Invisible barriers in career processes: Glass ceiling syndrome and career anchors

H. Tezcan Uysal and Murat Ak*

Abstract: This study was conducted to examine whether there was a significant correlation between the glass ceiling barriers that female employees encountered in organizations and their career anchors, and if there was a significant correlation, to determine the direction and level of the effect of glass ceiling syndrome on their career anchors, and to examine the statistical difference between the glass ceiling syndrome and the career anchor according to certain demographic factors. To this end, data were collected from 302 female employees from public and private sectors by using a questionnaire. These data were evaluated by using the SPSS software program and analyzed through factor analysis, correlations, multiple regressions, MANOVAs, independent samples t-tests and one-way ANOVAs. According to the findings, a negative correlation was found between the glass ceiling syndrome and the career anchor. The glass ceiling barrier was found to have the strongest effect on the entrepreneurial creativity dimension among the career anchors of the employees. Moreover, it was found that the glass ceiling syndrome was more common among the public sector employees than among the private sector employees. Through the present study, the glass ceiling syndrome was also contributed to the literature as a new factor among the factors affecting career anchors.

Keywords: glass ceiling, career anchor, modern workforce

INTRODUCTION

The need for mechanization and automation as well as a skilled workforce is increasing every passing day as a reflection of the

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advancing understanding of businesses administration in the world. Organizational managements that are aware of this strive to improve not only human resource planning but also existing personnel through in-house training. Nevertheless, contrary to such positive trends, there are obstacles in organizations that stall or cease employee development, especially their career development. The term "glass ceiling" has been used in the literature to describe such obstacles. The term glass in terms of meaning refers to invisibility, and ceiling refers to vertical elevation. In research, the glass ceiling has generally been treated as an invisible barrier that women encounter in the process of being promoted to top management positions. However, the concept of glass ceiling is a collection of barriers the existence of which has been examined and on which consensus is reached not only for female employees but also for minorities. The main feature of such barriers is that they are invisible and are not formalized by regulations nor by directives for practice. This facilitates the intentions of managers or officials who make an effort to create a glass ceiling. The gendered approach, leaving an impression especially in the minds of male employees, turns into gender discrimination with the empowerment of such employees. And, female employees are prevented from taking top positions during the process of personnel selection in hierarchical promotions, with the excuse that females are dominated by males. The term ceiling is used directly at this stage. This is because while the number of female employees is very high in lower organizational levels, it decreases proportionally as the hierarchy goes up. Unlike gender discrimination, this situation also poses a problem in the organizational approach. The elimination of skilled female labor in administrative processes does not correspond with the professional management approach and performance objectives of organizations. The career development of female employees is also adversely influenced. In the literature, the term career anchor has been used for factors that drive career development in people. The set of skills, abilities, personal values, motives and needs that employees perceive to have refers to their career anchors. Such anchors guide where people stand in their careers and where they want to reach, so they are very important in organizations in terms of manifestations of personal performance. Therefore, in this study, it was aimed to improve organizational performance by using organizational human resources at the optimal level. And in this direction, the concepts of career

anchor and glass ceiling syndrome — thought to have an impact on the concept of career anchor — were examined.

GLASS CEILING SYNDROME

In working life, employees have various needs, such as career planning, efforts to rise up in hierarchy, and the adoption of a development-oriented lifestyle. In some cases, these needs arise at a personal level, but they can often be requested by organizational managements because of concerns for performance output of organizations. Organizations, however, seek to manage not only the business setup but also such employee development, and revise human resource planning in this context. As a natural consequence of this, a superior manager's view of people and events can change preferences. Especially the spread of cliché beliefs that female employees cannot succeed in working life and are not created for high-level tasks has been noticed in the 20th century, which has attracted considerable attention in the management literature, and in 1986, at the Wall Street Journal, reporters Hymowitz & Schellhardt described the invisible barrier that prevented women from reaching the highest positions in America as a "glass ceiling" (Smith et al. 2012; Mattis 2004). The concept of glass ceiling was then used by Morrison et al. (1987) in their book titled "Breaking the Glass Ceiling: Can Women Reach the Top of America's Largest Corporations?" which gave a new perspective on the problems women faced in managerial positions in corporate organizations (Mathur-Helm 2006). It was argued in a journal titled Science Magazine published in 1993 that women scientists preferred to start their own companies as a way to avoid glass ceiling barriers in large companies and in the academic world (Mattis 2004).

Though glass ceilings had no effect on organizations in the late 1960s, this effect began to appear in the 1980s, and in the 1990s, glass ceilings became much more pronounced (Pai & Vaidya 2009). At the heart of this rise is the increase in the participation of the female labor in working life. The number of female employees increasing with the adoption of social rights and gender equality in the global world has naturally brought women employees who want to pursue a career. However, male-dominated societies that have not yet adapted to women entering the workforce have built invisible barriers against the idea of women rising to important positions, and this understanding has been effective up until the modern organizations in the 21st

century. So much so that today women have made significant progress by focusing on the work they have done in their careers, but because they face glass ceiling barriers, they are still rarely involved in top-level jobs (Mathur-Helm 2006). For this reason, the glass ceiling syndrome stands the test of time today. Conceptually, Powell & Butterfield (2003) described the glass ceiling as a thin, transparent but very powerful barrier that prevented women and minorities from moving upwards in the managerial hierarchy, and Kiaye & Singh (2013) described it as an invisible and impenetrable barrier similar to a concrete ceiling that prevented women from reaching senior management levels. Feminist researchers studying communication in organizations in the literature have shown ways women are routinely ignored for leadership and managerial positions (Pompper 2011). And similar misplacements have led the adoption of glass ceiling syndrome to become widespread.

In most organizations, evaluation and consideration of women's inequality in the context of career development often take place within the scope of strategical and policy tasks of human resources (Cornelius and Skinner 2005). In this regard, a glass ceiling is a significant issue in terms of effectiveness in organizations. It is an irrational practice of human resources for organizations to limit their talent communities by creating a glass ceiling for management levels based on non-work-related personal characteristics (Powell & Butterfield 2015). Women who are faced with such a practice naturally search for a variety of solutions. The first method may seem like breaking the glass ceiling, but this is not all that easy an action. The literature in management has suggested that women employees need to be more ambitious and more self-confident in order to be able to successfully shatter glass ceilings in organizations (Simon 1995). For this reason, generally the second method is preferred. According to this method, the most pronounced tendency in women who face glass ceilings is to quit their jobs and make an effort to set up their own businesses (Pompper 2011). Consequently, glass ceilings, which are considered a myth by a number of people, are a reality of the business world and feed on organizational culture, policies and strategies. The glass ceiling is governed by their own inadequacies, such as masculinity values, style and, more importantly, decisions and skills of women. For this reason, throughout their career journey, many women get disappointed before achieving top positions and end their career journey (Mathur-Helm 2006).

Oakley (2000) argued that three categories explained the barriers that caused glass ceilings. These are (1) institutional practices such as recruitment, retention and promotion, (2) behavioral and cultural causes such as stereotyping and favored style of leadership, and (3) structural and cultural explanations on the basis of the feminist theory. However, apart from such factors that are shown to be the cause of glass ceilings, women's preferences also accelerate the formation of glass ceilings from time to time. According to a clichéd perception, women are characterized by an intermittent and non-permanent career due to domestic duties and childbearing. Thus, women are thought to have less efficiency (Barnet-Verzat & Wolff 2008). Moreover, women in business life often prefer to combine corporate work and family duties without attributing priority to any, through practices such as part-time work, temporary work and flexible working. However, family-friendly policies like these ensure a balance between work and life, but they reduce gender equality and increase glass ceilings; thus choices made by women become a barrier for career development (Lathabhavan & Balasubramanian 2017). It is also necessary to question why women make such choices. According to Simon (1995), women are still widely responsible for parenting and household affairs in spite of the huge increase in the number of married women in the workforce over the past two decades. For this reason, most women leave work because they will have children, and their careers deteriorate due to the biological process. Female employees experiencing a sort of role conflict are, as a matter of fact, compromising their careers to be able to keep this process balanced.

Singh & Terjesen (2008) have claimed that glass ceilings may be attributed to gendered social systems of work designed by men for men, and that gender-specific work roles cause gender discrimination and stereotyping. Socio-psychological researchers believe that a cliché like a glass ceiling is the root of gender discrimination, whereas systemic model researchers, interestingly, focus on systematic barriers in organizational policies, and argue that barriers that hinder the success of women's attempts to reach superior managerial positions are these systematic barriers (Khedr 2017). Nevertheless, it is quite difficult to say that a glass ceiling is caused directly by systematic barriers. Insch et al. (2008) have stated that glass ceiling barriers are: keeping a balance between home life and career; isolation and loneliness; constantly being aware of being a woman in a male-dominated world; proving themselves to others; working harder and

being better than their male colleagues; and having to be better. When these barriers are examined, it can be said that they are about the fact that thousands of employed women face administrative inequalities every day in their attempts to improve their employment statuses, rather than being systematic barriers (Simon 1995). Women do not have the same opportunities in recruitment and promotion processes, even if they have the same career ambitions as men (Kim & Brunner 2009). The most common theory developed to explain the inequality between the experiences of men and women is based on the claim that women's promotion in organizations is often blocked by glass ceilings (Cornelius & Skinner 2005). Although a glass ceiling can be faced at any management level, it was first attributed to the limitation of women's access to top management levels (Powell & Butterfield 2015). The studies in the literature have been carried out mostly about female employees at the top management level. This is because the glass ceiling effect shows that gender disadvantages worsen when you rise from the bottom of the hierarchy to the top (Tandrayen-Ragoobur & Pydayya 2015). Although various positive catalysts have been introduced to increase women's participation in the workforce today, women's promotion to top management positions continues to be blocked (Jamali et al. 2006). Although organizations are willing to pay high salaries to qualified female employees, they are still hesitant to place female employees in positions that can directly affect the profitability of organizations (Cotter et al. 2001).

BUSINESS ANCHOR

Since their inception, human beings have found themselves in social and business lives and have taken part in continuous development and change processes. One of the indispensable elements of organizations and business life, mankind has always had the expectation of more advanced positions and ranks, not satisfied with the levels of position and competence they are at. Naturally, these motivations and desires have led people to develop the career phenomenon in their working life. The fact that the career phenomenon not only influences and directs employed people, but also influences the organizations they belong to has made the subject of career one of the most significant issues of working life. Greenhaus et al. (1987) defined the concept of career as the act of employees to usually work regularly and sustainably within a profession and within an organizational environment, and to achieve a vertical position within the hierarchical

line of the organization. On the other hand, it is observed that the concept of career is also used mainly in terms of employees' carrying the desire and expectation of promotion based on their acts of experience about the work and tasks they perform (Özgür 2015).

As employees have had a desire for and expectation of a career, a number of values and norms have been formed as a consequence. Career values, which found a correspondence as the term "kariyer çapası" (career anchor) in Turkish, were introduced to the literature for the first time by Schein (1974). When defining career values, Schein used the phrase behavioral pattern that guided, limited, balanced and drove people's career expectations and desires, and allowed people to recognize their own boundaries and potentials. After defining career values, Schein (1974) classified these values under five headings: functional and technical competency, autonomy/independence, general managerial competence, security/stability, and entrepreneurial creativity. In his work after 1980, Schein incorporated three additional values to these values: service/dedication to a cause, pure challenge, and lifestyle. In this context, how a career develops and how people balance, direct and limit their careers have been explained by the model of career values introduced to the literature by Schein (1980) (Abessolo et al. 2017).

The model of career values developed by Schein (1980) has a large and important place in the career anchor. According to this model, different people develop different career values that have very different consequences both for self management and for organizations to plan rewards, incentives and control systems. This model also offers a number of suggestions on how employees and employers can prepare a better career management program. In fact, career connections develop over time, and then such connections shape a person's personal identity or self image and become a self concept. Career values also include (1) capabilities, skills and abilities, (2) motifs and needs, and (3) attitudes and values (Schein 1980).

The study titled "Career Anchors: Trainer's Manual," which was published by Schein in 1985, also contains important explanations about career anchors. In this context, the more people develop more self-insights, the more rational they learn how to make more rational career choices. The dominant factors governing these choices can be considered career passions. This is because the concept of the self begins to work to steer and limit choices. People who have spent ten or more years in their careers explain in conversations with them that they

withdraw to something they like more when they discover that they do not like a new job or workspace. People develop a clear pattern in their minds about issues they are good at and about issues they should avoid. Career values, in this context, consist of eight themes according to Schein (1985): general managerial competence, autonomy/independence, security/stability, entrepreneurial creativity, service/dedication to a cause, pure challenge and lifestyle. Yarnall (1998) summarized these values as in Table 1.

Table 1: Schein's Career Anchor Values

Functional and Technical Competency	A high score on this anchor indicates that there is an opportunity to practice skills in a subject that is not intended to be given up and to continue to take them to an even higher level.
General Managerial Competence	A high score on this anchor indicates climbing to a high enough level within an organization, being able to integrate efforts of others in-between functions, and being responsible for outputs.
Autonomy/Independence	A high score on this anchor suggests that a subject that is not wanted to be give up is an opportunity for a person to define work in his or her own way.
Security/Stability	A high score on this anchor indicates that there is job security or stability in an organization throughout the mission.
Entrepreneurial Creativity	A high score on this anchor is a person's willingness to become an entrepreneur or create his or her own organization based on his or her willingness to take risks to the extent of his or her own abilities and overcome obstacles.
Service/Dedication to A Cause	A high score on this anchor refers to turning the world into a more livable and peaceful place, solving environmental issues, establishing harmony and brotherhood among people, and devoting oneself to valuable emotions and attitudes such as helping others.
Pure Challenge	A high score on this anchor explains confronting all challenges and obstacles in some way, such as finding solutions to seemingly unsolvable problems, overcoming tough opponents or difficult barriers.
Lifestyle	A high score on this anchor explains balancing and unifying personal needs, familial needs and career requirements.

MATERIALS AND METHOD

Career development is a combination of psychological, sociological, educational, physical, economic and chance factors that come together to influence a person's career throughout his or her lifetime (Victor & Shamila 2018). However much this process is perceived as a personal concept, it is actually one of the main forces — when considered in an integrated way and from an organizational perspective — that motivate people for specific goals, which are necessary for organizations to achieve their own goals. Therefore, the factors that are likely to adversely impact career development in employees should be examined and discussed in the literature and solutions should be proposed. Consequently, it also matters to examine the existing research. Considering the literature, which is limited in terms of variables of the study, Karakılıç (2019) carried out a study on 256 people about discrimination and glass ceilings, and concluded that the perception of gender equality had an effect on the glass ceiling syndrome. Bombuwela & Chamaru (2013) conducted research on 150 women working in the private sector and found that personal, organizational and cultural factors had a significant impact on women's career development, and glass ceilings negatively impacted women's career development. Aranha et al. (2019) surveyed 400 people working in the service sector, and based on their study, suggested that the perception of a glass ceiling impacted performance negatively, and the women could only break the glass ceiling with the increase of positive factors in career development. Al-Manasra (2013) examined the effect of glass ceiling barriers on women's career development and determined that glass ceilings were more effective on women's career development than their familial and social commitments. As a result of a study on 131 people consisting of bank employees, Kırpık (2019) found that the perception of glass ceilings was very weak in the sample from which he collected data, but that gender discrimination still persisted in the male population. Khedr (2017) carried out research on 438 managers working in Egypt and concluded that there were more glass ceiling findings in male-dominated organizations. Shakir (2019) conducted research on 138 employees in the apparel industry and found that women's career development was influenced chiefly by social support. Victor & Shamila (2018) conducted research investigating the career development of 144 employees in the field of finance and their perception of glass ceilings. They have found that the glass ceiling

barrier adversely impacts women's career development, and that personal, familial and cultural factors have a significant impact on career development. Khuong & Chi (2017) examined the organizational commitment of female employees and glass ceiling factors. Based on their study, they found that glass ceiling barriers emerged to have three dimensions: managerial perception, career development and working environment, and additionally, a strong glass ceiling effect in the organization diminished the female employees' commitment to the organization. Sökmen & Şahingöz (2017) designed a research study involving 153 women in tourism and hotel management and found that corporate climate reflecting a glass ceiling had a negative impact on job satisfaction. Based on a research study conducted by Meral & Otlu (2016) involving 40 female managers, parental responsibility was perceived by the female employees as the most difficult obstacle in their careers and income level was also expressed to be a serious barrier for career development. As can be seen, there are a variety of research studies in the literature related to career development. However, no studies were found to examine career anchors and the glass ceiling syndrome during the literature review. Therefore, the present research study is of importance as it examines the career anchor that is important for the individual from a micro point of view and for the organization from a macro point of view, and the effect of glass ceiling syndrome in the development of career anchors; as it contributes to the subjects of career anchor and glass ceiling, which have been rarely studied in the literature; as it introduces a new factor influencing the development of career anchors to the literature; and as it demonstrates managerial behaviors that can be practiced for executives of organizations.

Aim of the Study

This study was conducted to determine career anchor values and glass ceiling syndrome among female employees; to investigate whether there was a significant relationship between these variables; if there was a significant relationship, to determine the direction and level of the effect of glass ceiling syndrome perceived by the employees on career anchors; and to reveal whether career anchors and glass ceiling syndrome differed statistically depending on a variety of demographic factors. To that end, the study was carried out to target those working in both private and public sectors.

Research Population and Sample

The population of the study consisted of female employees in Turkey. The sample of the study consisted of the female employees who worked in the private and public sectors in Zonguldak and Karabük and participated in the study. The study incorporated the convenience sampling and purposive sampling methods, which are some of the non-probabilistic sampling methods. Data were collected from 322 employees, but a sample volume of 302 people could be achieved at a level that could be analyzed. To accomplish the research aim, the participants from the private and public sectors were examined in the same sample, thus allowing also testing whether the glass ceiling syndrome and career anchor development showed sectoral differences. Employees from as many independent and different organizations as possible were included in the sample within the scope of the study as it was thought that organizational structure and management would also influence the glass ceiling syndrome and career anchors in employees.

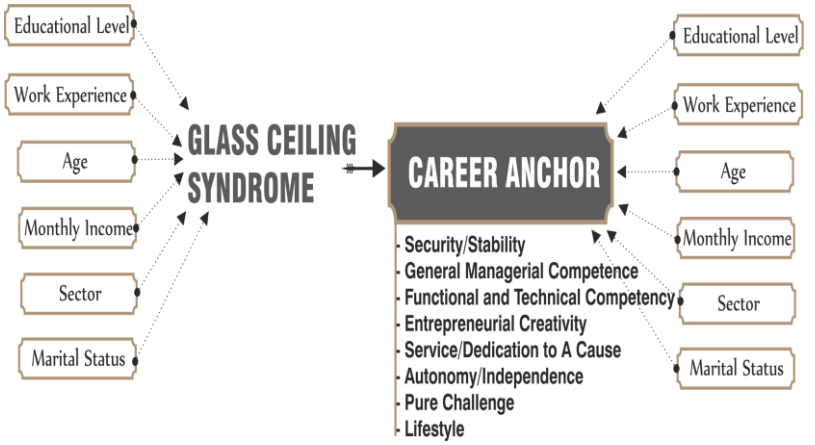
Data Collection Method of the Study

The data to be used in the study were collected by administering the face-to-face questionnaire method. The questionnaire used to obtain data consisted of 2 scales with 5-point Likert-type options, including the glass ceiling syndrome and career anchors. A 40-item scale developed by Schein (1990) was used to measure career anchors. In order to measure the perception of glass ceilings, a 47-item scale developed by Çetin (2011) was administered after being reduced to 26 items.

Research Model and Hypotheses

The study utilized a survey design. The main dependent variable of the study was career anchors, and its sub dependent variables were autonomy/independence, security/stability, general managerial competence, functional and technical competency, entrepreneurial creativity, service/dedication to a cause, pure challenge, and lifestyle. The independent variable of the study was the glass ceiling syndrome.

Figure 1: Conceptual Model of the Study



Research Hypotheses:

H_{1a}: There is a significant correlation between the career anchor and the glass ceiling syndrome.

H_{1b}: There is a significant correlation between career anchor dimensions and the glass ceiling syndrome.

$H_{1c:}$ Glass ceiling syndrome has a significant effect on career anchor dimensions.

$H_{1d:}$ Glass ceiling syndrome varies depending on age.

$H_{1e:}$ Glass ceiling syndrome varies depending on marital status.

$H_{1f:}$ Glass ceiling syndrome varies depending on educational status

$H_{1g:}$ Glass ceiling syndrome varies depending on work experience.

$H_{1h:}$ Glass ceiling syndrome varies depending on monthly income level.

$H_{1j:}$ Glass ceiling syndrome varies depending on employment sector.

$H_{1m:}$ Career anchor varies depending on age.

$H_{1n:}$ Career anchor varies depending on marital status.

$H_{1p:}$ Career anchor varies depending on educational status.

$H_{1r:}$ Career anchor varies depending on work experience.

$H_{1s:}$ Career anchor varies depending on monthly income level.

$H_{1t:}$ Career anchor varies depending on employment sector.

Analysis of Research Data

The data required for testing hypotheses proposed in the study were analyzed using SPSS 20.0 (Statistical Package for Social Sciences) and

AMOS 24.0 (Analysis of Moment Structures) software programs. Confirmatory Factor Analysis (CFA) was carried out to determine construct validity of the scales used during the study, reliability analysis to determine internal consistency, correlation analysis to determine the direction and magnitude of relationships between variables, simple linear regression and MANOVA to examine relationships between the variables, and independent samples t-test and one-way ANOVA were carried out to determine differences.

Data Analysis Methods of the Study

Frequency Analysis

Table 2 presents the descriptive statistics of the employees participating in the study. The entire sample consisted of female employees for the fulfillment of the aim of the study. Of the employees, 74.2% worked in the private sector and 25.8% in the public sector. Considering their educational levels, it was found that 48.7% of the employees were university graduates and 36.1% were high school graduates. Taking into account their work experience, 87.1% of the sample were found to have more than 1 year of work experience. Considering the marital statuses of the employees in the sample, it was determined that the majority (45%) were married. Considering the monthly income levels of the employees, it was determined that the majority had monthly income at the minimum wage level or close to this level. Considering the age of these employees, it was seen that the sample consisted mostly (75.8%) of 21–40-year-old employees. The fact that the sample consisted of young employees was thought to be a positive factor for the measurement of career anchors.

Table 2: Descriptive Statistics

	Frequency	*Percentage*
Age		
Younger than 21	27	8.9%
21-30	126	41.7%
31-40	97	32.1%
41-50	40	13.2%
51-60	11	3.6%
Older than 60	1	0.3%
Educational Status		
Elementary Education	46	15.2%
High School	109	36.1%

Associate Degree	66	21.9%
Bachelor's Degree	74	24.5%
Master's Degree	7	2.3%
Work Experience		
Less than 1 year	39	12.9%
1-2 years	54	17.9%
2-3 years	39	12.9%
3-4 years	35	11.6%
4 years or more	135	44.7%
Monthly Income Level		
Less than 1,000 Turkish Liras	34	11.3%
1,001–2,000 Turkish Liras	160	53.0%
2,001–3,000 Turkish Liras	55	18.2%
3,001–4,000 Turkish Liras	32	10.6%
4,001–5,000 Turkish Liras	15	5.0%
5,001 Turkish Liras or more	6	2.0%
Marital Status		
Married	136	45.0%
Single	129	42.7%
Widow	16	5.3%
Divorced	21	7.0%
Sector		
Public	78	25.8%
Private	224	74.2%

Validity and Reliability Analysis

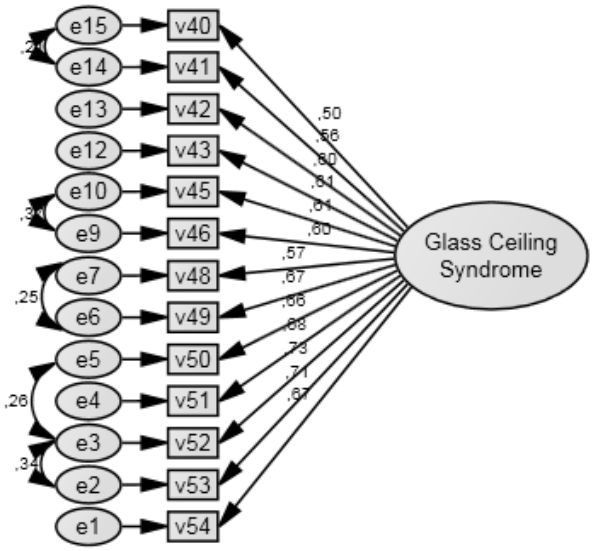
Confirmatory Factor Analysis (DFA) was carried out to determine the construct validity of the scales used in the study. The fit values obtained as a result of factor analysis for the Glass Ceiling Syndrome Scale — which consisted of 26 items — are shown in Table 3.

Table 3: Glass Ceiling Syndrome Scale/ Fit Values

Fit Criterion	χ^2	p	χ^2/df	RMSEA	SRMR	NFI	CFI	GFI
Fit Values	166.986	0.000	2.783	0.07	0.05	0.901	0.933	0.914

Considering the fit values expressed in Table 3, the chi-square value was 166.986, p was 0.000, RMSEA was 0.07, GFI was 0.914, chi-square/degrees of freedom was 2.783, SRMR was 0.05, CFI was 0.933, and NFI was 0.901. Standardized analysis values for the Glass Ceiling Syndrome Scale that was tested are specified in Figure 2.

Figure 2: Glass Ceiling Syndrome Scale/Standardized Analysis Values



During the Confirmatory Factor Analysis 13 items were removed from the scale. The results of the reliability analysis of the revised scale are shown in Table 4. As a result of the analyses, Cronbach's Alpha coefficient was determined to be 0.898, and the Glass Ceiling Syndrome Scale was determined to have internal consistency.

Table 4: Glass Ceiling Syndrome Scale — Reliability Analysis

	Cronbach's Alpha	Number of Items
Glass Ceiling Syndrome Scale	0.898	13

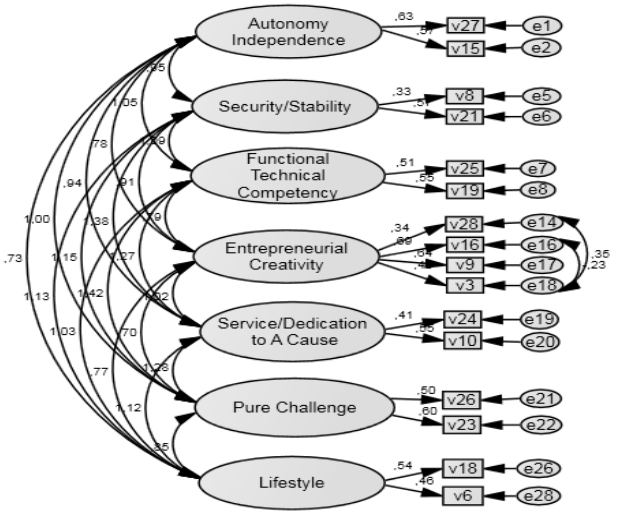
Another scale used in the study was the Career Anchor Scale. The proposed fit values obtained as a result of confirmatory factor analysis carried out on this scale, which consisted of 40 items and 8 dimensions, are presented in Table 5.

Table 5: Career Anchor Scale/ Fit Values

Fit Criterion	χ^2	p	χ^2/df	RMSEA	SRMR	NFI	CFI	GFI
Fit Values	195.493	0.000	2.413	0.06	0.05	0.849	0.903	0.924

Considering the fit values expressed in Table 5, the chi-square value was 195.493, p was 0.000, RMSEA was 0.06, GFI was 0.924, chi-square/degrees of freedom was 2.413, SRMR was 0.05, CFI was 0.903, and NFI was 0.849. During the analysis process, the "general managerial competence" dimension of the Career Anchor Scale did not show up as a factor. Standardized analysis values for the Career Anchor Scale that was tested are specified in Figure 3.

Figure 3: Career Anchor Scale/Standardized Analysis Values



During the confirmatory factor analysis 24 items were removed from the scale. The results of the reliability analysis of the revised scale are shown in Table 6. As a result of the analyses, Cronbach's Alpha coefficient was determined to be 0.846, and the Career Anchor Scale was determined to have internal consistency.

Table 6: Career Anchor Scale - Reliability Analysis

	Cronbach's Alpha	Number of Items
Career Anchor	0.846	16

The fit values for the Glass Ceiling Syndrome Scale presented in Table 3 and those for the Career Anchor Scale presented in Table 5 were found to be in accordance with the goodness of fit statistics published by Schermelleh-Engel et al. (2003), and the construct validity of these scales was acceptable.

Normality Analysis

Table 7 shows the Kolmogorov-Smirnov and Shapiro-Wilk values, which were determined based on the normality test performed for the data obtained within the scope of the study. When the Kolmogorov-Smirnov values were interpreted taking into account the sample size (n = 302), it was seen that the data obtained through both scales used in the study did not show normal distribution. For this reason, skewness and kurtosis values for the related data sets were examined.

Table 7: Normality Test Results

		Kolmogorov-Smirnov			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Glass Ceiling Syndrome	*Overall Scale*	0.082	302	0.000	0.979	302	0.000
Career Anchor Scale	*Overall Scale*	0.090	302	0.000	0.945	302	0.000
	Autonomy/Independence	0.185	302	0.000	0.919	302	0.000
	Security/Stability	0.127	302	0.000	0.952	302	0.000
	Functional and Technical Competency	0.199	302	0.000	0.905	302	0.000
	Entrepreneurial Creativity	0.127	302	0.000	0.952	302	0.000
	Service/Dedication to A Cause	0.207	302	0.000	0.904	302	0.000
	Pure Challenge	0.177	302	0.000	0.927	302	0.000
	Lifestyle	0.217	302	0.000	0.904	302	0.000

The skewness and kurtosis values of the data obtained through the scales used in the study are detailed in Table 8. An examination of this table reveals that the skewness and kurtosis values of the data sets that were not normally distributed according to the Kolmogorov-Smirnov values were between –2 and +2, and that these data sets showed normal distribution according to the classification of George & Mallery (2003).

Table 8: Normality Tests — Skewness and Kurtosis Values

		Statistic	Std. Error
Glass Ceiling Syndrome Scale	*Skewness*	-0.422	0.140
	Kurtosis	-0.164	0.280
Career Anchor Scale	*Skewness*	-1.033	0.140
	Kurtosis	1.813	0.280
• *Autonomy/Independence*	*Skewness*	-0.653	0.140
	Kurtosis	-0.280	0.280
• *Security/Stability*	*Skewness*	-0.698	0.140
	Kurtosis	0.155	0.280
• *Functional and Technical Competency*	*Skewness*	-0.904	0.140
	Kurtosis	0.516	0.280
• *Entrepreneurial Creativity*	*Skewness*	-0.698	0.140
	Kurtosis	0.155	0.280
• *Service/Dedication to A Cause*	*Skewness*	-0.900	0.140
	Kurtosis	0.709	0.280
• *Pure Challenge*	*Skewness*	-0.528	0.140
	Kurtosis	-0.195	0.280
• *Lifestyle*	*Skewness*	-0.921	0.140
	Kurtosis	0.596	0.280

Correlation Analysis

In Table 9, the results of the Pearson correlation analysis for the dependent variables and the independent variable of the study are shown. According to this table, a significantly strong negative correlation was found between the independent variable "glass ceiling syndrome" and the main dependent variable "career anchor." Moreover, significantly moderate and negative correlations were found between the five sub dependent variables and the independent variable glass ceiling syndrome. And, the glass ceiling syndrome was found to have positive and moderate correlations with the entrepreneurial creativity and pure challenge dimensions.

Table 9: Correlation Analysis Results

		Glass Ceiling Syndrome
Career Anchor	Correlation	*-0.612*
	Sig. (2-tailed)	0.000

Sub Dimensions	*Autonomy/Independence*	Correlation	-0.477
		Sig. (2-tailed)	0.000
	Security/Stability	Correlation	-0.456
		Sig. (2-tailed)	0.000
	Functional and Technical Competency	Correlation	-0.417
		Sig. (2-tailed)	0.000
	Entrepreneurial Creativity	Correlation	0.456
		Sig. (2-tailed)	0.000
	Service/Dedication to A Cause	Correlation	-0.427
		Sig. (2-tailed)	0.000
	Pure Challenge	Correlation	0.447
		Sig. (2-tailed)	0.000
	Lifestyle	Correlation	-0.406
		Sig. (2-tailed)	0.000

Regression Analysis

Table 10 shows the ANOVA results of the simple linear regression analysis on the career anchor and the glass ceiling syndrome. As a result of the regression analysis, it was determined that the regression model was statistically significant as the p value of the model was smaller than 0.05.

Table 10. Glass Ceiling Syndrome & Career Anchor — ANOVA

		Sum of Squares	Mean Square	F	Sig.
Career Anchor	Regression	11416.490	11416.490		
	Residual	19869.050	66.230	172.376	0.000
	Total	31285.540			

Table 11 shows the results of the simple linear regression analysis. According to this table, 37.3% of the changes in the career anchors of the employees were explained by the change in the glass ceiling syndrome. According to these results, values that the career anchor can take are formulated as follows:

"Career Anchor = 80.190 – (0.543 × Glass Ceiling Syndrome)"

According to the formula obtained as a result of the regression analysis, it was determined that a 1-unit increase in the glass ceiling syndrome caused a decrease of 0.543 units on the career anchor of the employees.

Table 11: Glass Ceiling Syndrome & Career Anchor — The Model

		β	t	Sig.	r^2	Adjusted r^2
Career Anchor	*Constant*	80.190	56.036	0.000	0.375	0.373
	Glass Ceiling Syndrome	-0.543	-	0.000		

MANOVA

MANOVA was carried out to determine whether there was a significant difference between the sub dimensions of the dependent variable career anchor and the independent variable glass ceiling syndrome. Table 12 shows the results. Considering this table, it was seen that the results of Pillai's Trace and Wilks' Lambda tests were smaller than 0.05, meaning that the glass ceiling syndrome had a statistically significant effect on the dimensions of the career anchor.

Table 12: MANOVA Results

Effect		Value	F	Hypothesis df	Error df	Sig.
Intercept	Pillai's Trace	0.975	1395.250	7.000	248.000	0.000
	Wilks' Lambda	0.025	1395.250	7.000	248.000	0.000
	Hotelling's Trace	39.382	1395.250	7.000	248.000	0.000
	Roy's Largest Root	39.382	1395.250	7.000	248.000	0.000
Glass Ceiling Syndrome	Pillai's Trace	1.556	1.545	329.000	1778.000	0.000
	Wilks' Lambda	0.150	1.660	329.000	1732.178	0.000
	Hotelling's Trace	2.412	1.806	329.000	1724.000	0.000
	Roy's Largest Root	1.133	6.122[c]	47.000	254.000	0.000

Based on the MANOVA, which one or more of the dependent variables had a significant difference was examined. Table 13 shows the results. Based on these results, it was determined that the glass ceiling syndrome had a very high level of impact on the entrepreneurial creativity dimension of the career anchor among the employees. Additionally, the autonomy and security dimensions were significantly influenced, but the service/dedication to a cause dimension was the least influenced career anchor.

Table 13: Tests of Between-Subjects Effects

Source	Dependent Variables	Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	*Entrepreneurial Creativity*	1075.703	47	22.887	3.106	0.000	1075.703
	Autonomy/Independence	389.224	47	8.281	3.484	0.000	389.224
	Security/Stability	307.586	47	6.544	3.404	0.000	307.586
	Functional and Technical Competency	301.180	47	6.408	2.915	0.000	301.180
	Service/Dedication to A Cause	239.737	47	5.101	2.356	0.000	239.737
	Pure Challenge	269.855	47	5.742	2.472	0.000	269.855
	Lifestyle	266.105	47	5.662	2.294	0.000	266.105
Intercept	*Entrepreneurial Creativity*	30356.97	1	30356.979	4119.200	0.000	30356.97
	Autonomy/Independence	7615.528	1	7615.528	3203.921	0.000	7615.528
	Security/Stability	8197.714	1	8197.714	4263.540	0.000	8197.714
	Functional and Technical Competency	8204.083	1	8204.083	3731.559	0.000	8204.083
	Service/Dedication to A Cause	8517.683	1	8517.683	3934.110	0.000	8517.683
	Pure Challenge	8102.881	1	8102.881	3488.366	0.000	8102.881
	Lifestyle	7979.634	1	7979.634	3233.770	0.000	7979.634
Glass Ceiling Syndrome	*Entrepreneurial Creativity*	1075.703	47	22.887	3.106	0.000	1075.703
	Autonomy/Independence	389.224	47	8.281	3.484	0.000	389.224
	Security/Stability	307.586	47	6.544	3.404	0.000	307.586
	Functional and Technical Competency	301.180	47	6.408	2.915	0.000	301.180
	Service/Dedication to A Cause	239.737	47	5.101	2.356	0.000	239.737
	Pure Challenge	269.855	47	5.742	2.472	0.000	269.855
	Lifestyle	266.105	47	5.662	2.294	0.000	266.105

Independent-Samples t Test

Table 14 shows an investigation of how the sector in which the participants worked was related to the glass ceiling syndrome and the career anchor. Considering this table, the values of the level of significance as a result of the test for the career anchor and the glass ceiling syndrome were found to be smaller than 0.05. Accordingly, the career anchor and the glass ceiling syndrome were found to differ significantly depending on the employment sector. Career anchor development among the private sector employees was stronger than

among those working in the public sector. The public sector employees, on the other hand, were found to encounter more glass ceiling barriers than those working in the private sector.

Table 14: Glass Ceiling Syndrome & Career Anchor — Employment Sector

				Levene's Test for Equality of Variances		t-test for Equality of Means				
				F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
Career Anchor	*Sector*	*Mean*	Equal variances assumed	0.127	0.722	-3.193	300	0.002	-3.94139	1.23452
	Public	58.9872								
	Private	62.9286	Equal variances not assumed			-3.191	134.17	0.002	-3.94139	1.23534
Glass Ceiling Syndrome	*Sector*	*Mean*	Equal variances assumed	4.815	0.029	-2.506	300	0.013	-3.51030	1.40053
	Public	36.2692								
	Private	32.7589	Equal variances not assumed			-2.267	114.23	0.025	-3.51030	1.54871

One-Way ANOVA

Table 15 shows an analysis of how the marital statuses of the participants were related to the glass ceiling syndrome and the career anchor. Considering this table, it was determined that the values of the level of significance were greater than 0.05 based on both analyses, and that the career anchor and the glass ceiling syndrome did not differ significantly depending on the marital statuses of the employees.

Table 15: Glass Ceiling Syndrome & Career Anchor — Marital Status

		N	Mean	Std. Deviation	Std. Error	F	Sig.
Career Anchor	*Married*	136	63.9485	10.36684	0.88895	1.284	0.280
	Single	128	65.7500	9.99055	0.88305		
	Widow	16	68.3125	9.17038	2.29259		
	Divorced	21	65.3333	10.90107	2.37881		
Glass Ceiling Syndrome	*Married*	136	44.0368	10.16633	0.87176	0.516	0.672
	Single	128	44.1484	10.88963	0.96252		

	Widow	16	46.0000	12.91511	3.22878		
	Divorced	21	46.7143	12.06293	2.63235		

Table 16 shows an analysis of how the ages of the employees were related to the glass ceiling syndrome and the career anchor. Considering this table, it was determined that the values of the level of significance were greater than 0.05 based on both analyses, and that the career anchor and the glass ceiling syndrome did not differ significantly depending on the ages of the employees.

Table 16: Glass Ceiling Syndrome & Career Anchor — Age

		N	Mean	Std. Deviation	Std. Error	F	Sig.
Career Anchor	*Younger than 21*	27	63.9259	13.55878	2.60939	0.150	0.980
	21–30	126	65.0635	9.67202	0.86165		
	31–40	97	65.4948	9.78532	0.99355		
	41–50	40	64.6500	10.91823	1.72632		
	51–60	11	66.0000	9.44458	2.84765		
	Older than 60	1	62.0000	.	.		
Glass Ceiling Syndrome	*Younger than 21*	27	43.4444	13.39728	2.57831	0.576	0.718
	21–30	126	43.6825	10.12771	0.90225		
	31–40	97	45.0619	10.82418	1.09903		
	41–50	40	44.5500	10.79874	1.70743		
	51–60	11	47.6364	10.67026	3.21721		
	Older than 60	1	35.0000	.	.		

Table 17 shows an analysis of how the educational statuses of the employees were related to the glass ceiling syndrome and the career anchor. Considering this table, it was determined that the values of the level of significance were greater than 0.05 based on both analyses, and that the career anchor and the glass ceiling syndrome did not differ significantly depending on the educational statuses of the employees.

Table 17: Glass Ceiling Syndrome & Career Anchor — Educational Status

		N	Mean	Std. Deviation	Std. Error	F	Sig.
Career Anchor	*Elementary Education*	46	66.6957	9.59136	1.41417	0.586	0.673

	High School	109	65.0826	11.34977	1.08711		
	Associate Degree	66	64.9242	8.52924	1.04988		
	Bachelor's Degree	74	64.5270	9.51887	1.10655		
	Master's Degree	7	61.2857	16.56014	6.25914		
Glass Ceiling Syndrome	*Elementary Education*	46	47.0870	9.33530	1.37641		
	High School	109	45.2202	11.01208	1.05477		
	Associate Degree	66	43.1364	10.85270	1.33588	2.051	0.087
	Bachelor's Degree	74	42.9730	10.68346	1.24193		
	Master's Degree	7	38.1429	11.66803	4.41010		

Table 18 shows an analysis of how the monthly income levels of the employees were related to the glass ceiling syndrome and the career anchor. Considering this table, the value of the significance level was greater than 0.05 based on the analysis for the career anchor, and the value of the significance level was smaller than 0.05 based on the analysis for the glass ceiling syndrome. Accordingly, it was determined that the career anchor did not have any significant difference depending on the monthly income levels of the employees but the glass ceiling syndrome did. Additionally, post-hoc analysis was carried out to determine between which income levels the glass ceiling syndrome differed significantly.

Table 18: Glass Ceiling Syndrome & Career Anchor — Monthly Income Level

		N	Mean	Std. Deviation	Std. Error	F	Sig.	
Career Anchor	*Less than 1,000 Turkish Liras*	34	65.1765	10.99992	1.88647	0.495	0.780	
	1,001–2,000 Turkish Liras	160	65.7125	10.46431	0.82728			
	2,001–3,000 Turkish Liras	55	64.7091	8.81218	1.18823			
	3,001–4,000 Turkish Liras	32	62.9063	7.77655	1.37471			
	4,001–5,000 Turkish Liras	15	63.6000	11.67292	3.01394			
	5,001 Turkish Liras or more	6	65.8333	18.14846	7.40908			
Glass Ceiling	*Less than 1,000 Turkish Liras*	34	46.0882	11.03814	1.89302	2.290	0.046	

Syndrome	*1,001–2,000 Turkish Liras*	160	45.5438	10.72342	0.84776
	2,001–3,000 Turkish Liras	55	43.6727	9.36513	1.26279
	3,001–4,000 Turkish Liras	32	39.9688	10.06266	1.77884
	4,001–5,000 Turkish Liras	15	39.8000	10.92311	2.82033
	5,001 Turkish Liras or more	6	42.8333	17.96014	7.33220

Table 19 shows the homogeneity test results for determining the technique to be selected in the post-hoc analysis.

Table 19: Test for Homogeneity of Variances

Levene's Statistic	df1	df2	Sig.
1.177	5	296	0.320

Considering the results in Table 19, it was seen that the variances were homogeneous. However, considering also that the distributions in the groups were not equal, Scheffe test was preferred during the post-hoc analysis. As a result of this test, the values of levels of significance for all groups were greater than 0.05. Consequently, it was determined that the differences in the glass ceiling syndrome according to the monthly income levels in the workplace were not between the groups but within the groups (between groups = 1294.4 and within groups = 33462.7).

Table 20 shows an analysis of how the work experiences of the employees were related to the glass ceiling syndrome and the career anchor. Considering this table, it was determined that the values of the level of significance were greater than 0.05 based on both analyses, and that the career anchor and the glass ceiling syndrome did not differ significantly depending on the work experiences of the employees.

Table 20: Glass Ceiling Syndrome & Career Anchor — Work Experience

		N	Mean	Std. Deviation	Std. Error	F	Sig.
Career Anchor	*Less than 1 year*	39	63.2821	13.72080	2.19709	0.524	0.718
	1–2 years	54	66.0741	9.39661	1.27872		
	2–3 years	39	65.7949	7.32041	1.17220		
	3–4 years	35	64.3429	10.26686	1.73542		
	4 years or more	135	65.1630	10.07895	0.86746		
Glass	*Less than 1 year*	39	43.2821	11.76513	1.88393	1.832	0.123

Ceiling Syndrome	*1–2 years*	54	46.0185	11.30619	1.53858
	2–3 years	39	45.7949	9.60860	1.53861
	3–4 years	35	40.3714	11.61410	1.96314
	4 years or more	135	44.5704	10.14488	0.87313

CONCLUSION AND DISCUSSION

The present study focused on female employees who encountered barriers in their working lives, examined the glass ceiling syndrome of women working in public and private sectors and investigated the possible effects of this syndrome on career anchors. In this context 15 hypotheses were proposed, and data were collected through a questionnaire from 302 employees to test these hypotheses. The resulting data were processed in SPSS and AMOS software programs. Based on the analyses, a significantly strong negative correlation was found between the career anchor and the glass ceiling syndrome. It was determined that 37.3% of the changes in the career anchors of the female employees were explained by the change in the glass ceiling syndrome. It was determined that a 1-unit increase in the glass ceiling syndrome of the female employees caused a decrease of 0.543 units on the career anchor. Based on the result of the MANOVA, which was carried out to deepen the analysis of the dependent variable, it was determined that the glass ceiling syndrome had the highest level of impact on the entrepreneurial creativity dimension of the career anchor among the women, whereas it had the least level of impact on the service/dedication to a cause dimension. Based on the results of the analyses of difference, the glass ceiling syndrome and the career anchor were found not to differ significantly depending on marital status, age, educational status, income level and work experience. However, the glass ceiling syndrome was found to vary significantly depending on the employment sector. The public sector employees were found to face more glass ceiling barriers than those working in the private sector. The public sector in the glass ceiling syndrome was also highlighted by Daley (1998). He stated that the career development of women and ethnic minorities employed in the public sector, in particular, was blocked at the middle management levels. His findings support the relevant finding of the present study.

A glass ceiling is a metaphor for characterizing what women face when they attempt to move upward in managerial hierarchies (Powell & Butterfield 2015). However, as can also be seen from the present

study, it is understood that the glass ceiling barriers that became apparent in the 1990s still exist in organizations and that women employees who are adequately qualified for a career are vulnerable against these barriers. Invisible but also quite impenetrable, these barriers disproportionately prevent a small number of women from achieving the highest levels of their organizations' hierarchies, in spite of their accomplishments and values (Lampe 2001). So much so that such gender-based barriers have traditionally caused women to get stuck at the bottom of their career ladders, even in fields in which females are dominant (Cornelius & Skinner 2005). From an organizational point of view, barriers do not just affect women employees. Consequences of such actions also affect human resource planning, effectiveness and efficiency of organizations. The fact that skilled female workforces are denied access to important organizational positions and replaced with less-skilled male workforces is incompatible with the aims of modern organizations. However, there is a common perception in organizations that men are leaders and women are supportive followers. The perception of women as followers is due to the lack of strong female role models in business life (Victor & Shamila 2018). Moreover, the glass ceiling syndrome have an impact on economic growth and at the same time poses a threat to accomplishing goals of gender equality at all levels in society and organizations (Saleem et al. 2017). For this reason, glass ceiling barriers cause unacceptable damage in every aspect.

Besides the direct damage of glass ceilings to organizations, there are also indirect damages that they cause due to their negative impact on career anchors. It limits people's career development. Career development is not only a process that is carried out under a person's own motives, but also a process that may be easily affected by external factors. Therefore, the impact of glass ceiling barriers on career development is also absolute. Values in career development as a career anchor have been introduced to the literature by Schein. It was determined also in the present study that the glass ceiling syndrome had a significant relationship with his eight values. Based on the result of the multivariate ANOVA, it was seen that the barriers had a very strong positive effect on the "entrepreneurial creativity" value, in particular. The entrepreneurial creativity value plays an important role in career development. The employees had strong values in this dimension, which indicates that they had a desire to create their own organizations or initiatives based on their willingness to take risks and

overcome obstacles within the framework of their own abilities. Women employees who think they have completed their own development choose to start their own struggles so that they no longer face barriers. Pompper (2011) stated that the most obvious tendency in women who faced glass ceilings was an effort to leave work and start their own business, which is in support of this result of the present study.

All in all, it was understood that the glass ceiling syndrome directly impacted the career anchor development of the female employees and significantly impeded their willingness to pursue a career. Although the increase in entrepreneurial desire in women facing barriers seems economically positive, the fact that this reduces the skilled workforce in organizations in terms of human resources and reduces the success and persistence of organizations should not be overlooked. Moreover, it was concluded that, given how barriers also influence other career values, the glass ceiling syndrome was dangerous for people and organizations. Such an idea based on gender discrimination conflicted with the nature and economic needs of modern businesses. Therefore, attempts should be made to eliminate glass ceiling barriers. Consequently, the likelihood of a glass ceiling can be reduced if women in working life educate and improve themselves to become fully qualified, if female employees do not voluntarily choose backstage jobs, if they improve their psychological endurance, keep their self-esteem high, are determined and assertive, if they do not put their familial roles in the way of their business lives and keep a balance, and if they do not choose part-time or temporary jobs in their choice of duties. However, it is not possible to reduce the possibility of encountering a glass ceiling to zero in working life. In order to avoid it, gendered approaches in societies should be eliminated as well as taking measures to reduce the likelihood that female employees face glass ceilings.

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