

A Study to Measure The Effect of Glass Ceiling Syndrome Perceptions of Female Employees on Their Job Satisfaction and Organizational Commitment

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Extensive Summary

Introduction

The globalization fact brought economic, social and cultural change together. This change has further increased the importance of the expert employees, which are internal customers of the enterprises. The reasons such as the effort to maintain the employment of the expert employees in the business and the need for female to work at emerging sectors has also increased the importance given to the female employees. In addition, there has been a significant increase in the participation rates of women in the labor force with a significant increase in the participation rates of women in the labor force due to the necessity of contributing to the family budget because of the economic inadequacies, the desire of women to be in business life together with the increase in the education level and shortened hours of work at home after technological developments.

There are many obstacles to women's non-participation or lack of participation in the workforce. Glass ceiling syndrome which is one of these obstacles has been a subject of study in literature since 1980s. However, this has not yet been examined adequately in terms of our country. Although some studies have been carried out on the service sector in which women are more numerous compared to other sectors (according to the 2017 report of TSI, female employment rate is 28.7% in agriculture sector, 15.9% in industry sector and 55.4% in service sector) the number of studies on manufacturing enterprises (education, banking, health, tourism, etc.) is very limited. In this context, it is thought that our study will leading comprehensive studies dealing with glass ceiling syndrome in terms of industrial enterprises of our country.

Research Methodology

Data collection method of research

It has been thought that the selection of the questionnaire based on personal interview as the data collection method in the research will be beneficial in terms of achieving the most accurate and healthy information access and high respond rate by cooperating with the responder. The number of responded questionnaires is 194. However, due to 2 missing questionnaire forms, 192 questionnaires could be included in the analysis.

In the first part, demographic information of the participant interviewed; in the second part, the scale that is developed by Karaca (2007) and used by Bingöl et al. (2011) and consists of 7 dimensions and 38 statement was used. In order to measure the level of organizational commitment of female employees, a 5-point likert scale that is developed by Allen and Meyer (1990); used by Ozler et al. (2008) and Ozutku (2008), and consists of 17 statements and 3 dimensions was used. In order to measure job satisfaction, a 5-point likert scale that is developed by Brayfield and Rothe (1951) and translated into Turkish by Bilgin (1995), and consists of 5 statement and one dimension was used.

SPSS 22 package program and LISREL 9.1 were used in the analysis of the data collected in the research. Cronbach's Alpha score, which is an internal consistency indicator, was calculated to test the reliability of the scales used in the research before analysis. Frequency, explanatory-confirmatory factor analysis and correlation analysis were performed. Thereafter, YEM was used for the accuracy test of the research model.

Findings

Demographic Findings

The demographic information of the 192 employees who responded to the questionnaire within the scope of the research were as follows: The respondent female employees were between the age of 31-40 (39,5%), primary school graduates (66,1%), married (79,2%), have 6-9 working years (33,9%) and work at other units (employees working at production line)(77,1%).

Reliability and Validity of Data Collection Tool

Cronbach's alpha coefficients were examined for the reliability of the scales (internal consistency). It is seen that the reliability of the scales was high (0.79 and above). KMO values of all the scales used in the study were found higher than 0,60, and Barrett values were found meaningful at 0,05 significance level.

Evaluation of Structural Equation Model

Confirmatory factor analysis was used to verify the conceptual model established at the beginning of the study with the finalized scales. At the beginning of the study, it was noted that the t values were 5% significance level and $t > 1.96$ in the course of testing with the path analysis. The research model aimed to investigate the relationship between the main latent variables.

In order to test the relations confessed at created conceptual model in accordance with the main aim of the research, the hypothesis that "H1 = female employees' glass ceiling syndrome perception affects their job satisfaction in a negative way" was tested

and accepted according to the obtained result ($\beta = -.40$, $p = .000$). Glass ceiling perception affects job satisfaction in a meaningful and negative way. According to this result, 40% of the decrease in job satisfaction is related to the glass ceiling syndrome perception. The result obtained supports the literature (Morrison, White & Velsor, 1994, Lyness & Thompson, 1997, Inandi and Tunc, 2012, Sokmen and Sahingoz, 2017).

Secondly, the hypothesis "H2: female employees' glass ceiling syndrome perception affects organizational commitment negatively" was tested and accepted ($\beta = -.32$ and $p = .000$). In other words, 32% of the decrease in female employees' organizational commitment is related to the glass ceiling perception. Glass ceiling perception affects organizational commitment significantly and negatively. Similar results have been obtained in the literature (Britt, 2002; Zia-ur-Rehman Dost & Tariq, 2012; Singh, Gumber & Singh, 2010; Imam & Shah, 2013)

Thirdly, the hypothesis that "female employees' job satisfaction affects their organizational commitment positively" was tested and accepted. According to the results obtained, 47% of the increase in the organizational commitment of female employees is related to job satisfaction ($\beta = .47$, $p = .000$). Shortly, job satisfaction of female employees affects organizational commitment in a meaningful and positive way (Cekmecelioğlu, 2006, Dhillon, 1990, Gul, Oktay and Gokce, 2008, Karatas and Gulez, 2010, Kelly & Griffin, 1995, Yenihan, 2014).

Finally, the H4 hypothesis which was formed as "H4: female workers' glass ceiling syndrome perceptions affect their organizational commitment negatively through job satisfactions" was tested and rejected ($\beta = .03$ and $p = 0.87$).

Result and Discussion

Today, effective governance of human capital is a very important issue to increase organizational commitment in organizations based on the corporate governance perspective and competition. In this context, it is important to increase organizational commitment by eliminating the glass ceiling barrier that women employees are exposed to for reasons such as domestic responsibilities, sexual discrimination, social prejudices. However, individuals who have high self-confidence and look to the future with hope are more resistant to glass ceiling barriers and can work more effectively. The individual with self-confidence leads to positive changes in both those around and the organization's point of view. In this respect, women should be determined and consistent. Supporting this issue with inter organizational trainings and providing personal development with an effective leadership development will support women in their achievements and rise at work by making them get rid of the "learned helplessness". On the other hand, the issue should be addressed not only within the organization but also with all stakeholders. It should not be ignored that it is a social problem.

Job satisfaction is very important for both the organization and the employee. While the satisfaction of internal customer has a great importance for businesses in order to be ahead of competitors in a fierce competition environment; it means high motivation and high performance for employees. The methods such as providing employees with a level of salary that they can preserve their life style, the pursuit of equal pay for equal pay policy, presenting fair-merit based promotion opportunities, establishing a rewarding mechanism involving material and spiritual dimensions, creating steady relations based on cooperation, support and trust with colleagues, and

getting out of monotony with work design techniques, increasing the meaning and importance level of work for individuals, etc will reduce the intention to quit job, and job satisfaction, accordingly job performance, will increase.

Participants are likely to have responded biasedly to questions not to cause negative judgment about themselves or their institution is among the limitations of work. The fact that respondents have responded to questionnaires within hours of work can also be considered as a limitation of the research. Another limitation is the limited number of studies in Turkey on the glass ceiling syndrome industrial manufacturing enterprises.

The application part of this study is limited to female employees of only one enterprise. The results obtained within the scope of the research did not give a comparison chance between the other companies in the same sector or those in different sectors. It is thought that significant contributions can be made to the literature by expanding the study field or by studying in different sectors in further studies.