

**Araştırma Makalesi / Research Article**

**THE ROLE OF WOMEN'S PERCEPTION OF GLASS CEILING IN  
CAREER DECISIONS**

Rahmet Kübra SÖYLEMEZ\*

Murat TUYSUZ\*\*

**ABSTRACT**

The glass ceiling refers to invisible barriers arising from individual, organizational, or societal attitudes and obstacles that prevent women from advancing to management levels. Career is all the activities a person undertakes to advance throughout his or her business life. Particularly women's public sector career decisions depend primarily on themselves and then on familial, social and organizational situations. This study aims to determine the effect of the glass ceiling perception on women's career decisions, the relationship between the glass ceiling and career decisions, and whether this perception differs according to some demographic characteristics. According to the findings obtained through a survey from 202 staff members working within the Social Security Institution of Istanbul province, it was determined that individual factors had a significant negative effect on career decision. Also, it was observed that there was a weak negative relationship between career decision and glass ceiling perception, and in the organizational barriers dimension, glass ceiling perception differed according to educational status and job security.

**Keywords:** Glass Ceiling, Career, Career Decisions

\* Sosyal Güvenlik Denetmeni, Muş Sosyal Güvenlik İl Müdürlüğü, rkulusoy@sgk.gov.tr, ORCID: 0000-0002-9110-7916.

\*\* Dr. Öğr. Üyesi, Marmara Üniversitesi, Sosyal Bilimler Meslek Yüksekokulu, Yönetim ve Organizasyon Bölümü, murat.tuysuz@marmara.edu.tr, ORCID: 0000-0001-5321-0413.

Not: Bu makale ilk yazarın Marmara Üniversitesi, Sosyal Bilimler Enstitüsü, Siyaset Bilimi ve Kamu Yönetimi Ana Bilim Dalı'na 2022 yılında sunduğu yüksek lisans tezinden üretilmiştir.



## **KADINLARIN CAM TAVAN ALGISININ KARIYER KARARINDAKİ ROLÜ**

### **Öz**

*Cam tavan, kadınların yönetim kademesine yükselmesini engelleyen bireysel, örgütsel ya da toplumsal tutum ve engellerden kaynaklanan görünmez sorunlar olarak tanımlanabilir. Kariyer ise bir kişinin iş yaşamı boyunca yükselmek için gerçekleştirdiği tüm faaliyetler olarak ifade edilebilir. Özellikle kadınların, kamu sektörü kariyer kararı öncelikle kendileri ile ilgili daha sonra ailesel, toplumsal ve örgütsel durumlara bağlı olarak gerçekleşmektedir. Bu çalışma ile cam tavan algısının kadınların kariyer kararına etkisi, cam tavan ve kariyer kararı arasındaki ilişki ve bazı demografik özelliklere göre bu algının farklılaşp farklılaşmadığının tespit edilmesi amaçlanmıştır. İstanbul İli Sosyal Güvenlik Kurumu bünyesinde çalışan 202 kişiden anket yoluyla elde edilen bulgulara göre, kariyer kararı üzerinde bireysel engellerin negatif bir etkisi olduğu belirlenmiştir. Ayrıca kariyer kararı ile cam tavan algısı arasında negatif bir ilişki olduğu, örgütsel engeller boyutunda ise eğitim durumuna ve iş güvencesine göre cam tavan algısının farklılaştığı görülmüştür.*

**Anahtar Kelimeler:** Cam Tavan, Kariyer, Kariyer Kararı

## **INTRODUCTION**

The glass ceiling, which arises from stereotypes and gender discrimination, can be defined as an invisible and difficult to overcome problem that women face in business life just because they are “women”. The glass ceiling barrier that women face in their career advancement consists of three dimensions: Individual, societal and organizational. The barriers that women create with their own preferences as a result of trying to have a career in addition to the responsibilities such as housework, childcare, etc. that they have to undertake throughout their lives and shaping their personal perceptions with sexist attitudes from the moment they are a little girl constitute individual factors. Discriminatory attitudes towards women as a result of the relationships established by male colleagues within the organization with managers outside the organization by participating in informal communication networks and the lack of role models due to the insufficient number of female managers constitute organizational factors. Societal factors include the existence of occupational discrimination based on gender and the stereotypes of society towards women.

The perception of glass ceiling directs women to work in some sectors. In this sense, the role of glass ceiling perception in women’s choice of the public sector cannot be denied. In this context, with this study, first of all, after a literature review of glass ceiling, career and related issues, the effect of glass ceiling on women’s career decisions was examined with a research sample of women working in the public sector, the relationship between glass ceiling and career decision was tried to be revealed and the study was concluded with various suggestions by determining the differences according to various demographic characteristics.

## **1. LITERATURE REVIEW**

### ***1.1. Glass Ceiling***

Glass ceiling is defined as “invisible artificial barriers created by attitudinal and organizational prejudices that prevent women from reaching managerial level” (Wirth, 2001: 1). This concept is used not because of women’s incompetence



or inexperience, but “because they are women” (Sağır, 2020: 92). The glass ceiling is a problem that prevents women’s career advancement is based on stereotypes and sexist attitudes, and constitutes the problems faced by women due to their gender, regardless of sector or character (İpçioğlu, Eğilmez and Şen, 2018: 687-688).

Women face problems at every stage of their working life due to their gender. As a result of the discrimination they experience in organizations at the promotion issues, it is revealed that the number of female managers is much lower than the number of male managers (Taşkın and Çetin, 2012: 24-25). All of the factors that cause this fact are called glass ceiling syndrome. The idea that “If a woman has to choose between her family and her profession, she will choose her family and disrupt her job” is the main reason for the formation of this syndrome. This invisible ceiling, which is more common in senior management positions, is known as the obstacle that women who reach a certain position hit after a certain point (Mestçioğlu, 2018). This invisible barrier is further strengthened by the fact that those who hold power, which varies depending on gender and seniority, see those who do not have power as inferior to them (Can, Kaptanoğlu and Lazgeen, 2018: 55). The factors that cause women to feel the existence of this obstacle regardless of their achievements and abilities are divided into three categories: individual, societal and organizational (Taşkın and Çetin, 2012: 20).

### **1.1.1. Individual Barriers**

One of the individual factors that prevent women from reaching higher levels in career life is the situation of taking multiple roles. The fact that women have more than one role as a spouse, parent and employee is defined as multiple roles. Female managers may be torn between their roles at home and the responsibilities of their roles at work, and therefore take longer to climb the career ladder than male managers. The other is personal perceptions and preferences. Sometimes career barriers are not caused by external environmental factors and other people, but by the person himself/herself (İpçioğlu et al., 2018: 689). While planning their careers, women are hesitant to apply for senior management positions due to glass ceiling barriers. In particular, individual and social barriers shape women’s career expectations in a downward direction. Women are underrepresented in management positions due to social judgments

and individual responsibilities arising from the perception of the glass ceiling in career decisions.

In terms of gender, there are studies showing that women have more problems with work-life conflict than men. The conflict between the housewife responsibilities of the businesswoman and her responsibilities in working life increases the pressures of multiple roles and disrupts the work-life balance (Çarıkçı, Çiftçi and Derya, 2016: 56-57). Since women internalize their primary role of being “housewives” in their own perceptions, they avoid traveling and working long hours, thus putting obstacles in front of their careers due to their personal preferences. Due to the stereotypes created by learned sexual identities, women do not see themselves as suitable for managerial positions and create the glass ceiling barrier on their own (Leblebici and Karcioğlu, 2014: 6). Hence, career is not only individual achievement but also the struggle to overcome individual, organizational and societal obstacles.

### ***1.1.2. Organizational Barriers***

One of the glass ceiling dimensions consists of barriers arising from organizational factors. Sexist approaches in the organizational environment, unequal evaluation of employees and stereotypes especially against women reveal the glass ceiling barrier (İpçioğlu et al., 2018: 689).

The equal evaluation of women in terms of career opportunities within the organization depends on the culture and policies of the organization. The stereotypes of the society shape the thoughts of individuals from birth to death and affect their decisions in all areas of life. Due to the reflection of the society's stereotypical prejudices against women in organizational culture, women go back and forth between their domestic responsibilities and career plans and try to maintain a balance. Within the framework of stereotypes, the fact that women's first duty is to be a good mother and wife makes them feel excluded from their male colleagues in business life, they have to constantly prove themselves (Kulualp, 2015: 109). Therefore, if women are treated as less intelligent and talented than men and taught that they do not possess managerial qualities as much as men, this understanding will continue to exist in the organization (Palmer and Hyman, 1993: 40).



While female employees can intervene in individual factors of glass ceiling barriers whenever they want, it is not possible for them to intervene in organizational factors (Taşkın and Çetin, 2012: 21). Organizational factors that cause glass ceiling barriers can be counted as organizational culture and policies, informal communication networks and mentoring support.

Organizational culture and policies have a significant impact on women's career development and planning. While some organizations provide opportunities for women, others put obstacles in front of women's career development. When organizational policies and evaluations, remuneration and opportunities are not egalitarian, they do not train women for top management positions and put a glass ceiling barrier in front of them. In a male-oriented organizational structure, it becomes very difficult for women to rise. In this type of organizational culture, female managers are not found suitable for certain tasks and are not given the opportunity to prove themselves (Leblebici and Karcioğlu, 2014: 6).

One of the negative effects of organizational policies and culture on women begins in the recruitment process, where they are hired for senior management positions with no chance of advancement and their career development is harmed (Taşkın and Çetin, 2012: 21). In the recruitment process, women are not preferred at all because they are "women" or they are subjected to different conditions and evaluations than men. These unequal practices encountered at the very beginning also destroy women's desire to advance in their careers (Tunç and Özmen, 2016: 104).

Communication networks among male employees in organizations create disadvantages in the careers of women due to their inability to participate in these networks. In addition, the lack of female mentors is another organizational barrier that limits the career development of female employees. (Tunç and Özmen, 2016: 104). However, it is easier for female employees who have a female mentor to be included in communication networks and to move up the career ladder (Anafarta, Sarvan and Yapıcı, 2008: 119).

### **1.1.3. Societal Barriers**

Societal factors, which constitute one of the causes of the glass ceiling, are analyzed under two headings: Stereotypes about women and occupational

segregation by gender. Stereotypes against women affect women's working life and prevent them from being in top positions by insisting that managerial positions are not suitable for women. Sexist stereotypes, prejudices and superstitions create a transparent barrier for women (Utma, 2019: 51). Women internalize such prejudices against women because of their gender and shape their lives accordingly (İpçioğlu et al., 2018: 686-709).

Women's socially constructed sexual identity causes them to be subjected to gender discrimination in working life. Stereotypes and the fact that housework and childcare are placed on women's shoulders prevents women from advancing in their careers. Therefore, it is seen that most career women are unmarried, divorced or childless even if they are married and their only goal is career (Dalkıranoğlu and Çetinel, 2015: 280).

Due to cultural and social judgments, the division of jobs into "women's work" and "men's work" according to gender, gender injustice in education, women and men turning to different professions in the career process and gender-based occupational segregation (Kulualp, 2015: 109). This occupational gender segregation does not leave women free in their choice of occupation and causes women who deviate from the determined women's work track to face more difficulties in their jobs (Tunç and Özmen, 2016: 105).

When choosing a profession, individuals not only act according to their abilities, skills and knowledge, but also face family and societal pressures and prejudices, which lead them to choose professions against their wishes. These judgments lead to the segregation of professions according to gender. For example, while bus driver, engineer, car mechanic and manager are seen as male jobs, secretarial, human resources, nursing and teaching are seen as female jobs (Hoşgör, Hoşgör and Memiş 2016: 349). For this reason, it is inevitable that women are less preferred in professions such as general management, management and engineering, which are seen as stereotypically male jobs (Leblebici and Karcioğlu, 2014: 8). Occupational segregation imposed by gender roles and traditional family responsibilities create significant social barriers to women's careers. Due to these pressures, women are often forced to choose between career or family.



The belief that the women represent “weak” and the management represent “strong” continues to exist throughout the Turkish society. Even when a woman overcomes many difficulties and becomes a manager, she is expected to make a mistake by being watched every step of the way by men, and the female manager feels pressure because she puts herself in a position representing her fellow women, and the reason for any mistake she makes is directly associated with her gender (Taşkın and Çetin, 2012: 23).

## 2. CAREER

The concept of career, which has been translated into Turkish from the word “carriere” of French and Latin origin, is given in the Dictionary of the Turkish Language Association as the position, success and specialization obtained in a job with time and labor. The concept of career is used in French in meanings such as profession, diplomatic career, a professional stage to be passed, a path drawn in life, and the concept of career is defined as all of the processes that people face in order to rise throughout their business life (Bingöl, 2006: 284-285). Also, in some definitions, career involves the development and progress of employees in business life (Denizli and Dündar, 2020: 18).

Career is also defined as a set of attitudes and behaviors associated with work and work- related activities throughout a person’s life (Bhattacharyya, 2009: 226). Career, which refers to the activities that people follow throughout their professional lives, provides employees with the opportunity to advance vertically in their professions and to gain more responsibility, status, prestige and wages (Bingöl, 2006: 329-330). However, the concept of career does not only refer to vertical mobility such as career advancement, success, position, prestige and promotion; it also includes all activities that employees do throughout their working life. Therefore, the concept of career has both individual and organizational characteristics by examining the level of connection between the individual and his/her profession and between the individual and the organization (Bolat and Seymen, 2003:7).

Career refers to being promoted in the same field of work within the organization from the time a person starts his/her professional life until the



time he/she retires, as well as working in different jobs in different organizations operating in different fields of the profession (Çalık and Ereş, 2006: 32-33). In addition, it is defined as a progression that includes not only the jobs that the person has, but also the programs and training related to the expectations, needs, goals, wishes, feelings and desires related to the role of the job (Ertürk, 2011: 202-203). Women's career choices are influenced by factors such as social and family responsibilities, organizational barriers and job security. This is particularly evident in the preference for the public sector. Career refers to the achievements and positions an individual attains in their professional life. However, for women, this process is shaped by individual responsibilities and glass ceiling barriers stemming from gender roles.

### ***2.1. Factors Affecting Women's Public Sector Career Decisions***

It is known that women who want to have a career or just work will encounter work-life conflict due to the responsibilities that traditional society imposes on women. Due to these prejudices and natural responsibilities imposed by society, most women who want to work or make a career can decide on a career in the public sector. It is observed that the number of female employees has recently increased in public institutions and organizations in Türkiye, where women have the widest employment opportunities. However, the number of women in senior positions such as managers, heads of departments, presidents etc. is quite low (Doğan and Çelik, 2017: 114). In the distribution of female labor force by occupational groups in the public sector, it is determined that the highest number of female labor force by type of employment in the public sector is in the civil servant status. In the occupational group of judges and prosecutors, the rate of male employees is 68.48%, which is almost twice the rate of female employees (11th Development Plan Specialized Commission on Aging Report, 2018: 56).

Factors affecting women's public sector preference decisions include family, gender, education level, social security and social opportunities, job security and personal rights. Turkish society considers it is appropriate for a woman to work in the public sector, where she at least has job security. The Turkish family structure, which cannot completely abandon this perception, raises the women and men in the perspective of this perception. Therefore, women and men see "the children" as the biggest and most important obstacle to women's employment. A woman



who takes a break from her profession on maternity leave may feel discouraged from her profession and she does not want to leave her child. Men, on the other hand, even if they work in the same profession as their wives, see housework as the woman's responsibility when they return home and the women still work with housework. For this reason, women experience work-life conflict (Beyenal, 2019: 23-25).

Another factor why women are interested in the public sector in terms of gender is that exams are held without discrimination between men and women to enter the sector, there is equality in wages, and there is no sexist approach to promotion. In women's career decisions, the perception of the glass ceiling affects their orientation towards areas where organizational barriers are felt less, especially in the public sector. The public sector offers a more egalitarian structure that supports career advancement for women. For social security auditors, Article 11 of the Regulation on Social Security Auditors states in the working and promotion conditions for assistant auditors that the only step to become an authorized assistant auditor is an exam, which does not allow for a sexist approach.

One of the reasons why women do not enter the labor force is that they have to deal with housework and take care of their children. In order to raise children, women either do not enter the labor force at all or, if they do, they work double shifts in addition to housework. In order to ensure the balance between work and family life, the state organizes practices such as maternity and paternity leaves, flexible working hours, state provision of childcare services, etc. Among these, the most effective practice for female civil servants is the establishment and expansion of state-provided kindergartens for children aged 0-6. Article 191 of the Law No. 657 on Civil Servants stipulates that child care centers and social facilities can be established for civil servants in places where it is deemed necessary and needed. Article 2 of the Regulation on Child Care Homes to be Opened by Public Institutions and Organizations stipulates that nurseries (child care centers) must be opened for at least fifty children between the ages of 0-6 of the civil servants employed by the institution (Üstün, 2020: 1575). On the other hand, Article 30 of the Occupational Health and Safety Law No. 6331 Article 30 of the Regulation on the Conditions of Employment of Pregnant or Breastfeeding

Women and the Regulation on Breastfeeding Rooms and Child Care Dormitories, titled "Obligation to open rooms and dormitories" stipulates that in workplaces with more than 150 female employees, regardless of their age and marital status, it is obligatory for the employer to establish a dormitory separate from the workplace and close to the workplace for the leaving and care of children aged 0-6 and for breastfeeding employees to breastfeed their children, and in cases where the dormitory is more than 250 meters away from the workplace, the employer is obliged to provide transportation (Üstün, 2020: 1578).

The cadre means the qualifications, grades, duties, powers and obligations of the civil servant, while on the other hand, it provides him/her with job security and a regular income. In addition to the positive socio-economic consequences of these opportunities provided to the civil servant by tenure, the individual participates in working life and receives a certain share of social production (Sezen and Karasu, 1999: 21). In times of economic crisis, it is common to come across businesses in the private sector where the perception prevails that primarily female employees are laid off. In the public sector, even if the organization is abolished, the assurance mechanism, which is quite high, shows its existence more sharply when the person is assigned to other duties (Köroğlu, 2010: 157).

### **3. METHOD**

This study is designed as a descriptive research in terms of its purpose and as a quantitative research method. Therefore, it is among the objectives of this study to determine the effect of the glass ceiling on career decisions and the relationship between them, to determine if there is a difference in demographic characteristics and to make some inferences. For this research, Marmara University, Social Sciences Research Ethics Committee approval dated 06.03.2024 and numbered 2023-125, was obtained.

The population of the study consists of women working in 30 Social Security Centers operating in Istanbul. The sample of the research consists of 202 female employees working in Social Security Institutions of 4 District Centers (Esenler, Kartal, Fatih, Zeytinburnu) which are randomly selected from this population. During the research process, a total of 300 questionnaires were distributed and



220 questionnaires were sent back to us, but 18 of the 220 questionnaires were incompletely filled in, so 202 questionnaires were included in the analysis. The demographic characteristics of the participants that emerged from the data obtained are presented in the table below (Table 1).

**Table 1. Demographic Characteristics of Participants**

Age	f	%	Education Level	f	%
20-30	86	42,6	High School	12	5,9
31-40	80	39,6	Associate Degree	9	4,5
41-50	27	13,4	Undergraduate	14	73,3
51-60	8	4	Graduate	8	16,3
60 above	1	0,5	Total	20	100
Total	202	100		2	
Job Title	f	%	Professional Experience	f	%
Administrator	11	5,4	1-5 years	10	51,5
Supervisor/Assistant Sp. Chief	111	55		4	
Data Preparation and Control Operator	29	14,4	6-10 years	53	26,2
Officer	30	14,9	11-15 years	18	8,9
Other	10	5	16 years and above	27	13,4
Total	202	100	Total	20	100
				2	
Marital Status	f	%	Number of Children	f	%
Married	99	49	None	14	71,8
Single	99	49		5	
Widowed and Divorced	4	2	1	33	16,3
Total	202	100	2	22	10,9
			3 and above	2	1
			Total	20	100
				2	
Career Guiding Factors	f	%	Reasons for Public Sector Preference	f	%
Friends	13	6,4	Job Security	17	87,6
Colleagues	21	10,4		7	
Mother/Father/Spouse	67	33,2	Social Facilities	11	5,4
Gender	10	5	Low Workload	9	4,5
Work Environment	91	45	Low Expectations	5	2,5
Challenges			Total	20	100
				2	

According to the table, among the female employees of the Social Security Institution, nearly 83% of the respondents were 40 years of age or younger, nearly 90% had a bachelor's degree or higher, more than half of the female employees were supervisors/assistant supervisors, 5.4% were in the managerial level, more than half of the respondents had 1-5 years of professional experience, almost half of them were married (49%) and the other half were single (49%), and the vast majority (71%) do not have children, the biggest consideration in their career decisions is the difficulties that may be encountered in the work environment (45%), so with this decision, it can be stated that female employees are focused on towards the public sector where they can face the less problems than private sector, followed by the family factor has an impact on the career decisions of female employees, and the biggest reason for female employees to prefer the public sector is "job security" (88%), so it can be stated that they choose the public sector with the idea that they have job security compared to the private sector.

### ***3.1. Data Collection Tools and Scales Used in the Study***

The data collected for the research were obtained through a questionnaire in 2022. In the preparation of the items in the questionnaire, the glass ceiling scale used in Karaca's (2007) study titled "An Applied Research on Career Barriers Glass Ceiling Syndrome in Female Managers" (Karaca, 2007: 125) and the career decision scale used in Yusupu's (2015) study titled "The Relationship Between Career Decisions and Perfectionism, Learning Motivation and Academic Achievement in University Students" (Yusupu, 2015: 138) were utilized. In the questionnaire form, the career decision scale consisting of 13 items and the glass ceiling syndrome perception scale consisting of 38 items prepared in 5-point Likert type, and in the last section, there are questions about demographic information, factors shaping the career and the reason for preference for the public sector, consisting of 8 questions in total.

### ***3.2. Data Analysis***

The following hypotheses were developed regarding the variables addressed in the research:



H<sub>1</sub>: Glass ceiling perception negatively affects career decision making.

H<sub>2</sub>: There is a negative relationship between glass ceiling perception and career decision.

H<sub>3</sub>: Glass ceiling perception differs according to demographic characteristics.

The data obtained as a result of the research were analyzed with SPSS 25.0 (Statistical Package for Social Sciences) program and the hypotheses mentioned above were tested and the results obtained were summarized and interpreted with tables. First, factor analyses (exploratory) were conducted and Cronbach's alpha reliability coefficient was calculated. In order to obtain the analysis results of the research hypotheses, test of normality was applied to decide which tests could be performed. According to the results of Kolmogorov-Smirnova test ( $p=0,07>0,05$ ) and Shapiro-Wilk ( $p=0,76>0,05$ ) normality test, it was seen that the data were normally distributed. Therefore, regression, correlation and ANOVA analyses from parametric tests were performed.

### **3.3. Factor and Reliability Analyses**

In order to determine the construct validity of the scales used in the study, exploratory factor analysis was first performed for the glass ceiling scale. The factor pattern of the scale was found by applying "principal component analysis" as the factorization method and "Varimax" vertical rotation method as the rotation method. During the analysis process, the absolute value of 0,40 was entered and the statements with factor loadings below  $|0,4|$  were removed from the analysis. The 38-item glass ceiling scale was reduced to 20 items and factor analysis was performed again. The Cronbach's alpha value of the entire scale was 0,76, indicating that the scale was "reliable".

**Table 2. Factor and Reliability Analysis Results of the Glass Ceiling Scale**

Scale Items	Factor Loadings			Cronbach's Alpha
	Societal Barriers	Organizational Barriers	Individual Barriers	
M36	0,82			0,85
M33	0,77			
M35	0,73			
M38	0,70			
M31	0,66			
M32	0,63			
M37	0,63			
M13		0,75		0,83
M22		0,74		
M15		0,70		
M20		0,68		
M28		0,68		
M23		0,66		
M24		0,62		
M14		0,55		0,71
M9			0,78	
M10			0,67	
M12			0,64	
M3			0,61	
M1			0,43	
Total Variance Explained				% 51,35
KMO Value				0,85
Bartlett's Test of Sphericity				1484,94
p- value				0,00

As a result of the factor analysis (Table 2), it was observed that the glass ceiling scale had three factors and these three factors explained 51,35% of the total variance. The first factor consisting of 7 items contains statements about stereotypical prejudices, the second factor consisting of 8 items contains statements about informal communication networks, gender-based occupational discrimination and organizational culture, and the third factor consisting of 5 items contains statements about women's multiple roles and personal perceptions. Therefore, Factor 1 was named as "Societal Barriers", Factor 2 as "Organizational Barriers" and finally Factor 3 as "Individual Barriers". KMO and Bartlett's test of sphericity were applied and the Kaiser-Meyer-Olkin sampling adequacy value of 0,85 showed that the data set was suitable for factor analysis. The chi-square obtained as a result of Bartlett's sphericity test was 1484,94 and the test result



was significant ( $p=0.00$ ), which means that there is a high correlation between the variables, in other words, the data set is suitable for factor analysis. According to the reliability analysis conducted for the sub-dimensions of the glass ceiling, it was found that the Cronbach's Alpha value of the social barriers dimension was 0,85, the organizational barriers dimension was 0,83 and individual barriers was 0,71. These values indicate that the scale is reliable.

**Table 3. Career Decision Scale Factor and Reliability Analysis Results**

Scale Items	Factor Loadings	Cronbach's Alpha
M10	0,82	0,92
M11	0,81	
M12	0,80	
M7	0,77	
M13	0,75	
M1	0,74	
M2	0,74	
M5	0,73	
M3	0,72	
M6	0,70	
M8	0,68	
M4	0,66	
M9	0,55	
Total Variance Explained		54,32
KMO Value		0,91
Bartlett's Test of Sphericity		1619,10
p- value		0,00

The factor pattern of the scale was found by using “principal component analysis” as the factorization method and “Varimax” vertical rotation method as the rotation method. In Table 3, it was determined that the scale consisted of a single factor and that this factor explained 54,32% of the total variance. The weights of the statements within the factor were analyzed with the varimax vertical rotation method applied to the scale. Table 3 indicates the items and factor loadings within the factor that emerged as a result of the analysis. Thus, the factor loadings of all items included in the scale are greater than 0,40. In order to find out whether the collected data is suitable for factor analysis, KMO and Bartlett test were applied to the scale and the values in Table 3 were found.



The KMO sampling adequacy value of the career decision scale was found 0,91 and the chi-square obtained as a result of Bartlett's test of sphericity was found 1619,10 and the  $p=0.00$ . Therefore, it was determined that the data set was suitable for factor analysis and that there was a high correlation between the variables, in other words, the data set was suitable for factor analysis. The 13-item career decision scale was found to be a highly reliable scale with a Cronbach's alpha value of 0,92.

#### 4. FINDINGS

In this section of the study, the identified hypotheses were tested.

**Table 4. Regression Analysis on the Effect of Glass Ceiling and Career Decision**

Dependent Variable: Career Decision	B	Std. Error	Beta	t	p
(Constant)	4,83	0,27			
Glass Ceiling - Societal Barriers	-0,05	0,07	-0,05	-0,70	0,48
Glass Ceiling - Organizational Barriers	-0,06	0,06	-0,07	-1,03	0,30
Glass Ceiling - Individual Barriers	-0,17	0,06	-0,17	-2,51	0,01
Model Summary		ANOVA			
R <sup>2</sup> = 0,031	Adjusted R <sup>2</sup> = 0,026	F=4,35	p=0,038		

According to the regression analysis to determine the effect of glass ceiling on career decision, the model is significant ( $F=4,35$ ,  $p<0,05$ ). The regression analysis results indicate that individual barriers, one of the dimensions of glass ceiling perception, have a significant negative effect on the career decision of the participants. The beta coefficient in Table 4 is -0,17. This coefficient indicates that individual barriers have a negative effect on career decision. Thus, it can be stated that when the participants' perception of glass ceiling individual barriers increases by one unit, career decision decreases by 0,175 units ( $\beta= -,175$ ;  $p<,05$ ). In Table 4,  $R^2=0,031$ , this coefficient indicates that individual barriers explain 0,3% of the change in career decision.

In this study, correlation analysis was also conducted to determine the relationship between glass ceiling and career decision. The results of the analysis are presented in the table below.

**Table 5. Correlation between Glass Ceiling and Career Decision**

		Glass Ceiling Perception	Career Decision
Glass Ceiling Perception	Pearson Correlation Coefficient	1	-,146*
	Sig. (2-tailed)		0,038
	n	202	202
Career Decision	Pearson Correlation Coefficient	-,146*	1
	Sig. (2-tailed)	0,038	
	n	202	202

\*Significant difference at  $p < 0,05$  level

According to the Table 5, there is a significant relationship between glass ceiling and career decision ( $p = 0,038 < 0,05$ ). Pearson's correlation coefficient of  $-0,146$  indicates that there is a low strong negative relationship between career decision and glass ceiling perception. Therefore, it can be stated that career decision decreases when glass ceiling perception increases.

In order to determine whether there is a significant difference in glass ceiling perception according to some demographic characteristics of the participants, one-way analysis of variance (ANOVA) test was applied. According to the results of Levene's test, which was performed to determine whether the variances of the groups were homogeneous before the one-way analysis of variance was performed, the equality of the variances of the groups was accepted ( $p = 0,24$ ) and the precondition for ANOVA was met.

**Table 6. Glass Ceiling Perception According to Demographic Characteristics ANOVA Test**

	Education Status	Sample	Mean	SS	F	P
Organizational Barriers	High School	12	2,57	0,77	9,85	0,000*
	Associate Degree	9	2,54	0,85		
	Undergraduate	148	3,54	0,73		
	Graduate	33	3,26	1,00		
	Reason for Public Sector Preference	Sample	Mean	SS	F	P
Organizational Barriers	Job Security	177	3,44	0,83	3,029	0,031*
	Social Facilities	11	2,67	1,12		
	Low Work Intensity	9	3,38	0,54		
	Low Expectations	5	3,57	0,49		

\*Significant difference at  $p < 0,05$  level

As a result of the one-way ANOVA test conducted to determine whether the glass ceiling perception of the participants showed a significant difference

according to their educational status; it was found that organizational barriers, one of the sub-dimensions of glass ceiling perception, showed a statistically significant difference according to their educational status ( $F=9,85$ ;  $p=0,000<0,05$ ). Post hoc tests were applied to find out from which group the difference originated, and it was seen that the participants with undergraduate degree differed from other education levels. One-way ANOVA test was applied to determine whether the glass ceiling perceptions of the participants showed a statistically significant difference according to their reasons for choosing the public sector. As a result of this analysis, it was found that organizational barriers showed a statistically significant difference according to the reasons for choosing the public sector ( $F=3,02$ ;  $p=0,031<0,05$ ). As a result of the Post-hoc Bonferroni test, a significant ( $p<0,05$ ) difference was found between the reason for “job security” and the reason for “social opportunities” (Table 6). It was revealed that those who preferred the public sector due to job security had a higher perception of glass ceiling organizational barriers than those who preferred the public sector due to social opportunities. According to all these results, Hypothesis 2 is accepted, Hypothesis 1 and Hypothesis 3 are partially accepted.



## CONCLUSION

This study was conducted to determine the effect of the barriers called “glass ceiling”, which are invisible but felt more by women as they climb the career ladder, on the career decisions of women who prefer to work in the public sector. In addition, the study also aimed to determine whether the perception of glass ceiling shows a significant difference according to various demographic characteristics.

According to the analysis, it was determined that individual barriers, one of the sub- dimensions of glass ceiling perception, had a significant negative effect on career decision making. It was observed that as women’s confidence in their own skills and knowledge decreases and they take on domestic responsibilities alone, they are negatively affected in making career decisions. In addition to these findings, organizational and societal barriers, which are sub-dimensions of glass ceiling perception, did not have a significant effect on the career decision of the participants. It can be said that the reason why participants are not affected by organizational barriers when making career decisions is due to the culture and policies of the public sector. One example of this is that male and female employees in the public sector are placed in a profession by being subjected to the same exam, and the salary varies according to seniority rather than gender. This situation shows that although women are more likely to choose to work in the public sector to avoid organizational barriers, their perceptions of personal preferences have an impact on their career decisions. Thus, it can be thought that most of the participants think that they have managerial skills and characteristics, that they are aware of the fact that male colleagues communicate with their superiors more easily than women in the organization and that this situation provides advantages to their male colleagues, and that they are pressured by their families to choose a profession according to their gender. In line with the answers given by the women participating in the research, it was seen that contrary to the prejudices imposed by the society, women can work long shifts like men and can participate in business trips between cities or countries. In addition, it has been determined that they do not think that their emotional structure can prevent them from being successful in senior management, that they are as resilient as men in the business world, but they think that they need to make more effort

than men to advance in the profession and that men are given more opportunities than women in senior management.

This study also revealed that there is a weak negative relationship between career decision and perception of glass ceiling syndrome. It was observed that the increase in the glass ceiling perception of the participants caused a decrease in their conscious career decision. Consequently, it can be said that women with a high perception of glass ceiling are less excited when making a career choice, their self-confidence decreases, they think that they cannot overcome the obstacles they will face throughout their career life and they despair about their future careers.

It was determined that there was a significant difference in the organizational barriers dimension of the glass ceiling perception of the participants according to the reasons for choosing the public sector, and there was a significant difference between job security and social opportunities. It has been revealed that women who prefer the public sector due to job security have a higher glass ceiling perception than women who prefer the public sector according to social opportunities. In this context, it has been revealed that those who prefer the public sector due to job security have a higher perception of glass ceiling in the context of organizational barriers than those who prefer the public sector according to social opportunities. Therefore, the glass ceiling thought in the participants' preference for a public sector career due to job security is seen more than other reasons. As a result of the analysis, it was determined that the participants made their career decisions in favor of the public sector due to job security. Hence, it was concluded that women who want to avoid the difficulties of the work environment and spend less energy without fear of losing their jobs when they fulfill their home and family responsibilities by working in a job with a job security, prefer the public sector due to the effect of glass ceiling syndrome. It is seen that the participants choose to work in the public sector with the awareness that they will not face the organizational barriers of the glass ceiling, but despite this, they are also influenced by their individual preferences and perceptions in their career decisions. Therefore, as women's confidence in their own abilities and knowledge decreases and as they take on domestic responsibilities alone, they are negatively affected in making career decisions.



In addition, the glass ceiling perception did not show a statistically significant difference according to the participants' age, job titles, professional experience, marital status and number of children.

As a result, the following suggestions can be made for women who think that they have the self-confidence, ability and other characteristics to take part in senior management positions to overcome the glass ceiling barriers that have been found to negatively affect their career decisions. In the dimension of individual barriers, it should be ensured that women attach importance to their own education and personal development. The perception that housework is a job specific to women should be changed by ensuring that women and men take equal responsibility for housework. In the dimension of organizational barriers, efforts should be made to end women's lack of informal communication networks within the organization. More opportunities should be given to women to become managers in organizations, institutions should assign equal tasks to their employees without gender discrimination, and policies should be developed to give women the chance to show that they can be successful in senior management positions. Finally, it should be ensured that necessary studies are carried out so that women in senior management status can provide mentor support to both sexes. In the dimension of societal barriers, efforts should be made to break down the perception that women will prioritize family and domestic responsibilities over professional responsibilities, to help women think away from social pressure and stereotypes when making career decisions, to break down prejudices in society and to raise awareness of the glass ceiling syndrome.

## REFERENCES

- Anafarta, N., Sarvan, F., ve Yapıcı, N. (2008). *Konaklama İşletmelerinde Kadın Yöneticilerin Cam Tavan Algısı: Antalya İlinde Bir Araştırma. Akdeniz İİBF Dergisi*, 8(15): 111-137.
- Beyenal, S. (2019). *Çalışan Anne Olmanın Ev, İş ve Sosyal Yaşam Üzerindeki Etkileri. (Yayımlanmamış Yüksek Lisans Tezi). Sakarya Üniversitesi, Sakarya.*
- Bhattacharyya, D. K. (2009). *Human resource planning. India: Excel Books.*
- Bingöl, D. (2006). *İnsan kaynakları yönetimi. İstanbul: Arıkan Basım Yayım Dağıtım.*
- Bolat, T., ve Seymen, O. A. (2003). *Örgütlerde İş Etiği ve Kariyer Yönetimi İlişkisi: Normatif Etik Boyutuyla Bir Değerlendirme. İstanbul Üniversitesi İşletme Fakültesi İşletme İktisadi Enstitüsü Dergisi*, 14(45): 3-19.
- Can, E., Kaptanoğlu, S., ve Lazgeen, M. H. (2018). *Akademisyenlerde Cam Tavan Sendromunun Güç Mesafesi ile İlişkisi. Öneri Dergisi*, 13(50): 52-64.
- Çalık, T., ve Ereş, F. (2006). *Kariyer yönetimi tanımlar kavramlar ilkeler. Ankara: Gazi Kitapevi.*
- Çarıkcı, İ. H., Çiftçi, M., ve Derya, S. (2016). *İş-Aile Yaşam Çatışması: Türkiye'deki Kadın Yöneticiler Üzerinde Bir Uygulama. Süleyman Demirel Üniversitesi Vizyoner Dergisi*, 2(2): 53-65.
- Dalkıranoğlu, T., ve Çetinel, F. G. (2015). *Konaklama İşletmelerinde Kadın ve Erkek Yöneticilerin Cinsiyet Ayrımcılığına Karşı Tutumlarının Karşılaştırılması. Dumlupınar Üniversitesi Sosyal Bilimler Dergisi*, (20): 277-298.
- Denizli, A. A., ve Dündar, G. İ. (2020). *Kariyer Tatmininin Mutluluk Düzeyi Üzerindeki Etkisini Belirlemeye Yönelik Bir Araştırma. İş'te Davranış Dergisi*, 5(1): 17-25.
- Doğan, B., Bahar, ve Çelik, M., Gaye. (2017). *Kadının Kamudaki Yeri: Türkiye İstatistik Kurumu Örneği. Dicle Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 7(13): 113-131.
- Ertürk, M. (2011). *İnsan kaynakları yönetimi. İstanbul: Beta Yayınları.*



Hoşgör, H., Hoşgör, D. G., ve Memiş, K. (2016). *Sosyo-Demografik Özellikler ile Cam Tavan Sendromu Arasındaki İlişki ve Farklılıkların İncelenmesi: Sağlık Çalışanları Örneği. Mustafa Kemal Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 13(35): 345-362.

İpçioğlu, İ., Eğilmez, Ö., ve Hilal, Ş. (2018). *Cam Tavan Sendromu: İnsan Kaynakları Yöneticileri Bağlamında Bir Araştırma. Mehmet Akif Ersoy Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 10(25): 686-709.

Karaca, A. (2007). *Kadın Yöneticilerde Kariyer Engelleri: Cam Tavan Sendromu Üzerine Uygulamalı Bir Araştırma. (Yayımlanmamış Yüksek Lisans Tezi). Selçuk Üniversitesi, Konya.*

Köroğlu, Ö. T. (2010). *Türkiye’de Personel Yönetiminden İnsan Kaynaklarına Geçişte Esneklik ve Memur Statüsü. Türk İdare Dergisi*, (469): 139-164.

Kulualp, H. G. (2015). *Stratejik İnsan Kaynakları Yönetiminde Cam Tavan Sendromu Engellerini Aşmak. Kamu-İş*, 99-123.

Leblebici, Y., ve Karcioğlu, F. (2014). *Kadın Yöneticilerde Kariyer Engelleri: Cam Tavan Sendromu Üzerine Bir Uygulama. Atatürk Üniversitesi İktisadi ve İdari Bilimler Dergisi*, 28(4): 1-20.

Mestçioğlu, Ö. (2018). *Women in managerial positions. Date of Access: 19.07.2024, <https://ozlemmestcioglu.com/2018/01/12/yonetici-konumunda-kadin/>*

Palmer, M., ve Hyman, B. (1993). *Yönetimde kadınlar, American Management Association. İstanbul: Rota Yayıncılık.*

Sağır, M. (2020). *Cam Tavan Sendromunun Bankacılık Sektöründe Çalışan Kadınlarda İşten Ayrılma Niyetine Etkileri. Strategic Public Management Journal*, 6(11): 91-102.

Sezen, S., ve Karasu, K. (1999). *Belediyelerde Kadro ve İstihdam Yapısı. Çağdaş Yerel Yönetimler*, 8(3): 20-54.

Sosyal Güvenlik Denetmenliği Yönetmeliği, T.C. Resmi Gazete, 27945, 26.06.2011.



Taşkın, E., ve Çetin, A. (2012). *Kadın Yöneticilerin Cam Tavan Algısının Cam Tavanı Aşma Stratejilerine Etkisi: Bursa Örneği. Dumlupınar Üniversitesi Sosyal Bilimler Dergisi*, (33): 19-34.

T.C. Kalkınma Bakanlığı. (2018), 11. Kalkınma Planı Özel İhtisas Komisyonu Raporu, *Date of Access*, 19.07.2024, <https://www.sbb.gov.tr/wpcontent/uploads/2020/04/KadininKalkinmadakiRoluOzellhtisasKomisyonuRaporu.pdf>.

Tunç, S., ve Özmen, A. (2016). *Kadın Çalışanların Cam Tavan Engelleri ile Algılanan Örgütsel Adalet Arasındaki İlişki: Eskişehir Bankacılık Sektöründe Uygulama. Çankırı Karatekin Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 7(2): 97-119.

Utma, S. (2019). *Kadına Yönelik Cinsiyet Ayrımcılığı ve Cam Tavan Sendromu. Sosyal ve Beşerî Bilimler Dergisi*, 11(1): 44-58.

Üstün, K. T. (2020). *Kadının Ücretsiz Bakım Emeğinin Azaltılması Kapsamında Kurumsal Çocuk Bakım Hizmetlerine Erişim Kreş Hakkı. Çalışma ve Toplum*, 3(66): 1557-1590.

Wirth, L. (2001). *Women in Management: Closer to Breaking Through The Glass Ceiling. Women, Gender and Work*. *Date of Access*: 19.07.2024, <https://www.ilo.org/publications/breaking-through-glass-ceiling-women-management-updated-version-2004>.

Yusupu, R. (2015). *Üniversite Öğrencilerinde Kariyer Kararları İle Mükemmeliyetçilik, Öğrenme Motivasyonu ve Akademik Başarı Arasındaki İlişkiler*. (Yayımlanmamış Yüksek Lisans Tezi). Dokuz Eylül Üniversitesi, İzmir.

657 Sayılı Devlet Memurları Kanunu, T.C. Resmi Gazete, 12056, 23.07.1965.

6331 Sayılı İş Sağlığı ve Güvenliği Kanunu, T.C. Resmi Gazete, 28339, 20.06.2012.