



## The Effect of Glass Ceiling Syndrome on Organizational Commitment and Research \*

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### ABSTRACT

Despite women constituting approximately half of Turkey's population, this proportion is not reflected in the workforce. Although there has been an increase in the number of female employees in recent years, this increase has still not reached a sufficient level. Moreover, the proportion of women actively involved in the business world who hold upper management positions is quite low. In today's professional world, although women are starting to occupy more qualitative roles, they are still underrepresented in top management levels. One of the most striking reasons hindering female employees' advancement to upper management positions is the "glass ceiling syndrome" they perceive. Women facing glass ceiling barriers show tendencies of either increased or decreased organizational commitment. The primary aim of this research is to investigate whether women working in the private sector in Şanlıurfa experience glass ceiling syndrome and how this situation affects their organizational commitment, including its sub-dimensions: emotional, continuance, and normative commitment. Glass ceiling and organizational commitment scales were applied to female employees. The data obtained in the study were analyzed using the SPSS program. Analyses conducted on this topic (correlation, regression, and ANOVA) have concluded that there is a positive relationship between glass ceiling syndrome and organizational commitment.

**Keywords:** Glass Ceiling Syndrome, Organizational commitment, Women Employee.

### ÖZET

Türkiye'nin nüfusunun yaklaşık yarısını kadınlar oluşturmasına rağmen, bu oran iş gücüne yansımamaktadır. Son yıllarda kadın çalışanların sayısında bir artış gözlenirse de, bu artış hâlâ yeterli seviyeye ulaşmamıştır. Ayrıca, iş dünyasında aktif olan kadınların üst düzey yönetim pozisyonlarındaki oranı oldukça düşüktür. Günümüz iş hayatında, kadınlar niteliksel olarak her ne kadar daha fazla yer almaya başlasalar da üst yönetim kademelerinde yeterince bulunmadıkları görülmektedir. Kadın çalışanların üst yönetim kadrolarına yükselmelerini engelleyen nedenlerden en dikkat çeken, zihinlerinde oluşturdukları cam tavan sendromudur. Cam tavan engelleriyle karşılaşan kadınların örgütsel bağlılıklarında ya artış ya da azalma eğilimleri gözlemlenmektedir. Bu kapsamda araştırmanın temel amacı Şanlıurfa ilinde faaliyet gösteren özel sektörde çalışmakta olan kadınların, cam tavan sendromu yaşayıp yaşamadıkları ve bu durumun örgütsel bağlılıkları ile örgütsel bağlılığın alt boyutu olan duygusal, devam ve normatif bağlılıklarını nasıl etkilediğini araştırmaktır. Konu ile yapılan analizler (korelasyon, regresyon ve Anova) cam tavan sendromunun örgütsel bağlılık ile pozitif bir ilişki içerisinde olduğu sonucuna varılmıştır.

**Anahtar Kelimeler:** Cam Tavan Sendromu, Örgütsel Bağlılık, Kadın Çalışan.

### INTRODUCTION

According to TÜİK data, women make up half of Turkey's population. However, this proportion is not reflected in the workforce. Although the employment rate of women has been increasing, it is still not at a sufficient level (<http://www.tuik.gov.tr/>). This rate decreases further in the number of women in senior management positions. There are various obstacles in front of the fact that women do not play an active role in working life. The majority of obstacles arise from gender discrimination. When the national and international literature is examined, one of the obstacles for women to progress in their working life and reach the upper management levels is described as a glass ceiling. This concept is an invisible barrier that prevents female employees from advancing by ignoring their success.

İmamoğlu (2016), in his study on this subject, examined the obstacles that women face due to glass ceiling syndrome in their working life in 3 groups. These obstacles are characterized as: obstacles caused by female managers, obstacles caused by male managers, and obstacles caused by women themselves.

Another topic of the study is organizational commitment. In its most basic form, the concept is defined as the connection that the employee feels to the organization they work for and identifying with the organizational values without any material purpose (Balay, 2000). After examining organizational commitment in a conceptual framework, Allen and Meyer's organizational commitment classification and the sub-dimensions of organizational commitment were stated.

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In the last part of the study, demographic variables were analyzed, a questionnaire was applied to women employees in the private sector in the province of Sanliurfa and the relationship between glass ceiling syndrome and organizational decency has been investigated. The study has been completed with the conclusion and suggestion section.

## THE CONCEPT OF GLASS CEILING SYNDROME

The concept of a glass ceiling was first used by Hymowitz and Schellhardt on March 24, 1989. The concept has been used as “the injustices faced by women employees who make efforts to move to the upper echelon in the private sector, public institutions, educational institutions or non-profit organizations” (Lockwood, 2004).

Although there are many definitions of glass ceiling syndrome in national and international literature, the concept is most generally defined as invisible, difficult-to-overcome barriers that prevent women within organizations from advancing after reaching a certain level.

According to household labor force surveys conducted by TÜİK, the employment rate of men is more than twice that of women. In addition, according to the same research, it was stated that the rate of women in senior management positions of organizations was quite low in 2017 (% 17,3) (<https://www.sabah.com.tr>, 6 Mart 2019).

Although glass ceiling syndrome is also seen in male employees, it is mostly a problem faced by female employees. Even though women have been involved in business life recently, their rates in senior management are not at the desired level. In this context, women are faced with glass ceiling syndrome for both psychological and social reasons (Bozdoğan, 2020).

The glass ceiling sets obstacles that are difficult to overcome by ignoring the achievements and Decencies of women. For this reason, women who can provide a competitive advantage to organizations cannot reach the top management level. As a matter of fact, this situation negatively affects the effectiveness and efficiency of organizations.

### The History of Glass Ceiling Syndrome

In the literature review conducted on glass ceiling syndrome, it is seen that the concept mostly affects female employees. Therefore, it can be said that the concept emerged with the entry of women into working life.

The concept entered the literature in 1970 and got its name from the material used in the flea experiment. According to the flea experiment, scientists found that fleas jump to different heights and put several fleas in a glass fan 30 cm high. The floor is heated by placing metal on the floor of the fan. With the increase in temperature, fleas try to escape by jumping, but they fall again by hitting the glass on the ceiling. Fleas that do not know what glass means cannot perceive the reason that prevents them. In the second phase of the experiment, the floor was heated again, but the glass in the ceiling was removed. All fleas were observed to jump 30 cm. Since the ceiling obstacle has been removed, the fleas that had the opportunity to jump higher do not dare to do so. Because the obstacle is no longer in the ceiling, but in the fleas' heads (Öztürk, 2011).

As can be seen from the experiment, the concept of a glass ceiling is a state of “learned helplessness” that is often used in psychological science. A state of failure occurs in individuals who have been subjected to defeat for a long time. The highest point of an individual's dreams is the glass ceiling of that individual.

The emergence of the concept and the places where it is used are listed in the literature as follows (İpçioğlu, Eğilmez & Şen, 2018):

In 1977, Rosebeth Moss Kanter's book "Men and Women in Companies" focused on the issues of sexism and discrimination.

It was used to describe women's career path at the Women's Institute Conference in 1979.

In 1984, it was used in Gay Bryant's Adweek magazine.

The concept became popular and entered the literature with an article published in The Wall Street Hournal in 1986. In 1991, the US Department of Labor recognized the existence of the glass ceiling and the Glass Ceiling Federation was established in the same year.

### Dimensions of Glass Ceiling Syndrome

#### Obstacles Set by Male Managers

The negative prejudices of men and women employees that they cannot do the jobs related to senior management is one of the reasons why the concept of glass ceiling is mostly associated with women. Öğüt (2006) listed the obstacles put by men in front of the career development of female employees in his study as follows:

- ✓ The Principle of Impartiality
- ✓ Gender Blindness
- ✓ Positive Discrimination
- ✓ The Difficulty of Communication with Women
- ✓ The Desire to Retain Power

### **Obstacles Set by Female Managers**

In the study conducted by Irmak (2010), it was determined that female employees generally do not want to work with female managers and this creates a career obstacle for women. The career obstacles placed by women on women occur in two ways. The first of these is the “Deceptive reference of the woman herself” and the second is the “queen bee syndrome” condition.

Women who come to the upper management levels subconsciously create “how I came to this point, everyone can come the same way. While the logic of “no special effort is needed for this” is Decried as a self-reference fallacy, it is the queen bee syndrome that female employees see each other as competitors and the woman in senior management perceives being the only one as a privilege (Örücü & Kılıç, 2007).

### **Self-Imposed Obstacles**

The career obstacles that women in business life face due to gender discrimination represent a wide range of obstacles. When we look at these obstacles in general terms; The question of where women belong, conflict between family and work, lack of self-confidence, not knowing what they want, accepting negative facts from the beginning, etc. situations are listed (Örücü, vd. 2007). Women who constantly struggle with glass ceiling syndrome in business life seem to accept this situation.

### **ORGANIZATIONAL COMMITMENT AND ITS TYPES**

The concept of organizational commitment is explained as the willingness of employees and stakeholders to remain within the organization and their loyalty to the organization (Doğan & Kılıç, 2007).

The most important resource for organizations to continue their operations is the workforce. Indeed, this is related to employees' decision to remain with the organization. The strength of an organization is directly proportional to the commitment of its employees.

There are three stages of employees' commitment to the organization they are part of. These stages are:

- ✓ Obedience to the organization
- ✓ Integration into the organization
- ✓ Gaining identity within the organization

In the obedience stage, the individual accepts the influence of others in the organization to understand themselves within the organization. In the integration stage, the individual takes pride in being part of the organization. In the final stage, gaining identity, the individual acknowledges that their personal values align with the organization's values and states that these values are worthy of praise (Çetin, 2004).

In their study, Allen and Meyer (2005) describe employees' commitment to the organization in three ways: emotional, continuance, and normative.

In emotional commitment, the employee is connected to the organization as a feeling. They have identified with the organization and continue to stay there of their own accord. In continuance commitment, the employee perceives leaving the organization as a cost. They stay in the organization due to the perceived costs and drawbacks of searching for a new job. In normative commitment, the employee feels a moral obligation to the organization. They believe the organization has treated them well, and as a result, they continue to stay due to a sense of duty.

Allen and Meyer's definition of organizational commitment refers to the behaviors shaped by the relationship between the organization and the employee, which support the decision of employees to remain continuous members of the organization (İnce vd., 2005).

## **THE IMPACT OF THE GLASS CEILING SYNDROME ON ORGANIZATIONAL COMMITMENT: A STUDY OF PRIVATE ENTERPRISES OPERATING IN ŞANLIURFA PROVINCE**

## Structure of the Study

The relationship between the glass ceiling syndrome and organizational commitment, which is theoretically explained, has been made more concrete in this section through an application conducted on women working in the private sector in Şanlıurfa province.

The reason for limiting the research sample to female employees is that studies have found women to be more frequently exposed to the glass ceiling syndrome compared to their male counterparts.

## Purpose of the Study

The purpose of the study is primarily to examine the relationship between the glass ceiling syndrome and organizational commitment both theoretically and practically. Additionally, the study aims to analyze the concepts in relation to the demographic characteristics of the participants and to contribute to the literature.

## Importance of the Study

A review of national and international literature reveals that many studies have been conducted on the glass ceiling syndrome. However, there appears to be a limited number of studies examining the effect of the glass ceiling syndrome on organizational commitment. This study will investigate whether glass ceiling barriers in the private sector have an impact on organizational commitment behavior. Additionally, it aims to clarify the concept of the glass ceiling to assist researchers in future studies.

## Limitations of the Study

In this part of the study, the focus is on female employees working in the private sector in Şanlıurfa province. Every study has certain limitations. One of the main limitations of this study is the inability to obtain permission from private sector managers for the survey implementation. Additionally, in some of the organizations where permission was granted, a sufficient number of female employees could not be reached.

Another significant limitation of the study is that, despite obtaining the necessary permissions from the organizations for the survey, some employees chose not to participate due to their work load or biases against the survey, as participation was based on a voluntary basis.

The use of only the survey method for data collection in the study, excluding other techniques such as interviews, observations, etc., is another limitation of the research.

Another limitation includes the possibility that women might not express their true thoughts due to different perception biases or might provide responses that do not reflect the reality, either to avoid negative portrayal of their organization or to present it in a more favorable light.

Although the glass ceiling syndrome is a frequently encountered concept today, there are very few studies examining its impact on organizational commitment, particularly in Turkey. Additionally, there are no studies investigating the impact of the glass ceiling syndrome on organizational commitment in Şanlıurfa Province. Therefore, the lack of a valid scale to measure the impact between the two concepts is also a significant limitation.

## Methodology of the Study

### Population and Sample of the Study

The population of the study consists of female employees working in the private sector in Şanlıurfa city center, while the sample comprises 400 randomly selected female employees.

### Management of the Study

Due to potential issues such as cost, time, and control associated with collecting data from the entire research population, a convenience sampling method was employed. The sample group was determined to be 384 female employees working in private enterprises in Şanlıurfa Province, with a 95% confidence level and a 5% margin of error (Yazıcıoğlu ve Erdoğan, 2004).

The primary data required for the study were collected using face-to-face and online survey methods, which are commonly used in social science research. The surveys were conducted in the Şanlıurfa city center.

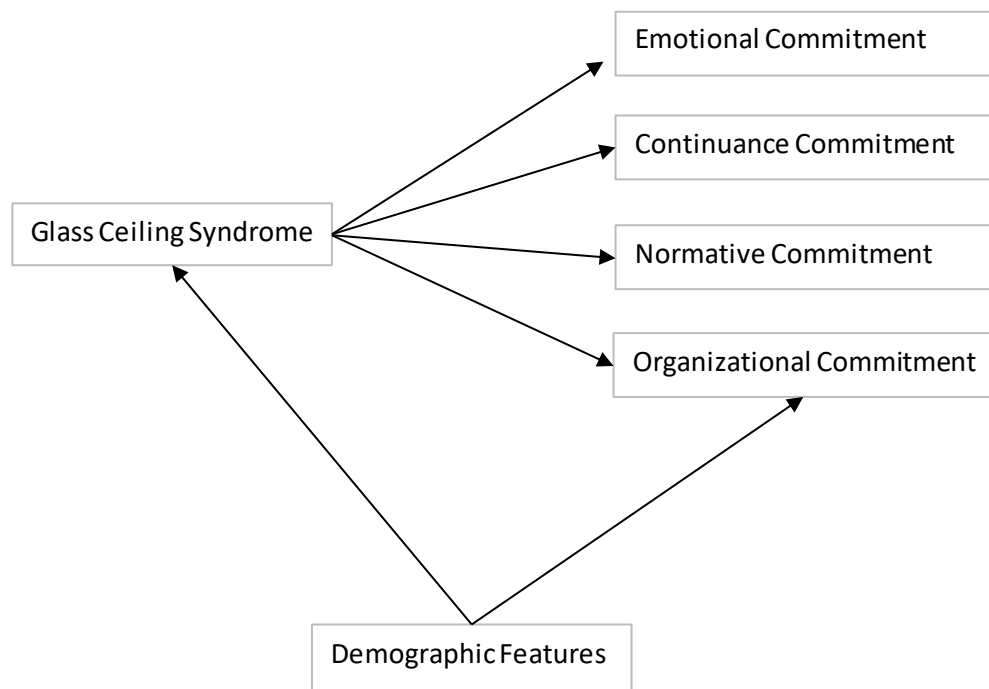
The survey prepared for the study consists of three sections. The first section includes questions to determine the demographic characteristics of the participants. The other sections use scales to assess participants' thoughts on the glass ceiling syndrome and to measure their organizational commitment. The scales are of the 5-point Likert type,

with each statement having five response options: "Strongly Agree (5)", "Agree (4)", "Neutral (3)", "Disagree (2)", and "Strongly Disagree (1)". Participants were asked to mark the option that best suited their opinion.

The analysis of the research data, as well as the reliability and validity of the scales, was performed using SPSS (Statistical Package for the Social Sciences). Initially, a reliability analysis was conducted, followed by frequency distribution, correlation, regression, t-tests, and ANOVA tests for both scales.

### Model of the Study

In the study, the effect of the glass ceiling syndrome (independent variable) on organizational commitment (dependent variable) and the relationship between the two variables were analyzed using regression and correlation tests.



**Form 1:** Model of the Study

### Main Problem and Hypotheses of the Study

The main problem of the study is to determine whether there is a significant negative relationship between the glass ceiling syndrome and organizational commitment in organizations.

In the scale consisting of 18 items related to the sub-dimensions of organizational commitment, 6 items are associated with emotional commitment (items 1, 3, 5, 7, 8, and 11), 6 items are related to continuance commitment (items 2, 4, 6, 13, 15, and 16), and 6 items are linked to normative commitment (items 9, 10, 12, 14, 17, and 18).

H<sub>a</sub>: There is a significant negative relationship between the glass ceiling and organizational commitment. In addition to the main hypothesis, the sub-hypotheses of the study are as follows:

H<sub>a1</sub>: There is a statistically significant relationship between the glass ceiling syndrome and levels of emotional commitment.

H<sub>a2</sub>: There is a statistically significant relationship between the glass ceiling syndrome and levels of continuance commitment.

H<sub>a3</sub>: There is a statistically significant relationship between the glass ceiling syndrome and levels of normative commitment.



## Research Findings, Analysis, and Interpretation

For the analysis of the research data, the data were transferred to a computer environment and analyzed using the SPSS (Statistical Package for Social Sciences for Windows) software in accordance with academic literature. Initially, a reliability analysis was conducted, followed by correlation, regression, and ANOVA tests for both scales.

### Distribution of the Study Sample

In the first section of the survey, the demographic characteristics of the participants were examined, and the responses to the questions were subjected to frequency analysis.

When examining the participants of the study, the highest participation is in the age range of 20-30 years (55.5%). Regarding marital status, the majority are married (54.3%). In terms of the number of children, it was found that the majority of participants do not have children (55.8%). When evaluating the educational background, it was determined that the largest group holds a bachelor's degree (68.3%). Most participants indicated that they hold positions other than those specified in the organization (63.3%). Regarding the length of time working in the organization, the largest group has been employed for 1-10 years (61%).

### Reliability Analysis

Gegez (2007) defines the concept of reliability as the consistency of a measurement in yielding the same result each time. The Cronbach Alpha coefficient ranges from 0.00 to +1.00. In practice, the reliability of the glass ceiling and organizational commitment scales was found to be adequate. The reliability coefficients for the two scales were determined to be an average of 0.77.

### Scale Averages

Calculating the means and standard deviations of the responses given to the scales for the glass ceiling syndrome and organizational commitment is important.

According to Gegez (2010), the standard deviation indicates how values deviate around the mean. As the standard deviation increases, the distance of each value from the mean increases, while as it decreases, the values become closer to the mean.

Looking at the mean values of the questions in the scale related to the glass ceiling syndrome, the variable with the highest mean is the statement "Equal sharing of responsibilities in household chores is necessary" (4.19). According to the responses, women indicate that there should be equal responsibility in household chores.

The variable with the highest standard deviation is the statement "Men are given more opportunities than women for top-level management positions" (1.42). According to the responses from the survey participants, this statement had the greatest variation in opinions.

In contrast, the variable with the lowest standard deviation is the statement "Women are not as committed to their careers as men" (0.97). The responses to this statement were almost uniform among all participants, with answers predominantly being "Strongly Agree (1)" or "Agree (2)."

Among the questions related to organizational commitment, the variable with the highest mean is the statement "I feel as if the problems of this organization are my own" with a mean of 3.77. This is the statement that participants most strongly agreed with.

The statement with the highest standard deviation is "One of the negative aspects of leaving this organization would be the scarcity of current job opportunities," with a standard deviation of 1.43. This statement shows the greatest variation in responses among the participants.

### Analysis of the Relationship Between the Glass Ceiling Syndrome and the Sub-Dimensions of Organizational Commitment

In this section of the study, correlation, regression, and ANOVA tests will be used to determine the direction, strength, and effects of the relationships between the variables.

**Table 1:** Results of the Correlation Analysis Between the Glass Ceiling Syndrome and Emotional Commitment

		Glass Ceiling Syndrome	Emotional Commitment
Glass Ceiling Syndrome	Pearson Correlation	1	.129
	Sig. (2-tailed)		.010
	N	400	400
Emotional Commitment	Pearson Correlation	.129	1
	Sig. (2-tailed)	.010	
	N	400	400

In Table 1, the relationship between the glass ceiling syndrome and emotional commitment was analyzed using a correlation test. The Pearson correlation coefficient was used for the analysis. The coefficient ranges from -1 to +1. A coefficient of +1 indicates a strong positive relationship between the variables, while a coefficient of -1 indicates a strong negative relationship. Since the Pearson correlation coefficient is .129, it was determined that there is a significant and positive relationship between the two concepts, although the strength of this relationship is low.

**Table 2:** Results of the Regression Analysis Between the Glass Ceiling Syndrome and Emotional Commitment

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.129 <sup>a</sup>	.017	.014	.65901	

In the regression analysis examining the extent to which the glass ceiling syndrome explains emotional commitment, the R<sup>2</sup> coefficient represents the proportion of emotional commitment explained by the glass ceiling syndrome. The analysis found this value to be 0.017. Therefore, it can be said that only a very small portion of the variance in emotional commitment is explained by the glass ceiling syndrome.

**Table 3:** ANOVA Analysis Between the Glass Ceiling Syndrome and Emotional Commitment

Model	Sum of Square	df	Mean Square	F	Sig.
Regression	2,916	1	2,916	6,715	.010 <sup>b</sup>
Residual	172,85	398	0,434		
Total	175,766	399			

Unstandardized Coefficients			Standardized Coefficients	t	Sig.
B	Std. Error	Beta			
Constant Term	2,756	0,232		11,88	0
Glass Ceiling	0,215	0,083	0,129	2,591	0,01

a. Dependent Variable: Emotional

b. Predictors (Constant): Glass Ceiling

When analyzing the relationship between the glass ceiling syndrome and emotional commitment using the ANOVA test, the F value for the glass ceiling syndrome was calculated to be 6.715. This value is statistically significant ( $p = 0.01 < 0.05$ ). Based on this result, it can be concluded that the glass ceiling syndrome has an effect on emotional commitment. Additionally, the beta coefficient for the glass ceiling syndrome, which explains the variation in the dependent variable, is 0.215 and has been found to be statistically significant.

**Table 4:** Correlation Analysis Between the Glass Ceiling Syndrome and Continuance Commitment

		Glass Ceiling Syndrome	Continuance Commitment
Glass Ceiling Syndrome	Pearson Correlation	1	.080
	Sig. (2-tailed)		.110
	N	400	400
Continuance Commitment	Pearson Correlation	.080	1
	Sig. (2-tailed)	.110	
	N	400	400

In Table 4, the relationship between the glass ceiling syndrome and continuance commitment was analyzed using a correlation analysis. The analysis found no significant relationship between the two concepts. Therefore, it can be concluded that the glass ceiling syndrome has almost no effect on continuance commitment.

**Table 5:** Regression Analysis Between the Glass Ceiling Syndrome and Continuance Commitment

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.080 <sup>a</sup>	.006	.004	.67104	

a. Predictors: (Constant) Glass Ceiling

In Table 5, the results of the regression analysis show that the R<sup>2</sup> value represents the proportion of continuance commitment explained by the glass ceiling syndrome, which was calculated to be 0.006. Therefore, it can be concluded that the glass ceiling syndrome explains almost none of the variance in continuance commitment.

**Table 6:** ANOVA Analysis Between the Glass Ceiling Syndrome and Continuance Commitment

Model	Sum of Square	df	Mean Square	F	Sig.
Regression	1,154	1	1,154	2,563	.110 <sup>b</sup>
Residual	179,233	398	0,45		
Total	180,388	399			

	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
Constant Term	2,874	0,236		12,162	0
Glass Ceiling	0,136	0,085	0,08	1,601	0,11

a. Dependent Variable: Continuance Commitment

b. Predictors : (Constant) Glass Ceiling

When analyzing the relationship between the glass ceiling syndrome and continuance commitment using the ANOVA test, the F value for the glass ceiling syndrome was calculated to be 2.563. This value is not statistically significant ( $p = 0.11 > 0.05$ ). Based on this result, it can be concluded that the glass ceiling syndrome does not have an effect on continuance commitment. Additionally, the beta coefficient for the glass ceiling syndrome, which explains the variation in the dependent variable, is 0.136 and was found not to be statistically significant.

**Table 7:** Correlation Analysis Between the Glass Ceiling Syndrome and Normative Commitment

Glass Ceiling Syndrome	Glass Ceiling Syndrome		Normative Commitment
	Pearson Correlation		
	1		.251
	Sig. (2-tailed)		.000
	N	400	400
Normative Commitment	Pearson Correlation	.251	1
	Sig. (2-tailed)	.000	
	N	400	400

The correlation analysis between the glass ceiling syndrome and normative commitment indicates a significant and positive relationship between the two.

**Table 8:** Results of the Regression Analysis Between the Glass Ceiling Syndrome and Normative Commitment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.251 <sup>a</sup>	.063	.061	.57116

The R<sup>2</sup> coefficient, which indicates the extent to which the glass ceiling syndrome explains normative commitment, is found to be 0.063. This coefficient suggests that the glass ceiling syndrome explains only a small portion of the variation in normative commitment.

**Table 9:** ANOVA Analysis Between the Glass Ceiling Syndrome and Normative Commitment

Model	Sum of Square	df	Mean Square	F	Sig.
Regression	8,759	1	8,759	26,85	.000b
Residual	129,835	398	0,326		
Total	138,594	399			

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant Term	1.507	0,201		7,494	0
Glass Ceiling	0,373	0,072	0,251	5,182	0

a. Dependent Variable: Normative Commitment

b. Predictors: (Constant) Glass Ceiling

When analyzing the relationship between the glass ceiling syndrome and normative commitment using the ANOVA test, the F value for the glass ceiling syndrome was calculated to be 26.850. This value is statistically significant ( $p = 0.000 < 0.05$ ). Therefore, it can be concluded that the glass ceiling syndrome has an effect on normative commitment. Additionally, the beta coefficient for the glass ceiling syndrome, which explains the variation in the dependent variable, is 0.373 and has been found to be statistically significant.



**Table 10:** Combined Table and Evaluation of Inter-Dimensional Relationships

Hypotheses	R	R <sup>2</sup>	P	Results
HA1: There is a statistically significant relationship between the level of glass ceiling syndrome and emotional commitment among the survey participants.	.129	.017	(p=0,01<0,05)	Acceptance
HA2: There is a statistically significant relationship between the level of glass ceiling syndrome and continuance commitment among the survey participants.	.080	.006	(p=0,110>0,05)	Rejection
HA3: There is a statistically significant relationship between the level of glass ceiling syndrome and normative commitment among the survey participants.	.251	.063	(p=0,00<0,05)	Acceptance

\*\* . Correlation is significant at the 0.01 level (2-tailed)

A correlation test was conducted to analyze the relationship between glass ceiling syndrome and organizational commitment. The results of the test indicated that there is a significant and positive relationship between the two concepts. However, the correlation coefficient of .224 suggests that this relationship is not strong.

**Table 12:** Regression Analysis Results of the Relationship Between Glass Ceiling and Organizational Commitment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.224 <sup>a</sup>	.050	.048	0,41647

In the regression analysis examining the extent to which the glass ceiling syndrome explains organizational commitment, the R<sup>2</sup> value was found to be 0.050. This value indicates that the glass ceiling syndrome accounts for a small portion of the variance in organizational commitment.

**Table 13:** ANOVA Analysis Results of the Relationship Between Glass Ceiling and Organizational Commitment

Model	Sum of Square	df	Mean Square	F	Sig.
Regression	3,663	1	3,663	21,12	.000 <sup>b</sup>
Residual	69,032	398	0,173		
Total	72,695	399			

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant Term	2,379	0,147		16,22	0
Glass Ceiling	0,242	0,053	0,224	4,596	0

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Glass Ceiling

The statistical significance of the model was analyzed using an ANOVA test, with an F value of 21.119. This value is found to be statistically significant (p=0.000<0.05). Based on this result, it can be concluded that the glass ceiling has an effect on organizational commitment. The beta coefficient for the glass ceiling syndrome, which explains the variance in the dependent variable, is 0.242 and is found to be statistically significant. Additionally, the positive sign of the beta coefficient indicates that the relationship between the two concepts is in the same direction.

When the hypotheses were analyzed, the alternative hypothesis (HA) was rejected. It was found that while the glass ceiling syndrome faced by female employees did lead to a slight increase in their organizational commitment, the effect was minimal.

## CONCLUSION AND RECOMMENDATIONS

A study was conducted to investigate the presence of the glass ceiling phenomenon among female employees in the private sector and, if present, its effect on organizational commitment. The study consists of two sections. The first section covers the concept of the glass ceiling, its barriers, the concept of organizational commitment, its dimensions, and the survey conducted among private sector organizations operating in Şanlıurfa.

The study employed the survey technique, which is frequently used in social sciences, as the data collection method. The survey was completed by female employees working in the private sector in Şanlıurfa. To test the reliability of the research, Cronbach's Alpha values were calculated. It was determined that the scales for the glass ceiling syndrome and organizational commitment were reliable.

In the survey conducted among private sector employees in Şanlıurfa, it was observed that the majority of women are in the age range of 20-30 (55.5%). Additionally, most women have professional experience ranging from 1 to 10 years (61%). Based on these results, it can be concluded that the female workforce in the private sector in Şanlıurfa consists of young and dynamic employees. Regarding the educational background of the participants, it was found that 68.3% hold a bachelor's degree. However, data on their organizational positions reveal that the proportion of women in upper management is quite low (7.3% in managerial positions and 5.5% in supervisory positions).

When examining the 38 statements provided by participants regarding the glass ceiling syndrome, the statement with the highest average is "Equal responsibility sharing in household chores is necessary." This result indicates that the issue of "household chores," which is one of the roles assigned to women by society, remains significant. Indeed, working women are still seeking assistance from men to reduce the pressure on them and achieve their career goals.

When examining the 18 statements provided by participants regarding organizational commitment, the statement with the highest average is "I feel as if the problems of this organization are my own." This indicates that participants feel a sense of dependency on their organization and are more inclined to prioritize the organization's interests over their personal interests.

Özünlü (2013) argues that organizational commitment has three sub-dimensions: emotional, continuance, and normative commitment. Emotional commitment refers to the type of commitment where an individual perceives themselves as part of the organization they work for. Continuance commitment is the type of commitment where an individual continues working in the same job because they believe they have invested in the organization. Normative commitment is the type of commitment where an individual continues working because they feel it would be unfair to the organization if they were to leave.

In the study, correlation and regression analyses were conducted to examine the relationship between the glass ceiling and the sub-dimensions of organizational commitment. A significant relationship was found between the glass ceiling and both emotional and normative commitment. However, the relationships between these dimensions are positive but weak. No significant relationship was found between the glass ceiling and continuance commitment. Therefore, it can be said that the glass ceiling does not affect continuance commitment.

In the final section, correlation and regression tests were conducted to analyze the effect of the glass ceiling syndrome on organizational commitment and the relationship between the two concepts. The correlation analysis between the glass ceiling and organizational commitment revealed a weak, positive relationship. The findings are consistent with some studies on the topic, such as those by Sönmez et al. (2007) and Güzel (2009), while other studies, such as those by Imam et al. (2013), Erdirençelebi et al. (2018), and Özünlü (2013), found opposite results.

One reason why women facing the glass ceiling syndrome do not leave their organizations and, in fact, show increased organizational commitment is their tendency to adopt a resilient and fighting attitude in the face of challenges. Another reason is the belief that they might encounter similar issues in other organizations, leading them to strengthen their commitment to their current organization instead of leaving. Additionally, the current contextual conditions might negatively influence the responses provided in the survey.

Among the limitations of the study is the possibility that participants may have avoided providing honest answers to questions about organizational commitment due to concerns that their responses might be monitored by their managers or business owners. This apprehension, along with the fear of job loss or the desire not to express negative views about their organization, may have led to either non-responses or inaccurate answers.

In order to minimize the negative effects of the glass ceiling syndrome on organizational commitment, the following recommendations are proposed:

A review of the literature reveals that there is a lack of sufficient scientific studies on the topic. As a result, many women are not aware that several career obstacles they face in their organizations stem from the glass ceiling phenomenon. Raising awareness about the glass ceiling concept among employees and frequently bringing the issue to the forefront will help in developing consciousness regarding the matter.

Organizations should provide women with responsibilities equal to those of men and ensure that women feel valued within the organization. Additionally, women should be encouraged to believe that they are capable of succeeding in roles traditionally performed by men, beyond the societal roles assigned to them. At this point, they should participate in training and development programs that will help them advance their careers to the highest level.

One of the critical factors in the careers of female employees is their spouses. Many women experiencing work-family imbalance may find themselves forced to make difficult choices to address this issue. To resolve this situation, organizations can invite the spouses of female employees to participate in group activities, which can help facilitate the resolution of these problems through interaction.

The labor laws stipulate that certain practices should be implemented to facilitate women's work lives during pregnancy and childbirth. During this period, women should be assigned lighter tasks and flexible work schedules should be implemented. These measures can help prevent women from leaving their jobs during this time and can be effective in increasing their commitment to the organization.

Organizations should eliminate all factors that may contribute to the glass ceiling syndrome and ensure a mutual environment of respect and trust. Additionally, organizations should be sensitive to issues such as gender-based grouping and support female employees in developing their careers.

In this context, in organizations that are aware of the glass ceiling concept, employees tend to work with high motivation and performance. As a result, the likelihood of employees considering job searches or leaving the organization decreases.

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