

## **The Impact of Organizational Climate as a Glass Ceiling Reflector on Job Satisfaction and Turnover Intention of Female Employees: A Research in Hotel Operations**

**Alev SÖKMEN**

Başkent University  
Vocational School of Social Sciences  
Ankara, Turkey  
[alev@baskent.edu.tr](mailto:alev@baskent.edu.tr)

**Semra AKAR ŞAHİNGÖZ**

Gazi University  
Faculty of Tourism  
Ankara, Turkey  
[semras@gazi.edu.tr](mailto:semras@gazi.edu.tr)

### **Extensive Summary**

#### **Introduction**

The metaphor of "glass" is related to the invisibility of obstacles on women career advancement (Hoobler, Wayne and Lemmon, 2009: 939). In other words, the glass ceiling is not a physical obstacle, but rather an intangible obstacle, largely consisting of unconscious stereotypes (false judgments) and false witnesses (Harlander, 2014: 2849). The underlying concept on the glass ceiling metamorphosis is the blockage of women's upward mobility (Yamagata, et al., 1997: 571). The glass ceiling is essentially a reflection of social and economic gender inequality, whether in business, politics or education (Wirth, 2001: 1).

The glass ceiling does not only mean that women are hierarchically elevated in organizations, but it also includes many misapplications such as sex-based salaries, lack of education and development, inability to join male dominant communication channels, and inability to benefit from mentoring. Such situations, called glass ceiling barriers, are generally at the macro level social prejudices, gender roles and occupational sex discrimination; and at the organizational level it is stemming from organizational culture to a large extent.

Glass ceiling researchs have generally focused on whether or not the glass ceiling really exists in businesses, what the glass ceiling obstacles are, and what strategies should be taken to break glass ceiling obstacles. In addition, wage inequalities among women and men have become another important research area. The relationship between glass ceiling perception and various attitudinal and behavioral occupational outcomes is another area of research. .

Various investigations have explored the existence of glass ceilings in different countries. Albrecht et al. (2003) have proved the existence of the glass ceiling in Sweden, Arulampalam et al. (2007) in the 11 European Union countries with researchs.

Baxter and Wright (2000) tested the glass ceiling hypothesis comparatively in the US, Sweden and Australia. In all three countries, the existence of a glass ceiling has been shown. With the result that in Sweden and Australia, the glass ceiling has been shown to be more effective for medium-level management positions than for the upper level. In the result of a study by McManus and Sproston (2000) based on the statistics of 1974-1996 in the United Kingdom, very little evidence was found of glass ceiling. The fact that the number of female doctors in a certain age range is low is attributed to the fact that the number of women graduated from the medical faculty in the 70s was low.

Income inequality between men and women, one of the most prominent indicators of the glass ceiling, has also been subject to many researches (Kay and Hagan, 1995, Sparrowe and Iverson, 1999; Holst and Busch, 2009; Blau and Kahn, 2016) and in many cultures there are still income differences between men and women of the same profession.

Williams (1992) proposed the concept of a "glass escalator", a metaphor similar to a glass ceiling. The concept is used to indicate that men working in the four areas of women's professions, nursing, primary school teachers, librarianship and social services, are in an advantageous position in terms of promotion possibilities. Accordingly, men in these professions face structural advantages in terms of their careers, even though women are exposed to prejudice by individuals in male dominant occupations.

Another metaphor associated with the glass ceiling is the "glass cliff". The concept introduced by Ryan and Haslam (2005) has recently introduced a different approach to the increase in the number of senior female executives. The authors have argued that businesses that are in crisis or that have suffered failures, works that are sure to be lost, or projects with high risk are knowingly and willingly given to women. In other words, although the glass ceiling seems to have gone, women are actually faced with a completely different problem.

Numerous studies have also been carried out in our country regarding glass panes. Örücü et al. (2007) explains the reason behind the women being lack of representation in senior management and strategic positions compared to men, which are women's leadership and managerial skills are limited, family responsibilities are high and queen bee syndrome is the main reason for women not to rise to senior management positions.

According to the findings of the research in the public sector Bingöl et al. (2011) point out that in the organization; men have a prejudice against women, they are subjected to a professional discrimination, they can not benefit from mentoring, they can not get into informal communication networks.

Bulut (2014) found that good communication skills, ambition, intelligence, hard work, and talent factors are important in promoting women to senior management but that being a mother, male dominant network culture and women's preferences are obstacles to women's advancement. In order to remove these obstacles, proposals have been made for women to set clear targets at the beginning of their careers and to share jobs with their partners.

Tourism sector is also one of the areas where researchs are intensive. Anafarta et al. (2008) aimed to examine the perceptions of female managers in Antalya about career barriers and the presence of a glass ceiling revealed that female managers felt the

presence of a glass ceiling with all the coldness. However, stereotypical judgments, discrimination, role conflict and lack of guidance have been shown to be fundamental career barriers. In addition, it has been determined that the elements that women managers feel most discriminated against are wage, education and promotion opportunities.

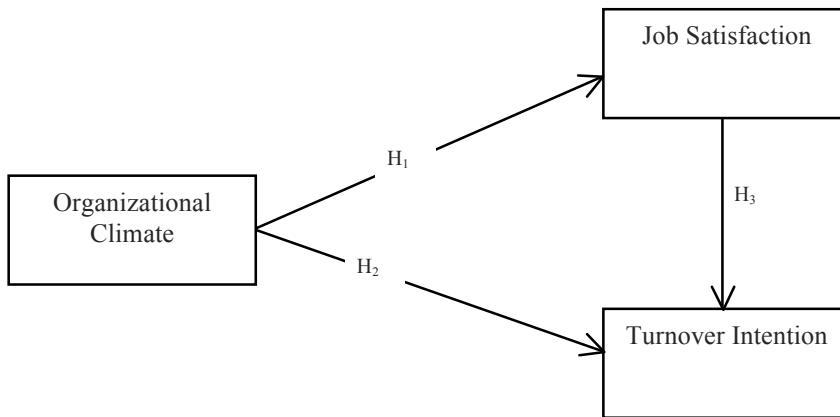
The findings of the research conducted by Dalkıranoğlu and Çetinel (2015) in five-star hotels operating in Istanbul reveal that male and female managers develop a discriminatory attitude towards female subordinates and male managers find women insufficient in terms of business performance.

Özyer and Azizoğlu (2014) found a positive relationship between the glass ceiling and perceived organizational justice. İnandı and Tunç (2012), on the other hand, found no strong relationship between women's career obstacles and job satisfaction. Kalkın et al. (2015) also found no significant relationship between glass ceiling perception and organizational citizenship behavior.

## Method

### Research Model

The effect of the institutional climate reflecting the presence of the glass ceiling on the job satisfaction and turnover intention was investigated in this study. At the same time, the model and the hypotheses of the research on the effect of job satisfaction on the turnover intention are presented below.



**Figure 1. Research Model**

**H1:** Organizational climate that restrains the development of female employees has a significant and negative effect on job satisfaction.

**H2:** The organizational climate that restrains the development of women workers influences the turnover intention in a significant and positive way.

**H3:** Women workers' job satisfaction affects the turnover intention significantly and negatively.

### **Sample of the Research**

In the January-May 2016 survey were distributed to a total of 194 female employees of the permanent staff serving in the food and beverages section of three hotels of a chain hotel groups and 153 of them returned. The sample represents about 79% of the population. Accordingly, the data obtained from 153 employees were analyzed.

### **Data Collection Tool**

In order to measure the organizational climate, an Organizational Climate Scale consisting of 11 items, which was developed by Dimovski, Skerlavaj and Man (2010) is used. To determine job satisfaction level of the participants Job Satisfaction Scale which was developed by Agho, Price and Müller (1992) consisting of 6 items is used. To measure the turnover intention, a 3-item Turnover İntention Scale developed by Bluedorn (1982) was used.

The data were analyzed using the SPSS 20.0 statistical program. In the analysis of the data; Frequency distributions, mean, standard deviation, t-test analysis and also methods such as regression and correlation analysis were used.

### **Findings and Results**

According to the demographic characteristics of the women participating in the survey 52.9% of the employees are between the age 26-35, 34.7% are between 18-25, 10.5% are between 36-45 years and 1.9% are 46 years and over. Similarly, 54.2% of female employees have experiences between 1-5 years, 34% are between 6-10 years, 7.8% are between 11-15 years, 2% are between 16-20 years, 1.3% 25 years and 0.7% of them are in the same business for 26 years and over.

There is a significant negative correlation between job satisfaction and organizational climate ( $r = -0,27; p < 0,01$ ), which restrains the advancement of working women. A significant positive correlation is also found with turnover intention. At the same time, there is a significant and negative relationship between job satisfaction and turnover intention ( $r = -0,62; p < 0,01$ ). According to this, in addition to the psychological pressure of the women an organizational climate in which they are under more psychological pressure due to sexual abuse sets the ground for the emergence of turnover intentions. On the other hand, female employees with job satisfaction can be interpreted as willing to continue to work.

In the first model of the study, it is assumed that the institutional climate may have an effect on job satisfaction. Simple regression analyzes were performed to look at whether the model assumption has taken place and to examine the relationship between dependent and independent variables. In the analyzes, organizational climate is taken as independent variable (cause), job satisfaction as dependent variable (result). According to the analysis results, the effect of the organizational climate (independent variable) on job satisfaction (dependent variable), which prevents women's development, is statistically significant ( $p < 0,01$ ). At the same time, the standardized beta coefficient of the effect of organizational climate on job satisfaction is -0.26 and organizational

climate describes only 6% of the change in job satisfaction. According to the simple linear regression analysis, there is a significant and negative effect of the organizational climate on job satisfaction which prevents the advancement of female employees. Hypothesis 1 was accepted according to these results.

In the second model of the study, it is assumed that the organizational climate may have an effect on the turnover intention. Simple regression analyzes were performed to look at whether the model assumption has taken place and to examine the relationship between dependent and independent variables. In the analyzes, the organizational climate was taken as independent variable (cause) and turnover intention as dependent variable (result). According to the analysis results, the effect of organizational climate (independent variable) on the turnover intention (dependent variable) was statistically significant ( $p < 0,001$ ), and the standardized beta coefficient of the effect of organizational climate on turnover intention is 0,34. According to the simple linear regression analysis, it has been found that the organizational climate which prevents the development of female employees has a significant and positive effect on the turnover intention. According to the results hypothesis 2 has been accepted. At the same time, organizationa climate was found to account for only 12% of the change in turnover intention.

In the third model of the study, it is assumed that job satisfaction may have an effect on the turnover intention. According to the analysis results, the effect of job satisfaction (independent variable) on turnover intention (dependent variable) is statistically significant ( $p < 0,001$ ). At the same time, the standardized beta coefficient of the effect of job satisfaction on turnover intention to is -0.62 and job satisfaction explained 39% of the change in turnover intention It is found that job satisfaction negatively affects the turnover intention. Accordingly, hypothesis 3 is accepted.

Besides the established hypotheses in the direction of the findings obtained in the research, the effect of the organizational climate and job satisfaction on the turnover intention iss examined as Model 4. The effect of organizational climate and job satisfaction, which are independent variables, on the turnover intention, which is a dependent variable, is statistically significant ( $p < 0,001$ ), and the significance rank of the independent variables are found as according to standardized beta coefficients job satisfaction ( $\beta = -0.57$ ); organizational climate ( $\beta = 0.20$ ). At the same time, organizational climate and job satisfaction together accounted for 12% of the change in turnover intention. According to the multiple regression analysis, the organizational climate which restrains the development of women workers has a meaningful and positive effect on the turnover intention; and there is a significant and negative effect on job satisfaction.

It is understood that the concepts of the turnover intention and the job satisfaction and glass ceiling syndrome reflector organizational climate have different meanings but are always considered together. Research on the subject shows that an organizational climate that puts women under pressure will decrease job satisfaction and women who are not satisfied with their jobs will consider leaving their jobs. The results are in parallel with the literature.