



## Youth's View on Gender Based Glass Ceiling & Glass Cliff Phenomenon\*

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### Abstract

Gender perception, which is effective in social life, is also exists in working life. Glass ceiling syndrome and glass cliff phenomenon in working life are the result of gender-based roles in society. In this study, it was aimed to determine whether gender perception has a role on university students' view toward working life and whether this perception differs to gender. The data was collected from the students studying of a university. T-Test was applied to determine the effect of the participants' gender on their thoughts on glass ceiling barriers. Chi-Square analysis was performed in order to determine the effect of the relationship between the glass cliff phenomenon and gender. According to the T-Test results, the averages of male and female participants in terms of multiple roles, women's personal preferences and perceptions, professional distinction and stereotype dimensions were significantly different. In general, there was no glass cliff phenomenon on students' perspectives. However, there was a significant relationship between gender and responses to the glass cliff phenomenon. This study is important in terms of gaining information about how gender injustice in society affects the views of university students who will have an effect in the future business life and how their gender plays a role in these views.

**Keywords:** gender discrimination, gender roles, stereotype

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## 1. Introduction

The smallest unit of a society is family. The structure of the families also shapes the structure of the society. So discrimination between girls and boys in the family has reflected to the society. In the societies where families that do not value girls are the majority, women are treated as second-class citizens because of their gender. As a result, women fall behind men socio-economically. Today, an increasing number of women are trying to get into business life in order to improve their socio-economic status by standing against gender discrimination. However, since they are women, they may encounter various obstacles in take part the business life, and women who overcome these obstacles and go into business life, this time they have to struggle with various problems in business life. These problems which is come to fore are conceptualized as glass ceiling and glass cliff (Hymowitz & Schellhardt, 1986 from Eagly & Carli, 2007; Macarie & Moldovan, 2012).

In this study, the glass ceiling syndrome and glass cliff phenomenon that women encounter in business life are discussed. It has been tried to determine which dimension of glass ceiling syndrome is seen as an obstacle to the promotion of women and the differences in opinion on this issue in terms of male and female participants. In addition, by determining which of the female and male executive candidates deemed suitable as a manager in cases where the performance of a company is increasing or declining, it is tried to determine whether there is a glass cliff phenomenon for the participants. Therefore, it is thought that this study will contribute to the literature in terms of revealing how the individuals who will take part in future business life are affected by today's sexist views.

## 2. Women in Working Life

Women have been subjected to discrimination in almost all societies regardless of the level of development. The reasons causing this discrimination may be different. There are three mechanisms that address the emergence point of discrimination. These mechanisms are Stereotype Theory, Attribution Theory, and Equality Theory (Macarie & Moldovan, 2012). According to the Stereotype Theory, women have empathic, intuitive, affiliated, non-competitive features. These features also prevent them from taking part or rising in certain professions. Attribution Theory is comparing the success of an individual with the expectation of the manager and explaining the reason for this success. According to the theory, if a female employee shows the performance that the manager expects or more than this performance, the performance is based on the external factors such as luck rather than the woman's skills or hard work. When she performs below expectations, this failure is interpreted that the woman is not skilled in this regard. Whereas, when a male employee performs above the expectations of the managers, this

performance is attributed to the skills and hard work of the male employee. If the performance of the male employee below expectations, then this case is based on external factors such as bad luck. Another mechanism that addresses the source of discrimination is the Theory of Equality. In this theory, a comparison is made between the inputs and outputs of individuals and an assessment is made accordingly. According to this theory, it is perceived that female managers do not spend much time for their duties compared to men, they do not make much effort and male managers are more prepared for their duties. As a result of this evaluation, even if the performance of the male and female managers are the same, the male manager is more appreciated (Macarie & Moldovan, 2012).

Discrimination refers to providing individuals less reward or convenience than they legitimately deserved. Discriminatory practices are the exposure of individuals to different treatment on the basis of discrimination. Women who want to take part in working life face two types of discrimination: access discrimination and treatment discrimination (Levitin et.al, 1971). Access discrimination implies that women cannot enter certain professions. In case of access discrimination, women who want to work are excluded from some professions such as civil engineering and security services due to their gender. Women may experience difficulties in entering these professions because of the widespread belief that these professions are male-specific professions. According to The World Bank data more than 2.7 billion women worldwide are prohibited from doing the same job as men. Among the 189 countries' economies, 104 have made legal regulations that prevent women from working in certain jobs. In the 18 of them, men were given the right to legally prevent their spouse from working (World Bank Group, 2018).

Treatment discrimination refers to the second-class citizen treatment faced by a woman working in a job. In treatment discrimination, female employees may encounter some career obstacles in the workplace. Even though sometimes female employees are successful, they cannot benefit from opportunities, resources and awards given to male employees (Terborg & Ilgen, 1975).

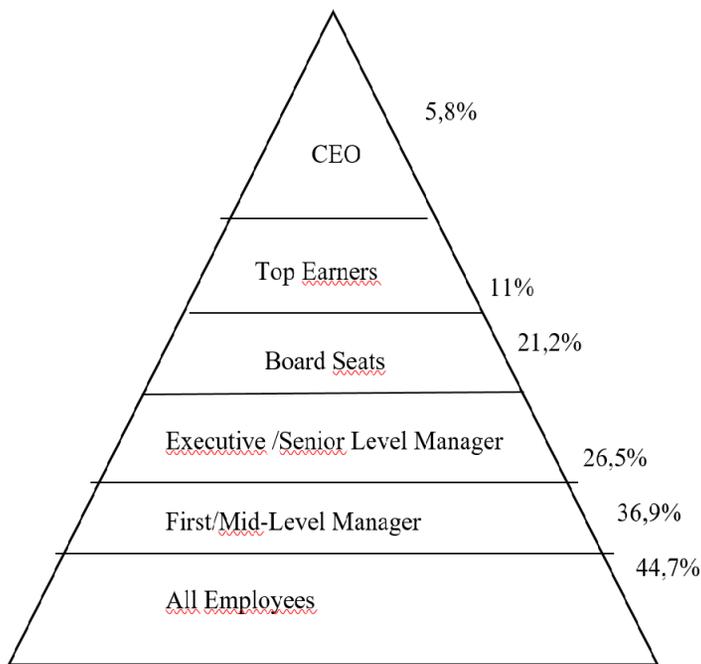
In a study conducted in a firm in America, only 8% of women stated that they faced discrimination in the workplace, although 97% faced discriminatory practices. According to the results of this study, it can be said that sexist culture in the workplace affects the perception of exposure to discrimination. In other words, if a sexist culture is dominant in a workplace, all female employees in that workplace are subject to discrimination. Female employees who are close only to senior executives may experience less discrimination than other female employees. In such workplaces, a female employee may think that she is not being discriminated because she compares herself with other female workers (Levitin et al., 1971).

Some statistics on the female workforce can be summarized as follows (www.unstats.un.org):

- In 2015, 75% of men and 50% of women joined the workforce worldwide.

- It is determined that women work mostly in education, health, social services and home care services.
  - Considering all the paid and unpaid (home, family-related) jobs, it turns out that women work more than men. While the average daily working time of women in developing countries is 7 hours 9 minutes, working time of men are 6 hours 16 minutes. In developed countries, women work an average of 6 hours and 45 minutes, while men work 6 hours and 12 minutes.
- As of January 2020, the proportion of women in various positions in companies listed on the S&P 500 List is shown in the figure below:

**Figure 1: Women in S&P 500 Companies**



Source: [www.catalyst.org](http://www.catalyst.org)

When looked at the positions of women employees in the companies in the S&P 500 list, it is seen that the proportion of women decreases as up towards the top level positions (see Figure 1). While 45% of the total employees of these companies are women, 37% of the primary / middle level managers; 27% of senior executives and 21% of board members are women. 11% of the top winners in these companies are women. Finally, only 6% of those who work as CEOs in these companies are women.

Some assumptions arising from stereotypical prejudices about the situation of women in the workplace are (Owen & Todor, 1993):

- Women see their families' needs above their jobs. Especially women married and having children want to devote more time to their children, so they lose time and attention to their jobs.

- Since women generally do not have economic responsibilities, they work for additional income. For this reason, they do not have enough motivation and necessary power to promotion in working life.

- Since women are emotional, they need to get different feedback from male employees. Therefore, they receive negative feedback personally, not professionally.

- Women are very emotional and lack aggressiveness. Therefore, they are not suitable for senior management positions.

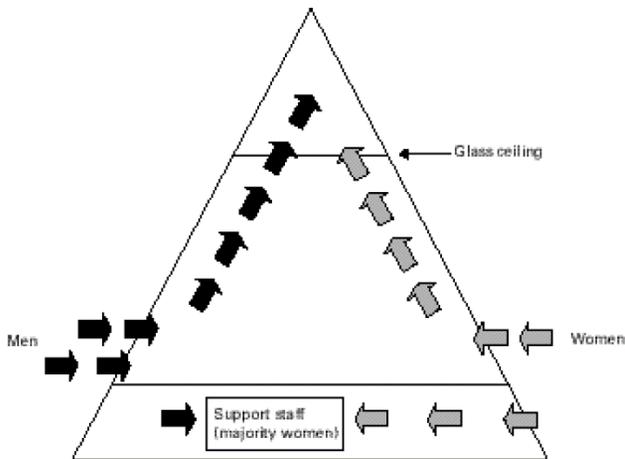
Women may be less represented in some professions than men, and a possible cause of this condition is glass ceiling syndrome. In the next section, the conceptual definition of glass ceiling syndrome is explained and the factors that cause this situation are examined.

### **2.1. Glass Ceiling Syndrome**

The concept of glass ceiling was first introduced in 1986 in an article written by two journalists in the Wall Street Journal. In the article, it has been suggested that even women who gradually ascend in a workplace strikes an invisible obstacle before reaching the executive position, and this invisible obstacle is expressed as a glass ceiling (Hymowitz & Schellhardt, 1986 from Eagly ve Carli, 2007).

Glass ceiling is the invisible obstacle that women face when they attempt to reach top positions in their institution (Kolade & Kehinde, 2013). In general, the glass ceiling based on prejudice and sexist approaches is an obstacle that invisible and difficult to overcome in the workplace, and it has been suggested that it have a limiting effect on women's promotion in the institution they work for (İpçioğlu, Eğilmez, & Şen, 2018). Lockwood (2004) stated that the existence of a glass ceiling can be mentioned also in an environment where individuals from a certain race or ethnic minority face obstacles to their empowerment. The figure below shows a glass ceiling in a workplace:

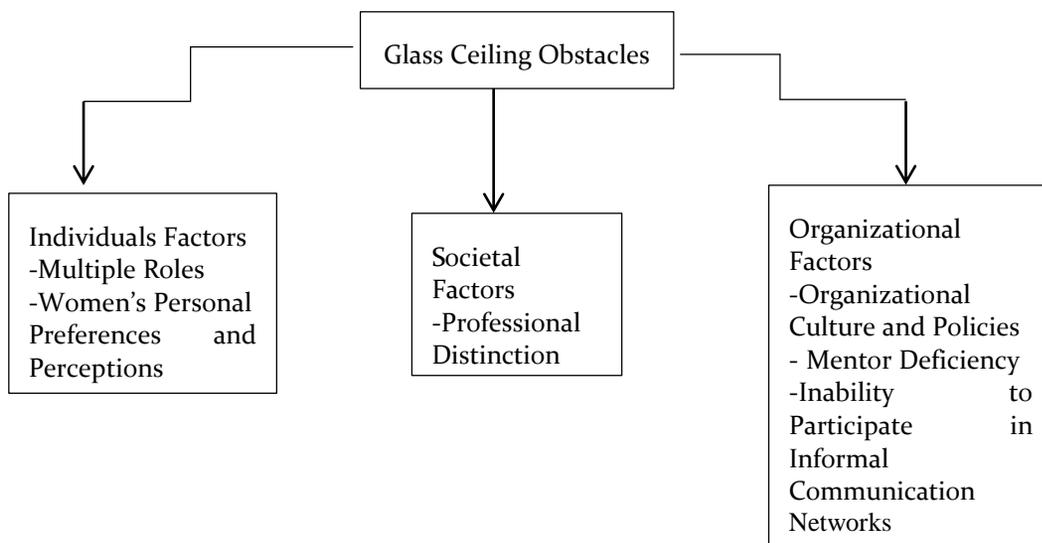
**Figure 2: Glass Ceiling**



**Source:** Wirth, 2001

As can be seen in Figure 2, while male employees can ascend to the top positions in an institution, female employees cannot ascend beyond a fixed level. There is a glass ceiling consisting of various obstacles to prevent women employees from advancing. Glass ceiling barriers are classified as follows:

**Figure 3. Classification of Glass Ceiling Barriers**



**Source:** Karaca, 2007

According to Karaca (2007), glass ceiling barriers can be examined in three classes as individual, societal and organizational factors (see Figure 3). In the section below, these factors are explained in detail.

### **2.1.1. Individual Factors**

Individual factors are arising from self-prevention of the female employee. Fear of a female employee not being able to accomplish the task assigned to her, lack of self-confidence, etc. are the obstacles that the woman creates in her own mind (İpçioğlu et al., 2018). Especially female employees with a passive personality do not make an effort to become a senior manager because they think that they cannot be successful in management duties (Aşık, 2014). Multiple roles and women's personal preferences and perceptions can be evaluated within the scope of individual factors.

Multiple roles refer to the responsibilities of female employees outside of the workplace. Most of the female employees take various obligations not only in the workplace but in their family. For this reason, they can be reluctant to promote to senior management positions that require great responsibilities in the workplace. Multiple roles can be explained by the Sensitive Base Theory. According to this theory, it has been argued that the commitment of married women to their spouses and children creates a sensitivity towards their home and it has been suggested that this situation causes women to be reluctant to work in managerial positions, which requires much responsibility (Küçük et al., 2018). It has been stated that women's attitudes and behaviors toward work changed after getting married and having children (Çaha et al., 2016). According to Tahtalıoğlu (2016), it is an obstacle that women do not choose the way to actively participate in business life by overcoming these roles given to them by the society. In a study conducted in Antalya, it was observed that when the role conflict of women managers increased, their perception of glass ceiling also increased (Anafarta, Sarvan, and Yapıcı, 2008).

Another individual glass ceiling barrier is women's personal preferences and perceptions. Women's personal preferences and perceptions are the barriers created by female employees themselves. Female employees prefer team work more than male employees. Therefore, they do not ascend in business (Er & Adıgüzel, 2015). It has been suggested that female employees produce ideas as good as male employees, but since the ideas presented within the team are conveyed to senior executives by male employees, these ideas are generally thought to belong to the male employees (Rajan, 2002).

It is claimed that women with emotional, passive, moderate and collaborative characteristics cannot ascend to the top managerial positions due to the belief that management is a difficult task and only men with a harsh temperament can do this task (Erdirençelebi & Karakuş, 2018). In a study, 42% of the individuals working at the executive level stated that the glass ceiling

syndrome was caused by the individual's lack of self-confidence (İpçioğlu, Eğilmez, & Şen, 2018). In another study, participants claimed that women's own perspectives were seen obstacles to their ascending in business life (İnandı et al., 2009). A study conducted in America showed that the desire of male students to be in the top management is higher than that of female students (Powell & Butterfield, 2003).

### **2.1.2. Social and Family Factors**

Gender roles are among the factors that affect the promotion of women in business life. Gender roles refer to the roles imposed on women and men by the society and the expectations of the society from women and men. Therefore, it can be said that societal gender roles give an idea about what kind of a masculine or feminine culture dominates in a society (Çaha et al, 2016).

The cultural characteristics of a society affect the role sharing by gender. In masculine societies, men are given the role of earning money and supporting the family economically, while women are given the task of maintaining order and care within the family. In feminine societies, there is no role distribution by gender. Men and women have the same responsibilities both in the family and in working life (Özçelik, 2017).

Professional distinction and stereotypes can be evaluated within the scope of social and family factors. In professional distinction, professions are divided into two as male and female professions. It is difficult for women to enter the professions which is considered as men profession. On the other hand women who manage to enter these professions, have more difficulty in promoting than those accepted as a female profession. As a matter of fact, in a study conducted in the United States, the rate of women in the top management is 45% in the professions that are considered specific to women, while the rate of women in the top management is 29% in the professions that are considered specific to men (Smith & Monaghan, 2013).

Another of the social and family factors are stereotypes. A stereotype is to make a judgment about an individual based on his/her gender, belief, ethnicity etc. It has been suggested that gender-based role stereotypes create the biggest obstacle to women's integration with science and business. In societies dominated by gender-based role stereotypes, men have more independent and more competitive characteristics than women; women are considered to be more sensitive and gentle, and it is believed that men will perform higher-level tasks in science and business world better than women (Terborg & Ilgen, 1975). In a study in America, 61% of female managers stated that developing a men's style is critical to their career development (Ragins, Townsend, and Mattis, 1998). A study in Antalya showed that as the stereotypes increased, the perception of glass ceiling increased (Anafarta et al., 2008).

### 2.1.3. Organizational Factors

Organizational culture and policies, lack of mentor and inability to participate in informal communication networks are among organizational factors. Organizational culture is a phenomenon that includes all of the symbols, ceremonies and mythologies that transfer the core values, norms, beliefs, etc. of an organization created by the senior manager to the employees (Özçelik, 2017). It has been claimed that the organizational culture dominating an institution plays a role in supporting or reducing the formation of glass ceiling in the institution as it shapes attitudes toward female employees (Öğüt, 2006). Many organizations adopt a “male oriented” management style where direct and aggressive behavior is the norm. However, when women adopt this style, they are often labeled as boss and offensive, while men using the same behavior are labeled as leaders. Limited tolerance to diversity in an institution can be turned into an exclusionary environment for women (Dimovski, Skerlavaj, & Man, 2010) . As a result of a research conducted with women working healthcare field in Istanbul, it has been determined that it is difficult for women to become top managers, especially in organizational cultures where a male-dominated management structure exists (Hoşgör, Hoşgör, & Memiş, 2016). Another study in Ankara showed that male managers mostly in banks operating in the public sector while female managers are mostly employed in banks operating in the private sector (Arıkan, 2003).

Other of the organizational factors, mentoring is that an experienced employee in a corporation establishes a planned and regular communication with an inexperienced employee to ensure his/her personal and professional development within the institution (Özçelik, 2017). However, in some institutions, female employees cannot find mentors because there are no female managers to mentor women, and male managers do not want to mentor women for some reasons (to protect male domination at upper levels, gossip, etc.) (Aşık, 2014). 18% of those who participated in a study conducted in Bilecik province stated that mentor deficiency caused glass ceiling syndrome (İpçioğlu et al., 2018). In a study in Antalya, it was observed that the perception of glass ceilings was higher when women did not receive mentor support (Anafarta et al., 2008).

Finally, another glass ceiling barrier is the inability of women employees to participate in informal communication networks within the institution. Female employees cannot fully access the informal networks that male employees use to improve their business relationships in the workplace, and women are usually excluded from these networks due to the nature of these activities or the perception that these are “male activities” (eg football). Therefore, these networks contribute to gender barriers in the workplace (Lockwood, 2004). In a study conducted in the USA, 56% of female managers stated that they believe that the networks established within the institution are important for career development (Ragins et al., 1998).

When the studies on glass ceiling syndrome are evaluated in general, no study has been found to determine whether gender has an effect on glass ceiling barriers. For this reason, the following research questions have been formed in order to determine whether there is a gender difference in the perception of glass ceiling barriers:

*Research Question 1:* Is gender effective in perceiving multiple roles as a barrier to women's ascending in business life?

*Research Question 2:* Is gender effective in perceiving women's personal preferences and perceptions as a barrier to women's ascending in business life?

*Research Question 3:* Is gender effective in perceiving organizational culture and policies as a barrier to women's ascending in business life?

*Research Question 4:* Is gender effective in perceiving inability to participate in informal communication networks as a barrier to women's ascending in business life?

*Research Question 5:* Is gender effective in perceiving lack of mentor as a barrier to women's ascending in business life?

*Research Question 6:* Is gender effective in perceiving professional distinction as a barrier to women's ascending in business life?

*Research Question 7:* Is gender effective in perceiving stereotypes as a barrier to women's ascending in business life?

## **2.2. Glass Cliff**

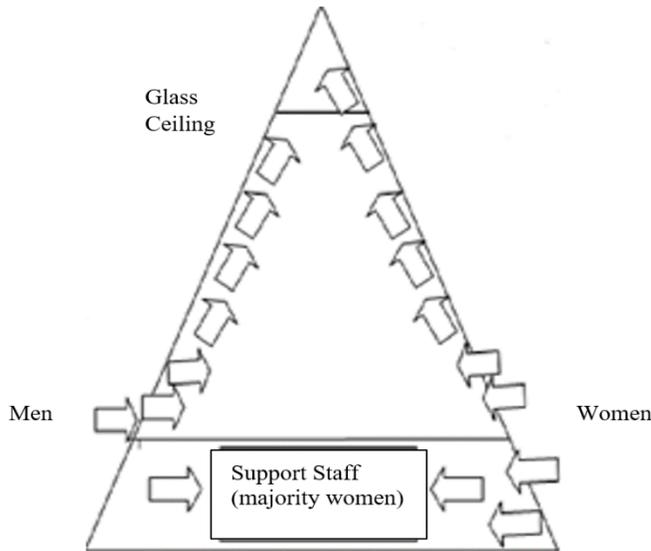
Another phenomenon faced by women as a result of gender discrimination in company is the glass cliff. The phenomenon of glass cliff refers to the appointment of female employees as managers to the tasks with a high risk of failure in the company. The glass cliff has been evaluated as an observed or invisible phenomenon (Ryan et al., 2016). Glass cliff has also been defined as pressures and opportunities that allow an employee to ascend to the top levels within an organization (Macarie & Moldovan, 2012). The reason for the realization of the glass cliff phenomenon is that the failure encountered is attributed to the woman manager appointed to that position (Yıldız, Alhas, Sakal, & Yıldız, 2016). The glass cliff is symbolized as follows in the Figure 4.

As it is seen in the figure 4, male employees do not promote to the senior management position while female employees promoted to this position. Because the task is either a challenging task or because of the conditions of the institution, it is a task that has a high risk of failure at that moment. In both cases, male employees don't want to take responsibility of this task. Senior officials also tend to assign such missions that are likely to fail to female employees.

Choice tendency, stereotypes, strategic need for organizational change and women's preferences are factors that underpin the emergence of the glass cliff phenomenon (Ryan et al., 2016).

In the choice tendency, senior male executives are tending to assign female employees as managers during crisis periods in the business; in cases where the performance of the business is good, they tend to assign the male employee as a manager.

**Figure 4: Glass Cliff**



*Source: Yildız et al., 2016*

In stereotypes, senior executives see female employees as sincerer, emotional and friendly; male employees are more competitive, authoritative and self-confident. Due to these stereotypes, female managers are considered more appropriate than male managers in the crisis situations in the firm.

Since innovation is strategically necessary in organizational change, innovation is perceived as a risk, and in such cases, women employees are appointed as managers.

Finally, in the women preferences factor, women can be willing to work in risky positions. They think they can prove themselves by accomplishing a challenging task.

In a company where exist glass cliff, while male employees do not ascend beyond the glass ceiling, female employees take the tasks beyond the glass ceiling. These tasks are not preferred by male employees as they are perceived as a high risk of failure. On the other hand, female employees thinking that they will turn the crisis into an opportunity, may be more willing to take risky tasks compared to male employees.

In a study conducted in the UK, it was found that individuals think female manager candidates have better leadership qualities than male manager candidates, when seen the business performance was poor (Haslam & Ryan, 2008). General Motors was appointed Mary Barra as the executive director,

three weeks after 1.6 million cars withdrew from the market as a result of a breakdown in the vehicles produced. A female manager named Marissa Mayer appointed as the head of the online search engine Yahoo when its performance has deteriorated. When Xerox was about to go bankrupt, a woman named Anne Mulcahy was appointed to the head of the firm (Ryan et al., 2016).

However, in a study conducted with university students in the UK, it was determined that the gender of the participant did not affect the selection of candidates according to business performance (Haslam & Ryan, 2008). Similarly, in a study conducted by Acar (2015) with METU students, the phenomenon of glass cliff was not found.

On the light of these theoretical and empirical studies, following hypothesis was established:

H: Manager candidate preferences of individuals vary according to the performance of the business.

In addition to the hypothesis, the following research question has been tried to be answered:

*Research Question 8: Is the gender of the individuals effective in the selection of managers?*

### **3. Research Study**

There are examples that even women working in international companies in developed countries face glass ceiling syndrome and glass cliff. This situation is thought to originate from the sexist culture in the society. It takes time for the culture that is common in a society to change. Therefore, it was decided to conduct this study with university students in order to determine whether the sexist culture aforementioned would be effective in the next generation. It is thought that determining the opinions of the young people who will take part in the the future business life will reveal the possibility of these problems to continue in the future.

#### **3.1. Research Method and Sampling**

Within the scope of the research, a questionnaire form consisting of two parts was prepared. In the first part, a 38-item scale consisting of seven dimensions developed by Karaca (2007) was used to measure the glass ceiling syndrome. Multiple role dimension consists of five items; women's personal preferences and perceptions dimension consists of seven items; organizational culture and policies dimension consist of eight items; informal communication networks dimension consists of three items; mentoring dimension consists of two items; The professional distinction dimension consists of six items and finally the stereotype dimension consists of seven items. For each statement, respondents were offered "strongly disagree", "disagree", "indecisive", "agree"

and “strongly disagree”. Scores ranging from ‘1’ to ‘5’ were made for each answer, and the high score indicates that there is a high perception in terms of the that dimension. It was tried to be determined which the obstacle considered to the advance of female employees the most by calculating the average of the responses given on the glass ceiling scale. T-Test was applied in order to determine whether the gender of the participants has an impact on this issue.

In the second part of the questionnaire form, two scenarios were created to determine the glass cliff phenomenon. In the first case, it is stated that a manager will be appointed to the top of the firm which has financial difficulties. In the second case, it is stated that a manager will be appointed to the top of the firm which has made profit and its performance has increased gradually. Participants were asked to choose a male or female candidate as manager for both case. It is planned that the participants' preference for the manager candidate will reveal whether there is a glass cliff phenomenon from their perspectives. Univariate Chi-Square analysis was used whether there is a significant difference between the answers. In order to determine the effect of the gender of the participants on the given answers, two-variable Chi-Square analysis (Crosstabs) was performed.

The research sample consists of students studying at Şırnak University. The data needed was collected by applying the prepared questionnaire face to face with the participants. It was determined that 130 of questionnaire forms were appropriate for analysis. 35% of the sample is male and 65% is female. The average age of the sample is 22. As a result of the factor analysis on the glass ceiling syndrome scale, it was found that the load values of the items were between 40% and 69% and explained 51% of the total variance.

### 3.2. Findings

Descriptive statistics for the glass ceiling syndrome are given in the Table 1.

**Table 1: Descriptive Statistics**

Dimensions	Cronbach's Alpha	M	SD
1. Multiple Roles	%69	2,38	1,09
2. Personal Preference and Perception	%76	1,95	0,84
3. Organization Culture and Policies	%71	3,06	0,82
4. Informal Communication	%44	3,04	0,85
5. Mentoring	%13	3,28	0,86
6. Professional Distinction	%58	3,61	1,06
7. Stereotype	%77	2,32	0,92

Cronbach's Alpha= Reliability Coefficient; M=Mean; SD= Standart Deviation

When the data in Table 1 are examined, it is seen that the reliability of the dimensions forming the glass ceiling barriers is between 13% and 77%. The reliability of mentoring and informal communication dimensions was found to be quite low (13%; 44% respectively). Having 2 expressions in mentoring dimension and 3 in informal communication dimension is thought to be effective on this result. Therefore, it was decided to use also the mentioned dimensions in the T-Test.

**Table 2: The Results of the T-Test**

Multiple Roles						
Gender	N	M	SD	df	t	p
Female	85	2.06	.93	128	5.142	.000
Male	45	3.00	1.10			
Personal Preference and Perception						
Gender	N	M	SD	df	t	p
Female	85	1.66	.58	61.041	5.160	.000
Male	45	2.48	.98			
Organization Culture and Policies						
Gender	N	M	SD	df	t	p
Female	85	3.15	.81	128	-1.710	.090
Male	45	2.89	.83			
Informal Communication						
Gender	N	M	SD	df	t	p
Female	85	3.00	.80	128	.571	.569
Male	45	3.09	.94			
Mentoring						
Gender	N	M	SD	df	t	p
Female	85	3.29	.94	128	-.169	.866
Male	45	3.26	.69			
Professional Distinction						
Gender	N	M	SD	df	t	p
Female	85	3.62	1.14	128	-.033	.974
Male	45	3.61	.91			
Stereotype						
Gender	N	M	SD	df	t	p
Female	85	2.13	.88	128	3.523	.001
Male	45	2.70	.88			

Independent Sample T-Test was applied to determine whether the average of the dimensions of the glass ceiling barriers in respect of the female and male participants differed. The results are shown in the Table 2. According to the T test results, the averages of male and female participants in terms of multiple roles, women's personal preferences and perceptions, professional distinction and stereotype dimensions were significantly different (see Table II). The results showed that men have higher average in all four dimensions. In other

words, men think that multiple roles, women's personal preferences and perceptions, professional distinction and stereotype are more common obstacles than women think.

With these results, the research questions formed within the scope of the study were answered as follows:

The answer of the *Research Question 1*: "Gender has an effect on perceiving of multiple roles as a barrier in the ascending of women in business life. Men perceive multiple roles as a greater barrier than women perceive".

The answer of The *Research Question 2*: "Gender has an effect on perceiving women's personal preferences and perceptions as a barrier in the ascending of women in business life. Men perceive women's personal preferences and perceptions as a greater barrier than women perceive."

The answer of The *Research Question 3*: "Gender has not an effect on perceiving organizational culture and policies as a barrier in the ascending of women in business life."

The answer of The *Research Question 4*: "Gender has not an effect on perceiving inability to participate in informal communication networks as a barrier in the ascending of women in business life."

The answer of The *Research Question 5*: "Gender has not an effect on perceiving lack of mentor as a barrier in the ascending of women in business life."

The answer of The *Research Question 6*: "Gender has not an effect on perceiving professional distinction as a barrier in the ascending of women in business life."

The answer of The *Research Question 7*: "Gender has an effect on perceiving stereotypes as a barrier in the ascending of women in business life. Men perceive stereotypes as a greater barrier than women perceive."

According to the result of another research, female participants think that women's family responsibilities prevent them from ascending in the workplace (Örücü et al., 2007). However, in a study conducted in Ankara, it was determined that multiple roles for both male and female participants, women's personal preferences and perceptions, and professional distinction were seen as obstacles to ascending of women in business life (Bingöl et al., 2011). In a study conducted in schools by Çaha et al. (2016), male administrators stated that female employees do not prefer managerial positions because they do not want to spend all their days in school. On the other hand, as a result of a study conducted with students studying in different universities, it was determined that women participants were willing to become manager (Küçük et al., 2019).

In the second part of the questionnaire form two different scenarios were presented to the students to determine whether the effect of the glass cliff had an effect on their manager choices. In cases where the performance of the business is declining, the rate of those who say that a female candidate should

be appointment as a manager was 53%; the rate of those who say that a male candidate should be appointment as a manager was 47%. Univariate Chi-Square analysis was performed to determine whether there was a statistically significant difference between the answers. The results showed that there was no significant difference between the answers ( $\chi^2 (1) = .492$ ).

In cases where the performance of the business is increases, the rate of those who say that a female candidate should be appointment as manager was 55%; the rate of those who say that a male candidate should be appointment as manager was 45%. Univariate Chi-Square analysis was performed to determine whether there was a statistically significant difference between the answers. The results showed that there was no significant difference between the answers ( $\chi^2(1) = 1.508$ ). These results show that the business performance is not effective in the choice of manager candidates. Thus, the hypothesis wasn't supported. Accordingly, it can be said that there is no glass cliff phenomenon in students' manager preferences.

When the distribution of responses by gender is analyzed, it is determined that 12% of those who say that a woman should be manager in case of poor performance of the business are male and 88% are female.

A chi-square analysis was conducted to determine whether the answers regarding the situation where the performance of the business is declining vary according to gender. The Chi-Square Analysis results are shown in the Table 3.

**Table 3:** Results of the Chi-Square Analysis on the Relationship Between the Gender and the Answers Regarding the Poor Performance of the Business

Gender	Participants' Manager Preference in case of poor performance of the business			$\chi^2$	sd	p
	Female	Male	Total			
Female	61	24	85	34,433	1	.000
Male	8	37	45			
Total	69	61	130			

According to the results of the analysis, there is a significant relationship between the answers and gender ( $\chi^2 (1) = 34,433$ ;  $p < .01$ ). In cases where the performance of the business is bad, 18% of the male participants; 72% of female participants stated that women should be appointment as a manager (see Table III).

In the second situation that asked about the glass cliff phenomenon, 17% of the people who said that a woman should be appointed as a manager in case the performance of the business is increasing, was male and 83% of them were

women. Chi-Square analysis has been performed in order to determine whether there is a significant difference between the answers and participant's gender, and the results of the analysis are shown in the Table 4.

As a result of the analysis, a significant difference was found between the answers given by male and female participants ( $\chi^2 (1) = 22,970$ ;  $p < .01$ ). According to the results of the analysis, 27% of the male and 71% of the female participants stated that the female manager should be appointed to the top manager position (see Table IV).

**Table 4:** Results of the Chi-Square Analysis on the Relationship Between the Gender and the Answers Regarding the Good Performance of the Business

Gender	Participants' manager preference in case of good performance of the business			$\chi^2$	sd	P
	Female	Male	Total			
Female	60	25	85	22,970	1	.000
Male	12	33	45			
Total	72	58	130			

As a result, *the Research Question 8* formed within the scope of the study can be answered as "The gender of the individuals is effective on the preferences of the manager. Female participants tend to support female candidates as managers while male participants tend to support male candidates." Regardless of business performance, female participants preferred to have a female manager at the top of the company, on the other hand male participants preferred to have a male manager at the top of the company.

#### 4. Conclusion

The sexist perspective that prevails in social life is also effective in business life. As a result of this perspective, in addition to having less rights in social life comparing to men, women may not have as much rights in also business life as men. Women who want to step into the business world face various obstacles. Women who succeed in overcoming these obstacles and enter the business life, face obstacles to their promotion in the workplace this time. When sexist approaches prevail in business life, a female employee, no matter how qualified she is, is not assigned to positions that will be effective in the workplace. Such approaches prevent revealing workforce potential of women. However, those who work in a business environment without discriminatory policies, work more efficiently and this work effort contributes to the success of the business. In this study, by examining the cases of glass ceiling and glass cliff that prevent the active participation of women in business life who make

up almost half of the society, it is tried to determine the effects of these phenomena on young people. In this way, a prediction can be formed as to whether today's sexist approaches will continue in the business world where the next generation effective.

Within the scope of the study, a questionnaire was conducted with the students in order to determine the perceptions of university students about the glass ceiling syndrome and the glass cliff phenomenon. As a result of the research, it was determined that students mostly perceive professional distinction as a glass ceiling obstacle, while less perceive that women's personal preferences and their perceptions as a glass ceiling obstacle.

Among the dimensions of glass ceiling syndrome, a significant difference was found between male and female participants in terms of multiple roles, the personal preferences and perceptions of women, and professional distinction. The scores of male participants in terms of the aforementioned glass ceiling barriers were higher than female participants. In other words, male participants think that multiple roles, women's personal preferences, professional distinction and stereotypes in society are more effective in formation of glass ceiling syndrome. Women participants stated that mentoring, organizational culture and being unable to participate in informal communication networks are more effective in formation of glass ceiling syndrome.

In the study, it was also investigated whether there is a glass cliff phenomenon in the students' perspective. The students were presented with two different scenarios. In the first scenario, it was stated that the performance of the enterprise decreased and its financial situation deteriorated; In the second scenario, it was stated that the performance of the company increased and its financial situation was profitable. Participants were asked to make a choice about the manager to be appointed to the top of the business for both cases. According to the answers, the rate of those who say that a woman candidate should be appointed to the top of the business in case of poor performance of company is determined as 53%; while the rate of those who say that a man candidate should be appointed as manager is 47%. As a result of the univariate Chi-Square analysis, it was determined that there was no statistically significant difference between the answers.

In the case that the performance of the business is increasing, the rate of those who say that a women candidate should be manager of the business is determined as 55%; while the rate of those who say that a man candidate should be manager of the business is determined as 45%. The univariate Chi-Square analysis showed that there was no statistically significant difference between the answers.

As it is known, in order to talk about the existence of the glass cliff phenomenon, women candidate should be appointed as managers at the top of the business that having financial issues. Therefore, considering the answers of the students participating in the research, the glass cliff phenomenon cannot be mentioned in this sample. This result does not support previous research results (Haslam & Ryan, 2008; Ryan et al., 2016). However, as a result of a research conducted with METU students, the phenomenon of glass cliff was not encountered (Acar, 2015).

This research shows that young people, who are expected to be effective in the future business world, have different views about glass ceiling and glass cliff which are common in current business life. It is understood that the glass cliff phenomenon which especially worsen female employees' situation in business life, is not valid among young people participating in the research. This situation shows that when young people enter into business life and have authority they will not tend to attribute possible failure to the women by assigning them as managers in company having financial problems.

This research was carried out only with students studying at a university, and it is thought that doing it with other university students and private sector employees in the future will provide a more comprehensive result for glass ceiling syndrome and glass cliff phenomenon.

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