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The Relations of Women Employees' Career Barriers and Organization Culture: A Research in Konya

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Abstract

Today, the number of literate and educated women is increasing, and in parallel with this the number of women employees is growing too. Despite this rise, women are facing a number of career barriers in their business life. Women do not have equal share in business environments compared to men in terms of facing a variety of problems in career steps, not having the right to speak, not being involved in important decision-making processes and being excluded from managerial positions due to men presence. This research is consisted of 3 sections. In the first section, culture and organizational culture terms were researched. In the second section, career barriers and the relationship between career barriers and organizational culture were studied. Moreover in this section, glass ceiling syndrome was examined in terms of conceptual meaning. In the last section, which is the application part of this research, in light of the findings based on literature review, a questionnaire was conducted with 75 women employees working in Konya city and it continue to find out more about their career barriers and organizational culture. Collected data was analyzed through SPSS software program. According to analysis results, questions regarding women employee's organizational culture and career barriers were evaluated.

Keywords:

Career barriers, Organizational Culture, Glass Ceiling Syndrome.

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1. Introduction

With the increasing of variety in business types started with industrialization and continued up to today, new and different occupations are encountered. Increasing variety of occupations and more and more women being involved in the business life have also brought a number of problems. Discussions regarding the discrimination against women and male-dominated organizational culture are among the most debated issues. Even though the understanding which limits the societal role of women to give care to family and children has decreased compared to the traditional societies, it is a known fact that it still has impact on some organizations. It is clear that there are some progresses towards wriggling the mother ship and housewife roles and giving an opportunity to have an occupation, however this is still a weak challenge.

The existence of male-dominated organizations from past to present decides about the role and status of women in work life. There are quite a number of challenges against the factors which cause women a number of career barriers. Defining some jobs as feminine or masculine shows that employers based their career assessments of their employees on the gender factor. Additionally, the idea that supports the women should be more passive compared to the men in business life cause women to experience more challenges while they are climbing their career ladder. Women try not to disrupt their feminine roles in addition to compete with their male counterparts in their business life, and they have to make an effort twice as much the men do. Women, who have more responsibilities as the mother of the family, also face struggles of career life and try to overcome these.

This study firstly researches the concepts of culture and organizational culture. Then, the relationship between career barriers and organizational culture was studies. Also in this section, glass ceiling syndrome, which discusses the women's career barriers, was conceptually explained. In the last section, the career barriers faced by women who work at public institutions in Konya province and its towns as chief, assistant manager, department manager and manager are examined, and this explains the purpose of this study by identifying the relationship between these obstacles and organizational culture. A questionnaire was conducted as a data collection tool, and 75 questionnaires were distributed and obtained back. The questionnaire is consisted of 4 parts. Obtained data was analyzed through statistical programs.

2. What is organizational culture?

It is necessary to focus on organizational culture term after elaborating on culture and organization concepts. Organizational culture is defined as the whole of values, opinions and norms which shape the staff behaviours and therefore the general condition of the organization (Quoted from Fauth by Unutkan, 1995:37). Beyers defines the organizational culture as an invisible presence, and underlines that this invisible occurrence is figured by strong and nuncupative rules. According to Killmann, "norms, attitudes, expectations, beliefs, conjectures, values, ideologies, and philosophies shared by the group and connecting the group members to one another give shape to organizational culture (Uygun, 2011:14)." Organizational culture is the bridge between employees and organizational expectations and objectives. In identifying organizational culture in the perception of employees, it affects the organizational commitment in a positive way (Karasoy, 2014:67). In another definition, organizational culture is "the meaning (values) system which differentiates the organization from the others and shared by organization members (Johst, 2013:520).

In addition to be affected by community culture in which the organization is active, it also emerges as a difference culture from the community culture. Namely, community culture and organizational culture are not the same in an environment. It is not possible to mention about an organizational culture if they happen to be the same (Doğan, 2012:105). Organizational culture is the subsection of community culture. Organizational cultures are regarded as subset of culture found in general in the community (Vural and Coşkun, 2007:7).At the same time, organizational values and the basic assumptions on them form the core of organizational culture (Doğan, 2012:105).

An organizational culture generally reflects the vision and mission of organization founders. The reason for this is that founders have original ideas and they tend to practice these ideas successfully on the organization. Founders form the first level culture for the organization by planning how the organization shall look like and which values must be present. An organizational culture derives from the interaction between (1) the founder tendencies and assumptions and (2) the learning from first employees' experiences (Robbins et al., 2013:39).

"The following factors must be taken into consideration while evaluating organizational culture: (Quoted from Miller and Dess by Akgemci, 2008:145-146)

- The presence/level of sense of belonging in employees
- The value given to new ideas and innovation by the organization
- The level of adaptation to change
- The motivation levels of employees"

2.1 The Functions of Culture in Organizations

Culture has a significant function in an organization. A strong culture helps gaining personalization for the organization and therefore the employees, and this creates indifference from the others. The sense of difference increases employee motivation and supports their concentration on their works. Culture, which creates a magnetic area in the organization in the social context, has a role of control mechanism which directs and shapes the employee behaviours and attitudes (Barutçugil, 2004:209).

Above all, culture has a marginal role; it creates the difference between organization and its environment. Secondly, it gives a sense of identity to the members of the organization. Thirdly, culture creates commitment to the bigger phenomenon than the individual interests. Fourthly, it provides stability for social system. Culture is a social adhesive which holds the organization together by providing proper standards for employee discourse and the work to do. Lastly, culture is a control mechanism which shapes and guides employee attitudes and behaviours (Johst, 2013:523).

2.2. Factors Contributing to the Organizational Culture

From the moment it was first founded, organizational culture completes its formation by the impact of various factors and it shows continuity with the ongoing effects of these factors. Organizational culture has a dynamic but not static status. Organizational culture evolves in the flow of the years.

Language, assumptions, values, norms, heroes, and symbols can be aligned as the factors which are involved in the organizational culture factors (Sabuncuoğlu and Tüz, 2013:49). Language, Assumptions, Values, Norms, Leaders and Heroes and Symbols and Stories.

3. Career barriers for women employees

Career means advancing in a chosen occupation and earning more money as a result of this, and gaining responsibility, reputation, power, and prestige. Career generally is a life-time endeavour. Career in individual terms is the occupation starting at the early ages with promotion expectations and lasts until the retirement on principle (Şimşek and Çelik, 2012:193).

Providing equal conditions for men and women in terms of being promoted in career has become a significant fact in today's world. The gender link in career choice today becomes weakened compared to the old times. Engineering, doctor, banking, and directorate positions, which were male-dominated occupations in the past, are now being equalized by increasing women participation (Barutçugil, 2002:102).

A number of career development theory has suggested and mentioned about gender difference issue. Even though the reasons of perceived gender differences are dependent on theoreticians' more interest on males' careers or whether they are interested in female's careers, women's careers are typically stated in quite a different way than men (Powell and Mainiero, 1993:189).

Women must spend more energy to climb up the career ladder compared to men. Gender discrimination in career advancement has an important place. It is easy to determine the gender discrimination in companies, but today its open demonstration is rare compared to the past. Instead, discrimination against women were integrated into work practices appearing as bias and cultural norms (Meyerson and Fletcher, 2006:75).

Towards the information society, "work" is losing its property of being physical, and its mental properties such as knowledge, research, and generating and creating ideas are on the rise. Therefore, transformation of career management and discrimination between men and women has started (Koçel, 2014:88). By transition from an industrial society to the information society, the importance of knowledge work is further increased much more than physical labour. Drucker emphasizes that the knowledge workers do both knowledge and body work and call them technologist. He states that technologists are those who practice the highest levels of information (Drucker and Maciariello, 2009:298). The work done by women has always been different from what men do. However with the emergence of information society, knowledge labour

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is now unisex not because of feminist pressure but because it can be done equally by both genders (Drucker, 2012:219-220).

Many women, in order to get a place in a senior position, pay their own taxes and even insurance premiums. The only thing they have achieved at the end of this effort is an unseen and abstract obstacle between themselves and their objectives which prevents them from promotion. This invisible abstract barrier is not a simple barrier which is based upon person's failure regarding overcoming senior jobs. On the contrary, this barrier is the one which is used for preventing women, just because they are women, from promoting to top positions. These invisible barriers that prevent the rise of women in the workplace can occur in different companies and industries in different positions. (Morrison, Randall and Velsor, 1992:13).

The dynamics of gender discrimination in the workplace have been documented and research has been done on this issue. First of all, it is stated that detailed assessment and extensive research on this subject was conducted by Heilman (1983), Arvey and Campion (1982). Research has repeatedly shown the gender discrimination in the employee selection process. When the work is characterized by male gender, women with the same qualifications in comparison with male colleagues were regarded less qualified, and their recruitment is less likely even if they are recruited, their compensation is given much less generously. Gender bias is observed in wage increases, promotion, employee duties, and decisions about training opportunities. This discrimination can be reached by examining two sources: gender bias in performance evaluation itself and gender bias in causal explanation of the achievements of female employees. The research shows that many women are exposed to prejudicial attitudes in their job (Heilman, 1997:881).

3.1 Glass Ceiling Concept

"Glass ceiling" concept, which was introduced by Hymowitz and Schellhardt in 1986, is used for every obstacle and injustice that women face while passing to a superior position (Çakınberk, 2011:264). In another definition, glass ceiling concept represents invisible artificial barriers created by organizational bias and stereotypes which hinder women from promoting to superior level management positions (Quoted from Wirth by Örücü and Kılıç, 2007:118). Both in Turkey and

all around the globe, relevant research on this issue has classified gender based glass ceiling obstacles in different types. However; from a complementary point of view, factors contributing to the existence of glass ceiling in organizations are centered on individual, organizational, and societal elements. (Quoted from Dreher, 2003 by Mızrahı and Aracı, 2010:150)

Table 1 Glass Ceiling Barriers of Women Leaders

Barriers arising from individual factors	Barriers arising from Organizational Factors	Barriers arising from social factors
• Multiple Roles • Women's Personal Preferences and Perceptions	• Organizational Culture • Organizational Policy • Menthol Deficit • Inability to Attend Informal Networks	• Occupational Discrimination • Stereotypes (Prejudices related to gender)

Source: Quoted from KSSGM Publishing, Ankara, 1998 by Mızrahı and Aracı, 2010:150)

3.1.1 Barriers Arising From Individual Factors:
3.1.1.1 Multiple Roles:

Women assume multiple roles with family life and working life. They have motherhood and wife roles at home while they are employees, officers, and manager at workplace (Quoted from Aytaç by Karcıoğlu and Leblebici, 2014:5).

3.1.1.2 Women's Personal Preferences and Perceptions:

This barrier involves accepting prejudices against women, low self-esteem, instability, and beliefs of being unable to be promoted which are also defined as self-imposed obstacles (Uygun, 2011:76). Women primarily position themselves as a good wife and mother, and personal preferences such as not to travel and not to work long hours hinder their careers. Due to customary stereotypes, women do not regard managerial posts as appropriate for themselves, and they worry about being called manlike as a result of losing their sexual personality. Women themselves are creating the glass ceiling barriers here (Karcıoğlu and Leblebici, 2014:5).

3.1.2 Barriers Arising From Organizational Factors

Women's capturing equal opportunities in career prospects varies according to the organizational culture. Although the conditions in some organizations are equal, women employees are forced to put more effort to make themselves acceptable in the others (Quoted from Rosener by Mızrahı and Aracı, 2010:150). Male-oriented organizational culture poses a major obstacle in the way of women's career. Promotion of women within the organization is associated with human-oriented, performance evaluation-based, low power distance, and applications based on gender equality in organizational culture. (Mızrahı and Aracı, 2010:150)

3.1.3 Barriers Arising From Social Factors

A set of prejudices derived from societal beliefs, traditions, and mores can results in women's less or in the background participation in business life.

3.1.3.1 Obstacles imposed by male managers:

Prejudices against women are the most important of these obstacles. Most of these negative prejudices involve the perception that women cannot tackle the given senior jobs. They are considered to be inadequate in terms of personality, stability, and perseverance. Other obstacles imposed by male managers are "the challenge of communicating with women" and "men's power retention desire" (Uygun, 2011:75).

3.1.3.2 Obstacles imposed by female managers:

Some female managers show the behaviours of being single at that post, remaining single there, and therefore not supporting women working in lower level in the hierarchy to be promoted. Obstacles imposed by female managers can be listed under the following headings (Çakınberk, 2011:275)

3.1.3.3 The "queen bee" syndrome (Jealousy among women);

The queen bee syndrome means that women change their behaviour types in the course of the time and beginning to getting closer to behaviour patterns of male managers, and they show similar responses to other female employees similar to the ones imposed by male managers (Quoted from McLandress by Zel, 2002: 41-42).

3.2 Career Obstacles of Women Employees and Organizational Culture Relationship

Women's capturing equal opportunities in career prospects varies according to the organizational culture. Although the conditions in some organizations are equal, women employees are forced to put more effort to make themselves acceptable in the others. This is called as authority, being autonomous, autocratic leadership style, that is "male-dominated" organizational culture, and this type of organizational cultures are huge obstacles in front of the women's promotion to the senior posts (Karcıoğlu and Leblebici, 2014:6).

It is emphasized that in organizations where there are obstacles, masculine organizational culture is dominant. It is suggested that the male-dominated culture play a preventive role in women's careers. This is because norms and beliefs that are male dominated, instead of female, are taken as base. Because a large proportion of senior managers is male, and it is presumed that they are dependent on manlike value rather than ladylike one, it is widely debated that masculine norms and values are probably still dominant in management (sub) cultures. This masculine culture is one of the main elements of the glass ceiling (Çakınberk, 2011:269).

Most researchers list the reasons of women being in the background at workplace and the effects of male domination as follows (Zel, 2002:40):

a) The stereotyped position of women in the history
b) Experienced difficulties in communication between women and men,
c) Inability to manage the whole of the organization in the reached managerial post.

When a female enters the male business world, misunderstandings and lack of communication are seen in abundance, they can be listed as follows (Heim Pat, Golant, K.. Susan, 1995:9):

- At the meetings, while a man speaks a long way, a woman speaks briefly. While a male regards a female abstaining in her thoughts, a female sees a male as the one who occupy the path.
- When her speech time comes, a woman takes her time, and pauses to allow the speech of others. Men, on the other hand, enter into discussions and split the words of others. While a man

sees woman as someone who does not have much to say, woman see men as rude.

Bajdo and Dickson have emphasized that organizational culture is significant in gender discrimination. It is suggested that having hierarchical authority, autocratic leadership style and from top to bottom communication in "male-dominated" organization culture is a big obstacle in front of the promotion of women to the senior positions (Örücü and Kılıç, 2007:121).

Allocating women to less valuable and passive positions in gender-based occupational segmentation is a part of male-dominated organizational culture. Occupations and jobs in which men are generally employed are superior than those in which women are employed in terms of social status, career promotion, and financial opportunities (Çoban, 2005:1).

In order for women to be successful in a masculine organization, they need to develop a masculine identity and behave as a "social men". It is seen that organizations which support masculine behaviours (decisiveness, independence, dominance) in the western societies allocate less position to feminine behaviours (attention, independence, warmth, and understanding). (Temel, Yakın and Misci, 2006:33).

As a result of examining employment cases on gender discrimination in the USA, it is emphasized that most of the organizations do not have a supportive environment related to career development of women (Chao, Malik, 1988:119-120).

4. Sample case
4.1 Research Purpose

The purpose of this research is to identify how organizational culture is related to the career barriers of women employees. In order to find more about this relationship, a questionnaire was conducted on the career barriers faced by women who work at public institutions in Konya province and its towns as chief, assistant manager, department manager and manager.

4.2 Objective and Importance of the Research

Research sample is consisted of women who work at public institutions in Konya province and its towns as chief, assistant manager, department manager and manager. 75 questionnaire forms were

conducted as a data collection tool. The research questionnaire is consisted of 4 sections.

4.3 Data Collection Tools and Procedures

In the first section, 7 questions regarding demographics (marital status, age range, educational status, number of children, working duration, total monthly income, and organizational position) of employees were asked. In the second section, "organizational culture scale" prepared by Ogbonna and Haris (2000) and developed by Karadeniz (2010) in the master's study was used. This scale is consisted of 16 questions and 4 dimensions. 4 of these questions are related to "innovative culture", 4 of them are about "competitive culture", 4 of them express "bureaucratic culture", and 3 of them are related to "societal culture". (Quoted from Karadeniz by Köse, 2014:199) In the third section, "women's career barrier" scale consisting of 9 questions and used by Uygun (2011) was utilized (Uygun, 2011:141). In this part, women managers were requested to put these 5 items in order based on their opinions about "women's career barriers derived from organizational culture" from 1 to 5.

4.4 Hypothesis

Hypothesis 1: There is (no) meaningful difference between organizational culture and women's career barriers based on demographics factors.

Hypothesis 2: There is a meaningful correlation between organizational culture in women's career barrier and 4 dimensions (innovative culture, competitive culture, bureaucratic culture, societal culture) of organizational culture and women's career barrier.

Reliability coefficient for Organizational Culture Scale, which is consisted of 16 questions, was found as Cronbach's Alpha coefficient 0,931. The reliability of the questions were 93.1% and they are extremely reliable. Additionally, reliability coefficient for Career barrier Scale, which is consisted of 9 questions, was found as Cronbach's Alpha coefficient 0,773. The reliability of the questions were 77.3% and they are reliable.

4.4.1 Testing Hypothesis

Hypothesis 1: There is (no) meaningful difference between organizational culture and women's career barriers based on demographics factors.

According to two sample t-tests results, it was found out that marital status has no effect on organizational culture (or in other words, there is no organizational culture difference based on marital status) as the p value is equal to 0,074>0.05. As the p value is equal to 0,042<0.05, it was found out that marital status has no effect on career barrier (or in other words, there is no career barrier difference based on marital status). Career barrier scores of single individuals are higher than those of who are married.

According to one-way variance analysis (ANOVA) results, it was found out that age groups have no effect on organizational culture (or in other words, there is no organizational culture difference based on career barrier) as the p value is equal to 0,152>0.05. As the p value is equal to 0,328>0.05, it was found out that age groups have no effect on career barrier (or in other words, there is no career barrier difference based on age groups).

According to one-way variance analysis (ANOVA) results, it was found out that educational status has no effect on organizational culture (or in other words, there is no organizational difference based on educational status) as the p value is equal to 0,026<0.05. This difference was found that it stems from master's graduate as a result of Tukey test. As the p value is equal to 0,143>0.05, it was found out that educational status has no effect on career barrier (or in other words, there is no career barrier difference based on educational status).

According to one-way variance analysis (ANOVA) results, it was found out that number of children has no effect on organizational culture (or in other words, there is no organizational difference based on number of children) as the p value is equal to 0,847<0.05. As the p value is equal to 0,942>0.05, it was found out that number of children has no effect on career barrier (or in other words, there is no career barrier difference based on number of children).

According to one-way variance analysis (ANOVA) results, it was found out that total monthly income has an effect on organizational culture (or in other words, there is an organizational difference based on total monthly income) as the p value is equal to 0,045<0.05. It was found

out that organizational scores of individuals with 4000 and over income are more than those who belong to the other income level groups. As the p value is equal to 0,005>0.05, it was found out that total monthly income has an effect on career barrier (or in other words, there is a career barrier difference based on total monthly income). It was found out that organizational scores of individuals with 4000 and over income are more than those who belong to the other income level groups. It was found out that organizational scores of individuals with 4000 and over income are more than those who belong to the other income level groups.

According to one-way variance analysis (ANOVA) results, it was found out that organizational position has an effect on organizational culture (or in other words, there is an organizational difference based on organizational position) as the p value is equal to 0,000<0.05. The organizational culture scores of individuals included in "other" group are the lowest compared to the individual in the other positions. Additionally, the individuals in manager and over positions are the highest in organizational culture score. As the p value is equal to 0,004>0.05, it was found out that organizational position has an effect on career barrier (or in other words, there is a career barrier difference based on organizational position). The organizational culture scores of individuals included in "other" group are the lowest compared to the individual in the other positions. Additionally, the individuals in manager and over positions are the highest in organizational culture score.

Hypothesis 2: There is a meaningful correlation between organizational culture in women's career barrier and 4 dimensions (innovative culture, competitive culture, bureaucratic culture, societal culture) of organizational culture and women's career barrier.

Hypothesis 2a: Pearson Correlation test was used for the correlation between organizational culture and career barrier, and as a result of this 63,1% positive correlation was found. As the p value is equal to 0,000<0,05, it is possible to suggest a meaningful correlation between Organizational Culture and Career barrier.

Hypothesis 2b: Pearson Correlation test was used for the correlation between innovative culture dimension of organizational culture and career barrier, and as a result of this 66,4% positive correlation was found. As the p value is equal to 0,000<0,05, it is possible to suggest a meaningful correlation between innovative culture

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dimension of Organizational Culture and Career barrier. The correlation between Career barrier and all other dimensions of Organizational Culture are positive and meaningful.

Questionnaire 4ᵗʰSection:
Organizational Culture – Women's Career barriers

Responses given to the questions in the section 4 are summarized. The study sample is consisted of 75 participants and 46 of them (61,3%) provided responses in this section. 27 participants (36%) ordered the option of male-dominated culture in the organization in the first order, 8 participants (10,7%) ordered in the second order, 6 participants(8%) ordered in the third order, and 4participants(5,3%) ordered in the fourth order, and 1 participant (1,3%) ordered in the fifth order.

5. Results and findings

The number of educated women is increasing day by day in Turkey and in parallel with this rise; the number of women in business life is increasing too. As a result of this, the number of women who are in better positions in their careers and work at management posts is expected to rise. However, it is known and accepted fact that there are some obstacles which prevent women from promoting to senior level duties and management positions. Some of these obstacles are job-family conflict, multiple career couples, working mothers, super woman syndrome, burnout syndrome, gender-based discrimination, sexual harassment and mobbing at workplace. In addition to this, glass ceiling syndrome, which is an invisible abstract obstacles that hinder women from promoting to senior management positions, is a challenging barrier for women's career development and promotion. Women mostly behave with learned helplessness feeling without knowing what limits them and could not develop themselves and cannot promote to the senior posts. Against all these difficulties and obstacles, integrative and well-established organizational culture could reduce career barriers even though it is not possible to remove them all at once. Organizational culture's opinions and attitudes towards female employees have a supportive and impact-reducing role in glass ceiling. In male-dominated organizational cultures, women employees are forced to put more effort to make themselves acceptable in the others even though the conditions are equal, and therefore top management's opinions about taking part in

senior management is significant. As there is increased employability for women in large-scale organizations, it is easier for them to be promoted to their target position compared to the small businesses. Companies with a good organizational culture must support and suggest strategies for women employees and their development by helping them overcome the obstacles they face and be promoted to the managerial positions.

A questionnaire was conducted in this study with women employees working in Konya in order to find more about their career barrier and organizational culture related career barriers. According to study findings, there is a meaningful correlation between Organizational Culture and Women's Career barriers. That is, it is possible to suggest that organizational culture has positive or negative direct effect on career barrier. Of demographics; marital status, age group, working duration in organization, and the number of children have no effect on organizational culture and career barrier. However, single individuals' career development scores are higher than married ones. Some of the reasons are associated with not experiencing job-family conflict, super woman syndrome, multiple career couples and working mother problems, which are mostly faced by married women with children. When looking at the educational status, it was found out that educational status has an effect on organizational culture. The difference was determined to stem from master's degree graduates. Nevertheless, it is underlined that educational status has no effect on career barrier. On the other hand, total monthly income level has an effect on organizational culture and career barrier. It was found out that organizational scores of individuals with 4000 and over income are more than those who belong to the other income level groups. Organizational position has an effect on organizational culture and career barrier. The organizational culture scores of individuals included in "other" group are the lowest compared to the individuals in the other positions. Additionally, the individuals in manager and over positions are the highest in organizational culture score. Lastly, it is possible to suggest a meaningful correlation between innovative culture dimension of organizational culture and career barrier. The relationship between career barrier and all other dimensions of organizational culture is positive and meaningful.

In the last section of questionnaire application, women managers were requested to put these 5 items in order based on their opinions about women's career barriers derived from organizational culture from

1 to 5. Only 46 of 75 participants responded to this section. According to ordering results in which 1 is the most significant and 5 is the least significant, women employees who participated in this study regarded the dominance of male-dominated culture as the most important career barrier.

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