

Career Barriers (Glass Ceiling) of Women Managers' and a Research About The Reasons

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ABSTRACT : *This research aims to find out (glass ceiling) barriers of women managers' not represented in top management although working women percentage is high in work force. The participants consisting of 40 women managers (n=40) mainly from a private bank and an engineering company in Istanbul were given the survey. Data collected was analysed by SPSS21.0 program. Analysis results show that 'child care responsibility' is perceived as the highest barrier among women managers in their career. Furthermore career barriers perception is found higher in junior women managers' with low income comparing to more experienced women managers with high income.*

KEYWORDS *Career Barriers, Glass Ceiling, Women Managers*

I. INTRODUCTION

This research aims to find out the reasons of 'glass ceiling' of women managers. Reasons preventing women managers to be in top management are investigated. Glass ceiling in literature is defined as the reasons which can not be seen clearly and can not be overcome which prevent women's promotion, whether they are successful or not.

In this context, glass ceiling reasons like social, cultural, economic, family reasons and other factors (like education, gender, working hours, age and marital status) effecting women managers' are investigated. The replies of following questions are investigated in this research.

- Do family reasons like child care, marriage etc. effect women managers' career negatively?
- Do social reasons effect women managers' career negatively?
- Do working/general environment effect women managers' career negatively?
- Do economic reasons effect women managers' career negatively?
- Do other reasons like education, age etc. effect women managers' career negatively?

II. CONCEPTUAL BACKGROUND

1.1. Women Managers

United States and Women Managers: Women in US consist only less than 4 percent of top management that is CEO, president, executive vice president, and COO [1]. Although women are more educated than men with 60 percent of undergraduate and all master degrees, are not represented in top management accordingly with only 14,6 percent of executive officers, 4,6 percent of Fortune 500 CEOs, 16,9 percent of Fortune 500 board seats [2].

European Union and Women Managers: Although women work force is around 60 percent in European countries they are not represented in top management levels or in management boards. As per the European Union report [3], only 3 percent of the presidents of big companies in European countries are women. Women percent in management boards have increased from 9 percent in 2003 to 13,7 percent in 2012 [4]. European union emphasizes that improved and widely used mechanisms revealing women's potential is very important to enable women who consist half of the population, to contribute to society and environment. Furthermore from gender-equality representation, democracy and justice point of view, women representation in top management

is very important [5]. Women managers in private sector in European Union countries are low compared to the state sectors. Average women managers in state is 30 percent while in private sector 11 percent.

Turkey and Women Managers: As per Turkish Statistical Institute's [6], 'Women Statistics, 2013' report, the women executive rate in state sector in Turkey is 9,3 percent. In private sector the top management women rate is not over 10 percent neither and in first 500 companies the percent is less than 10 percent [7]. Turkish women although compared to prestigious professions like academicians, doctors, lawyers etc. are represented in higher percentages compared to even developed western countries, however they are not represented in top management level in the same percentage. Glass ceiling is seen in both private and state sector and even in civil society organisations [8].

1.2. Glass Ceiling Theory (Barriers In Women Manager's Career)

Glass ceiling is a common description in United States, used as the title of the report which specified that there are unseen barriers for women especially in top management. Despite the law and regulations against gender discrimination and despite the women's education and specialties and even if there are positive applications to increase women employees, there is an unseen barrier preventing women's promotion to top management levels. This barrier, namely 'Glass Ceiling' is the total effect of 'Senior Men' network's discriminative behaviours [9].

1.2.1. Glass Ceiling Reasons

Personal/Family Reasons (Cindrella Syndrome): Perception of women's role to be at home and be related with home life is an important barrier. Woman's herself accepting the expected role from her as to be in home life only and identifying herself as in Cindrella Syndrome is an important barrier in her career. Dowling [10] describes the syndrome as a psychological dependence to others, deeply desiring others to take the responsibility of taking care of herself. Women are waiting others to come and change their lives like Cindrella. Women have started to participate in work force however they are not represented in top management yet. Women have realized that the key variable in personal autonomy is money, this is not sharing only washing clothes, this is sharing the power and the source of the power is economic power [11]. Women's anxiety of neglecting motherhood and housework responsibilities is one of the important personal and family reason barrier in women's career. Although she might get support for child care and house work, increasing cost of child care is one of the important factors effecting women's career [12].

Social Reasons: Prejudices about women prevent women's working life and at the same by preventing women manager as a role model avoids women to be thought for these roles. It is easier for the woman manager to have positive relationship with others if she is accepted by others easily. However if a person does not have sufficient experience and does not know what to do then will have conflicts with superiors and subordinates [13]. Especially some men managers are worried that they will be replaced with new women employees who are competent, therefore they avoid helping new women employees and this effects the new women employee's relationship and adaptation to the job negatively. Women employees thinking that they are not wanted and loved in the work, have psychological breakdown and loses self confidence. For employees who are not appreciated by the superiors in work, who can not find the relationship wanted, the work place becomes a boring and unbearable place [14].

Reasons of Work/Environment: In some institutions conditions might be equal however in other companies women might have to work harder to be accepted. Corporates cultures focused on men are an important barrier for women. Women's promotion in the institutions must be based on human, performance evaluation and gender equality [15].

Economic Reasons: To enable women to compete with men, the cost of the necessary education is another barrier for women as the cost of making career is high and return of it is low.

Other Reasons: Women believing that they have passed the age to make a career, that they have to work for long hours after working hours, finding their professional competence insufficient etc. are other barriers in their career.

1.2.2. How To Break Glass Ceiling

European Commission Report [16] about policies to increase women representation in top management and to avoid glass ceiling barriers are as follows:

Good Company Policies:

- Flexible working hours models like unpaid leave or temporarily part-time working,
- home office with the new technologic advances,
- corporate policy to reward performance instead of long working hours in office and
- to apply minimum quotas for women especially in top management positions,
- to advertise positions openly and clear selection process and
- to work on gender equality and
- to prepare leadership, mentorship and coach training programs for women employees and to establish women network within the company.

Regulation Organizations Applications: States reward and support companies to increase women in top management. In Slovenia, companies are awarded with 'Women Friendship Award' if one third of top management consists of women. Minister of Gender-Equality in Denmark, a program named 'More Women in Management Agreement' is applied to recommend increasing women representation in management board. Netherlands has started to increase women in management as well and as per the observation committee, the increase of women in top management is 7,5 percent per annum. In Germany the big companies (DAX30) 2011 have accepted the quota applications on volunteer basis.

States Legal Regulations and Volunteer Based Applications

Compulsory Quota Applications:

- Norway, although not a EU member, has started applying first gender quote in state institutions in 1981 and in 2008 or big companies. 6 percent of women representation in state companies boards in 2002 has increased to 36 percent in 2008.
- Spain in 2007 has regulated that big companies with employees more than 250 employees have to change the board members representation of either one of the genders to be minimum 40 percent gradually till 2015.
- France has started compulsory quota application for big companies with minimum 500 employees and with volume over 50 million Euro to represent women in management boards by 20 percent by 2015, and 40 percent till 2018.
- Netherlands has applied a quota as of 2016 for companies with more than 250 employees, either gender has to be represented 30 percent in management and supervisory boards.
- Italy has also applied a quote as of 2015 for all state and all publicly quoted companies to have each gender to be represented one third of the management and supervisory boards.
- Belgium also applied quota for all publicly quoted companies and state companies to have each gender to be represented as one third of the management boards.

Volunteer Based Initiatives:

- United Kingdom, has started gender equality strategy and recommended that till 2015 the first 100 companies open to public (FTSE100) to have minimum 25 percent women in their management boards.
- Finland has recommended in all state companies to have 40 percent women in their management boards and 26 percent in big companies open to public by 2008.
- Sweden has around 26 percent women in management boards of big companies open to public (OMX Stockholm 30).
- Turkey has recommended via Capital Market Board to have minimum one women member in management boards.

III. RESEARCH

40 women managers mainly working in a private bank and an international engineer company in Istanbul participated in this research to find out the reasons of barriers in women managers' career.

Forty women managers replied the 5 point likert, survey with 29 questions measuring the following reasons of their career barriers;

- career barriers of family reasons (1-7th questions),
- caree barriers of social reasons (8-10th questions),
- career barriers of working environment (11-15th questions),
- career barriers of economic reasons (16-22nd questions) and lastly
- other career barriers reasons like education, gender, working hours, age and marital status (23-29th questions).

The scale was based on Köstek's [17] scale.

1.3. Analysis

The research data received from 40 women managers were analysed with SPSS 21.0 SPSS program. Results are given as follows.

1.3.1. Reliability Analysis

The Cronbach Alpha reliability coefficient value was used to show the reliability of the scale, which is 0,74 (Table.1). This value shows that the scale used in the research is reliable as the value is above 0.70 [18].

TABLE 1. CRONBACH'S ALPHA RELIABILITY COEFFICIENT VALUE OF THE SCALE

Scale	Number of Questions	Cronbach's Alpha Reliability Coefficient Value
Personal and Organisational Reasons Effecting Women Managers	28	0.747

1.3.2. The Demographic Variables Analysis Results

The demographic variables analysis results of the participants are given in Table. 2.

- All the participants of the research were females, with 57.5 percent between 31 and 40 age group, 40 percent between 41 and 50 Age group.
- 72.5 percent were married, 32.5 percent with 2 children, 30 percent with 1 child and 37.5 percent had no child.
- 42.5 percent of them have been working between 16 and 20 years and 65 percent of them have been working as managers for less then 10 years.
- 72.5 percent of them with Bachelor Degree and 52.5 percent of them had an income level of 4501 TL /over.

TABLE.2. PARTICIPANTS DEMOGRAPHIC VARIABLES

Groups	Frequency (n=40)	Rate (%)
Gender		
Female	40	100.0
Age		
31 – 40 Age group	23	57.5
41 – 50 Age group	16	40.0
51 Age /over	1	2.5
Marital Status		
Married	29	72.5
Single	11	27.5
Number of Children		
None	15	37.5

1 child	12	30.0
2 children	13	32.5
Total Work Experience		
10 years /below	6	15.0
11 – 15 year	7	17.5
16 – 20 year	17	42.5
21 year /over	10	25.0
Management Experience		
10 years /below	26	65.0
11 – 15 year	9	22.5
16 – 20 year	4	10.0
21 year /over	1	2.5
Education Level		
High School	1	2.5
Associate Degree	7	17.5
Bachelor Degree	29	72.5
Master Degree	3	7.5
Income Level		
0 – 1500 TL	3	7.5
1501 – 3000 TL	12	30.0
3001 – 4500 TL	4	10.0
4501 TL /over	21	52.5

The background of women managers' participants are given in Table.3, as 50 percent work in a private bank and 37,5 percent work in an engineering company.

TABLE.3 PARTICIPANTS COMPANY BACKGROUND

Participants Background	Frequency (n=40)	Rate (%)
Women Managers of a Private Bank	20	50.0
Women Managers of an Engineering Company	15	37.5
Women Managers of Other Companies	5	12.5

The highest average of the statements of the survey received from 40 women managers is Statement 1: *“I believe that child care is women’s responsibility.”* The highest average result indicate that the participant women managers believe that child care is women’s responsibility. The second highest average is Statement 23: *“I believe that with education women’s activities increase.”*

Where else the lowest average is Statement 10: *“I believe that women in their career think that people around them will not listen to women ”.* The second lowest average is Statement 6: *“I believe that there will be disturbance in the family’*

1.3.3. Difference Test Results

Difference for Women Managers' Career Barrier Reasons and Age Group (Table.5):Data is analyzed using one-way analysis of variance (ANOVA) method to determine whether there is any statistically significant differences between women managers' career barriers and age group. Analysis results show that there is no significant difference between career barriers scales and age group relationship ($p>0.05$, Table.5).

TABLE 5. RELATIONSHIP BETWEEN CAREER BARRIERS AND AGE GROUPS

ANOVA Results									
Statement	Age	N	\bar{X}	SH _x	Var. K.	K. T.	K. O.	F	P
Career Barriers of Family	31-40 Age gr.	23	3.54	0.48	Inter-Gr.	0.331	0.166	0.606	0.551
	41-50 Age gr.	16	3.40	0.56	Intra-Gr	10.117	0.273		
	51 Age /over	1	3.85	-	Total	10.448			
	Total	40	3.49	0.51					
Career Barriers of Social Reasons	31-40 Age gr.	23	3.14	0.65	Inter-Gr.	0.098	0.049	0.114	0.892
	41-50 Age gr.	16	3.22	0.65	Intra-Gr	15.899	0.430		
	51 Age /over	1	3.00	-	Total	15.997			
	Total	40	3.17	0.64					
Career Barriers of General/Work Environment	31-40 Age gr.	23	3.03	0.61	Inter-Gr.	1.146	0.573	1.648	0.206
	41-50 Age gr.	16	3.36	0.54	Intra-Gr	12.870	0.348		
	51 Age /over	1	2.80	-	Total	14.016			
	Total	40	3.16	0.59					
Career Barriers of Economic Reasons	31-40 Age gr.	23	3.21	0.55	Inter-Gr.	0.696	0.348	1.239	0.302
	41-50 Age gr.	16	3.44	0.49	Intra-Gr	10.398	0.281		
	51 Age /over	1	2.85	-	Total	11.094			
	Total	40	3.30	0.53					
Career Barriers of Other Reasons	31-40 Age gr.	23	3.63	0.49	Inter-Gr.	0.279	0.139	0.787	0.463
	41-50 Age gr.	16	3.46	0.28	Intra-Gr	6.548	0.177		
	51 Age /over	1	3.66	-	Total	6.827			
	Total	40	3.57	0.41					
In General	31-40 Age gr.	23	3.34	0.34	Inter-Gr.	0.033	0.016	0.143	0.867
	41-50 Age gr.	16	3.40	0.33	Intra-Gr	4.254	0.115		
	51 Age /over	1	3.28	-	Total	4.287			
	Total	40	3.36	0.33					

Difference Test Results for Women Managers' Career Barrier Reasons and Marital Status (Table.6):The relationship between women managers career barriers and marital status is analyzed by using 'Independent Groups T Test'. Analysis results show that there is no significant difference between career barriers scales and marital status relationship ($p>0.05$, Table.6).

TABLE 6. RELATIONSHIP BETWEEN CAREER BARRIERS AND MARITAL STATUS

Statement	Marital Status	N	\bar{X}	s.s.	F	t	p
Career Barriers of Family	Married	29	3.53	0.45	3.124	0.702	0.487
	Single	11	3.40	0.67			
Career Barriers of Social Reasons	Married	29	3.05	0.55	2.224	-1.951	0.058
	Single	11	3.48	0.76			
Career Barriers of General/Work Environment	Married	29	3.14	0.57	0.972	-0.257	0.799
	Single	11	3.20	0.69			
Career Barriers of Economic Reasons	Married	29	3.34	0.51	0.044	0.860	0.395
	Single	11	3.18	0.57			
Career Barriers of Other Reasons	Married	29	3.59	0.44	0.690	0.655	0.517
	Single	11	3.50	0.33			
In General	Married	29	3.37	0.32	0.159	0.323	0.748
	Single	11	3.34	0.36			

Difference Test Results of Women Managers' Career Barrier Reasons and Number of Children (Table.7) :The one-way analysis of variance (ANOVA) is used to determine whether there are any statistically significant differences between women managers' career barriers and number of children. Analysis results show that there is no significant difference between career barriers scales and number of children relationship ($p > 0.05$, Table.7).

TABLE 7. RELATIONSHIP BETWEEN CARREER BARRIERS AND CHILDREN NUMBER

ANOVA Results									
Statement	Number of Children	N	\bar{X}	SH _x	Var. K.	K. T.	K. O.	F	P
Career Barriers of Family	None	15	3.30	0.66	Inter Gr.	0.925	0.463	1.797	0.180
	1 Child	12	3.65	0.38	Intra-Gr	9.523	0.257		
	2 Children	13	3.57	0.36	Total	10.448			
	Total	40	3.49	0.51					
Career Barriers of Social Reasons	None	15	3.22	0.75	Inter Gr.	0.380	0.190	0.450	0.641
	1 Child	12	3.02	0.59	Intra-Gr	15.618	0.422		
	2 Children	13	3.25	0.56	Total	15.997			
	Total	40	3.17	0.64					
Career Barriers of General/Work Environment	None	15	3.24	0.61	Inter Gr.	1.191	0.595	1.718	0.193
	1 Child	12	2.90	0.47	Intra-Gr	12.825	0.347		
	2 Children	13	3.30	0.65	Total	14.016			
	Total	40	3.16	0.59					
Career Barriers of Economic Reasons	None	15	3.35	0.56	Inter Gr.	0.253	0.126	0.431	0.653
	1 Child	12	3.17	0.54	Intra-Gr	10.841	0.293		
	2 Children	13	3.35	0.51	Total	11.094			
	Total	40	3.30	0.53					
Career Barriers of Other Reasons	None	15	3.61	0.39	Inter Gr.	0.219	0.109	0.613	0.547
	1 Child	12	3.45	0.51	Intra-Gr	6.608	0.179		
	2 Children	13	3.62	0.34	Total	6.827			
	Total	40	3.57	0.41					
In General	None	15	3.36	0.40	Inter Gr.	0.153	0.077	0.686	0.510
	1 Child	12	3.29	0.31	Intra-Gr	4.133	0.112		
	2 Children	13	3.44	0.24	Total	4.287			
	Total	40	3.36	0.33					

Difference Test Results Between Women Managers' Career Barrier Reasons and Total Work Experience: The one-way analysis of variance (ANOVA) is used to determine whether there are any statistically significant differences between women managers' career barriers and their total work experience. The one-way analysis of variance (ANOVA) results (Table.8) show that there is a statistically significant difference between the relationship of career barriers from work environment and total work experience at least in one group. Tukey's test is used to test pairwise mean comparisons after ANOVA is performed on data set. Tukey test results show that women managers with total experience between 16-20 years have career barrier perception higher than women managers with total experience 21 years /over (Table.9).

TABLE 8. RELATIONSHIP BETWEEN CAREER BARRIERS AND TOTAL WORK EXPERIENCE

ANOVA Results									
Statement	Total Work Experience	N	\bar{X}	SH _x	Var. K.	K. T.	K. O.	F	P
Career Barriers of Family	10years/below	6	3.61	0.46	Inter Gr.	0.496	0.165	0.599	0.620
	11-15 year	7	3.26	0.67	Intra-Group	9.952	0.276		
	16-20 year	17	3.53	0.42	Total	10.448			
	21 year/over	10	3.51	0.59					
	Total	40	3.49	0.51					
Career Barriers of Social Reasons	10 years/below	6	2.83	0.72	Inter Gr.	1.850	0.617	1.569	0.214
	11-15 year	7	2.95	0.59	Intra-Gr	14.148	0.393		
	16-20 year	17	3.39	0.61	Total	15.997			
	21 year/over	10	3.16	0.61					
	Total	40	3.17	0.64					
Career Barriers of General/Work Environment	10 years/below	6	3.20	0.74	Inter Gr.	3.471	1.157	3.950	0.016
	11-15 year	7	3.00	0.56	Intra-Gr	10.545	0.293		
	16-20 year	17	3.45	0.47	Total	14.016			
	21 year/over	10	2.74	0.49					
	Total	40	3.16	0.59					
Career Barriers of Economic Reasons	10 year/ under	6	3.14	0.68	Inter Gr.	1.199	0.400	1.453	0.243
	11-15 year	7	3.00	0.57	Intra-Gr	9.895	0.275		
	16-20 year	17	3.45	0.50	Total	11.094			
	21 year/over	10	3.34	0.41					
	Total	40	3.30	0.53					
Career Barriers of Other Reasons	10 years/under	6	3.66	0.47	Inter Gr.	0.162	0.054	0.292	0.831
	11-15 year	7	3.45	0.52	Intra-Gr	6.665	0.185		
	16-20 year	17	3.56	0.40	Total	6.827			
	21 year/over	10	3.60	0.37					
	Total	40	3.57	0.41					
In General	10 years/under	6	3.35	0.47	Inter Gr.	0.607	0.202	1.981	0.134
	11-15 year	7	3.15	0.40	Intra-Gr	3.679	0.102		
	16-20 year	17	3.49	0.21	Total	4.287			
	21 year/over	10	3.31	0.30					
	Total	40	3.36	0.33					

Tukey test results show that career barriers of General/Work Environments perception is higher in women managers with Total Work Experience of 16 and 20 years compared to women managers with experience 21 years and more.

TABLE 9. TUKEY TEST RESULTS OF CAREER BARRIERS AND WORKING ENVIRONMENTS

Factors	Total Work Experience (I)	Total Work Experience (J)	Average Average Difference (I-J)	Standard Error	Significance Level
Career Barriers of General/Work Environment	10 years/under	11-15 year	0.200	0.30	0.910
		16-20 year	-0.258	0.25	0.746
		21 year/over	0.460	0.27	0.367
	11-15 year	10 years/under	-0.200	0.30	0.910
		16-20 year	-0.458	0.24	0.251
		21 year/over	0.260	0.26	0.765
	16-20 year	10 years/under	0.258	0.25	0.746
		11-15 year	0.458	0.24	0.251
		21 year/over	0.718*	0.21	0.010
	21 year /over	10 years/ under	-0.460	0.27	0.367
		11-15 year	-0.260	0.26	0.765
		16-20 year	-0.718*	0.21	0.010

Difference Test Results Between Women Managers' Career Barrier Reasons and Total Management Work Experience: One way ANOVA analysis was used to determine women managers perception of career barriers and total management work experience relationship. Analysis results show that there is no significant difference between career barriers scales and number of children relationship ($p > 0.05$, Table.10).

TABLE 10. RELATIONSHIP BETWEEN CAREER BARRIERS AND MANAGEMENT EXPERIENCE

ANOVA Results									
Statement	Management Experience	N	\bar{X}	SH _x	Var. K.	K. T.	K. O.	F	P
Career Barriers of Family	10 years /below	26	3.50	0.50	Inter Gr.	0.587	0.196	0.714	0.550
	11-15 year	9	3.57	0.63	Intra-Gr	9.861	0.274		
	16-20 year	4	3.17	0.31	Total	10.448			
	21 year /over	1	3.85	-					
	Total	40	3.49	0.51					
Career Barriers of Social Reasons	10 years /below	26	3.08	0.71	Inter Gr.	1.404	0.468	1.155	0.340
	11-15 year	9	3.51	0.37	Intra-Gr	14.593	0.405		
	16-20 year	4	3.00	0.47	Total	15.997			
	21 year /over	1	3.00	-					
	Total	40	3.17	0.64					
Career Barriers of General/Work Environment	10 years /below	26	3.20	0.55	Inter Gr.	0.742	0.247	0.671	0.576
	11-15 year	9	3.22	0.77	Intra-Gr	13.274	0.369		
	16-20 year	4	2.80	0.54	Total	14.016			
	21 year /over	1	2.80	-					
	Total	40	3.16	0.59					
Career Barriers of Economic Reasons	10 years /below	26	3.32	0.60	Inter Gr.	0.221	0.074	0.244	0.865
	11-15 year	9	3.26	0.45	Intra-Gr	10.873	0.302		
	16-20 year	4	3.32	0.27	Total	11.094			
	21 year /over	1	2.85	-					
	Total	40	3.30	0.53					
Career Barriers of Other Reasons	10 years /below	26	3.56	0.46	Inter Gr.	0.011	0.004	0.020	0.996
	11-15 year	9	3.57	0.23	Intra-Gr	6.816	0.189		
	16-20 year	4	3.58	0.55	Total	6.827			

	21 year /over	1	3.66	-					
	Total	40	3.57	0.41					
In General	10 years /below	26	3.37	0.37	Inter Gr.	0.136	0.045	0.392	0.760
	11-15 year	9	3.42	0.27	Intra-Gr	4.151	0.115		
	16-20 year	4	3.21	0.16	Total	4.287			
	21 year /over	1	3.28	-					
	Total	40	3.36	0.33					

Difference Test Results Between Women’s Career Barrier Reasons and Education: One-way analysis of variance (ANOVA) is used to determine whether there are any statistically significant differences between women managers’ career barriers and education. The one-way analysis of variance (ANOVA) results show that there is a statistically significant difference between education and career barriers arising from work environment and economic reasons relationship ($p=0.016<0.05$, Table. 11).

TABLE 11. RELATIONSHIP BETWEEN CAREER BARRIERS AND EDUCATION

ANOVA Results									
Statement	Education Level	N	\bar{X}	SH _x	Var. K.	K. T.	K. O.	F	P
Career Barriers of Family	High School	1	2.57	-	Inter Gr.	1.641	0.547	2.235	0.101
	Associate Degree	7	3.77	0.43	Intra-Gr	8.808	0.245		
	Bachelor Degree	29	3.43	0.51	Total	10.448			
	Master Degree	3	3.71	0.24					
	Total	40	3.49	0.51					
Career Barriers of Social Reasons	High School	1	3.00	-	Inter Gr.	0.039	0.013	0.029	0.993
	Associate Degree	7	3.19	0.63	Intra-Gr	15.958	0.443		
	Bachelor Degree	29	3.17	0.69	Total	15.997			
	Master Degree	3	3.22	0.19					
	Total	40	3.17	0.64					
Career Barriers of General/Work Environment	High School	1	2.60	-	Inter Gr.	2.740	0.913	2.916	0.047
	Associate Degree	7	2.82	0.82	Intra-Gr	11.276	0.313		
	Bachelor Degree	29	3.31	0.50	Total	14.016			
	Master Degree	3	2.60	0.20					
	Total	40	3.16	0.59					
Career Barriers of Economic Reasons	High School	1	3.00	-	Inter Gr.	2.156	0.719	2.894	0.049
	Associate Degree	7	3.28	0.24	Intra-Gr	8.938	0.248		
	Bachelor Degree	29	3.39	0.54	Total	11.094			
	Master Degree	3	2.52	0.29					
	Total	40	3.30	0.53					
Career Barriers of Other Reasons	High School	1	3.33	-	Inter Gr.	0.610	0.203	1.177	0.332
	Associate Degree	7	3.42	0.55	Intra-Gr	6.217	0.173		
	Bachelor Degree	29	3.64	0.37	Total	6.827			
	Master Degree	3	3.27	0.41					
	Total	40	3.57	0.41					
In General	High School	1	2.89	-	Inter Gr.	0.575	0.192	1.858	0.154
	Associate Degree	7	3.34	0.23	Intra-Gr	3.712	0.103		
	Bachelor Degree	29	3.42	0.34	Total	4.287			
	Master Degree	3	3.07	0.23					
	Total	40	3.36	0.33					

Difference Test Results Between Women's Career Barrier Reasons and Income Level: The relationship between women's career barriers scale and income level was analysed with one-way analysis of variance (ANOVA). The analysis result show that there is a statistically significant differenc between income level and the barriers arising from work environment ($p=0.027<0.05$ and $p=0.010<0.05$, Table. 12). Tukey's test is used to test pairwise mean comparisons after ANOVA test. Results show that career barriers of general/work environment barrier reasons perception are higher in women managers with income level below 1500 TL /below compared to the women managers with income level 1501TL and 3000 TL.

TABLE 12. RELATIONSHIP BETWEEN CAREER BARRIERS AND INCOME LEVEL

ANOVA Results									
Statement	Income Level	N	\bar{X}	SH _x	Var. K.	K. T.	K. O.	F	P
Career Barriers of Family	0 - 1500 TL	3	4.14	0.28	Inter Gr.	1.643	0.548	2.238	0.100
	1501 - 3000 TL	12	3.55	0.67	Intra-Gr	8.806	0.245		
	3001 - 4500 TL	4	3.28	0.11	Total	10.448			
	4501 TL /over	21	3.40	0.42					
Total		40	3.49	0.51					
Career Barriers of Social Reasons	0 - 1500 TL	3	3.44	0.38	Inter Gr.	0.295	0.098	0.225	0.878
	1501 - 3000 TL	12	3.11	0.80	Intra-Gr	15.702	0.436		
	3001 - 4500 TL	4	3.25	0.78	Total	15.997			
	4501 TL /over	21	3.15	0.56					
Total		40	3.17	0.64					
Career Barriers of General/Work Environment	0 - 1500 TL	3	3.86	0.61	Inter Gr.	3.111	1.037	3.424	0.027
	1501 - 3000 TL	12	2.85	0.57	Intra-Gr	10.905	0.303		
	3001 - 4500 TL	4	2.95	0.64	Total	14.016			
	4501 TL /over	21	3.27	0.51					
Total		40	3.16	0.59					
Career Barriers of Economic Reasons	0 - 1500 TL	3	3.76	0.81	Inter Gr.	1.892	0.631	2.467	0.078
	1501 - 3000 TL	12	3.02	0.53	Intra-Gr	9.202	0.256		
	3001 - 4500 TL	4	3.17	0.24	Total	11.094			
	4501 TL /over	21	3.41	0.47					
Total		40	3.30	0.53					
Career Barriers of Other Reasons	0 - 1500 TL	3	4.05	0.50	Inter Gr.	0.840	0.280	1.684	0.188
	1501 - 3000 TL	12	3.51	0.50	Intra-Gr	5.987	0.166		
	3001 - 4500 TL	4	3.41	0.67	Total	6.827			
	4501 TL /over	21	3.56	0.25					
Total		40	3.57	0.41					
In General	0 - 1500 TL	3	3.90	0.37	Inter Gr.	1.154	0.385	4.423	0.010
	1501 - 3000 TL	12	3.24	0.36	Intra-Gr	3.132	0.087		
	3001 - 4500 TL	4	3.22	0.12	Total	4.287			
	4501 TL /over	21	3.39	0.25					
Total		40	3.36	0.33					

Career Barriers of General/Work Environment and Income Level Tukey Test results show that women managers' with income level below 1500TL have a higher perception of career barrier of general/work environment compared to women managers who have higher income level of 1501 and 3000 TL and income level of 3001 and 4500.

TABLE 13. TUKEY TEST RESULTS OF CAREER BARRIERS GENERAL/WORK ENVIRONMENT AND INCOME LEVEL

Factors	Income Level (I)	Income Level (J)	Average Average Difference (I-J)	Standard Error	Significance Level
Career Barriers of General/Work Environment	0-1500 TL	1501-3000TL	1.016*	0.35	0.034
		3001-4500TL	0.916	0.42	0.148
		4501TL /over	0.590	0.33	0.319
	1501-3000 TL	0-1500 TL	-1.016*	0.35	0.034
		3001-4500 TL	-0.100	0.31	0.989
		4501TL /over	-0.426	0.19	0.160
	3001-4500 TL	0-1500TL	-0.916	0.42	0.148
		1501-3000 TL	0.100	0.31	0.989
		4501TL /over	-0.326	0.30	0.700
	4501 TL /over	0-1500 TL	-0.590	0.33	0.319
		1501-3000TL	0.426	0.19	0.160
		3001-4500TL	0.326	0.30	0.700
In General	0-1500 TL	1501-3000 TL	0.663*	0.19	0.007
		3001-4500 TL	0.681*	0.22	0.023
		4501TL /over	0.511*	0.18	0.038
	1501-3000 TL	0-1500 TL	-0.663*	0.19	0.007
		3001-4500TL	0.017	0.17	1.000
		4501TL/over	-0.151	0.10	0.494
	3001-4500 TL	0-1500 TL	-0.681*	0.22	0.023
		1501-3000TL	-0.017	0.17	1.000
		4501TL/over	-0.169	0.16	0.719
	4501 TL /over	0-1500TL	-0.511*	0.18	0.038
		1501-3000 TL	0.151	0.10	0.494
		3001-4500 TL	0.169	0.16	0.719

IV. CONCLUSION

Research results investigating reasons of glass ceiling for women managers show that the highest rated barrier is 'child care' in their careers. This result is in consistent with [19] there search result that women managers' promotions are prevented by their maternal leave etc. The difference results show that;

- Career barrier of general/work environment and economic reasons differ significantly with education and with total work experience ($p=0.016<0.05$). Therefore, Tukey test which applies simultaneously to the set of all pairwise comparisons and which compares the difference between each pair is used after ANOVA to see which group differs significantly. Tukey test results indicate that women managers who have a total work experience of 16 to 20 years have more career barriers perception then women managers of 21 years experience /over.
- Career barriers of work environment differ significantly with general income level as well ($p=0.027<0.05$ and $p=0.010<0.05$). To see which group differs significantly, Tukey test is applied. Results show that women managers whose income is under 1500TL or between 1501TL-3000TL perception of work environment barriers are higher than women managers who have income of 3001-4500.

In other words, women managers, who are at the beginning of their career with low income perceive more career barriers than more experienced with high income women managers.

These results show that the main reason of glass ceiling (barrier) in women managers is the 'child care responsibility'. To enable women to break the glass ceiling first of all with the necessary regulations must be applied to share the child care responsibility with working women. The state and private institutions taking necessary precautions like opening more kindergardens, applying flexible working hours, working from home etc. will be of assistance to share the responsibility with the working women.

Solving the biggest perceived career barrier of women managers, 'child care responsibility' will help increasing women managers percent parallel to percent in women's work force.

Hoping that the results of this survey investigating women's career barriers will help future researchers.

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