
THE EFFECT OF GLASS CEILING SYNDROME ON WOMEN'S CAREER BARRIERS IN MANAGEMENT AND JOB MOTIVATION

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Abstract

In recent years, despite the fact that women have become more and more involved in business life as a result of economic, social and cultural developments, the proportion of women in the managerial staff and leaders is very low. In terms of female labor force, there are some barriers as well as many advantages. One of these barriers is the glass ceiling syndrome mentioned most often in business world. This is a qualitative research which examines the effects of glass roof syndrome and career barriers on job motivation. The sample group for the research comprises 33 women working in private sector. The findings of the research reveal that women who do not get their deserved promotions have low motivation. Being unmotivated leads some women to reduce their job performances, on the other hand this leads some women to work more motivatedly. Women should be guided and psychological support should be given for career planning in institutions they work for. The absence of gender discrimination and the appreciation of women as a result of their achievements will increase their motivations in workplaces and this will help institutions they work for achieve their goals more quickly.

Keywords: Glass ceiling syndrome, job motivation, career barriers.

JEL Classification: M10, M12.

1. Introduction

Violence, which is an important matter in our day, can be seen in different forms in daily life. It doesn't matter whether the countries are developed or developing, violence is

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seen in all societies. Violence means "hardness, hard, strict behavior" in Latin (Ünsal, 2001).

According to the research conducted, most of the violence's target children and women. Considering the history of violence, it seems that violence occurs as a result of unequal power relations between men and women. There are prejudices in societies from past to present that men are more successful in high-level jobs than women. However, the number of working women in business life is a result of economic, social and cultural changes and developments. In 1981, 'The United Nations Convention on the Elimination of All Kinds of Discrimination Against Women' entered into force in order to prevent such situations. However, even if it is aimed to prevent economic, social and cultural inequalities, the inequalities that women face in terms of seniority and promotion in business life still continues. It is also clear that inequalities based on employment, promotion and similar situations are not solely attributable to personal characteristics (Aytaç, 2001).

This situation, also referred to as glass ceiling syndrome or glass ceiling, occurs differently in countries and sectors (Aktas, et al., 2009). In Turkey, very small number of women is in higher positions business life (Khan, 2007). Women are more naturally supposed to be in a lower level of management; becoming a candidate and coming to a higher position of power, prestige and status are so difficult for women (Çelikten, 2004). Especially woman managers who want to be promoted to higher level positions are faced with a ceiling of glass, and as a consequence they can work in a very limited number of administrative positions which require responsibility (Arıkan, 2003).

This study is aimed to give information about the glass ceiling syndrome and to reveal opinions related to barriers faced by women managers. In this context, the study aims to examine barriers faced by women in business life and the effect of glass ceiling syndrome on work motivation.

2. Glass Ceiling Syndrome

The US Department of Labor in 1991 defined the glass ceiling as "an artificial barrier based on an attitudinal or organizational prejudice that prevents qualified individuals from promoting to management-level positions in organizations (Catalyst, 1991). This term was used by Gay Bryant in The Working Woman Report, published in 1984. It was later used in the 1986 Wall Street Journal article on barriers for women in high institutional positions (Uzun, 2005). Glass ceiling refers to barriers faced by women who wish to be promoted to higher positions and work for this purpose in official workplaces, private sectors, educational institutions or other organizations. Glass ceiling syndrome includes unclear problems. Glass ceiling syndrome can also be described as invisible and unbreakable barriers that prevent women from promoting to higher positions by ignoring their achievements and abilities (Sezen, 2008).

Glass ceiling syndrome is not a simple barrier based on failure or inadequacy that prevents employees from promoting to senior managements. They are barriers that prevent women from reaching senior managements. The glass ceiling concept can be used for every woman manager who feels herself successful and who is prevented from coming up in the business life. Advancing of qualified women in the business life and preventing them using their potentials have led to the emergence of this concept (Akdöl, 2009).

Because glass ceiling barriers are artificial and invisible, it is difficult to prove the existence of glass ceiling syndrome. The fact that glass ceiling syndrome does not seem a clear barrier for women and it occurs in legitimate circumstances as part of gender discrimination in most societies makes it difficult to discern the existence of these barriers. In a research conducted on this subject, it was found that only 17% of the board of directors in Fortune 100 companies are women as of 2006 (Zeng, 2011). Results of State Personnel Presidency in December 2010, the rate of women employed in the public sector is 34% and the rate of male personnel is 66%. It is also seen that there are few women in senior managements in bureaucracy. 93% of employees are male and 7% of employees are female in bureaucracy (Besler ve Oruç, 2010).

It seems that women are forced to career paths that do not allow them to promote to senior managements. Women are obliged to continue to work in the same position without being promoted because of barriers in career paths for senior managements (Pamukoğlu, 2004). Situations that cause glass ceiling perception lead to the facts that those who can make organizations reach a better position are not assigned to senior managements regardless of their talents and achievements, motivations of women managers reduce, there is too much homogeneity among senior executives and there are many negative consequences such as weakness, poverty in decisions.

2.1. Carrier barriers for women in management

For centuries, private life of women is limited to their homes and they have maintained their life depending on their husbands. The role of the woman was determined as wife and mother (Akoğlan, 1997). However, it is clear that this approach has changed in developed and developing countries in recent years. Although women in these countries make up almost half of the workforce, only 5 percent of them work in senior managements. There are many factors that prevent women's career life. These are barriers stemming from individual factors, social factors, organizational factors and imposed by male and female managers (Karcioğlu ve Leblebici, 2014).

In terms of individual factors; women have many responsibilities in their homes and workplaces. Especially the role of motherhood is the most important for them. Therefore, their roles force them to be unable to get an opportunity in business life or to postpone or give up what they want. The barriers stemming from social factors and sharing of professions according to genders by societies and families keep women away from professions they desire.

In terms of barriers stemming from organizational factors; opportunities to promote to senior management positions in organizations are given more to men than to women. This situation causes to reduce the chances of women to work in senior managements. For example; if there is a meeting outside the city, men are assigned before women (Zel, 2006). The fact that women are married or have children is sometimes a barrier in recruitment process.

In terms of barriers imposed by male managers, they think that female employees cannot be successful in senior managements. It is thought that women are likely to have other works, behave emotionally and cannot show stability. The barriers imposed by woman managers are barriers that arise from the fact that there is a belief that being single in senior management is a privilege and success demonstration subconsciously (Örücü et al., 2007).

2.2. Work motivation

Motivation is used in Turkish, derived from English and French 'motive'. It can be used as motivative and incentive in Turkish. Motivation is the power that drives an individual or a group to achieve a certain goal and purpose. (Eren, 2001). One of the most important sub-topics about motivation works is work motivation (Smither, 1998). Work motivation is the process of motivating and encouraging individuals by creating a business environment meeting the needs and desires of individuals or organizations. In other words, it is to meet the needs of employees and organizations in business and to organize and regulate behaviors of employers and managements in workplaces in the process of achieving targets.

Work motivation has always been a major concern for companies. From this point of view, motivation is an important factor to benefit from employees at maximum level in achieving performance outcomes of organization. It is very important for employees to be motivated in their works. If employees are not motivated towards organizational goals, organizational performances will not be at desired level. People are placed in organizations to achieve specific goals and objectives. These goals and objectives can be service or production. Therefore some things are given to employees in return for the service they provide and in this way employees are encouraged in their works. Sufficient motivation in the business environment will make employees willing towards goals and objectives.

Highly motivated employees work for the highest quality products and services. Confident and decisive employees are proud of being a part of the team they work with, helping and supporting their colleagues (Gibson, et al., 1997). There is a strong link between motivation and positive job attitudes and behaviors. If jobs do not motivate the employees, the employees do not come to work, they go to work late or resign, which leads to negative effects on the performance and productivity of an organization as well as big financial losses (OTDÜ-SEM, 1998).

3. Data and Methodology

3.1. Purpose of the study

The rate of women working in the business world is increasing day by day. However, there are career barriers for women and these barriers also have effects on business motivations. For this reason, this study aimed to determine the career barriers for women caused by glass ceiling syndrome and to examine how these obstacles affect job motivations.

3.2. Method and Sample of Study

The qualitative research method and phenomenology are used in this study to determine the relationship between the career barriers faced by women in business life, what needs to be done to overcome these obstacles, the characteristics of women who can overcome these obstacles, job motivations of women who cannot work at better positions and the relationship between glass ceiling syndrome and career barrier. The type of qualitative research that deeply examines phenomena that are not thought or are not considered in detail is called phenomenology (Kayacı, 2014). Snowball sampling technique, one of purposeful sampling methods, is used. The process in this approach starts with a very simple question: "Who can have the most knowledge in this matter? Whom else do you recommend to discuss about this matter? "

As the process progresses, the names or situations obtained will grow and grow like a snowball (Yıldırım and Şimşek, 2008). Descriptive analysis on collected data was made as a result of interviews. The original form of the collected data was kept with this analysis and from time to time discourses of the participants are quoted. In terms of the validity and reliability of the study, notes are taken during the interview. The questions are open-ended and participants are asked to provide more detailed information. There are 12 questions in the form. Five of them are related to demographic information, seven of them are related to glass ceiling syndrome, career barrier and work motivation (See Table 1). The questions to be asked are determined in advance and negotiations are carried out within this framework. After analysis of the data, the data are examined. The data analyzed are divided into categories and presented in table form according to the answers given by the participants. In this respect, some inferences have been made within the scope of the study.

Table 1 Interview form

DEMOGRAPHIC QUESTIONS	
1.Age	2. Marital status
3. Educational status	4. Working time
4. Position	
QUESTIONS RELATED TO GLASS CEILING SYNDROME, CAREER BARRIER AND BUSINESS MOTIVATION	

<p>Glass Ceiling Syndrome: They are invisible, artificial obstacles that result from behavioral and organizational prejudices that prevent women from reaching senior management positions, and that do not take into account their abilities and achievements.</p> <p>Career Barriers: They are events and conditions that are located in or around a person and that make career development difficult.</p>
6. Do you think that there are career barriers in terms of female labor force? What are these if you think so? Please explain.
7. How do women's inability to come up with senior positions in business life affect their work motivations?
8. What is the relationship between glass ceiling syndrome and career barrier? Please explain.
9. What are the characteristics of women who can overcome career barriers created by glass ceiling syndrome and who have reached senior management? Please explain.
10. What can be done to overcome the career barriers toward women?
11. What are the positive factors that influence your motivation in your business life?
12. What are the negative factors that affect your motivation in your business life?

Source: Authors' creation, 2019.

3.3 Findings

Demographic findings of the women participating in the survey are shown in Table 2. When the age range of the participants is examined, it is found that the majority of the participants is between the ages of 30-39 with 13 people (39.39%) and at least one (3.03%) aged over 50 years. When the marital status of participants is examined, 22 people (66.66%) are married, 10 people (30.30%) are single, and 1 person (3.03%) is widow. When the education levels are examined, the highest rate is 72.72% with undergraduate participants and the lowest rate is 6.06 with high school and associate degree graduate participants. When the total working time of the employees is examined, it is seen that the rate of the participants with 6-10 years of working time has the largest share with 12 people (36.36%), and the rate of participants with 21 years and over has the least share with 1 person (3.03%). When positions of participants are examined, it is seen that 14 people (42.42%) have the highest share with high positions and 6 people (18.18%) have lowest share with low positions.

Table 2. Demographic attributes of participants

		Frequency (n)	Rate (%)
Age	30 aged and below	12	36.36
	30-39 age range	13	39.39
	40-49 age range	7	21.21
	Over the age of 50	1	3.03
	Sum	33	100.0
Marital status	Married	22	66.66
	Single	10	30.30
	Widow	1	3.03

	Sum	33	100.0
Training Level	High school	2	6.06
	Associate degree	2	6.06
	Bachelor	24	72.72
	Post graduate	5	15.15
	Sum	33	100.0
Working Time	1-5 years	11	33.33
	6-10 years	12	36.36
	11-20 years	9	27.27
	20 years and over	1	3.03
	Sum	33	100.0
Position	Low	6	18.18
	Medium	13	39.39
	High	14	42.42
	Sum	33	100.0

Source: Authors' synthesis, 2019.

Participants are asked whether they think that there are career obstacles in terms of female labor force. Six of thirty three people say they do not think of such obstacles. One of the participants who do not think of career obstacles states that there is nothing women cannot do, that they are individuals who can do everything they want in detail and act logically and that they are the only living thing which can do everything. Another participant who does not think of obstacles has told that women can succeed in any kind of career field if they want and develop themselves. According to the answers given by the participants who think that there are career obstacles for women as seen in Table 3, inequality of men and women is the greatest career obstacle. Women cannot come to positions they deserve even if their talents, training and experience are competent. One of the participants says that there is a perception "woman cannot do" in the society because of the dominance of a patriarchal society. Those who do not want to lose their current position also pose an obstacle for women. Due to such prejudices that exist in society, women are not employed in all jobs and better positions. One of the participants expresses that woman who are mothers or widows are not employed because of prejudices. Houses and children that women have to look after are obstacles for their careers in terms of time. Efforts of male employees to marginalize women in business life negatively influence their motivations. It is aimed to establish male dominance in business life. They are not awarded with honorable achievements and there is an injustice in promotions and seniorities. A participant shares with us the fact that being more emotional and situations such as pregnancy are regarded as negative factors for women to advance in the career, so they can be considered as a reason of elimination in interviews even though they are not obstacles in written exams. One of the situations in business life is that some male supervisors and officials create difficulties for women. Despite all these obstacles, however, career barriers for women have diminished considerably in today's conditions. One of the participants says that in the past and in the Turkish culture, especially in the eastern region mentality, studying and working of the women is not welcomed very well, but now these taboos have been demolished and

women play active roles in business life. It can be said that the troubles that seem impossible for women can be overcome if they express themselves frankly and can stand on their own two feet. After all, women can do anything they want.

Table 3. Female labour force career barriers

Career Barriers	Frequency	Career Barriers	Frequency
Gender Prejudice	18	Not rewarding of achievements	4
Child Care	12	Birth and breast-feeding permissions	3
Male Dominance	9	External factors (Economic and politic)	3
Negative attitudes in business environment	7	Limited Training	2
Family and home responsibilities	5	Barriers caused by managers	2
Irregular family life	5	Jealousy	2
Lack of deserved promotions and seniority	5	People destroying self-confidence	1
Sum	33	Sum	33

Source: Authors' synthesis, 2019.

One of the questions asked to the participants is how women's job motivation is influenced by the fact that women cannot come to senior positions in business life. The answers given are shown in Table 4. The most given answer is the fall of work motivation. When working women are not rewarded for their efforts, there are restless and unhappy work environments and negative feelings toward work, and their motivation is also diminishing. This situation also reduces job performance. As a result, they are working hard to achieve senior management. One of the participants say that people have to work hard for the high rank task and convince many people that they could succeed. She states that she is in position (manager) she wants, so she has to renounce her social and private life for this. Another participant also states that women are meticulous and tidy. Lack of these characteristics which are better than men have reduces job performance in business life. Also, she expresses that the increasing number of female employees in high positions, their working more efficiently, understanding other women employees better, and the positive effect on job motivations reduces the number of harassment incidents. One of the participants says that the situation in their senior positions does not change their motivation. Another participant states that it is not right to discuss this issue just in terms of women. In addition, she says that in today's conditions women and men are in the upper positions; but the people with references are more advantageous to be in higher-positions and that work motivation is influenced negatively if people having been educated for years and not being in the right place they deserve.

Table 4. Not reaching high positions and its effects on job motivation

Effects	Frequency	Effects	Frequency
Motivation reduces	24	Development and progress slow down	7
Restless and unhappy working environment occur	15	Will to work reduces	6
Job performances reduce	13	Lack of self-confidence is seen	5
Job time extends	10	There are fatigue and work stress	4
Success reduces	10	Sense of responsibility reduces	3
Employees feel worthless	9	There is a monotonous life	2
Efficiency and effectiveness reduce	8	Lack of enjoyment from work is seen	2
Sum	33	Sum	33

Source: Authors' synthesis, 2019.

Another question is about the relationship between glass ceiling syndrome and career barrier. According to the answers given, they are directly related to each other, and they both affect each other. One of the participants says that glass-ceiling syndrome and career barriers are factors that prevent success for women and break their confidence. Another participant says that women cannot develop themselves psychologically when they understand that they cannot overcome an obstacle and they continue to be in the position they are in. Sometimes women have to deal with invisible prejudices while trying to advance in the career. While the glass ceiling syndrome is caused by the external conditions, career barriers occurs as a result of internal conditions of people. Glass ceiling syndrome create career barriers without noticed by women, however these barriers are noticeable in terms of career barriers. Career development may be hampered by the manager if it is thought that women who are pregnant or have children may pose obstacles in accordance with company strategies and expectations in conditions of competition. Women exposed to career barriers may have difficulty in advance and motivation. Some meet with obstacles with obstacles such as not being able to prove themselves, lack of self-expression skill, expressing their thoughts with hesitation. Participants are asked about the characteristics of women who can overcome career barriers created by glass ceiling syndrome and who can reach senior management. According to the answers given in Table 5, 14 respondents who have proven themselves in high positions and the opinions of the other 19 people, it is seen that the most given answer is that the women who have broken social patterns away from prejudices reach senior management. Those women who are not attached to such discourses such as "women cannot, cannot do ..." can manage well, think strategically and use their

knowledge in real life are more successful in the moments of crises that occur in firms, It is also true that people who do not give up in a small defeat or failure, who continue their business life against the challenges of business life with the same perseverance and determination, who are able to take risks and who are quick to apply decisions at these risks. These features, which are also considered for entrepreneurial individuals who have a high level of self-confidence and persuasion ability to increase success without hindering their job responsibilities plays important roles to reach higher positions. Three of the participants indicate that those who have references and use these references in the right places reach senior management easily. It is possible for women who are able to sting their own two, strong, stable, disciplined, tidy, consistent, warrior, knows what they want, unprejudiced, happy and healthy, able to work with teammates, understandable and able to deal with colleagues, frank and self-sacrificing can come up in the business life. Apart from these positive features, there are also negative features. The conditions created by work-life conditions make individuals stressful and distressed. Those who are able to solve the problems that they are experiencing in a short time and do not allow them to happen again can foresee what will happen in time and take precautions. The person who can manage himself can affect everybody.

Table 5. Characteristics of women who overcome career barriers and reach senior management

Characteristics	Frequency	Characteristics	Frequency
Being away from social patterns	25	Risk taker and courageous	11
Not being affected by external factors	23	Taking decisions quickly and putting them into practice	11
Management of crises well	22	Authoritative	10
Thinking strategically	22	Trying to increase success	9
Putting knowledge into practice	20	Responsible	9
Having a universal perspective	18	High self confidence	9
Decisive and stable	16	Knowledgeable, competent and capable	6
Owning her own position	16	High ability of persuasion	5
Determined and ambitious	16	Entrepreneur	5
Having a strong personality and standing on her own two feet	13	Having references and use them in right places	3
Sum	33	Sum	33

Source: Authors sintesis, 2019.

One of the questions is about what needs to be done in order to overcome career barriers for women. The responses given by participants are shown in Table 6. Accordingly, being away from gender prejudice is the most common factor. Women should be given priority by believing that they can accomplish every job. It is necessary to be motivated by taking into consideration that they may advance in the career in all jobs. It is necessary for women to provide state support to destroy managers' perception that women are unable to do and to minimize the responsibilities in family life. One of the participants states that it will be easier for their work to have a nursery for children in places where they work. One of the participants says that women should be seen as a producing individual and should be supported by family, society and state in order to participate in production and practice their abilities. She also added, "If we are not part of the solution, we are part of the problem." In the workplaces, seminars and meetings should be organized for senior managers and employees. The number of information tools can be increased by writing articles and columns. The society must change negative perspectives and pressures against women. Working hours should be arranged considering family and house responsibilities.

Table 6. Things to do to overcome career barriers for women

Things to do	Frequency	Things to do	Frequency
There must not be gender prejudice	26	Jobs in workplaces must be fair	10
Women must be given priority in business and confidence must be established	25	Achievements must be appreciated	9
Career opportunities need to be more attractive and women must be motivated more	25	Moral and material support must be given by the state	8
Women must be evaluated according to work ability	22	There must be opportunities for caregiver fees and nursery assistance	7
Environmental pressures must be reduced	15	There must be an understanding about maternity and breastfeeding	6
Employees must be treated equally	11	Women must be given higher positions	5
Equal opportunity must be given in education	10		
Sum	33	Sum	33

Source: Authors' synthesis, 2019.

Participants are asked about the positive factors that affect their motivation in business life. The most positive factor among the answers given according to table 7 is to be appreciated after works. They are expected to be supported and appreciated for their work. They stated that promotions and bonuses influence their motivation positively. In business life, the fact that they are in harmony with their colleagues and there is a respectful working environment has a positive effect for their motivation. They also want to be encouraged about their work. They express that the social activities to be done out of work will strengthen their friendship relations and there will be happier environment.

Table 7. Positive factors affecting job motivation of women

Positive Factors	Frequency	Positive Factors	Frequency
Being appreciated after work	18	Social activities	4
Rewarding by promotions and bonuses	14	Equality in every matter	4
Compatibility with co-workers	13	Being cheerful	3
Proper arrangement of premium and promotion system	10	Lack of family related problems	3
Strong relationship between employer-employee	10	Warning gently after each mistake	3
Being encouraged for more success	9	Giving education and seminars for business life	2
Being encouraged	7	Attainment of the objectives	1
Mutual respect	6	Making customers satisfied	1
Sum	33	Sum	33

Source: Authors' synthesis, 2019.

One of the questions is about what are the negative factors that affect their motivation in business life. The results can be seen in Table 8. The results show that the most important factor that affect their motivation negatively is gender discrimination and women's alienation. In addition to this, the second important factor is that communications are unpleasant and humiliating in the business environment. Women in business life have complained about the fact that their motivation has fallen because they are not appreciated. Also, they have expressed that their motivation has fallen because of increasing of employers' pressures, grouping among co-workers and the lack of cohesion in the business environment. Unequal distribution of tasks, promotions and relationship based on self-interest are among the factors that reduce motivation. Other factors

affecting motivations negatively are the irrelevant attitudes and behaviors of the supervisors, insufficiency of salaries, lack of empathy, weakening of employer-employee relations, excessive hierarchy, increasing workload, family related problems and psychological violence (mobbing).

Table 8. Negative factors affecting job motivation of women

Negative Factors	Frequency	Negative Factors	Frequency
Gender apartheid	22	Lack of empathy	8
Communications are rude and humiliating	20	Bad relationship between employer and employee	8
Not being appreciated after works	17	Excessive hierarchy	7
Pressures in workplaces	16	Increasing workload	7
Grouping among co-workers	16	Family related problems	6
Lack of cohesion in the business environment.	13	Mobbing	5
Inequality in promotions	10	Fail	4
Relationships based on self-interest	9	Criminal sanctions are severe	4
Irrelevant attitudes and behaviors of the supervisors	9	Disrespectful behaviors of customers and their inability to understand themselves	3
Inadequate salaries	8	Political factors reflected in the business environment	2
Sum	33	Sum	33

Source: Authors' synthesis, 2019.

4. Conclusion and Recommendations

The glass ceiling syndrome which is a concept frequently encountered in working life, but is hardly known, is an important factor preventing women's career advancement. Despite the fact that women and men have same education experiences, knowledge-skills and talents, there are various barriers for women not to reach senior managements. In this context, this study aims to determine the levels of women's ability to cope with family and home responsibilities, problems of business life and how barriers they face affect their job motivation. The employment and development of women, which nowadays become an important part of the labor market, has become a necessity for companies to move ahead of their competitors by increasing their competition levels with competing firms. However, gender discrimination is one of the most important barriers for women

to develop themselves and reach senior positions. Women who cannot get expected and deserved promotions are less motivated. Being unmotivated leads some women to reduce their job performances, on the other hand this leads some women to work more motivated. First of all, it is necessary to create equality in job environment. It is clear that education firstly starts in family and continues at school. It is obvious that success and self-confidence of women increase. Thus, an individual will start working more happily and motivated. If people feel good psychologically, better results can be obtained. As long as managers support and help employees and there is a positive relationship between the sub-top management and employees in business life, motivation of employees is affected positively. At the same time, equality between employees, expressing thoughts easily and frankly, feeling freedom, a free environment where rights are freely defended are factors that affect motivation positively. However, the existence of a dictatorial structure, disrespectful environment, increasing of inequalities among people, impolite attitudes among employees, a stressful and restless environment are the factors that decrease motivation of employees and affect psychological state. As a result of all these factors, women should be guided and psychological support should be given for career planning in institutions they work for. If women are appreciated as a result of their successes, the business will achieve its goals faster because they will work more motivated. Efforts of women to overcome their career barriers and to advance in business life are not enough. Institutions also have a number of duties as well as their own efforts. The importance of not having prejudices against women in institutions, being a model for other institutions about this matter, giving importance to education for the development of women, being responsible for family and home, making social activities out of work for a warm job environment among colleagues, creating a more peaceful job environment, strengthening the relationships between managers and employees, being equal in distribution of fees and promotions and building confidence are among the duties of institutions.

As a result, women's involvement in business life in almost every field will be effective for the further progress of society and businesses. Overcoming barriers called glass ceiling syndrome against women not to advance in their careers is possible. Women develop new ways to overcome these barriers and the glass ceiling syndrome.

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