	14.132	-.113	-.434	.669
	DeepThinker	-16.551	11.804	-.262	-1.402	.175
	Versatility	.610	12.841	.010	.048	.963
	Routine	7.373	9.377	.147	.786	.441
	ArtisticInterest	5.399	10.665	.129	.506	.618
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.655	.430	.158	40.09122		

Source: authors

Regarding the characteristic of Versatility, it is again negative for men but positive for women. Although it is highly insignificant for both men and women, yet, based on the sign alone, women are penalized for being Versatile, or based on the question in the questionnaire, for having a broad curiosity in various topics.

This section demonstrates that women enjoy much favourable promotion policy at the IEC than men. This policy has two main explanations: one is that on average women are much more educated than men, where the variable of education correlates negatively with the length of the promotion period. In this sense, the IEC does not have a biased policy against either men or women. The second explanation is that the IEC does have an affirmative action policy in favour of women, so that women do get promoted at a faster pace than men.

And third explanation is that many of the IEC female employees are employed in administrative positions at the corporation's headquarters. This fact by itself gives women advantage as women who have a direct and close connection with the high administrative managers are get promoted by them. In other words, it takes much longer period to promote men in comparison to women, given that women are much more educated than men and the impact of some of the characteristics that are unusually stronger in the case of women than in the case of men.

Women are much more DeepThinkers than men (-16.5 for women versus -5.2 for men) and this character gets them promoted, for instance. There are also different expectations from women than from men, such as being Calm and Relaxed does not improve women's prospects in the promotion process. This could mean that self-confident women are less prone to be promoted than men. The same thing also applies when it comes to being Open to new experiences, where the demand from women is much higher than from men.

## 6. CONCLUSIONS

The results of this study offer counter-intuitive findings. It may be expected that a veteran establishment such as the firm under investigation would be predictable and will have the expected gender bias as many other establishments. It was found that the opposite is true, and there might even be a minor bias towards female employees.

Some of the promotion status time difference may be explained by the fact that the female employees in the IEC, on the average, have higher education level. The education was one of the most contributing factors for fast promotion in the IEC. But some of it might be credited to the company itself and how it treats women.

#### Future Research

I would suggest making a similar research in other government owned companies in order to see if these results will re-occur and if it is a government policy to encourage female employees. Furthermore, I would make the same research on private owned companies to figure the status in the private sector and compare it to the government owned sector.

## REFERENCES

- Benet-Martinez, V., John O. P. (1998). "Los Cinco Grandes across cultures and ethnic groups: Multitrait-multimethod analyses of the Big Five in Spanish and English." *Journal of personality and social psychology* 75(3): 729-750.
- Brislin, R. W. (1970). *Back-translation for cross-cultural research*. *Journal of Cross-Cultural Psychology*, 1, 185–216.
- Costa, P., Terraccianom, A., McCrae, R. R. (2001). "Gender differences in personality traits across cultures: robust and surprising findings". *Journal of Personality and Social Psychology* 81(2): 322-331.
- Filiz, E., Battaglio Jr, R. P. (2017). "Personality and Decision-Making in Public Administration: The Five-Factor Model in Cultural Perspective," *International Review of Administrative Sciences*, 83:1(suppl.), pp.3-22.
- Gibson, S. K. (2004). "Being mentored: The experience of women faculty." *Journal of career development* 30(3): 173-188.
- Goldberg, L. R. (1990). "An alternative" description of personality": the big-five factor structure." *Journal of personality and social psychology* 59(6): 1216-1228.
- Harel, G. H., Tzafrir, S. S. (1999). *The effect of human resource management practices on the perceptions of organizational and market performance of the firm*. *Human resource management*, 38(3), 185-199.
- Heilman, M. E., Block, C. J., Martell, R. F. (1995). "Sex stereotypes: Do they influence perceptions of managers?" *Journal of Social behavior and Personality* 10(4): 237-250.
- Heilman, M. E., Block, C. J., Martell, R. F., Simon M. C. (1989). "Has anything changed? Current characterizations of men, women, and managers." *Journal of applied psychology* 74(6): 935-942.
- Hind, P. & Baruch, Y. (1997). *Gender variations in perceptions of performance appraisal*. *Women in Management Review*, 12(7), 276-289.
- Hind, P., Baruch, Y. (1997). *Gender variations in perceptions of performance appraisal*. *Women in Management Review*, 12(7), 276-289.
- Holland, J. L. (1985). *Making vocational choices: A theory of vocational personalities and work environments*. Odessa, FL: Psychological Assessment Resources.
- John, O. P., Donahue, E. M., Kentle, R. L. (1991). *The big five inventory: Versions 4a and 54, institute of personality and social research*. University of California, Berkeley, CA, Institute of Personality and Social Research.
- John, O. P., Naumann, L. P., Soto, C. J. (2008). "Paradigm shift to the integrative big five trait taxonomy." *Handbook of personality: Theory and research* 3: 114-158.
- John, O. P., Srivastava, S. (1999). "The Big Five trait taxonomy: History, measurement, and theoretical perspectives." *Handbook of personality: Theory and research* 2(1999): 102-138.
- 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.

- Judge, T. A., Kammeyer-Mueller, J. D. (2007). *Personality and career success. Handbook of career studies. H. Gunz and M. Peiperl.* Thousand Oaks, CA, Sage Publications 59-78
- Kerfoot, D., Knights, D. (1998). "Managing masculinity in contemporary organizational life: A managerial project." *Organization* 5(1): 7-26.
- Maala. (2016). "The Israeli Forum for Diversity Hiring: Electric Company." Retrieved 22-10-2018, from <http://www.maala.org.il/wp-content/uploads/2016/05/%D7%90%D7%95%D7%AA-%D7%94%D7%92%D7%99%D7%95%D7%95%D7%9F-%D7%91%D7%A2%D7%A1%D7%A7%D7%99%D7%9D-2016-%D7%97%D7%91%D7%A8%D7%AA-%D7%94%D7%97%D7%A9%D7%9E%D7%9C.pdf>
- Mayer, J. D., Salovey, P., Caruso, D. R. (2008). Emotional intelligence: *New ability or eclectic traits?*. *American psychologist*, 63(6), 503-527.
- McAdams, D. P., Pals, J. L. (2006). *A new Big Five: fundamental principles for an integrative science of personality.* *American psychologist*, 61(3), 204-217.
- McCrae, R. R., Costa Jr, P. T. (1997). *Personality trait structure as a human universal.* *American psychologist*, 52(5), 509-516.
- Melamed, T. (1995). "Career success: The moderating effect of gender." *Journal of Vocational Behavior* 47(1): 35-60.
- Moital. (2016). "העדפה מתקנת בקבלה לעבודה בחברת החשמל - קורס חשמלאיות יעודי" (*Affirmative Action in the Acceptance to work at the Electric Company: Purposeful Female Electrician Course*). Retrieved 22-01-2018, from <http://employment.molsa.gov.il/Employment/Shivyon/DocLib/havatdaat27.pdf>.
- Mueller, G., Plug, E. (2006). "Estimating the effect of personality on male and female earnings." *ILR Review* 60(1): 3-22.
- Ohlott, P. J., Ruderman, M. N., McCauley, C. D. (1994). "Gender differences in managers' developmental job experiences." *Academy of management Journal* 37(1): 46-67.
- O'Neil, J. M. (1981). "Male sex role conflicts, sexism, and masculinity: Psychological implications for men, women, and the counseling psychologist." *The Counseling Psychologist* 9(2): 61-80.
- Schmitt, D. P., Allik, J., McCrae, R. R., Benet-Martínez, V. (2007). "The geographic distribution of Big Five personality traits: Patterns and profiles of human self-description across 56 nations." *Journal of cross-cultural psychology* 38(2): 173-212.
- Soto, C. J., John, O. P., Gosling, S. D., Potter, J. (2011). "Age differences in personality traits from 10 to 65: Big Five domains and facets in a large cross-sectional sample." *Journal of personality and social psychology* 100(2): 330-348.
- Steinmayr, R., Kessels, U. (2017). "Good at school= successful on the job? Explaining gender differences in scholastic and vocational success." *Personality and Individual Differences* 105: 107-115.
- Weisberg, Y. J., DeYoung, C. G., Hirsh, J. B. (2011). "Gender differences in personality across the ten aspects of the Big Five." *Frontiers in psychology* 2: 1-11.
- Zacher, H. (2014). "Career adaptability predicts subjective career success above and beyond personality traits and core self-evaluations." *Journal of Vocational Behavior* 84(1): 21-30.