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Glass Ceılıng Syndrome in Women

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1. Introduction

Industrialization and women's social position has been changed, and while the task of the woman before the industrialization was limited to the house, the woman started to go out of the house and show itself in the public sphere by industrialization. In particular, in the wars in the twentieth century, the recruitment of the male labor force was one of the most important factors driving the labor force to work life. Although women constitute half of the society, it is a known fact that they work in lower and middle positions and have difficulty in reaching upper levels.

In the last twenty years, although the weight of women in business world has increased gradually, the number of women in senior managerial positions has not reached to the desired level. There are many reasons that prevent women from rising to senior management positions. One of the reasons for these research in recent years, often called the "glass ceiling" are obstacles (Mizrahi, 2010: 150).

2. Definition and Importance of Glass Ceiling Syndrome

The glass ceiling is the invisible organizational and perceptual barriers that prevent women and minority groups from moving upward in the company or institution steps (Weyer, 2006: 442).

In the academic sense, glass ceiling syndrome is accepted as a concept that emerged in the USA in the 1970s. Since the 1970s, there has been an increase in women's education levels and participation in business life. With this increase; the debate on whether or not a woman should be in business life has begun to shift towards a discussion of whether a woman can be a manager. As a matter of fact, while entering the 1980s, it started to show the signs of a different problem that women face in the business world. Women have entered the business world and have managed to rise up to the middle level of management but there is an obstacle to the upper level. An invisible, unidentified and officially not included in the organization policies, a competency and an obstacle not related to their capacities does not allow them to move to senior management positions (Ünal, 2015: 13).

It can be said that the concept became popular in 1986. In 1986, Carol Hymowitz and Timothy Schellhardt published The Wall Street Journal in her work " Women in Business " defined women as an invisible and inescapable barrier between women and managies who prevented women from achieving high levels of business despite their achievements (Longo and Straehley, 2008:88. The glass ceiling is invisible organizational and perceptual barriers that prevent women and minority groups from escalating upwards in the company or institution steps. It is also used to describe the fact that married women and children have less promotion and reward than their male counterparts in business life "(Weyer, 2006: 442). In other words, the glass ceiling is not a physical obstacle, but rather an attitude bar, consisting largely of unconscious stereotypes and misconceptions (Harlander, 2014: 2849).

Women, who constitute half of the society, have participated in the economy in different statuses and forms in the historical process. However, women began to work as a wage after the industrial revolution. Woman's wage work and economic independence have also changed her role in the family and society. While the effort of women working as unpaid family workers at home or in the field is of little value; it gives women the opportunity to participate in education, economic, social security and society more effectively, and this increases the status of women in society (Koray, 1992: 95).

The'Glass' metaphor is about the invisibility of obstacles to women's rise (Hoobler, et al., 2009: 939). The basic concept underlying the glass ceiling metaphor is the obstruction of the upward mobility of women (Yamagata, et al., 1997: 571). the invisible barriers placed in front of women in the organization (Powell & Butterfiled, 1994: 69). Glass ceiling perception; women's success, regardless of the status of the upper level prevents the rise. Glass ceiling perception; they are the transparent obstacles to the success of successful and talented women. It is also very difficult to overcome (David and Mellor, 2001: 654-682). The situation called glass ceiling perception or syndrome; a certain level of management Glass ceiling perception; women are not invisible obstacles for not being in the top management (Kooskora and Bekker, 2007: 74). Glass ceiling perception; are factors that prevent women from progressing in their work life. Even the small number of female individuals in the existing organizations in the community shows that there is a glass ceiling perception (Tukturur and Rivet, 2008: 1665). Glass ceiling perception; On the hierarchy, the professional progress of women is very low compared to men. This disparity in the system is caused by various obstacles. One of them is the perception of glass ceiling (Başak, 2009: 121).

Glass ceiling; It is an invisible and unbreakable obstacle that prevents women's talents and achievements from rising up to senior management levels (Tükelturk and Perçin, 2008: 116).

Glass ceiling syndrome is one of the obstacles placed in front of female employees in the working life and all difficulties in the way of making female employees' career are evaluated within the scope of this syndrome. The basis of the perception of glass ceiling lies in the fact that women feel helpless and give up struggling as a result of certain conditions. Women who have different roles such as femininity, maternity, and family formation each turn into a kind of glass ceiling syndrome (Karakuş, 2014: 335).

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The glass ceiling is the name of the women who work in a managerial position after a certain time. Since it is an abstract concept, it defines an invisible barrier. The glass ceiling is also explained as a promotion that a woman working in a managerial position cannot receive because of the reasons she couldn't exactly name as soon as she waits for a major promotion (Örücü et al. 2007: 118).

The glass ceiling metaphor is used as hidden barriers that prevent women from reaching the upper positions. In the glass ceiling writing, the factors that explain the glass ceiling and determine the factors are investigated. These include institutional barriers, expectations and attitudes of male managers, lack of self-confidence and family responsibilities of women. Although there are studies on the aforementioned factors, much of the research on the glass ceiling so far addresses the dynamics of organizational culture, which prevent women's career achievements, the exclusion and selection mechanisms (Annelies et al., 2002: 315-316).

The concepts similar to glass ceiling perception are as follows (www.academia.edu, 2017):

a) Reverse Glass Ceiling: Women in the sector mainly refers to men to make a career. For example, the health or education sector is women-oriented. At the root of this situation is the belief in the gender of professions in society.
b) Concrete Ceiling: While white-collar women are exposed to the glass ceiling, other collar women face more severe obstacles. It expresses the barriers to racist approach.
c) Second Glass Ceiling: Although the first block for women has been exceeded, it means that they have encountered a second obstacle.
d) Glass Cabinet: is defined as keeping homosexual persons away from some businesses or sectors. Media is an open example.
e) Glass Stairs: It tells the rapid progress of men in the sectors where women are predominant. In this case again there is an injustice, mostly torpedo occur in the fields. The concept of inverted glass ceiling is similar.
f) Glass Maze: Trying to find the way out by using power. Explain the difficulty of the obstacles encountered in business life.
g) Adhesive Floor: Female individuals working in lower levels of public institutions generally do not receive promotions and are generally low in wages. Adhesive soil refers to this.
h) Adhesive Stairs: It expresses the effort and difficulty of increasing the company and sector steps. This is the opposite of the glass staircase.

Glass Ceiling Syndrome "Flea Story''

In describing the glass ceiling syndrome, the anonymized flea story, which is often used to make the understanding more clear, is simply stated as follows: The metal floor under the fan is heated and the affected fleas begin to jump after a while, but the glass hits the ceiling and falls back. This continues in the same way. Fleas have difficulty in understanding what prevents them, but they cannot perceive it as a glass ceiling. Fleas faced this barrier many times have now experienced a glass ceiling with a height of 30 cm and learned more than 30 cm jump. After observing the same height hopping of fleas, the glass ceiling is removed from the fan and the floor is reheated, but the fleas still continue to jump 30 cm although there is no ceiling barrier. Because their experience has turned into learned helplessness, and even though it is not an obstacle, it does not jump more even though it is not in the mind. Although the external obstacle has been eliminated, the internal hurdle for them is still underway mış (Anonymous).

Factors that Lead to Glass Ceiling Syndrome

The basis of the glass ceiling is gender-based obstacles (Lockwood, 2004: 3). Glass ceilings, in origin, are used in large companies to deprive women of opportunities to achieve top management. But the glass ceiling is not only in organizational life; It is observed in the public sector, political life, education and academic community, and even in religious institutions. However, the glass ceiling can be seen not only at the top of the organizational pyramid, but at other administrative levels (Draulans, 2003: 67).

Factors leading to glass ceiling syndrome are grouped under 3 headings; individual factors, organizational factors and social factors (Dreher, 2003: 542).

Obstacles arising from individual factors such as multiple roles "and women's personal preferences and perceptions; organizational barriers organizational culture and policies and informal communication networks established among men, not accessible by women; and social barriers were listed as the lack of professional distinction stereotypes and mentoring function, women's inability to reach mentors (Mizrahi and Ara, 2010).

Obstacles from Individual Factors:

Factors that will be an obstacle in the individual career of women are as follows (Örücü, et al., 2007: 119):

- To not directly question the factors in the society,
- Not being able to share the privilege of asıyla being a single female individual, in management,
- Having conflicts and conflicts concerning both the work and the family,
- Not being able to advance and improve his / her career;
- Surrender to the system, not having the belief that it can change,
- Not wanting to rise,
- Being afraid of taking responsibility for his / her career progress,
- Lack of self-confidence, lack of some kind of confidence,
- Not being sure of exactly what he wants,
- Do not know where it is due to social prejudices, stay with questionable questions about it.

The lack of self-confidence among individual obstacles, such as lack of knowing what they want, indecision, self-alteration and development, changing or developing conditions or lack of belief or opportunity, lack of career goals, and negative attitudes that the system will change, constitute the obstacles that women put on their own (Gülbay, 2012: 72).

As a result of multiple roles of women; The fact that the woman has many roles as both a mother and her partner and as an employee and as an employee constitutes an obstacle

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for women to come to the upper positions (Korkmaz, 2014: 6). On the other hand, in some cases, the glass ceiling barriers are formed by women themselves. Examples of these are that women are not suitable for men, that women who assume this responsibility will lose their sexual identity and become women as men (Karcıoğlu and Leblebici, 2014: 2).

Obstacles from Organizational Factors:
This type of obstacle; The organizational culture and policies of the enterprises are explained in three sub-headings as the lack of a mentor who can guide women employees and finally the female employees are not included in the existing informal communication networks (Hoşgör et al., 2016: 348).

Organizational Culture and Policies: Some business policies and cultures, which are based on the intensive participation of men in the peak management, may present some problems in reaching women's upper management levels (Aksu, et al., 2013: 134). In this regard, the organizational culture of enterprises to reduce glass ceiling formation; it can even be said that designing and creating with a preventive philosophy has a significant impact in preventing gender inequality in terms of career (Hoşgör et al., 2016: 349).

Mentor Deficiency: The concept of mentoring; ”Advisor, advisor, tutor, advocate, coach, protector, role model (guide model) and guide (guidance) is a set of intellectual training that covers the tasks it is described. There is a structure similar to the master-apprentice relationship on the basis of the mentoring strategy. In other words, it is a strategy in which people who are experienced and specialized in their job offer support to individuals who need to be directed correctly (Korkmaz, 2014). In parallel with this, it can be said that there is no mentor in the organization or that the existingguiding man is negatively affecting the glass ceiling phenomenon (Hoşgör et al., 2016: 349).

Failure to Participate in Informal Communication Networks: Networks can be expressed as informal communication networks during the career journeys of employees, which benefit themselves in the transmission of all kinds of information and requirements for their realization and contribute to the flow of news between the top management units of the enterprise. In traditional organizational structure and operation, these networks are generally male-weighted, and because of their differences in style of communication and their inability to participate in these existing networks, they are one of the glass ceiling barriers for career advancements for women employees. Therefore, it can be said that female employees do not fully assess potential career advancement opportunities (Hoşgör et al., 2016: 349).

Obstacles from Social Factors
Social barriers to glass ceiling syndrome are professional distinctions and stereotypes. Professional separation is the separation of jobs as in women's work işi and işi men's work ası in society. This understanding of gender-based and societal value to women is an invisible obstacle to what women do, or even to choose which profession to choose (Parlak, 2010: 1218). According to 2015 World Labor Organization data, women who work in less-paid and less-paid jobs, such as agriculture, textiles, education, healthcare, wholesale and retail trade or services, are generally women. In addition, it is among the various prejudices that women can have a negative effect on managerial characteristics such as compassion, emotional mixing, humanity, passivity, which are labeled by the society, and can lead to negative consequences for women (Bedük, 2005, 113). Another social barrier is stereotypes which define the most remembered and known features of a group. These judgments; gender, race, religion, ethnic group or geographical region. The existing judgments in the society and the roles assigned to women cause certain stereotypes. In time, with the help of various tools are delivered from generation to generation (Aydın and Aslıner, 2015: 57).

Coping with Glass Ceiling Syndrome
In many studies, it has been concluded that women are required to work more at lower levels in order to have more professional qualifications and adequate equipment, they need to work more in order to obtain more representation rights in upper levels and men are given more chance in peak management. Women and men are given the opportunity to have equal education and even if women are equal in terms of promotion, salary, premium, status, etc., there are some obstacles to their profession and management (Knutson and Schmidgall, 1999: 65; Li and Leung, 1999). 2001: 190).

The strategies that women and minorities exposed to the glass ceiling to implement against the glass ceiling are examined under 5 headings:

University and Vocational Training Strategy; university and vocational education is an important factor for the progression of the individual in the career ladder. In order to break the prejudices that make up the glass ceiling barrier for women, women can show that they deserve high management positions by getting good education (Korkmaz 2014: 11).

Women are educated enough to reach the upper management levels. Therefore, in order to overcome the prejudices that create glass ceilings for women, women should firstly demonstrate that they deserve top positions with good education (Lewis and Fagenson, 1995: 40).

Strategy for Mentor Assistance; Getting help from the mentor is an important support for individuals at the beginning of their career. To give advice, to increase morale and motivation, to encourage, to inform, to benefit from the experience of the mentor is a very important education and training support. It supports the individual and professional development of the trainee by using their knowledge and skills related to work and human relations in a proper and balanced manner in the relationship between mentor and education (Barutçugil 2004: 359-360).

Social Relationship Development Strategy; Women who are not given the opportunity to be active in social networks cannot catch up with opportunities to gain an edge in their careers and cannot adapt to the business environment in which men are superior. Women who develop social

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relationships within the organization recognize accepted behaviors and provide an advantage in career progression (Anafarta, et al., 2008: 119).

High Performance Development Strategy; The strategy most often used by women to overcome the glass ceiling barrier is the High Performance Strategy. Women are required to work more and more in the organization, to show high performance, to prove their potential and their reliability as managers (Jackson, 2001: 33).

Women who are the candidate candidates can gain the knowledge and skills they need with career development programs. In a study, it is the first aim to gain new knowledge and skills among the reasons for changing the job of the woman (Knutson and Schmidgall, 1999: 72).

In this context, it is also prevented that female executive candidates who have the potential for progress can be separated from the company by training and skills development programs to be provided by the company. Thus, the management does not lose the female employee who is an executive candidate and can get higher efficiency than the employee (Lockwood, 2004: 9).

To break the glass ceiling (Cherian 1993: 31):

1) Trying to demonstrate unquestionable capacity in difficult jobs,
2) Improve understanding for a changing business environment,
3) To cooperate with chefs and managers and be patient,
4) Increasing mutual respect and developing understanding towards other employees

3. Result

There are a number of characteristics that are known and unknown, such as talent, intelligence, education, emotion, anger, belief, speech, culture, morality, responsibility, sincerity, jealousy, some first degree and some second degree. Determined, ambitious, stable and so on. managers with a personality structure can break the glass ceiling by overcoming the barrier (Simsek et al., 2007: 249). As a result of glass ceiling syndrome, the increase in absenteeism, job satisfaction, decrease in organizational commitment and motivation, job alienation, increase in employee turnover rate, and increase in costs can be considered.

In this period, when women became more involved in working life, women were more middle level managers than men. Since there are more masculine norms and values in the management culture, it is argued that these masculine cultures are one of the glass ceiling elements (Vianen and Fischer, 2002: 315).

Women managers have to be determined, consistent and ambitious to deal with the obstacles they face in their careers, and therefore the glass ceiling syndrome. They should be careful not to confuse home life with business life. As they move towards their career path, society should make their decisions free of pressure. They should behave towards the target, and they must act in a way that is breaking their ability. Women executives who come to the top of their career barriers should support women working with them and open up the way for highly motivated and talented people (Mizrahi ve Arac, 2010: 222).

Intervention-oriented interventions often offer training efforts to increase women's human capital and thus strengthen women against men. These studies are inadequate, because women's inability to rise does not result from lack of talent and is caused by complex social and psychological barriers based on gender inequality (Başak, 2009: 131).

In order to prevent glass ceiling syndrome, female employees should follow developments and give importance to self-education and development. By taking professional training related to his / her profession, he can remove the obstacles in his career and can make a difference according to other employees. It is important that the glass ceiling syndrome is perceived as a problem not only on the basis of the enterprise or institutional level, but also on a social basis. It is considered impossible to take a significant step unless joint action is taken with all stakeholders and political action is taken. At this point, sociological analysis and social action gain importance. It should be taken into consideration that gender discrimination is a problem for the whole society rather than for the group that is discriminated against. Gender discrimination can be prevented from childhood in order to fight against glass ceiling syndrome by preventing gender discrimination (Sökmen and Şahingöz, 2017: 125).

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