# THE MEDIATING ROLE OF PSYCHOLOGICAL SAFETY BETWEEN GENDER PERCEPTION AND FEMININE ROLE STRESS

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## ABSTRACT

*The purpose of this research is to analyze the mediating role of psychological safety on the relationship between gender perception and feminine role stress. Psychological safety states psychological mood of a member of an organisation, when sharing his/her ideas or suggesting new proposals. Gender roles load with a charge of certain behaviours to individuals on the basis of sex according to Bem's Gender Schema and Berger's Expectation States Theories. The sample is composed of female employees (n=195) in a factory. According to the results of analysis, mediating effect of psychological safety is observed.*

*Keywords: Psychological Safety, Feminine Role Stress, Gender Perception.*

# TOPLUMSAL CİNSİYET ALGISI VE KADIN ROL STRESİ ARASINDAKİ İLİŞKİDE PSİKOLOJİK RAHATLIK ALGISININ ARACI ROLÜ

## ÖZET

*Bu çalışmanın amacı psikolojik rahatlık algısının toplumsal cinsiyet algısı ve kadın rol stresi arasındaki aracı rolünü analiz etmektir. Psikolojik rahatlık algısı bireylerin düşüncelerini ifade ederken ya da yeni öneriler sunarken yaşamış olduğu psikolojik durumu ifade eder. Cinsiyet rolleri Bem'in Cinsiyet Şema Kuramı ve Berger'in Beklenti Durumları kuramına göre bireylerden cinsiyet bağlamında beklenen davranışlardır. Bir fabrikada çalışan kadın çalışanlar (n=195) örneklemi oluşturmaktadır. Analiz sonuçlarına göre psikolojik rahatlık algısının aracı etkisi gözlenmiştir.*

*Anahtar Kelimeler: Psikolojik Rahatlık, Kadın Rol Stresi, Toplumsal Cinsiyet Algısı.*

## 1. Introduction

Beliefs and values change as cultures change. But women's domestic responsibilities don't change at all and seem to belong to them forever. Still no matter in which culture (modern or traditional) women live, they have domestic roles like nurturing, housekeeping beside their other roles. And the importance of the roles changes as primary or secondary role up to the type of cultures.

Gender role is defined by the expectations of the society on basis of gender. Gender perception determines way of individual's behaviour and sets rules, norms and other instruments to regulate life (Hyde, 1994:509). When individual doesn't act or behave according to the determined gender perceptions then he/she experiences social dilemma and it results in gender role stress according to the expectancy states theory (Berger et al., 1972:243, Berger et al., 1977:48). Expectations of others at home and work are related to gender roles and individuals are expected to perform different roles according to their gender (Williams, 1995:88).

Psychological safety is defined as perceptions about psychological situation among interpersonal relationship (Edmondson, 1999:353) in organizational process. In terms of action, if organization member acts in a reluctant way or does not act for the sake of organization because of others' negative reactions; then there is low level of psychological safety. Psychological safety can be defined according to Hirscman's Exit-voice-loyalty theory (Hirscman, 1970: 112). Exit-voice-loyalty theory suggests that when an employee feels unsafe to speak or behave she/he chooses to exit (be silent) when needed. Otherwise when an employee feels safe to speak, first she/he raises voice then she/he behaves (loyalty) in a proactive way in her/his organization's benefit when needed. With the help of tolerance and initiative features of positive psychological safety climate (Yener, 2015a; 2015b:283) feminine role stress is expected to decrease according to the organizational behaviour literature. Das and Gupta (1995) suggest that tolerance plays as a negative mediating role on stress related to gender roles in collective societies. In another study Quah and Campbell (1994) revealed that tolerance decrease the negative effects of role ambiguity.

The role of psychological safety on gender perception or feminine role stress has not been investigated in organizations. Generally researches which are investigating gender perception were done in sociological context in literature. The numbers of feminine role stress themed researches are limited in the literature, too. In line with theoretical perspectives of gender schema theory and expectation states theory (Bem, 1981:357, Berger, 1972:244) gender perception is expected to predict feminine role stress; and psychological safety would play mediator role on this relationship with the theoretical view of Hircman's exit-voice-loyalty theory. Gender schema theory suggests that beliefs of society about what constitutes female and male traits influence gender schema (Bem, 1981). Expectation states theory suggests that society allocate position or status to capable members. But sometimes status is given according to confidence, ethnicity, and sex. The research model is set on this framework according to the literature review.

The main research question in this study is to investigate mediating role of psychological safety on the relationship between gender perception and feminine role stress. In other words, when individuals have negative perceptions about females in organizations, does psychological safety decrease the influence of gender perception on feminine role stress? Four suggestions are investigated;

(1)  Gender perception effects feminine role stress positively,

(2)  Gender perception effects psychological safety negatively,

(3)  Psychological safety perception effects feminine roles stress negatively,

(4)  Psychological safety mediates the relationship between gender perception and feminine role stress.

## 2. Literature Review and Hypothesis

### 2.1 Gender Perception and Female Role Stress

Biological sex is seen as a categorization instrument in social interaction because of its meaningful connotations (Skitka & Maslach, 1990:133) according to Gender Schema and Expectation States Theories. Because two gender types are differed at birth, then positive or negative prejudgements are formed according to gender stereotypes (Skitka & Maslach, 1990: 137). Some constraints as well as opportunities are formed on the basis of gender perception in individual, interactional and social level (Blackstone, 2003:336). Culture's thoughts and values on expectations from gender create gender roles for individuals. Then, gender roles are used continuously in each part of life like home, work, private etc. Gender roles are output of relations between individuals and their surrounding social environment? Gender roles attribute certain behaviours to the individuals on the basis of sex. The environment of individuals always in expectation in every part of life on the basis of gender values and beliefs. Biological categories of sex are male and female and their social forms turn into masculinity and femininity (Oakley, 1972: 68). "Gender'' concept is formed socially through relations of individuals among themselves but it gets its basis and frames from biological distinction of genders' sexes. So while the word "gender" has a social emphasis, the word "sex'' has biological emphasis. Since the concept of "Gender" hosts great deal of evaluations and beliefs, it's regarded as a social phenomenon as a part of social construction. When something becomes social it imposes some perceptions and behaviours to the members of the society and it attributes expectations to the others (Bem, 1981:357). The roles of sexes are born on the basis of this suggestion (Blackstone, 2003:335). When it comes to gender roles, they are defined differently in different sciences. For instance, in biological way, roles are defined on the basis of capabilities and features of sexes. From the biological point of view masculinity and femininity are regarded as different dimensions of personality (Bem, 1981). According to Gender Schema Theory, both genders have both sexual hormones like androgen and oestrogen, the level of the hormones determines being masculine or feminine. Bem (1981:358) suggests that a female individual could be high on masculinity but traditions and others' expectations (Ridgeway, 1993:128) would make her behave in a feminine way. On the other hand, ecological view studies gender roles related to individuals' interactions with their environment. Another dimension of biological view is supporting ecological view with remarking the importance of physical and social environment as well as individual himself/herself. Yet another sociological perspective is offering that gender roles are arising from biological trait of female and male. In sociology according to the theory of sex roles, socialization roles are learnt and become an insisting part of dominant cultures (Ruble & Martin, 1998). In this kind of traditional cultures, babies are encouraged and rewarded if they behave in line with their sex. Behaviours discrepant from idealized gender roles are punished or blamed severely (Weitzman et al., 1972:1128). At this point, feminist view rejects the idea of identifying gender roles merely on biological traits. Feminist point of view presents "Power" phenomenon related to male's and female's position in society and

it emphasises economic advantages of males on females because of their prejudiced position (Englang, 1993:88). Feminist perspective suggests that women are confined to home and certain jobs related to society's perception towards women. Feminist view criticizes the status expectancy theory for its weak explanation of interactional process in the production of gender categorization (Stacey & Thorne, 1985). Feminist approach draws attention to the interactional process with its role about distributing power, position and respect (Ridgeway, 1993:149). Except for the reasons mentioned above, there is another factor which has a deep effect on gender roles related to issue. Gender stereotypes formed upon natural features of males and females. Researchers (Eagly & Steffen, 1984:738) suggest that gender stereotypes reflect the perceptions of others in society. If members of society often view a particular gender engaging in particular roles they will likely think that these particular roles show abilities and personality attributes of this particular gender (Eagly & Steffen, 1984:739). For instance, being emotional, behaving irrational, nurturing, behaving empathic are seen as female gender stereotypes; on the other hand, leadership and being protective are attached to males (Blackstone, 2003:335).

Still the popular beliefs of traditional cultures about women are noting that women's jobs and income should be modest when compared to men's. In this kind of cultures males are expected to behave as leaders, breadwinners and work in supervisor positions while females are expected to occupy lower positioned jobs. In this kind of traditional cultures related to their perception as nurturing and empathic roles, women are expected to work in positions where they keep relations among employees. Meanwhile, men are expected to run more endurous jobs and set general rules of work as leaders (Kanter, 1977:66). However, if it is considered seriously, no matter which gender he/she belongs, individuals need average amounts of income and average responsibilities in the same society in order to survive or earn life. So the problem occurs in perception according to gender discrimination. Distinctive behaviours and perceptions attached to roles of sexes arise from this suggestion as time passes. These behaviours and perceptions also change as society changes. For instance, while, female is still believed to belong home in orient cultures there is no prejudice like this, in western cultures. But 50 years ago, also in western cultures female was expected to take care of home and children as her primary job. Beliefs and values change as cultures change. But women's main responsibilities related to home like nurturing, housekeeping etc. don't change at all. Still no matter in which culture women live, they are responsible for nurturing, housekeeping beside their other responsibilities. In some cases, women would be forced to work in order to earn their life because of divorcing or husband death or etc. At this point Gender Schema Theory, (Bem,1981) points out the necessities which cause discrepancies in women's perceptions about their different roles. According to the Gender Schema Theory the more distinctive perceptions cultures have about gender stereotypes the more discrepancy individuals have in their lives, because gender roles attribute some responsibilities to individuals attached to their sexes. When individuals try to achieve gender roles they face some kinds of everlasting inabilities and impossibilities. Time, finance, physical requirements of situations etc. push individuals to experience discrepancies. These discrepancies lead females to feminine role stress in their life (Martz et al., 1995:495). Some researchers suggest that women are likely to have intrapersonal stress when they are in fix and forced to gender role commitments (Gillespie & Eisler, 1993:428). Also, Gillespie & Eisler (1993) structured a scale to measure this tendency. It is suggested that some aspects of gender roles related to cultural beliefs and values associates with feminine role stress. With this findings it is hypothesized as;

*Hypothesis 1:* Gender Perception effects feminine role stress positively.

## 2.2. Gender Perception and Psychological Safety

Psychological safety is defined as submitting the perception of interpersonal psychological mood of a member of an organisation, when sharing his/her ideas, expressing himself/herself and offering innovations for the sake of organization (Yener, 2016). Other evaluations related to psychological safety in organization forms personal norms when making feedback or input in case of necessity. These norms determine feedback behaviours of members in organization. If there is a negative standard related to negative psychological safety, then members choose to be silent and behave in a neglectful way. This psychological climate leads in desperateness and unhappiness in organizations (Yener, 2015a). This suggestion also mentioned in Hirscman's Exit-voice-loyalty theory (Hirscman, 1970) emphasizing the importance of trust in organization (Yener, 2015b). Egger (2010) suggests that if positive psychological safety is felt in an organization, members are encouraged to take reasonable risks in order to succeed. These proactive behaviours lead to positive change either in individual or society level (Ridgeway, 1993). Gender perceptions which are called social norms constitute the frame of individuals' behaviours in society (Bicchieri, 2010). Framed behaviour forms in a society direct members to act comfortably to the expectations of the society. But many situations in a society are confined to act in an ideal way: For instance, think about a traditional society in which a working woman or woman in leader position is seen as marginal/outsider/out of the line/uncommon. And if a female member of this society is forced into work or takes charge of a business because of divorce or other reasons; and if there is no other option for her (help of family members or social security systems) what else she can do. It is suggested that these kinds of strict beliefs and evaluations in traditional societies would affect psychological safety adversely. According to these explanations, it is hypothesized as;

*Hypothesis 2:* Gender Perception affects Psychological Safety negatively.

## 2.3. Psychological Safety and Female Role Stress

Originally psychological safety scale was developed by Edmondson (1999). It was a one factor scale but then in 2015 it was conducted in Turkey with Turkish socio-cultural parameters. Turkish version of Psychological Safety scale which was done by Yener (2015) is constructed as a two factor scale. Yener named these factors as tolerance and initiative upon the items of scale. Indeed the items host facts which are defining tolerance and initiative which weren't emphasized in the original literature. Yener, besides the definition of Edmonson regarding the psychological safety, emphasized tolerance and initiative dimensions of psychological safety (Yener, 2015). But in original version of psychological safety in the literature the main dimension of psychological safety is emphasized as "Trust" (Edmondson, 1999). According to the findings of Edmondson (1999, 2004) and Yener (2015, 2016) with trust, tolerance and initiative dimensions it is assumed that negative output of gender role stress would be decreased with psychological safety. According to the literature and Hirsman's exit-voice-loyalty theory it is hypothesized as;

*Hypothesis 3:* Psychological Safety has a negative effect on Female Role Stress.
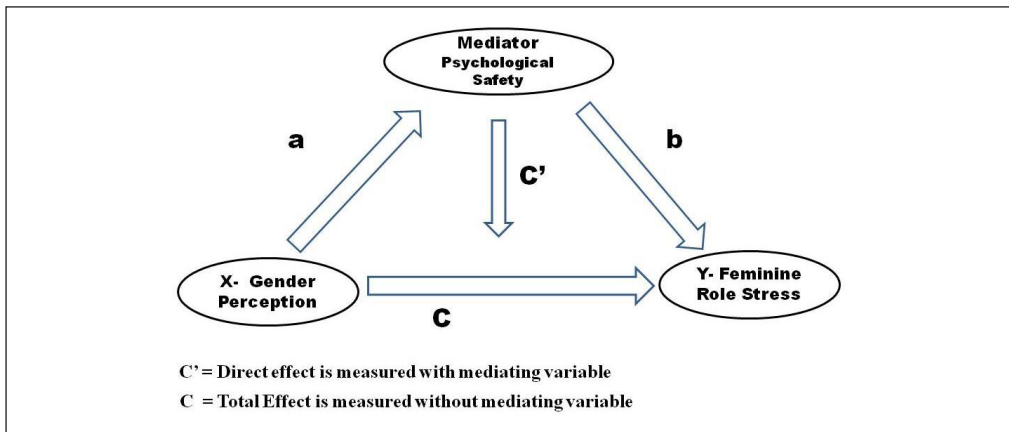
## 2.4. The Mediating Role of Psychological Safety

Psychological safety with its dimensions of trust, tolerance, and initiative would have negative effect on feminine role stress. At the other side feminine role stress would be associated to gender perceptions with the help of strict norms of society (Bem, 1981). Particularly in

collective societies which host traditional beliefs, gender norms have dominant effects on individuals' behaviours. This kind of beliefs stem from low level of tolerance and judiciousness. At this point it might be thought that gender role stress is one of probable results of intolerant behaviours. Psychological safety with its tolerance would play negative role between gender perception and role stress. When a woman acts in an extraordinary way in a traditional society (living by her own, working to earn her life, being single with children), that would be because of her desperateness. Edmondson (1999) suggests that with the help of psychological safety the threats of being viewed as strange or extraordinary would decrease. Psychological safety succeeds it with the help of several instruments like trust, tolerance, and initiative (Edmondson, 1999:353, Yener, 2015). It is suggested that positive psychological safety facilitates behaving as required when a female needs to act in an extraordinary or strange way according to gender perception. In this kind of societies with the help of psychological safety when members act in their own way they would not be viewed as extraordinary. They seem as members who want to survive, earn their life. According to this explanation it is hypothesized as;

*Hypothesis 4:* Psychological Safety has a mediating effect in the relationship between Gender Perception and Female Role Stress

The model of research discussed in the literature review provides a theoretical definition of the construct, a set of gender perceptions, and how these perceptions would interact within different relation processes. Consequently, it is aimed to investigate the fit of three different variants and whether factor analysis would reveal the theoretically derived suggestions. The Summary of the model is given as figure 1 and in the hypotheses below.

**Figure 1: Research Model**



C' = Direct effect is measured with mediating variable
C = Total Effect is measured without mediating variable

**H₁** Gender Perception affects Female Role Stress positively (c way).

**H₂** Gender Perception affects Psychological Safety Perception negatively (a way).

**H₃** Psychological Safety effects Female Role Stress negatively (b way).

**H₄** Psychological Safety mediates the relation between Gender Perception and Female Role Stress (c' way).

## 3. Methods

### 3.1. The Context of the Research

The survey consisting of 3 measurements was conducted at a local textile manufacturing factory with private ownership to investigate possible relations between Gender Perception, Female Role Stress and Psychological Safety. Questionnaires were conducted face to face within intervals of 2 weeks. In field surveys bias effect is seen as a threat factor for reliability of data. Bias effect can be reduced by conducting scales at intervals. With the results of normality and homogeneity tests parametric statistical methods were used where appropriate. In regression tests Baron and Kenny's (1986) four step mediating approach was used in research. During the regression analysis significance of the coefficients was examined at each step.

According to Baron and Kenny (1986), at first step, significant effect should be seen between independent and dependent variable. In second step, significant link should be seen between independent and mediating variable. In third step, significant relation should be seen between mediating variable and dependent variable. In final step, with the help of mediating variable the effect of independent variable on dependent variable should decrease. If the significance of the effect between the independent variable and the dependent variable disappears then it can be said that there is full mediation. But if the effect size decreases but keeps its significance then there is a partial mediating effect. SPSS 21 and PROCESS 2.15 application of Hayes (Hayes, 2013) which is used to observe the mediating effect of variables were used to analyze the data. Hayes (2013) suggests that with Process 2.15 mediating model researchers minimize the Simpson Paradox.

### 3.2. Measures

Participants indicated their thoughts through a set of statements using a 5-point Likert type scale that ranged from strongly agree to strongly disagree. 25 itemed Feminine Gender Role Stress scale (Gillespie & Eisler, 1993), 39 itemed Gender Perception Scale (Altınova and Duyan, 2013) and 7 itemed Psychological Safety Scale (Yener, 2015a) were used to measure perceptions. Firstly, feminine role stress scale and psychological safety scale were asked, then two weeks later, gender perception survey was asked to the same participants to avoid bias effect.

### 3.3. Participants

195 female employees of a local textile manufacturing firm in Sinop/Turkey are composing the sample. The sample group is consisted of 9 (% 75) female leaders, who work in different departments of factory and 186 (% 81) of their female subordinates. Some of the descriptive statistics about participants are shown in Table 1 and Table 2. 9 of 195 participants work in supervisor position. 25 of 195 participants have bachelor or master degree.

## 4. Data Analysis and Results

### 4.1. Validity and Reliability

**Table 1: Validity and Reliability Statistics**

| | Measures Analyse Results | | |
|---|---|---|---|
| | **Soc. Gen Per** | **Fem Rol Str.** | **Psy. Saf** |
| **KMO and Barlett** | ,802 (p < .001) | ,787 (p < .001) | ,704 (p<.001) |
| **Factor Numbers** and **Total Var. Exp. Rates** | 7 Factors 70 % | 10 Factors % 73 | 2 Factor % 75 |
| **Reliability Results** | α=0,78 | α=0,79 | α=0,72 |

All items loaded significantly on the hypothesized variables to provide evidence for validity as shown in Table 1. The results of reliability tests (cronbach alpha) can be seen in Table 1. Cronbach's alpha values of scales which are > 0.7 show that all three scales are reliable to use.

### 4.2. Normality and Homogeneity of Variances

Prior to the correlation and regression analyses One-Sample Kolmogorov-Smirnov Test is conducted to measure the normality of the distribution. The p-values which are seen in Table 2, are above the threshold of ,05 so it can be concluded that that the data has a normal distribution.

**Table 2: Normality Tests Results**

| One-Sample Kolmogorov-Smirnov Test | | Gen. Per | Role Stre | Psy.Saf. |
|---|---|---|---|---|
| N | | 195 | 195 | 195 |
| Normal Para. [a,b] | Mean | 2,54 | 3,00 | 3,32 |
| | Std. Dev. | ,506 | ,426 | ,677 |
| Most Extreme Differences | Absolute | ,063 | ,064 | ,092 |
| | Positive | ,062 | ,064 | ,092 |
| | Negative | -,063 | -,036 | -,046 |
| Kolmogorov-Smirnov Z | | ,884 | ,891 | 1,284 |
| Asymp. Sig. (2-tailed) | | **,416** | **,406** | **,074** |

a. Test distribution is Normal. b. Calculated from data.

Then in second stage prior to correlation and regression analyses Levene test is conducted to measure homogeneity of distribution. As it seen in Table 3, the results suggest that the distribution of the data is homogeneous.

**Table 3: Homogeneity Test Results (Levene Test)**

| | Test of Homogeneity of Variances | | | |
|---|---|---|---|---|
| | **Levene Sta** | **df1** | **df2** | **Sig.** |
| Psy.Saf. | ,050 | 1 | 193 | **,823** |
| Soc.Gen. | ,308 | 1 | 193 | **,580** |
| RoleStress | ,007 | 1 | 193 | **,933** |

### 4.3. Results

Pearson correlation test was conducted to answer the research questions for discovering the relationship among gender perception, feminine role stress and psychological safety. Pearson correlations test results shown in Table 3 indicate correlations among variables are significant. In results, all correlations seem to be significant at the p < .01 level and range from .36** to .55**. There is a strong correlation and negative relationship exists between gender perception and psychological safety ( r= -,55**, p < .01). Similar to these results, there is also a strong correlation and negative relationship between psychological safety and feminine role stress (r= -,45**, p < .01.

**Table 4: Pearson Correlation Results and Means**

| n=195 | Mean | SD | 1 | 2 | 3 |
|---|---|---|---|---|---|
| Gender Perception | **2.55** | 0.50 | 1 | | |
| Role Stress | **2.64** | 0.42 | **.36**** | **1** | |
| Psychological Safety | **2.53** | 0.67 | **-.55**** | **-.45**** | 1 |

**Table 5: Mediation Model Regression Test Results**

| Mediating Model (Baron ve Kenny, 1986; HayesProcess 2.15) | | | | | | |
|---|---|---|---|---|---|---|
| **Direct Effects** | **Coeff.** | **S.D.** | **t** | **p** | **$R^2$** | |
| **Psyc Saf D.V.** | | | | | | |
| Constant | 5.22 | .207 | 25.2133 | **.000** | | |
| Gender Per **I.V.** | **-.74** | .079 | -9.3143 | **.000** | **.55**** | A |
| **Feminine Role Stress D.V.** | | | | | | |
| Constant | 3.38 | .288 | 11.7247 | **.000** | | |
| Psyc.Saf **M.V.** | **-.22** | .048 | -4.592 | **.000** | | B |
| Gen P **I.V.** | **.14** | .064 | 2.164 | **.031** | **.46**** | c' |
| **Sobel Test** **Indirect Effect** | **Eff.** | | **z** | | | |
| | .16 | .040 | 4.1003 | **.000** | | |
| | **Eff.** | **SD** | **LLCI** | | **ULCI** | |
| | .16 | .035 | .0988 | | .2401 | c' |
| **Total Effect** | **Eff.** | **SD** | **t** | **p** | **R2** | |
| | **.30** | .056 | 5.41 | **.000** | **.36**** | C |

*** p < .001; n=195 Number of bootstrap samples for bias corrected bootstrap confidence intervals: 1000 Level of confidence for all confidence intervals in output: 99,00
D.V.=Dependent Variable ; I.V.=Independent Variable; M.V.=Mediating Variable; S.D.=Standard Deviation; Bootst SH=Bootstrap Standard Deviation; LLCI= Lower limit Confidence Interval. ULCI? explanation needed

The results of the mediation regression analyses related to research model are shown in Table 7. In the "a way" the regression model with gender perceptions as independent variable was negatively associated to the psychological safety ($\beta$= -,74, $R^2$ = .55, p < .01). The significance of coefficient of determination value ($R^2$) indicates that gender perception explains 55% of the variance of Psychological Safety. These results reveal the importance of perceptions related to gender in social context.

In b way as it indicated in Table 7 and Figure 2 feminine role stress is negatively and significantly associated to psychological safety perceptions ($\beta$= -,22, p < .01). Similar to its relationship with gender perception, psychological safety has strong decreasing effect on feminine role stress. It is an expected result according to the Hirscman's exit-voice-loyalty theory and literature review. On the other hand, psychological safety becomes evident with its positive effects on negative feminine role stress with instruments of tolerance, initiative and trust.

The results of the regression analyses as related to gender perception function forming feminine role stress shown in Table 67? in c way. The regression equation with gender perception as predictor is positively and significantly related to the feminine role stress ($\beta$= ,30, $R^2$ = .36, p < .01). The significance of coefficient of determination value ($R^2$) result indicates that gender perception explains 36 % of the variance of feminine role stress as it is expected.

At the last stage, mediation regression analysis for psychological safety performing as a mediator in the relationship between gender perception and feminine role stress is conducted. The results of mediation regression analysis are shown in Table 7 in c' way. According to the results, it can be said that psychological safety has a mediation role in the relationship between gender perception and feminine role stress ($\beta$= -,14, $R^2$ = .46, p < .01)

**H$_1$** Gender Perception effects female role stress positively and significantly (*c way, supported*).

**H$_2$** Gender Perception effects Psychological Safety negatively and significantly (a *way, supported*).

**H$_3$** Psychological Safety effects Female Role Stress negatively and significantly (b *way, supported*).

**H$_4$** Psychological Safety mediates the relation between Gender Perception and Female Role Stress (c' *way, supported*).

The mediation model proposed in this research suggests that psychological safety accounts for a significant part of the relationship between Gender Perception and Feminine Role Stress. The results of tests supported this model. Regression analysis of the model's variables showed that the relationship between Gender Perception and Feminine Role Stress is significantly influenced by psychological safety with $\beta$= ,14 effect size.

## 5. Discussion

Gender perceptions define gender roles and social support behaviours among interpersonal relations. Contrary to the modern societies (individualistic) collective societies have little or no tolerance towards female individuals in some areas of society. In different areas of society female roles have different responsibilities which result in role conflict. Gender role

**Figure 2: Results of Regression Tests on Model Figure**
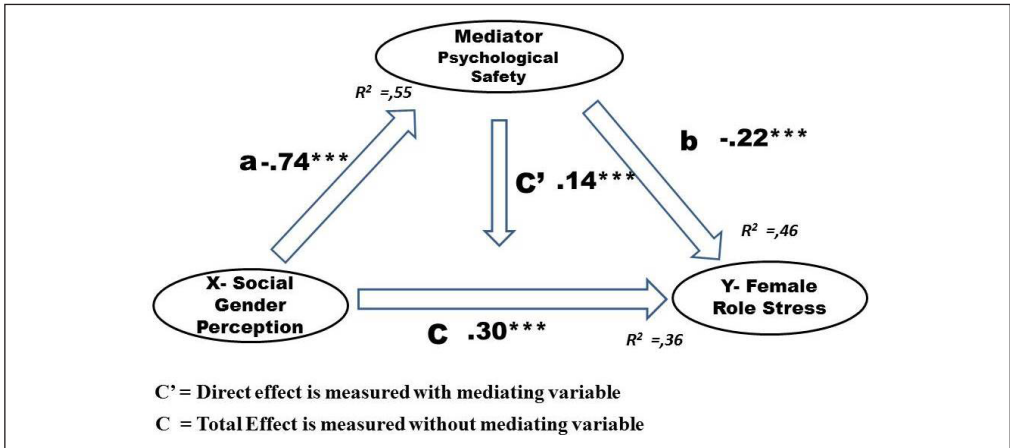


stress stems from role conflict of female. In a collectivistic society a female individual who has different conflicted responsibilities would probably need social support at least tolerance of other members. At the other side if norms of society have strict restrictions or views towards female individuals another effect is needed to end this dilemma. In our model psychological safety is thought to be a solution. Similar to our researches McNay (2004) also revealed undeniable effect of domestic roles of women in their career. Non-domestic roles related to work also increase burden of working female. In this kind of situations the worst of all effects on women is seen as gender perceptions. When women are supported and tolerated by their environment with behaviours and views they may experience no or little stress related to their roles.

The mediation model proposed in this research, in which psychological safety mediates the relationship between gender perception and feminine role stress, is supported. The results and literature review have also indicated that different dimensions of psychological safety with other phenomena should be researched in order to reveal relationships. Furthermore, the findings supported a revised model of these relationships that appears to have a good fit and validity. Thus, this research provides strong evidence for possible models and strong support for new directions related to psychological safety.

The research also suggested and supported the value of conducting assessment and analysis of psychological safety and feminine role stress in business level context. Business level field researches are important to reveal the experienced culture related stress and ways of overcoming culture related stress level, at least in traditional environments with highly differentiated gender perception. Socio-psychological approach seems essential to the identification of feminine role stress that appears to affect the relationships between females and others in society. The significant differences in the mean construct scores found among many psychological safety combinations also indicate the importance of doing studies at this level.

For next level, the aim of research was to apply to connect Hirscman's exit-voice-loyalty, Bem's Gender Schema, Role Stress and Berger's Expectancy States theories that focus on female employees in organization.

From this point of view, the study project was very successful indeed. Independently, Gender Perception, Feminine Role Stress and Psychological Safety Perception assessments all provided statistically significant and contextually meaningful information about the participants in the sample. The results revealed a strong relationship among variables. A lot of new research subjects are identified. For example a research called ''Moderating Role of Quality of Life Perception in the relation between Women's Perceived Gender Norms and Job Engagement and Meaningfulness of work via their Role Stress'' is being studied by me. The results of research are also being used in European Union and Scientific Research Project of Sinop University. In this sense the findings of this research will be used to prove the results of research project of me. Also in this project these perceptions are compared in collectivist and individualistic societies.

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