

**EVALUATION OF GLASS CEILING SYNDROME IN TERMS OF GENDER
DISCRIMINATION PERCEPTION****Dr. Öğr. Üyesi Nilüfer YÖRÜK KARAKILIÇ** **ABSTRACT**

The aim of this study is to exhibit the effects of one of the problem faced by the working women while promotion: gender discrimination on the glass ceiling syndrome, consequently to propose solutions to the problem. The study consists of two parts: Literature review and data process. First part is about Gender discrimination, glass ceiling syndrome and management perspectives of discrimination. In the second part two questionnaires, applied to 265 participants (Municipality employees) in Afyonkarahisar/Turkey. First questionnaire is about the gender equality. Second one is about the glass ceiling syndrome. The data is evaluated by Structural equation model. The study concluded that gender equality perception is influential on glass ceiling syndrome and is influential on demographic factors. Besides, glass ceiling syndrome is also effective when gender, marital status and educational status are taken into consideration. Gender, marital status and education differences which are demographic factors affected the attitudes towards discrimination.

Keywords: Gender Discrimination, Glass Ceiling Syndrome, Structural Equation Model

Jel Codes: J16, J71, C80

**CİNSİYET AYRIMCILIĞI ALGISI AÇISINDAN CAM TAVAN SENDROMUNUN
DEĞERLENDİRİLMESİ****ÖZET**

Bu çalışmanın amacı, çalışan kadınların yöneticilik pozisyonuna gelmelerinde karşılaştıkları sorunlardan biri olan cinsiyet ayrımcılığının cam tavan sendromu üzerine etkilerini ortaya koyabilmek, örgütsel yaklaşımda çözüm önerileri sunabilmektir. Çalışma iki bölümden oluşmaktadır. İlk bölümde literatür taraması gerçekleştirilmiş, cinsiyet ayrımcılığı, cam tavan sendromu ve yönetim perspektifinden ayrımcılık kavramları üzerinde durulmuştur. İkinci bölümde Afyonkarahisar Belediyesinde çalışan 265 kişiye uygulanan cinsiyet eşitliği ve cam tavan sendromu anketi Yapısal Eşitlik Modeli ile değerlendirilmiş, cinsiyet algısı ile cam tavan sendromu arasındaki ilişki belirlenmeye çalışılmıştır. Çalışmada cinsiyet eşitliği algısının cam tavan sendromu üzerine etkili olduğu, cinsiyet, medeni durum, eğitim durumu dikkate alındığında cam tavan sendromuna etkili olduğu görülmüştür.

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1. INTRODUCTION

The phenomenon of globalization, which began to gain importance in our lives in the 1980s, is defined as the transformation of the world into a small village. With globalization, many things have entered a process of change. The change in the structure of society is one of them. The structure of society has been reshaped with rapid changes and developments in many areas of technological, cultural, political and legal changes which are the results of globalization. The male and female population that make up the community structure have been affected by all these developments and have become a part of the change process. The woman, who traditionally occupies housework and mother roles, has become more involved in the business world with these developments.

Nowadays, women are more involved in the business world, but the number of female employees in management levels is quite low. This situation, which is called as “glass ceiling” in management literature, is one of the reasons why women aren’t able to reach the upper management levels and it is known as all the obstacles that prevent their progress regardless of their success and merit. This situation creates serious problems in management as well as it adversely affects the career progression of women (Korkmaz, 2014:1).

Employees are particularly discriminated against the factors such as age, disability, gender, marriage, pregnancy, motherhood, lineage, religion, belief. Discrimination can be made either directly or indirectly. Ignoring the female employee in rewarding is defined as direct discrimination and directing the negative effects of a group in the workplace to the person is defined as indirect discrimination (Edwards, 2016:34). According to Kirel, Kocabaş and Özdemir; gender-based discrimination is defined as the fact that a person acts more negatively or less positively on a woman because of her gender than treats or acts on a man (direct discrimination) and/or behaviours or practices that formally appear to be egalitarian create discriminatory effects on women afterwards (indirect discrimination) (Kirel, Kocabaş and Özdemir, 2010:5).

Malos, in his study, showed that discrimination comes to the forefront in the workplaces, especially in terms of gender, age and disability (Malos, 2015:272). In particular, the main obstacle to the rise of women in business life; due to the gender factor (Nordell, 2014) (Mun and Jung, 2018), (Choi, Park, 2014), (Edy and Greag, 2017), due to race and gender (Tolbert and Castilla, 2017), due to the employee's weight (Roehling, Roehling, Vandlen, Blazek and Guy, 2009), because of the gender of the employee (Selmi, 2005), or due to the religious belief, because of their nationality stated that they may be exposed to discrimination. Gender discrimination is one of the most common problems that women face when trying to reach senior management positions.

2. LITERATURE REVIEW

In the study, gender discrimination, which we think will lead to glass ceiling syndrome, is emphasized. In this context, gender equality perception and glass ceiling syndrome concepts are explained.

2.1. The Concept of Gender Discrimination

Women, who make up half of the population, have taken their places in both social life and business life. For years, women have been foreseen to undertake tasks such as housework and children's care, and they still face many obstacles in business life in line with the extension of this idea. In terms of economy, this situation also damages our development process as a country. Because preventing an individual, the building block of the labour market, who is an expert in the job, sustains the job properly, has the potential and education, however whose characteristics are not considered just because of her gender means that businesses cannot manage the labour element, one of the most fundamental factors of production, and do not allow them to create the necessary added value to the human element that we consider to be intellectual capital. This is the biggest damage to the economy.

Gender-based discrimination between women and men has been shaped in the historical process. The families both in the world and in Turkey raise their children on the basis of gender. They raise their sons more active and enterprising to prepare them for the outside environment, and prepare the girls for life as calmer, more moderate, and helper with the household. In this case, there are behaviours based on this distinction in the family you are born before you reach your business life. Of course, this situation is shaped by the differences in the creation of two genera, but in this research, the main question is to determine the effect of this discrimination on the obstacles that women face in their work life.

Discrimination is any behaviour that is made to prevent the right, freedom and equal access to all people. Discrimination in organizations can be caused not only by demographic characteristics such as age, gender, race, but also by different variables such as hierarchical position and seniority. Discrimination which is the most frequently encountered at the individual level and which has a deeper and more negative impact on the results emerges as gender based discrimination. Different distribution of opportunities, resources and rewards by gender means gender based discrimination (Kırel et al., 2010:5).

Although much research on discrimination has been done in the literature, it is especially in the first place among today's important issues and there is still a need for solutions in this field. In national literature, research of Bebekoğlu and Wasti(2002), Örucü, Kılıç and Kılıç, (2007), Dalkıranoğlu and Çetinel(2008), Kırel et al., (2010), Büte (2011), Mert, Keskin and Baş, (2011), Bingöl, Aydoğan, Şenel and Erden, (2011), Demir (2011), Dikmen and Maden (2012), Dolmacı and Türeli(2012), Altınova and Duyan(2013), Karcıoğlu and Leblebici(2014), İnel, Garayev and Bakay, (2014), Şentürk (2015), Kutaniş and Ulu(2016), Gözütok, Toraman, and Erdol, (2017) draws attention and in foreign literature,

research of Heilman and Caleo (2018), Huffman, King and Reichhelt (2017), Tolbert and Castilla(2017), Jung and Choi (2017), Edwards (2016), Baumgartner and Schneider (2010), Iyar and Ryan (2009), Snizek and Neil (1992), Chapman (1981) draws attention.

According to Mert, Keskin and Baş, in the event that the individual works in an environment in which he / she feel discrimination, his / her motivation theory shall not be realized according to Adams (1963) equality (Mert et al. 2011:101). According to Kutaniş and Ulu, a large number of studies have examined the factors affecting discrimination in employment, but few studies focused on organizational discrimination. In this sense, there is a lack of research on this subject in the literature (Kutaniş and Ulu, 2016: 360).

According to Büte, researches on nepotism in domestic and foreign literature are limited. For these reasons, it is extremely necessary and essential to do research on this subject. (Büte, 2011: 384) According to Kirel et al., they emphasized the importance of investigating gender discrimination especially when women are more involved in working life together with the process of industrialization, which is a reason for discrimination in this direction (Kirel et al., 2010: 7).

The United States defines the concept of discrimination against women as any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field (Dalkıranoğlu and Çetinel, 2008).

According to the Global Gender inequality index, which is a study done in the international field in 2017; Turkey was ranked 131 out of 144 countries in gender inequality. In other words, it is one of the countries with high gender inequality (The Global Gender Gap Index, 2017). The perception of gender equality in our country is low.

Discrimination based on gender is carried out in every aspect of life for women. In business life, compared to their male counterparts, women face significant barriers in terms of opportunities for promotion as well as the opportunities in the work environment.

When we look at the woman who is not involved in business life, women are exposed to some discriminatory practices in the perspective of society, in the education opportunity, gender-based role distribution, prejudices and attitudes (Dalkıranoğlu and Çetinel, 2008).

In addition to their responsibilities in working life, women also undertake the responsibilities of home life and family. For this reason, women were first seen as spouses and mothers; their work was approved only because of economic imperatives so this situation caused them to be seen as secondary labour. Since women's labour market is considered to be a second-class labour force, they have been

exposed to gender-based discrimination based on getting job, working conditions, promotion, dismissal, early retirement and sexual harassment in the workplace in their working life (Kırel et al., 2010:6).

Although women's level of education and working in a profession lead them to gain an economic and social status, they may still face certain barriers. Gender roles and occupational gender segregation are important factors for the evaluation of the glass ceiling syndrome for senior women managers and entrepreneurs in Turkey in terms of obstacles in access to upper level jobs (Öğüt, 2006:58).

2.2. The Concept Of Glass Ceiling

It is known that the first document that the concept of glass ceiling was used as a term for the first time was published in the Wall Street Journal in 1986 about business women. In this report the term glass ceiling is stated that coming to the senior management levels is prevented for women employees due to business traditions and stereotypes and becomes a syndrome (Hoşgör, Hoşgör and Memiş, 2016: 346).

In literature; Albrecht, Björklund and Vroman, (2000) in their study, they examined the presence of Sweden glass ceiling syndrome. Kolade and Kehinde (2013) examined the barriers faced by women in the construction sector. Sharif (2014) has investigated whether ethnicity and gender cause glass ceiling syndrome in business life. Can, Kaptanoğlu and Halo, (2018) investigated the relationship between glass ceiling syndrome and power distance in academicians. The universe of the study is two universities in the Arabian Peninsula. Özkan (2009) investigated not experienced the glass ceiling syndrome working in primary schools in Cyprus the leadership characteristics of women managers in their study.

In spite of their talents, various experiences, successes and skills, their advance and promotion is prevented. Women employees face organizational and individual prejudices that prevent and negatively affect their performance in the organization. These prejudices are called glass ceiling effects (Sahoo and Lenka, 2016).

The glass ceiling is the invisible artificial barriers created by organizational prejudices and patterns as a concept that prevent women from coming to the top management levels (Örücü et al., 2007:118). According to Baxter and Wright (2000); the glass ceiling is "a transparent barrier that kept women from rising above a certain level in corporations.

In their work, Baumgartner and Schneider (2010) state that women are still in disproportionately small numbers in upper management levels compared to men and this is due to artificial obstacles that arise from both organizational and individual behaviours which we called glass ceiling syndrome (Baumgartner and Schneider, 2010: 560). One of the most important problems encountered when women came to the administration is the prejudiced thoughts of male employees about female employees such as "the place of the woman is her home; her duty is the care of her child" (Öğüt, 2006).

In the literature, a three-step glass ceiling is mentioned and it is stated that there are three main barrier groups causing this glass ceiling: Obstacles imposed by male managers, obstacles imposed by female managers and self-imposed obstacles. In the glass ceiling literature, while the obstacles imposed by men are mentioned, the obstacles imposed by women are mentioned less (Öğüt, 2006). A group of barriers created by women themselves can be included in the situation called queen bee syndrome. This is the case when the female managers change their behaviours in the work environment, approaching the male managers' behavioural patterns and reacts to the other female employees similar to the male managers (Öğüt, 2006: 66).

Glass ceiling syndrome, which we see in enterprises, can be defined as not giving or partially limiting the position, title and position of the person she deserves by taking into account such factors as different gender, race and political opinion. Especially the effects of gender factor and gender equality on glass ceiling are important among these factors.

There are many factors that cause the formation of glass ceiling syndrome. These;

a) Taking on multiple roles

Women employees are struggling to advance in their career as well as the role and responsibility that the society places on themselves. This situation is quite difficult. On the one hand, being a good wife and mother as well as doing the housework and meal as a good housewife due to the responsibilities that the society lays on them, on the other hand being successful in the business life is quite difficult.

In their work, Baumgartner & Schneider found that one of the most important obstacles to the rise of female employees in business life is the multiple roles of women. They determined that women employees had a conflict between career and family (Baumgartner and Schneider, 2010).

b) Individual Preferences

The roles that women undertake in the dimension of personal preferences are actually important. As a woman, the role she undertakes when she comes home is a wife and a mother, and she takes on the roles brought by her title at work and she is a neighbour and a friend in the community. In these roles, they can often be forced to choose between family and careers. In line with individual preferences, it can be expected from the woman to push her business life to the second plan.

c) Organizational reasons

Each organization has a management style. The existing organizational structure may involve decisions to create obstacles to the rise of female employees. An organizational structure dominated by a man may not be happy to see a woman in managerial steps, or they do not find it appropriate to take orders from the woman manager and may create obstacles in this direction.

According to Inel and others, the queen bee syndrome, which is known as the situation of women envying each other is one of the factors leading to glass ceiling syndrome. The woman who tries to

maintain her power is a threat to her young colleagues struggling to rise to the upper institutional position according to queen bee syndrome. Struggling to be the only woman in the senior management and preventing the promotion and her advance in her career is shown as one of the reasons of the glass ceiling formation (İnel et al., 2014:3).

d) Culture of the society and organization

There are negative perceptions of equality between women and men in societies with a patriarchal family structure such as Turkish society. In the patriarchal family structure, it is inevitable for men to take part in important positions or in senior management. Because of the order of society is established in this direction. Important decisions are assumed in the responsibility of the man. Taking orders from a woman may deeply resent the individuals of this society. The most important obstacle to the rise of female employees is the level of society's acceptance their ascension; that is, the culture of the society.

e) Professional barriers

It is certain that some occupational group employees are selected from men or we have prejudices in this direction. Some occupational groups are attributed to a particular genus, in accordance with the culture of the society, the ways in which women and men are raised, and of course the principles imposed on people by society. It is not possible to destroy these prejudices and behave as if the sex is insignificant. Because, as a part of the society we live in, it is important for our mental health to exhibit the behaviours that fall within the acceptance area of the society and to be found strange and excluded by the society.

f) Failing to join the communication network

In addition to the formal communication network available in the organizations, an informal communication network is also formed. With the presence of a male-dominated structure in the business world and 90% of men in the management staff, it is not always possible for female employees to enter this network. This communication channel, which is differentiated on the basis of gender, can become a glass ceiling barrier in the evaluation of women in these positions.

g) Stereotypes

Stereotypes are the judges as “managers are men, nurses are women”. Such stereotyped prejudices prevent women's role models in the position of manager, as well as hamper women's working life in many societies, and hamper the idea that women may be appropriate for these roles (Karaca, 2007).

One, some or all of these elements, which we mention, may cause the formation of glass ceiling syndrome. These effects vary from business to business in the direction of the preferences of the enterprises and the individuals in the managerial positions. In some enterprises, while there are obvious attitudes towards the rise of female employees, attitudes towards removing these negative barriers are exhibited in some enterprises.

2.3. Administrative Discrimination

When we examine it from the perspective of management, discrimination is an injustice treatment among the employees. While it is necessary to give importance to equality between employees in every step of the management pyramid, to be discriminated against or to ignore to be done refers to a managerial failure. Consisting of planning, organizing, motivation, coordination and control processes, being important in all functions of the business and defined as a function in the literature as the heart of the business, management carries out or should perform the effective and efficient use of material and immaterial resources within the equality, justice, trust, human relations. In an environment where discrimination is applied, this function is not possible.

Planning, which is the first of the functions of management, is the process of determining what, where, by whom, when and how to do. Planning is the determination of where and how to go about the future of the enterprise. It is also the choice of the mode of action to achieve the desired results.

In a company where discrimination is carried out, deterioration begins in the planning process, and the distinction made between people causes the wrong people to occupy certain positions within the scope of reaching the desired results. While the performance of the enterprise may be higher, it will be low because the right people weren't assigned to.

Organizing is to organize. Arrangements for the organizational structure of the organization are made in the process of organizing. Jobs and tasks are defined. The same ones are brought together. The employee that can perform these tasks are selected and redirected to work. In an enterprise where discrimination exists, the principle of organization cannot function realistically. People who should be considered on duty are not assigned to the positions to be.

Motivation is to channel the person to work. There are processes of directing and ordering. In the motivation function, the person is intended to perform tasks and work willingly. However, it is not possible to motivate a person who has been discriminated against in a work environment where there is no fair management and discrimination is dominant.

Coordination means communication between units. That each unit serves the purpose of the maximum profit target, which is the main objective of the enterprise, serves its purposes in line with its function. Flow of information between units is important during the coordination process. In this sense, a structure that is not correctly constructed in the enterprise prevents the achievement of organizational goals.

Standards are determined during the audit phase and the actual situation is determined. The actual situation and standards are compared if there is a positive or negative deviation, the reasons are investigated. Measure is taken. In summary, these functions should be applied correctly in order for these functions to be implemented. In an environment of discrimination, inequality and injustice are

present. There is no such thing as directing the right person to the right job. The main purpose of management is to ensure efficient and productive use of resources. When the human, who we count from intangible sources, is favoured or discriminated by the management, it is called managerial failure.

The realization of effective management is prevented by making gender discrimination both globally and in Turkey. It is not possible to effectively adapt an individual who has been discriminated against and thus contribute to her performance. On the contrary, this situation contains emotional violence applied to the person in itself. Not giving the person the deserved positions, not rewarding the right deserved, working in low positions or preventing them from being in short positions harms the efficiency and efficiency of management, whether in the private sector or in the public sector.

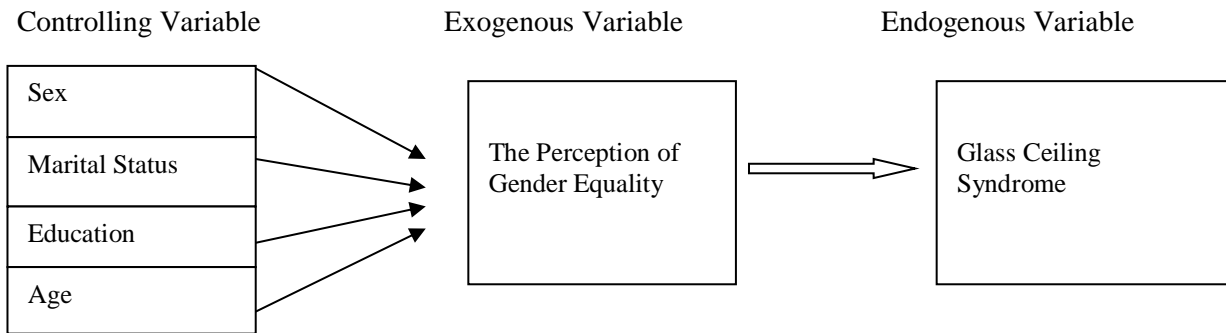
3. METHODOLOGY

The research was carried out with the employees working in Afyonkarahisar Municipality in Turkey. 242 out of 265 questionnaires applied to employees working in the municipality were evaluated as healthy data.

3.1. Research Model and Hypotheses

As a result of the literature review, the model of the study was based on the variables used in the research. As a result of the literature review, the models and hypotheses created in accordance with the purpose of the research are shown below.

Figure 1. Research Model



Hypothesis 1: Gender equality perception positively affects the formation of glass ceiling syndrome.

Hypothesis 2: Attitudes towards women coming to upper level positions vary according to gender of employees.

Hypothesis 3: Attitudes towards women coming to upper level positions vary according to their marital status.

Hypothesis 4: Attitudes towards women coming to upper level positions vary according to their education.

Hypothesis 5: Attitudes towards women coming to upper-level positions vary according to age of employees.

3.2. Variables of Research

In order to measure the perception of gender equality in the research, the scale used in the studies of Gözütok et al., (2017) Spence, Helmrich and Stapp, (1978) was used. The scale consists of 12 expressions. In order to measure the glass ceiling syndrome, the scale Özücü et al., (2007) used in their studies. The scale consists of 12 expressions. In the study, gender equality perception is exogenous and glass ceiling syndrome is endogenous variable.

3.3. Data Collection Method

The questionnaires of the study were applied in Afyonkarahisar Municipality in Turkey. Demographic data were requested from the employees, but personal data were not requested.

3.4. Data Evaluation Technique

Validity and reliability tests were performed to ensure the construct validity of the scale. After the data were entered to SPSS 16.0 package program, confidence analysis and exploratory factor analysis were performed in SPSS and structural equation modelling was performed in AMOS 19 program to determine the effects of data on each other.

3.5. Test of Scales Used in Research

With the AMOS 19 program to test the validity of the scales used; One-factor confirmatory factor analysis was conducted for the Gender Equality and Glass Ceiling Syndrome scale. Since the adaptation values produced by the measurement models to test the validity of the scales are not within the acceptable limits, the modifications proposed by the program have been made. Changes in the scale as a result of the modifications are shown in Table 1 and the compliance values produced by the measurement models in Table 2.

Table 1. Changes to Scale

Scales	Expressions	Taken from number of expression
Gender Equality Scale	12	3
Glass Ceiling Scale	12	2

As can be seen in the table, 3 expressions were taken from the gender equality perception scale and 2 expressions from the glass ceiling syndrome scale.

Table 2. Compliance Values of the Scales

	χ^2	Df	χ^2/df	GFI	CFI	RMSEA
Gender Equality Scale	68,838	26	2,64	0,94	0,96	0,083
Glass Ceiling Scale	77,654	32	2,42	0,94	0,90	0,077
Good fit values			≤ 3	≥ 90	$\geq 0,97$	$\leq 0,05$
Acceptable Compliance Values			≤ 5	0,89-0,85	≥ 95	0,06-0,08

$p > .05$, χ^2 = Chi-Square ; df= Degree of Freedom; GFI= Goodness of Fit Index ; CFI= Comparative Fit Index; RMSEA= Root Mean Square Error of Approximation.

Source: Meydan, C.H., Şeşen H. (2015), Structural Equation Modeling Amos Applications, Detail Publishing, Ankara, p.37.

After the subtracted expressions from the scales, the fit values of the scales are in acceptable fit values as shown in Table 2. Gender Equality Scale; χ^2/df :2,64, GFI: 0,94, CFI: 0,96, RMSEA: 0,08, Glass Ceiling Scale; χ^2/df :2,42, GFI: 0,94, CFI: 0,90, RMSEA: 0,07. The values of both scales are acceptable fit values.

3.5. Findings And Discussion

Table 3. Cronbach's Alpha Coefficient of Scales

	Cronbach Alfa
Gender Equality Scale	,91
Glass Ceiling Scale	,76

When Table 3 is examined, it is seen that the gender equality scale is perfectly reliable and the Glass ceiling syndrome scale is highly reliable.

- If $0,00 \leq \alpha < 0,40$, the scale is not reliable,
- If $0,40 \leq \alpha < 0,50$, the scale is low reliability,
- If $0,50 \leq \alpha < 0,60$, the scale is medium level reliability,
- If $0,60 \leq \alpha < 0,75$ the scale is general acceptance level reliability,
- If $0,75 \leq \alpha < 0,85$, the scale is a highly reliable,
- If $0,85 \leq \alpha < 1,0$, the scale is a perfectly reliable one.

Source: Özdamar, K. (2016), Scale end Test Development Structural Equation Model, Nisan Publishing, Eskişehir, p.76.

Table 4. KMO Value of Scales

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,896
Bartlett's Test of Sphericity	Approx. Chi-Square	2,433E3
	Df	276
	Sig.	,000

KMO: $1,00 \leq KMO 0,90$ = Excellent

KMO: $0,90 \leq KMO 0,80$ = Good

KMO: $0,80 \leq KMO 0,70$ = Intermediate

KMO: $0,70 \leq KMO 0,60$ = Weak

KMO: $0,60 \leq KMO$ = Bad

Looking at the criteria, the result of the study for KMO is good value. Gender Equality Scale's Cronbach Alfa is a perfectly reliable; Glass Ceiling Scale's Cronbach Alfa is highly reliable. Factor analysis was performed in the study and the factor analysis revealed two factors. When the significance level of the expressions were examined, the variance explaining the first factor was 31.9% and the variance explaining the second factor was found to be 14.8%.

3.6. Demographic Characteristics of Participants

Table 5. Demographic factors

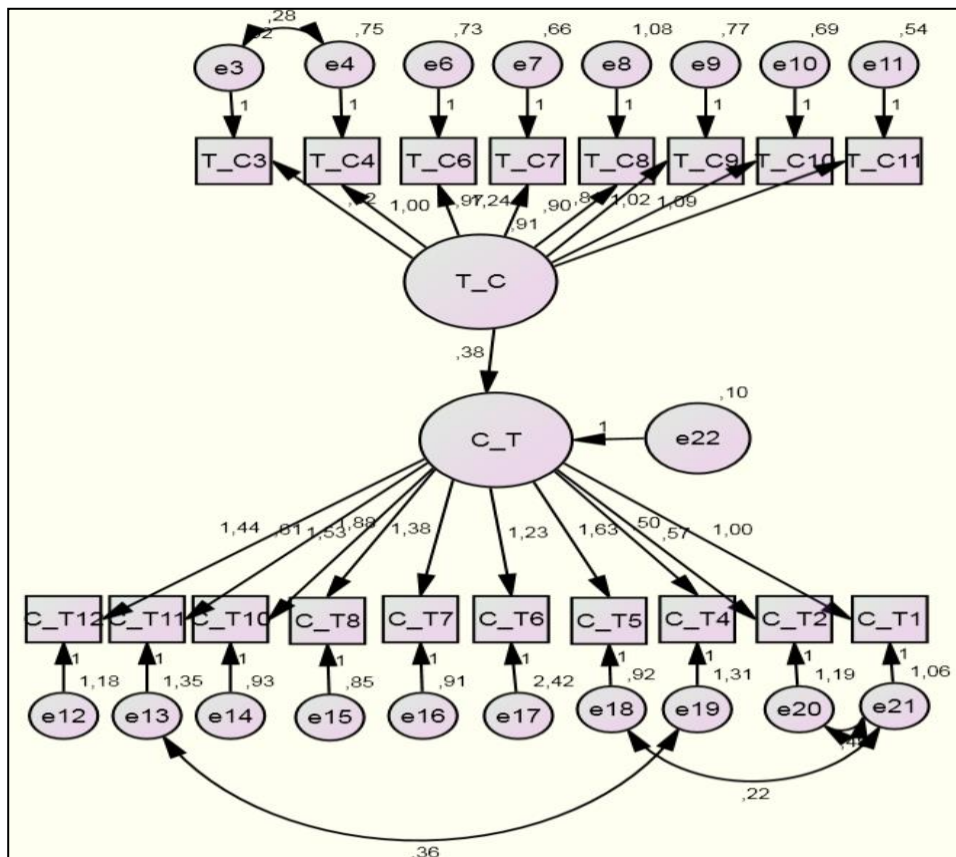
		Frequency	Percent	Valid Percent	Cumulative Percent	
Gender	Female	51	21,1	21,1	21,1	
	Male	191	78,9	78,9	100,0	
Marital Status	Single	42	17,4	17,4	17,4	
	Married	200	82,6	82,6	100,0	
Age	20-30	48	19,8	19,8	19,8	
	31-40	112	46,3	46,3	66,1	
	41-50	62	25,6	25,6	91,7	
Age	51-60	19	7,9	7,9	99,6	
	60+	1	,4	,4	100,0	
	Education	Primary education	25	10,3	10,3	10,3
		High school	57	23,6	23,6	33,9
		Associate	87	36,0	36,0	69,8
Education	License	68	28,1	28,1	97,9	
	Graduate	5	2,1	2,1	100,0	
	Experience	1-5	72	29,8	29,8	29,8
5-10		45	18,6	18,6	48,3	
10-15		56	23,1	23,1	71,5	
15-20		21	8,7	8,7	80,2	
20+		48	19,8	19,8	100,0	
Duty	Maneger	11	4,5	4,5	4,5	
	Officer	60	24,8	24,8	29,3	
	Worker	96	39,7	39,7	69,0	
	Engineer	41	16,9	16,9	86,0	
	Computer Operator	34	14,0	14,0	100,0	
	Total	242	100,0	100,0		

242 healthy data were obtained from 265 employees in Afyonkarahisar Municipality in Turkey. Of those 242 respondents, 191 were male (79%) and 51 (21%) were female. 200 people (83%) attending the sample were married and 42 of them (17%) were single. 48 people(20%) of the sample were 20-30 years, 112 of them (46%) were 31-40 years, 62 of them (26%) were 41-50 years, and 19 of them (8%)

were 51-60 years old. 1 person is over 60 years old. 25 people (10%) of the sample received primary education, 57 of them (24%) received high school, 87 of them (36%) had associate degree, 68 of them (28%) had undergraduate and 5 of them (2%) had postgraduate education. Of the sample, 72 (30%) had 1 to 5 years of experience, 45 (19%) had 5-10 years of experience, 56 (23%) had 10-15 years of experience, 21 (9%) had 15-20 years of experience, 48 (20%) had 20-25 years of experience. Of the respondents, 11 (5%) were classified as managers, 60 (25%) were classified as civil servants, 96 (40%) were classified as workers, 41 (17%) were classified as engineers and 34 (14%) were classified as computer operators.

3.7. Structural Equation Model

Figure 2. Structural Equation Model



As the adaptive values of the model seen in Figure 2 were not found within acceptable limits, an expression was derived from the scale of gender equality perception. As a result of the modification, it was observed that the adaptive values of the model were within the limits of good adaptive values and sufficient evidence was obtained that the model was structurally suitable. The model adaptive values are shown in Table 6.

T_C: Gender Equality Scale

C_T: Glass Ceiling Scale

Table 6. Structural Equation Model Compliance Values

	χ^2	Df	χ^2/df	GFI	CFI	RMSEA
	219,251	130	1,687	0,90	0,94	0,053
Good fit values			≤ 3	≥ 90	$\geq 0,97$	$\leq 0,05$
Acceptable Compliance Values			≤ 5	0,89-0,85	≥ 95	0,06-0,08

Structural Equation Modeling values revealing the effect of gender equality perception on glass ceiling syndrome are given in Table 6. According to the table values; model data are acceptable.

According to the model, β coefficients, standard error, p and R^2 values between variables are shown in Table 7.

Table 7. β coefficients, standard error, p and R^2 values between variables

Hypothesis		B	Standard deviation	P	R^2	CR	Hypothesis Reject/Accept
Gender equality perception positively affects the formation of glass ceiling syndrome.		0,75	0,68	***	0,56	5,61	Accept
Attitudes towards women coming to upper level positions vary according to gender of employees.	Female	0,87	0,22	0,912	0,76	2,17	Accept
	Male	0,65	0,13	***	0,42	5,12	
Attitudes towards women coming to upper level positions vary according to their marital status.	Single	0,60	0,13	0,06	0,36	1,87	Accept
	Married	0,76	0,07	***	0,58	5,3	
Attitudes towards women coming to upper level positions vary according to their education.	Primary education	0,71	0,65	0,26	0,50	2,22	Accept
	High school	0,87	0,13	0,005	0,75	2,81	
	Associate	0,75	0,12	***	0,56	3,65	
	License	0,73	0,11	0,007	0,54	2,69	
	Graduate	-	-	-	-	-	
Attitudes towards women coming to upper-level positions vary according to age of employees.	20-30	0,72	0,13	0,04	0,52	2,00	Reject
	31-40	0,66	0,09	***	0,44	3,31	
	41-50	0,76	0,12	***	0,57	3,31	
	51-60	0,54	0,20	0,02	0,30	2-21	
	60+	-	-	-	-	-	

When the obtained values are examined,

H1. As the value is equal to $p < 0,05$ in the relation between the perception of gender equality and glass ceiling syndrome, there is a meaningful relation between them and the hypothesis is accepted.

H2. The values are equal to $p=0.91$ in female employees and $p<0,05$ in male employees in the hypothesis that attitudes towards women to attend upper positions vary according to the gender of employees. In this sense, the perceptions of women and men create a difference and therefore the hypothesis is accepted.

H3. The values are equal to $p=0.06$ in single employees and $p<0,05$ in married employees in the hypothesis that the attitudes towards women to attend high-level positions differ according to the marital status of the employees. The attitudes of individuals according to their marital status differ according to p values and hence hypothesis is accepted.

H4. The values are equal to $p=0,26$ for the primary school graduate employees, $p=0,005$;that is, $p<0,05$ for the employees having high school graduate, $p<0,05$ for the employees having associate degree and $p=0,007$;that is, $p<0,05$ for the employees having bachelor's degree in the hypothesis that the attitudes towards women to attend high-level positions differ according to the education of the employees. Attitudes differ according to educational status. Hypothesis is accepted.

H5. The p values of all the age groups attending the questionnaire are equal to $p<0,05$ in the hypothesis that the attitudes towards women to attend high-level positions differ according to age of the employees. There is no significant difference between the attitudes of age groups. It was observed that age factor did not cause any change in attitudes of individuals. In age factors, all age groups p values were equal to $p<0,05$ and this result enabled the same attitudes in terms of each age group. The hypothesis is rejected.

4. CONCLUSION AND RECOMMENDATIONS

We explained the perception of gender discrimination in the business world that prevents women employees from rising to managerial positions they deserve and in the study we conducted in order to determine the effect of gender discrimination on the formation of glass ceiling syndrome, it was observed that the female employees were exposed to many discrimination as well as gender discrimination. In our study as well as in literature review, it stands out that there are many obstacles to promotion of female employee. In our survey in addition to the survey questions, some of the employees' statements such as "woman's place is home" are noteworthy. This study shows that the individuals of the society and the cultural values of these individuals have a great impact on gender discrimination. This effect is evident in the glass ceiling syndrome.

Considering the formation of glass ceiling syndrome in literature, gender based discrimination is the most important factor. Gender based employee compensation, rewarding, organizational culture owned by the enterprise, informal structures where women are excluded from the communication network, choosing male employees for the promotion cause the formation of glass ceilings. Especially the profession groups like teaching and medicine that the society imposes on women affect them and cause them to be educated in this direction.

Hypothesis Results:

- “The perception of gender equality is effective on the glass ceiling syndrome” hypothesis has been accepted.
- “The attitudes towards women to attend high-level positions differ according to the gender of the employees” hypothesis has been accepted.
- “The attitudes towards women to attend high-level positions differ according to the marital status of the employees” hypothesis has been accepted.
- “The attitudes towards women to attend high-level positions differ according to the education of the employees” hypothesis has been accepted.
- “The attitudes towards women to attend high-level positions differ according to age of the employees” hypothesis has been rejected.

When we look at the hypothesis results, it was found that gender perception was an important factor in the formation of glass ceiling syndrome. It was observed that gender, marital status and education differences which are demographic factors affected the attitudes towards discrimination but it was observed that age was not important in attitudes towards women to attend to upper positions.

Suggestions:

- Government regulations should be implemented to remove barriers to women, who are the half of the society, in business life and a legal regulation should be put into practice to eliminate gender discrimination.
- Women employees should not ignore their own goals and the goals they want to achieve in business life, given their roles. They should be determined to fulfil their own preferences as well as the roles that society imposes on women.
- Both public and private sector enterprises should be informed and controlled in order to ensure their promotion and recruitment based on merit rather than on gender.
- When the woman comes to the upper management steps, she should support them instead of blocking her fellows opposite the wisdom logic of the woman.
- She must demonstrate a decisive attitude in line with the training, skills and abilities.

Equal rights should be granted to women in terms of promotion, training opportunity, development and advancement in ability as granted to men.

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