

Beyond the Glass Cliff: A Scoping Review of the Influencing Factors of Glass Cliff

(Research Article)

Cam Uçurumun Ötesi: Cam Uçurumu Etkileyen Faktörler Üzerine Bir Kapsam İncelemesi

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ABSTRACT

Keywords:

Glass Cliff,
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Glass ceiling syndrome is the exposure of women to some inequalities while climbing the career ladders. It is an invisible barrier above the women that prevents them from being promoted. Women who achieve to break the glass ceiling get the leadership positions but it is possible for them to face to a new adventure called glass cliff. Glass cliff is the appointment of women to more risky, problematic or unstable leadership positions compared to men. These deliberate promotions, which can cause loss of prestige and an image of failure, are generally not rejected as they are still an opportunity for women. The aim of this study is to reveal the influencing factors of glass cliff. Within the framework of this purpose, a scoping review was carried out. In this review, papers on glass cliff indexed in Web of Science and Scopus databases between 2000-2021 are examined. The results of the study revealed that there are five factors that are commonly referred in reviewed articles. These factors are; stereotypes of leadership and gender, company performance, need for change, leadership ability and leadership suitability.

Anahtar kelimeler:

Eurobond, CDS,
EPU, Fourier ADL,
Fourier ADF

ÖZET

Cam tavan sendromu, kadınların kariyer basamaklarını tırmanırken bazı eşitsizliklere maruz kalmasıdır. Kadınların üzerinde yükselmelerini engelleyen görünmez bir engel olarak tanımlanmaktadır. Cam tavanı kırmayı başaran kadınlar liderlik pozisyonlarını elde edebilmektedir ancak cam uçurum denen yeni bir macera ile karşı karşıya kalmaları da mümkündür. Cam uçurum, kadınların erkeklere göre daha riskli, sorunlu veya istikrarsız liderlik pozisyonlarına atanmasıdır. Prestij kaybına ve başarısızlık imajına neden olabilecek bu kasıtlı terfiler, kadınlar için hala bir fırsat olduğu için genellikle reddedilmez. Bu çalışmanın amacı, cam uçurumu etkileyen faktörleri ortaya çıkarmaktır. Bu amaç çerçevesinde bir kapsam incelemesi yapılmıştır. Bu derlemede, 2000-2021 yılları arasında Web of Science ve Scopus veri tabanlarında indekslenen cam uçurum ile ilgili makaleler incelenmiştir. Çalışmanın sonuçları, değerlendirmeye alınan makalelerde yaygın olarak atıfta bulunulan beş faktör olduğunu ortaya koydu. Bu

faktörler; liderlik ve cinsiyet klişeleri, şirket performansı, değişim ihtiyacı, liderlik yeteneği ve liderliğe uygunluktur.

1. INTRODUCTION

Considering leadership in general, masculinity comes to mind first. “Think manager- think male” is a worldwide assumption (Schein, Mueller, Lituchy, & Liu, 1996). The underrepresentation of females in leadership positions has been a noteworthy issue for many years. Recently, it is possible to see female leaders more than before but it is still almost impossible to come across women leaders on an equal basis with men in many organizations (Ryan & Haslam, 2007: 549). In Turkey, 90.9% of the rectors are men, while 9.1 percent are women. It is noteworthy that only 10.3% of the vice-rectors are women. However, when this situation is considered on the basis of the starting point, it is obvious that the process actually starts equal but ends differently. In country, 50% of research assistants, 40% of assistant professors, 38.8% of associate professors and 31.2% of professors are women (Akçığıt & Özcan-Tok, 2020; O’Neil et al. 2019). In Ireland women represent 24% of professors and there is currently only one female president at the university level and the tech industry institute has only three female presidents (Harford, 2020: 195). It is possible to encounter this inequality in many sectors. For example, women make up 71% of the health workforce in most countries but only 22% of senior positions are women (Mousa et al. 2021). Additionally, only 27% of health ministers worldwide are women (Javadi et al. 2016: 230). The figures and studies mentioned above show that women are present in business life intensively, but when it comes to promotion, the initial figures show a decrease. At the senior positions, these figures are at the lowest level.

There are many studies that address the invisible challenges, referred as the glass ceiling, experienced by female employees in their workplaces to reach senior management positions (Adams & Funk, 2012; Bertrand, 2018; Cohen, Dalton, Holder, & McMillan, 2020; Cotter, Hermsen, Ovardia, & Vanneman, 2001; Hymowitz & Schellhardt, 1986; Fernandez & Campero, 2017; Morrison, White, & Velsor, 1987; Saleem, Rafiq, & Yusaf, 2017). In cases involving the glass ceiling, a male candidate is elected to a higher managerial position rather than a qualified female candidate for the same position, despite having similar abilities and skills (Ak-Kurt, 2011: 6).

Women leaders who can manage to break the glass ceiling and rise to leadership positions can find themselves on the edge of a “glass cliff” because the leadership positions women are held in are generally more risky or precarious than men (Morgenroth, Kirby, Ryan, & Sudkämper, 2020; Ryan & Haslam, 2005). Ideal leaders are described as stereotypically containing both masculine and feminine characteristics but the desired traits for a leader during the crisis are generally bound up with the stereotype of feminine characteristics (Bruckmuller, Ryan, Rink, & Haslam, 2014: 211).

The results of many studies in the literature on leadership and gender relationship reveal the common belief on female leaders as being more effective in problematic and risky periods in organizations while male leaders are found effective in periods when the process is healthy and without trouble (Darouei & Pluut, 2018; Glass & Cook, 2016; Haslam & Ryan, 2008; Kulich, Lorenzi-Cioldi, Iacoviello, Faniko, & Ryan, 2015; Morgenroth, Kirby, Ryan, & Sudkämper, 2020; Saridakis, Ferreira, Mohammed, & Marlow, 2021; Smith, 2015). Based on these studies,

it is possible to say people generally “think manager-think male” but they “think crisis-think female” (Bruckmuller, Ryan, Rink, & Haslam, 2014: 211).

The concepts of career barriers or discrimination in the reflection of gender in companies are glass ceiling, glass cliff, glass elevator, glass escalator, double stalemate, tokenism and glass labyrinth (Yıldız, 2017: 125). In this study, the glass cliff, one of the career barriers, is discussed.

Glass cliff phenomenon which was first put forward by Ryan & Haslam (2005: 83) is defined as the promotion of females to organizational leadership status during the crisis than success times (Bruckmüller & Branscombe, 2010: 433; Haslam & Ryan, 2008: 530). The glass cliff is the appointment of females to senior management positions, rather than male managers, in times or situations when the business is in crisis, risky and financially difficult (Alhas, 2020: 10). Women are promoted to higher positions during times of adverse financial performance in companies, not because of the woman's competence or because she is expected to make the company successful, but simply to retain them from their career dreams, cause them stress, and blame for the failure (Yıldız, Alhas, Sakal, & Yıldız, 2016: 1132).

The main aim of this study is to determine the influencing factors of glass cliff syndrome which have been revealed by different studies to date. This issue is really important because women who have barely promoted to the leadership status probably have to fight under difficult conditions and can experience failure in later processes, which can lead to a negative evaluation of the leadership and women relationship. Vertical stratification lies within the theoretical framework of the glass cliff concept. Patriarchal structure, gender theories and feminist theories constitute the theoretical infrastructure of the glass cliff (Yıldız, Alhas, Sakal, & Yıldız, 2016: 1121). In order to contribute these theories revealing the factors affecting the formation of the glass cliff may lead to a critical interpretation and questioning. Addressing the influencing factors of related preferences, especially in risky and problematic periods, will provide important clues at the point of getting to the source of the problem. Compiling from different papers allow the results of many studies to be evaluated together. The results of the articles compiled on such a problem that women face in business life will provide important gains both in the context of the literature and in terms of shedding light on perceptions about women leaders. Synthesizing various studies from different countries and addressing common points supported by the related studies is also important in terms of revealing the generality of the problem.

2. METHODOLOGY

In this paper the scoping review methodology proposed by Arksey and O'Malley (2005) was conducted. Arksey & O'Malley (2005: 22) presents a framework, including five stages, for a scoping study. These stages are (1) identifying the research question, (2) identifying relevant studies, (3) study selection, (4) charting the data, (5) collating, summarizing and reporting the results.

2.1. Identifying the Research Question

There have been many studies in the literature on gender in business life for a long time. However, the concept glass cliff is a new topic that has recently been put forward in studies on gender. The research question of this study based on this argument is "What are the influencing factors of glass cliff according to recent studies in the literature?".

2.2. Identifying Relevant Studies

Scopus and Web of Science electronic databases were used to identify the primary studies and reviews. The term “glass cliff” was written as search term. Articles written in English were included. Social Sciences, Business, Management and Accounting fields were chosen.

Studies carried out between the 2000-2021 are included to the study. Since the concept of glass cliff is a new concept in the literature, studies mainly coincide with the last two decades. In addition, the place of women in business life changes every day. For this reason, it is thought that in order to keep the study up-to-date, examining the studies carried out in the last two decades will reveal more beneficial results.

2.3. Study Selection

There were many irrelevant studies in the context of the research question despite the criteria selected from the electronic databases as mentioned at the second stage. The inclusion and exclusion criteria of the studies, listed from the mentioned databases, were as below:

Step 1. Only open access articles were included.

Step 2. Articles published between 2000-2021 were included.

Step 3. Articles in the field of Social Sciences, Business, Management and Accounting were included.

Step 4. Only journal articles were included.

Step 5. Articles written in English and Turkish were included.

Step 6. Duplicated articles were excluded.

The inclusion and the exclusion criteria for this review were clarified at the study selection part. Under this heading, the stages and the numbers gathered from each stage were shown with the Figure 1.

2.4. Charting the Data

Two charting tables were used to extract data from each study. The names of the authors and the journals, years and the purposes of the studies and the methodological approaches were collated at Table 1. Factors that cause the glass cliff phenomenon were extracted at Table 2.

2.5. Collating, Summarizing and Reporting the Results

The results were collated and reported by tables. The tables were prepared by extracting the data from each paper.

3. RESULTS AND DISCUSSION

The description of the papers involved in this review are listed below (Table 1).

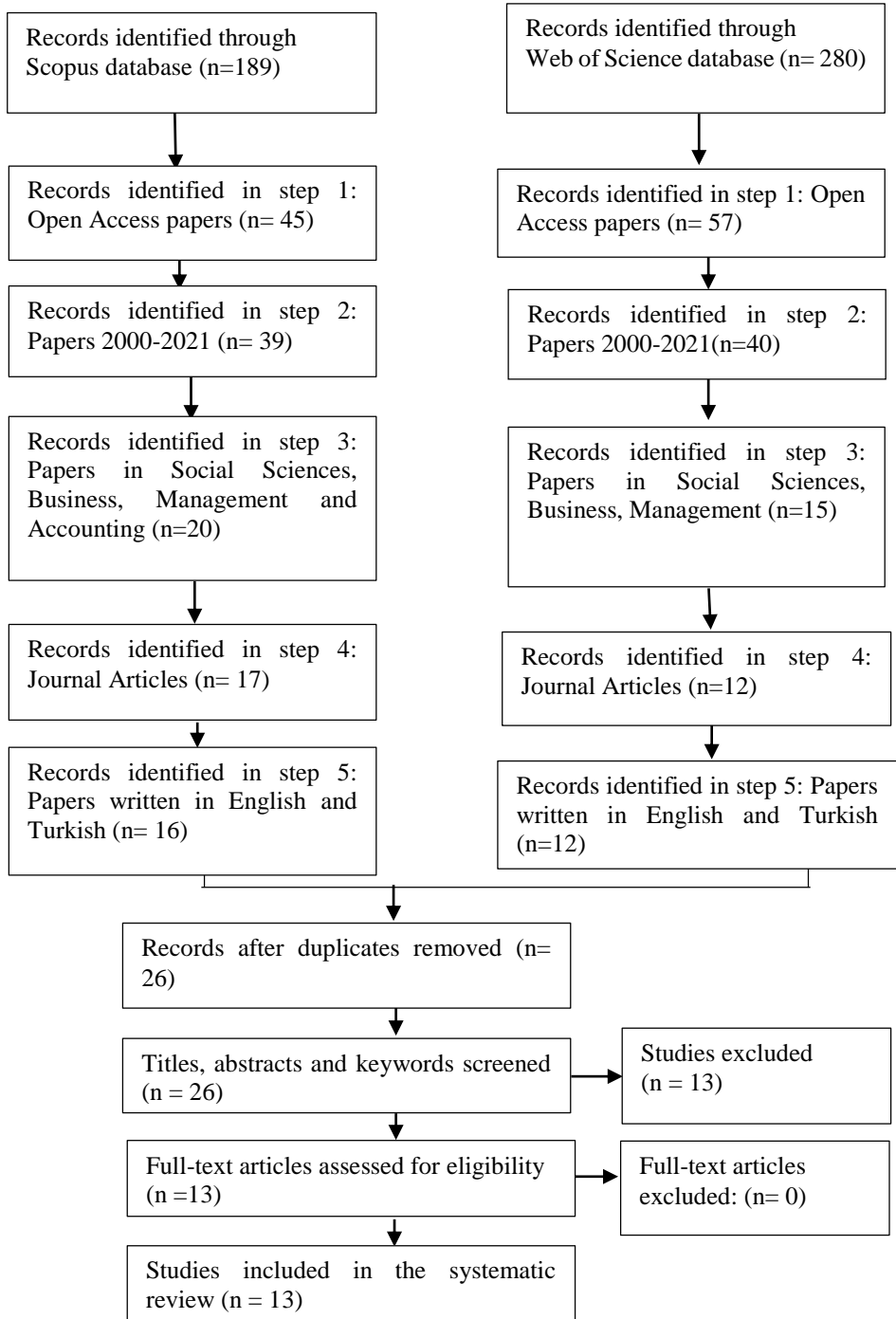


Figure 1. PRISMA Flow Diagram of Papers Included in The Scoping Review

Table 1. Description of the Papers Included in The Scoping Review

Author (s)	Name of the Journal	Methodological Approach	Sample
Haslam & Ryan (2008)	The Leadership Quarterly	Quantitative	<i>Study 1:</i> 95 graduate students from a British university <i>Study 2:</i> 85 students from a college in the UK <i>Study 3:</i> 83 businessmen and businesswomen hosted at a British university.
Santen & Donker (2009)	Corporate Board: Role, Duties & Composition	Quantitative	166 companies listed from the years 1993-2003.
Haslam, Ryan, Kulich, Trojanowski, & Atkins (2010)	British Journal of Management	Quantitative	Company records of FTSE between the years 2001-2005
Bruckmuller, Ryan, Rink, & Haslam (2014)	Social Issues and Policy Review	Literature Review	-
Kulich, Lorenzi-Cioldi, Iacoviello, Faniko, & Ryan (2015)	Journal of Experimental Social Psychology	Quantitative	<i>Study 1:</i> 159 university students from a Swiss university. <i>Study 2:</i> 93 university students from a Swiss university
Ryan et al. (2016)	The Leadership Quarterly	Literature Review	-

Darouei & Pluut (2018)	Career Development International	Quantitative	<p>Study 1: 172 respondents, in Netherlands, interacted from LinkedIn and Facebook</p> <p>Study 2: 109 participants attended via Facebook.</p> <p>Study 3: 103 participants interacted via e-mail, alumni addresses and LinkedIn</p>
Main & Gregory-Smith (2018)	British Journal of Management	Quantitative	UK companies in the FTSE between the years 1996-2010.
Mythili (2019)	Contemporary Education Dialogue	Quantitative	20 women school heads from 10 Indian states.
Yıldız & Vural (2019)	A Cultural Perspective of The Glass Cliff Phenomenon	Quantitative	240 managers in Turkey
Yıldız, Sakal, Alhas, & Kosa (2019)	The Perception of Glass Cliff: A Research between Students Studying in Kafkas University	Quantitative	407 students from Kafkas University in Turkey
Groeneveld, Bakker, & Schmidt (2020)	Public Administration	Quantitative	121 Dutch organizations between the years 2012-2016
Saridakis, Ferreira, Mohammed, & Marlow (2021)	British Journal of Management	Quantitative	3,917,217 employees from 115,540 organizations between the years 2002-2017.

Table 2: Influencing Factors of Glass Cliff Phenomenon

Influencing factors of glass cliff	Number of studies	Authors
Stereotypes of Leadership and Gender	7	Bruckmuller, Ryan, Rink, & Haslam (2014); Darouei&Pluut (2018); Groeneveld, Bakker, & Schmidt (2020); Haslam & Ryan (2008); Main & Gregory-Smith (2018); Mythili, (2019); Ryan et al. (2016)
Company Performance	7	Bruckmuller, Ryan, Rink, & Haslam (2014); Haslam & Ryan (2008); Haslam, Ryan, Kulich, Trojanowski, & Atkins (2010); Kulich, Lorenzi-Cioldi, Iacoviello, Faniko, & Ryan (2015); Ryan et al. (2016); Yıldız, Sakal, Alhas, & Kosa (2019); Yıldız & Vural (2019)
Need for Change	3	Bruckmuller, Ryan, Rink, & Haslam (2014); Kulich, Lorenzi-Cioldi, Iacoviello, Faniko, & Ryan (2015); Ryan et al. (2016);
Leadership Ability	4	Haslam & Ryan (2008); Ryan et al. (2016); Yıldız, Sakal, Alhas, & Kosa (2019); Yıldız & Vural (2019)
Leadership Suitability	5	Bruckmuller, Ryan, Rink, & Haslam (2014); Haslam & Ryan (2008); Ryan et al. (2016); Yıldız, Sakal, Alhas, & Kosa (2019); Yıldız & Vural (2019);

3.1. Stereotypes of Leadership and Gender

Gender stereotypes are major obstacles for women to reach leadership positions (Darouei & Pluut, 2018; Eagly, 2007; Ryan et al., 2016; Mythili, 2019; Bruckmuller, Ryan, Rink, & Haslam, 2014). According to role theory, women are less likely than men to be appointed as leaders because the characteristics considered necessary for leadership are incompatible with women's gender stereotypes (Main & Gregory-Smith, 2018: 139). Stereotypes about men are very similar to stereotypes about effective leadership but stereotypes about women do not identify with leadership stereotypes. Therefore, men are more likely to be considered more suitable for leadership positions, but not women. However, the relationship between masculinity and effective leadership weakens during a crisis and females are likely to be accepted as leaders to cope with the crisis. (Main & Gregory-Smith, 2018: 138; Ryan M. K et al., 2016: 450).

One of the reasons females are evaluated as more suitable than males to lead in crisis is that these positions involve more stress. Thus, preference of females for such kind of positions can be a result of perceptions that they have qualities particularly suitable for stress management considered to be stereotypically related to female leaders. Another comment regarding this situation is that women were deliberately placed on glass cliff because people expose women to stressful situations and keep them in a more expendable position (Haslam & Ryan, 2008). Bruckmuller et al. (2014: 209) state women are “considered as more skilful in crises including others” or “considered to possess the soft skills needed to get things right” so they are generally assigned as leaders during the crisis.

As for the belief that female leaders are better at managing and building social relations than men, women are considered to be more suitable for positions where financial problems and internal relational problems are experienced, especially due to lack of social support. However, if there are only financial problems and leader can get social support, respondents believe that male leaders are more influential than women. This case derives from the traditional gender and leadership stereotypes (Bruckmuller, Ryan, Rink, & Haslam, 2014: 213).

Mythili (2019: 66) states that if female leaders do not meet the stereotypical gender expectations of the group in the workplace, they may expose to some unwanted consequences such as unwilling to cooperate, blocking the work, avoiding or disobeying the orders, complaining to superiors, belittling subordinates, feeling negative emotions, resignation etc..

Many female leaders develop a rational gender framework by disregarding gender stereotypes in order to focus on their work life and optimize the backing they receive to treat diligently and take advantage of the professional forward socialization they receive from the family (Mythili, 2019. 76).

Leadership's supposed relationship to masculinity, changes during the crisis as for the gender stereotypes such as; women manage crisis and human capital better, and use social resources better. Although most women aren't eager to take such positions where they have little chance to be successful, it is a reality that more women are appointed as leaders during the crisis (Bruckmüller, Ryan, Rink, & Haslam, 2014: 218). The fact that the woman who had dreamed of upper-level for years did not want to waste the opportunity and agreed to be appointed to this risky management position (Yıldız & Vural, 2019: 312).

The appointment of females to glass cliff positions has the potential to harm women both on an individual level and on a collective level. The representation of women in challenging and risky positions can fortify the stereotypes in different aspects. While perceptions of men who hold the leadership during the successful management process are strengthen, women who have to lead in times of crisis or risky positions have a high potential to be associated with failure, which is an inevitable end. (Bruckmüller, Ryan, Rink, & Haslam, 2014: 220).

3.2. Company Performance

The results of the study conducted by Kulich, Lorenzi-Cioldi, Iacoviello, Faniko, & Ryan (2015: 99) show that the chance of women (equally qualified) being appointed as leaders in organizations compared to men increases as a result of the failure of the previous management process attributed to management. The results of the same study reveal the increased possibility of females to encounter glass cliff when a company's poor performance is occurred because of the poor leadership, rather than uncontrollable cases, such as emerged from a global crisis. It is

apparent that, the poor performance of the company leads to the leadership positions for women not women's poor performance (Ryan & Haslam, 2005).

A study conducted by Haslam & Ryan, (2008) investigated the perceptions of leaders for leadership positions of men and women in an organization that performed positively or negatively. Candidates (male or female) were evaluated by the participants (equally qualified). The findings revealed the fact that if the organizations' performance was satisfactory, participants thought the candidates' leadership ability and suitability were equal. But when the performance started to descend, participants rated the female candidates more positively than the male ones (Ryan et al., 2016: 450).

Haslam et al., (2010: 484) investigate the relationship between the women's presence on boards and objective accountancy-based measures of performance (return on assets, return on equity). The findings of the study revealed no relationship between the two variables. The results of the same study reveal the negative relationship between women's presence on boards and 'subjective' stock-based measures of performance coherent with the glass cliff research. It is common to see women in the boards of companies which have poor performance.

An article in "The Times" investigated the diversities in the monthly share prices of FTSE 100 organizations on the London Stock Exchange immediately before and after the appointment of both male and female board members. The findings of the study revealed that the appointment of a female to the board does not lead to an ensuing fall in company performance in a general stock market downturn. Another result that is even more remarkable is the fluctuations in share prices that lead to board appointments. In the five months prior to the appointment of a woman, companies tended to experience consistently low share price performance while companies performed steadily in the five months prior to the appointment of a man (Haslam & Ryan, 2008: 531; Ryan et al., 2016: 447;). The study carried out by Ryan & Haslam, (2005) supports the results mentioned above. Researchers examined the months before and after the appointments in consideration of the gender in UK companies. At stock market decline times, organizations that assign females to boards of directors generally have consistently low monthly stock market performance in the period before the assignment than companies that assign males. But in the three-month period that followed the assignments, that difference eased, and the stock returns of companies that assign females were no different from those that assigned males (Haslam, Kulich, Trojanowski, & Atkins, 2010: 485).

Bruckmüller, Ryan, Rink, & Haslam, (2014: 205) analysed the board of FTSE 100 companies to study the relationship between the organizational performance and women/men presence. However, they couldn't find any evidence on glass cliff.

3.3. Need for Change

Appointing women as leaders are precepted as the signals of the change during a crisis. Especially in difficult times if the male leader is found unsuccessful, appointing a female leader gives signals of change which is planned by the organization. Social roles associated with the females such as being emphatic, understanding and tactful are accepted valuable during the crisis. Reversing the existent situation of the organization to a new leading way, which affect the outsiders, is considered beneficial by many organizations (Kulich, Lorenzi-Cioldi, Iacoviello, Faniko, & Ryan, 2015: 96).

Moving away from the traditional leadership perceptions, appointing a leader out of the standards gives change signals to the external audiences. However, the companies having

female leaders before don't prefer such kind of an appointment as a new strategy. Female leaders are symbolized as the picture of the change and the males are the stability (Ryan et al., 2016: 451; Bruckmüller, Ryan, Rink, & Haslam, 2014: 214). Mythili, (2019: 64) states that if there is a status quo bias in a company and deterioration in performance is observed, some changes in leadership perception are needed. In this case, the glass cliff phenomenon occurs. Female leaders can be considered as a light of change to straighten the deterioration created by male leaders.

Research conducted by Kulich, Lorenzi-Cioldi, Iacoviello, Faniko, & Ryan, (2015: 99) reveals the fact that the assignment of a female leader is preferred when the crisis occur because of the internal factors such as the attributing the poor performance to the previous management. However, women aren't preferred as leaders in economic-oriented crisis caused by an external factor that cannot be controlled. In other words, women are preferred in leadership crisis rather than global crisis. The same research states, with a second study, that during the crisis, women leaders were preferred as leaders because they symbolize change rather than their abilities and suitability (Kulich, Lorenzi-Cioldi, Iacoviello, Faniko, & Ryan, 2015: 100).

3.4. Leadership Ability

In the literature, it is possible to come across different perspectives on leadership abilities in the context of gender. Some researchers state that female's leadership potential is considered less positively than men because leadership ability is more stereotypical of males than females (Kulich, Lorenzi-Cioldi, Iacoviello, Faniko, & Ryan, 2015: 99; Mythili, 2019. 61; Ryan et al., 2016: 450). Females are generally perceived as being communal, having cooperation, mentoring and collaboration abilities but males are perceived more talented leaders as they are considered more agentic. The stereotypes about the leaders resembles to the stereotypes of men more than women (Eagly, 2007).

Another perspective supports the thesis that the leadership ability is considered equal for both gender during the good times (Kulich, Lorenzi-Cioldi, Iacoviello, Faniko, & Ryan, 2015; Ryan et al., 2016). When the company's economic condition is positive, generally the leader is not judged for the company's performance because success is almost guaranteed. In such a situation, the election of a female leader doesn't concern those who cannot trust the leadership abilities of women. Even if the female leader is not really able to lead well, as the economic situation is stable, the visible consequences of bad leadership weaken the company does not suffer serious damage (Kulich, Lorenzi-Cioldi, Iacoviello, Faniko, & Ryan, 2015: 99). However, some investors have a biased approach to women leaders. They consider the presence of females in leadership positions as a sign of the crisis and potential decline (in line with the glass cliff theory) and they lose their trust in organizations (Haslam, Ryan, Kulich, Trojanowski, & Atkins, 2010: 492).

The last perspective on the perceptions of leadership abilities in consideration of gender is the consideration of females as better leaders than males (Haslam & Ryan, 2008: 534; Chambers, 2011: 48). With the results of her study, Uyar (2011) reveals that woman leaders are perceived more talented than male leaders when the organization's performance deteriorates. The participants evaluate male leaders positively when the company performance is good while female leaders are perceived more talented when the company performance is low. Haslam & Ryan (2008: 534) also support the results mentioned above with their study. In their study, when the performance in the company improves or declines, female leaders are perceived equally able leaders. However, male leaders are considered to be highly able leaders during the

improving times than the declining times. As a result of these perceptions, women leaders are generally assigned to risky and problematic leadership positions. This puts them on the edge of a glass cliff.

3. 5. Leadership Suitability

The first experimental evidence that demonstrated the glass cliff was provided by Haslam & Ryan (2008) and they present the significance of organization performance in specifying the perceived suitability of male and female candidates for leadership positions. Even though participants tend to find woman candidates better suited to leadership positions than male candidates, they state that female leaders are generally appointed when the organization's performance declines.

The perceived presence of support and resources during the crisis plays a vital role in the occurrence of glass cliff. Rink, Ryan and Stoker (2013) builder a scenario of an organization in crisis in their study and asked participants to evaluate the suitability of woman and man leaders to lead the organization during the crisis. It was stated to the participants that the leaders could or could not trust the support of the stakeholders of the organization and the organization network during the crisis period. The results of the study reveal the expectation for female leaders to be more effective than male leaders in the absence of support and resources. Bruckmüller, Ryan, Rink, & Haslam (2014: 213) also argue that the perceived suitability of males and females for leadership roles in crisis times depends on the presence of social support. They state that women are perceived as being more effective leaders, especially when the decision to appoint a new leader is not fully supported by senior management and shareholders. From this point of view, one can conclude that the glass cliff arises under conditions where the organizational challenges are obvious (Bruckmuller, Ryan, Rink, & Haslam 2014: 213; Ryan et al., 2016: 452; Rink, Ryan, & Stoker, 2013).

Considering the world's 2500 largest publicly traded companies over a ten-year period, it is possible to say that female CEOs are dismissed more than men. While 27% of male managers are fired, 38% of female managers are exposed to this. This provides concrete evidence of the precariousness of glass cliff and growing career trauma. In particular, this clearly confirms the stereotypes that women are not suitable for senior positions (Ryan et al., 2016: 453).

4. CONCLUSION

This study identifies the influencing factors of glass cliff phenomenon. In that sense, 11 papers, selected from the Web of Science and Scopus databases, were examined. The papers published between 2000 and 2021 were examined. In order to keep the study up to date, papers published in last two decades were included.

The findings of this study revealed five common influencing factors of glass cliff. These five factors are; company performance, need for change, leadership ability, leadership suitability, and stereotypes of leadership and gender. Smith (2015:501) listed three influencing factors for the glass cliff phenomenon in her study. The first reason that she supports is “to blame the failure on the female leader”. This factor is consistent with the company performance heading in this study. Because as mentioned above failures of the previous management give chance to women to be selected as leaders (Kulich, Lorenzi-Cioldi, Iacoviello, Faniko, & Ryan, 2015). The second is “the belief that women leaders have the necessary skills to cope with the problems in times of crisis” and it is about the stereotypes of gender. The last reason is that

“women do not have as many opportunities as men and when they are offered a leadership position, they consider it a great opportunity (Yıldız & Vural, 2019).

The results of this study reveal an interesting contradiction. Women, whose talents are underestimated for leadership positions in general, are seen as sufficient in times of crisis or change and are preferred for leadership positions. This may actually be a learned bias stemming from cultural processes. Future studies carried on culture and glass cliff relation can reveal interesting findings.

The appointment of women to leadership positions, especially during risky periods, may cause them to be exposed to some prejudices. As the probability of success in risky periods is low, failure can lead to accusations. In order to solve the problem, a mandatory or voluntary quota of women can be placed on the boards of directors. Educated, experienced, independent, and able to make strategic decisions, female managers must first be trained for these positions and taken to the board of directors (Yıldız, Meydan, Boz, & Sakal, 2019: 8-9). but according to the results of an experimental study conducted by Haslam & Ryan (2008), participants believe that the glass cliff promotions; helps to showcase women's differentiated leadership skills, offers them important leadership opportunities.

This study made use of two databases and includes studies carried out in the last 20 years. Due to the fact that there are not many studies on glass cliff, the number of articles involved in is also limited. In future studies, other databases also can be used and the fate of women appointed in leadership positions or the perceptions on female leaders in the same organizations can be investigated.

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