

**INTERSECTIONALITY OF GENDER PAY GAP: THE CASE OF FEMALE
KNOWLEDGE WORKERS EMPLOYED IN TURKEY AND GERMANY**

Münevver Büşra POLAT



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ÖZET

CİNSİYETE DAYALI ÜCRET EŞİTSİZLİĞİNİN KESİŞİMSELLİĞİ: TÜRKİYE VE ALMANYA’DA ÇALIŞAN KADIN BİLGİ ÇALIŞANLARININ DURUMU

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Bu araştırma, performans ve diğer farklılıklar dikkate alınmaksızın, cinsiyete göre eşit olmayan bir şekilde uygulanan ücret farklılığının kültürel açıdan nasıl farklılaştığı konusuna odaklanmaktadır. Çalışma kesişimsellik kuramı bağlamında cinsiyete bağlı ücret farklılığını Almanya ve Türkiye bağlamında incelemektedir. Çalışma nitel araştırma şeklinde tasarlanmıştır. Çalışmanın görgül materyali yarıyapılandırılmış görüşmeler aracılığıyla gerçekleştirilmiştir. Çalışma kapsamında her gruptan 10 katılımcı olmak üzere amaçlı olarak seçilen dört farklı kadın bilgi çalışanı grubuyla görüşülmüştür. Çalışmanın sonuçları ücret farklılığının kişilerin ırkına, diline ya da diğer kültürel farklılıklara bağlı olarak değişim gösterdiği ve kadın bilgi çalışanlarının kültüre bağlı olarak cinsiyet ayrımcılığı, eşit olmayan terfi ve kazanç yaşadığı deneyimlediğini ortaya koymuştur Ayrıca bu çalışma, kadın bilgi çalışanlarında cinsiyet ayrımcılığının ve cam tavanın kültürlerine ve ülkelerine göre farklılaştığını göstermektedir.

Anahtar Kelimeler: Kesişimsellik kuramı, Cinsiyet çalışmaları , Cinsiyetler arası ücret farkı, Bilgi çalışanları, Türkiye ve Almanya

ABSTRACT

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Department of Business Administration

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This research focuses on how unequally applied wage differentials by gender differ culturally, regardless of performance and other differences. Working in the context of the theory of intersectionality of gender wage differences are examined in the context of Germany and Turkey. The study was designed as a qualitative research. This research examines gender pay gap in the context of the theory of intersectionality in Germany and Turkey. The study was designed as a qualitative research. The empirical material of this study were generated by using semi-structured interviews. Within the scope of the study, female knowledge workers grouped in four different categories encompassing 10 participants from each group who are purposefully selected were interviewed. The results of the study revealed that the wage difference varies depending on the race, language or other cultural differences of the people and that the female knowledge workers experience gender discrimination, unequal promotion and earning depending on the culture. In addition, this study shows that gender discrimination and the glass ceiling vary for female knowledge workers based on their cultural background and country.

Keywords: Intersectionality, Gender studies, Gender pay gap, Female knowledge workers, Turkey, Germany

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14/08/2020

ETİK İLKE VE KURALLARA UYGUNLUK BEYANNAMESİ

Bu tezin bana ait, özgün bir çalışma olduğunu; çalışmamın hazırlık, veri toplama, analiz ve bilgilerin sunumu olmak üzere tüm aşamalarında bilimsel etik ilke ve kurallara uygun davrandığımı; bu çalışma kapsamında elde edilen tüm veri ve bilgiler için kaynak gösterdiğimi ve bu kaynaklara kaynakçada yer verdiğimi; bu çalışmanın Anadolu Üniversitesi tarafından kullanılan "bilimsel intihal tespit programı"yla tarandığını ve hiçbir şekilde "intihal içermediğini" beyan ederim. Herhangi bir zamanda, çalışmamla ilgili yaptığım bu beyana aykırı bir durumun saptanması durumunda, ortaya çıkacak tüm ahlaki ve hukuki sonuçları kabul ettiğimi bildiririm.

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ABBREVIATION LIST

BBC: British Broadcasting Corporation

Destatis: Germany Federal Statistical Office

EIGE: European Institute for Gender Equality

EU: European Union

EU-LFS: European Labor Force Survey

GYK: Income Living Conditions

HR: Human Resources

ILO: International Labor Organization

İŞKUR: Turkish Employment Agency

LGBT: Lesbian, Gay, Bisexual, and Transgender

OECD: Organization for Economic Co-operation and Development

STEM: Science, Technology, Engineering and Mathematics

TÜİK: Turkish Statistical Institute

UDHR: Universal Declaration of Human Rights

1.INTRODUCTION

The gender pay gap has been researched in many studies and factors which affect the wage gap tried to be explained. The studies which investigate the gender pay gap according to institutions state that men earn more than women in all type of organizations as female-dominated, male-dominated, and even gender-balanced institutions (Budig, 2002). Furthermore, the gender pay gap shows that even if the distribution of characteristics were the same across gender, men and women would receive different returns across the wage distribution (Arulampalam, Booth, & Bryan, 2006).

Gender pay gap studies have been conducted to awaken equality and consciousness at the workplace and support workplace heterogeneity. Moreover, it is possible to say many of those studies conclude a common statement that the gender pay gap is still persistent; nevertheless, the gender pay gap is decreasing and effects are minimizing, even if it is not fast as it is desired (Alkadry & Tower, 2013; Jarrell & Stanley, 2004; Weichselbaumer & Winter-Ebmer, 2005).

The gender pay gap can be examined under the two main determinant factors like human capital and gender segregation. The human capital factor is related to women's education and training opportunities and this factor affect women's performance and wages. On the other hand, the discrimination factor affects women's existence in the workplace or their assignment at high levels of the organization (Blau & Kahn, 2016).

According to Rubery and Koukiadaki (2016), women have become more continuous and better-educated members of the workforce diversified the subjects they study at university, taken on dual breadwinner roles in households, and joined trade unions, often to the same extent as men when they work in organized sectors. In the same vein, social policy support for women's employment has also expanded with more mandated state paid leave and more childcare support (Rubery & Koukiadaki, 2016).

On the other hand, four identified recurring themes explain the gender pay gap as are direct estimations, the disparity in access to workplace authority as a predictor of the gender pay gap, access to hiring and promotion as a predictor of the gender pay gap and institutional gender representation as a predictor of the gender pay gap (Bishu & Alkadry, 2016).

The studies which focus on the gender pay gap and gender discrimination have revealed different factors (Bishu & Alkadry, 2016; Blau & Kahn, 2007). It is important to highlight that all the factors which help gender pay inequality and gender discrimination can be distinguished according to sectors, occupations, firms, and countries.

The gender pay gap and gender discrimination have seemed contrary to modern civilizations' points of views and they subvert the social order. Therefore, new movements as "HeForShe" are followed by international and corporate firms to find to increase women in assignments, hiring, and promotion process, because gender disparity in workplace craps women workers to access to opportunities as promotion, hiring and information and unequal opportunities decrease the performance of women workers". The United Nations entity for gender equality and the empowerment of women, the HeForShe solidarity movement for gender equality provides a systematic approach and targeted platform on which men and boys can engage and become change agents towards the achievement of gender equality (HeForShe, 2019).

Furthermore, institutes are established like the European Institute for Gender Equality (EIGE) to contribute to and strengthen the promotion of gender equality, including gender mainstreaming in all EU policies and the resulting national policies, and the fight against discrimination based on sex, as well as to raise EU citizens' awareness of gender equality (Benova, 2017; Inge, 2020).

The gender pay gap and gender disparities affect also employees negatively and factors that increase the pay gap and disparities have been questioned. Besides, what makes workplace disparity (particularly disparity in economic rewards derived from lack of access to opportunities) important is that not all disparities can be explained by differences in human capital and skill competencies (Bishu & Alkadry, 2016). Additionally, Therefore, it is significant to note that comprehension of the gender discrimination and pay gap, the factors which cause them should be deeply investigated with a wide range of subjects related to gender disparities in organizations.

Unequal wage distribution is also related to cultural norms and ethics. To give an example, it is a shame when female earns more than male at home by some cultures' point of view (Bishu & Alkadry, 2016). Therefore, in general high-paid and full-time jobs are generally held by men, while women are positioned in low-paid and part-time jobs.

Especially, men work mostly at managerial positions and gain more than women (Arulampalam, Booth, & Bryan, 2006).

Glass ceiling is a rather well-known phenomenon. It is explained as the situation where gender pay gaps are typically wider at the top of the wage distribution is known as the 'glass ceiling'. It is one of the most compelling metaphors recently used for analyzing inequality between men and women in the workplace, to describe a barrier to further advancement once women have attained a certain level. They can see their male counterparts promoted while they are not. While many wonders what it is that keeps women from reaching the top, the answer is likely to be complex and involve the interplay of several factors (Kee, 2005).

In this study, the factors which occur unequal wage distribution among female and male knowledge workers are studied by focusing on intersectionality. To get information, female knowledge workers' experiences and thoughts on the gender pay gap and workplace disparities related to gender and effects of the factors as human capital factors and discrimination are questioned. In this respect, it is questioned if the opportunities for hiring, promotion, wage distribution, the flow of work-related key information are equal for female knowledge workers, and the intersectionality on the gender pay gap. Lastly, decreasing the gender pay gap is examined whether workplace transparency and governments' legislative power can be improved and to what extent the effects of them on narrowing the gap.

Qualitative research has been designed as a case study and the semi-structured interview techniques have been conducted for generating the empirical material. Interview guide was made up of 13 main questions with sub-questions i.e. when it is necessary to get more information have been asked during the interviews, and participants are selected between women knowledge workers according to their nationality, location, and birthplace from Germany and Turkey. The aim is also to generate empirical data and detect distinguishing factors for both countries from female knowledge workers' perspectives.

1.1.Organization of Study

This study focuses on the intersectionality of the gender pay gap and by highlighting how cultural differences affect discrimination of hiring, wage, promotion from the perspectives of female knowledge workers working in Germany and Turkey and thus revealing their experiences and opinions on gender-related problems that they face. The first

chapter contains the introduction, problem, purpose, significance, limitations of the study by adding key terminology used throughout the study. Chapter 2 contains the theoretical framework of the study based on the intersectionality theory of gender pay gap, gender equality, and gender-based discrimination.

Chapter 3 contains the methods, interviewing process, and personal information like age, sector, education, and the other detailed information about the interviewees which consist of four groups. The analysis of interview findings and interpretations are explained in Chapter 4 and the summary of findings and further research suggestions with practical implications are explained in chapter 5 at the end.

1.2.Problem Definition

Although many new strategies have been developed to narrow the wage gap, gender discrimination in recruitment, promotion, distribution of work-related key information, and positions in the organization, we cannot say that the wage gap problems have been ended off. Previous researches on the gender pay gap and gender-based workplace discrimination that have been faced by female employees in their organizations have been conducted (England, 2006; Graf, Brown, & Patten, 2019; Kee, 2005).

Additionally, what makes workplace disparity particularly disparity in economic rewards derived from lack of access to opportunities important is that not all disparities can be explained by differences in human capital and skill competencies. The effect of non-competency and non-work-related traits e.g., gender, race, or ethnicity on access to workplace opportunities creates advantages to some while denying these advantages to others who are equally, or more, qualified (Bishu & Alkadry, 2016).

The development of the Civil Rights Movement which helps to reduce gender-based violence and gender discrimination paves the way for women to be a part of the male world (Delinder, 2009). Furthermore, the development of the economy and the relationship of countries with each other effect the change of organizational environment and contribute to taking part in the work area of female workers and creates more diverse staff composition.

However, every organization has a different level of gender-based wage gap rate related to the cultural, sociological, and environmental factors. The companies which depend on the private or public sector exhibit attitude and strategies to cope with gender disparities

differently. Although they improve different strategies to cope with the gender distribution, the recent studies on wage gap and glass ceiling reveal the truth that the gender-based discrimination issues on wage has never been null. It is important to state that the gender pay gap, gender discrimination, and glass ceiling problems still exist within the structure of many either explicit or implicit between companies' male and female employees during the hiring, promoting, and access the information.

From the researcher's point of view, I realize that gender issues in organizations are also related to the culture itself and the environment that an individual grew up. Therefore, it is not enough to search solely for an international business environment of a country or a culture. Providing an insider's perspective, as I mentioned before, I decided to focus on female knowledge workers who work in Germany and their experiences at the workplace.

The participants took part in the semi-structured interviews and the questions were asked to the participants who work in Germany to detect the gender pay gap and gender discrimination that female knowledge workers face within their organization by considering discrimination in hiring, payment, promoting and enabling to work-related key information process. The main research question in this study can be stated as to how intersectional is the gender pay gap among female knowledge workers working in Germany? Coherent with this main question this research answers those key questions as well: How do the female knowledge workers face gender discrimination in Germany? What extent is intersectionality on the gender pay gap in the matter of German and Turkish culture? Which discriminations do the female knowledge workers experience based on the culture in Germany? How do the governments deal with the unequal wage distribution and whether they improve a successful approach to this problem? How is the distribution of the female knowledge workers in managerial positions in Turkish and German international business environments? In which process do the female knowledge workers are suffered from gender-based discrimination most in their organization?

1.3. Significance of the Study

From the last decades, the gender pay gap awareness has become more and more significant and governments started to offer new policies. According to the World Economic Forum reports global gender pay gap index ranking in 2020, it is reported that Iceland, Norway, Finland are the top countries by decreasing the gender pay gap problems (Hussénus, 2020). Although, gender parity stands at 68.6 percent and the bottom 10

countries have closed just 40 percent of the gender gap, of the 149 countries ranked, 101 improved their scores on the 2019 index and this excludes the five new countries that have joined the ranking this year (World Economic Forum, 2020). Therefore, when we contemplate the unequal wage distribution, while there is a new improvement that supports to restrict the gap, there is still a lack of political empowerment in many countries.

In terms of women who take charge of politics, it is difficult to say that especially past 50 years, there are more than 85 states which had no women on the positions of chancellor or president. Although there are many protests which defend women's rights, many women who detained from voting or driving rights in some countries (Dewey, 2013).

When we consider all those obstacles which restrict the women in politics, work, and social life, the importance of gender equity awareness should be supported by the studies and the aim should be enlightened more people and cultures.

1.4. Purpose and Objective

The increasing population of diverse business organizations revealed different strategies to balance and equalize the wage between women and men. Besides that, the governments are developing strategies to decrease the female employees' burdens in their social life or house. For instance, Germany has allowed having a holiday equally for mothers and fathers when they have a baby. Moreover, the government protects the position of mothers in their work after they give birth. All those strategies help the female employees reduce their discharge and control their career break during their feminine issues like nursing, breastfeeding, and caring for the new-born.

The main purpose of this study is to enlighten the intersectionality of gender pay gap among female knowledge workers working in Germany. This research aims to enlighten the factors which create intersectionality of unequal wage distribution between female and male knowledge workers in Germany. To understand the underlying issues which cause the gender pay gap and how the female knowledge workers' attitudes towards the inequality in the distribution of wage, assignments, information are focused. Furthermore, the research aims to inform the readers by giving the example of female knowledge workers' experiences about gender inequality in their organizations. To scrutinize intersectionality, the female knowledge workers are separated into four groups as women who work in Turkey, women who once had lived in Turkey and then moved to and working in Germany due to some private reasons,

women who are Turkish born in Germany and who are German and work in German working area.

In conclusion, to understand the gender pay gap and gender-based discrimination from Turkish and German female knowledge women's perspectives and to determine the similarities and differences in German and Turkish cultures, semi-structured interviews were conducted by setting up videoconferencing with the participants via Skype, WhatsApp or by talking face to face. Almost all participants are purposefully selected among female knowledge workers who have worked in international companies experienced gender-related discrimination.

1.5. Background of the Thesis

I have been conducting this research to compare the German business environment in the matter of intersectionality of the gender pay gap from the perspectives of female knowledge workers. During the initial phases, I also contemplate the cultural background of Turkish and German cultures. As an insider, I am at the crossroads of these two cultures and currently looking for a job. Germany and Turkey are studied to examine gender pay gap differences between these cultures; as Turkey is my country where I was born and observe for years and Germany is the country where I live and where I can observe now. Therefore, I can find an opportunity to observe and experience the issues as gender discrimination and gender pay gap in both German and Turkish business environment. Even though I am new in Germany, I can find many Turkish and German female knowledge workers who can enlighten me with their business experiences on the subject of gender pay gap, female knowledge workers distributions in their sectors, the problems which female employees have to face due to the cultural and sociological backgrounds. Although being a novice in one culture can be seen as a drawback, it can also evaluate as a strength through which I can pinpoint some of the taken-for-grantednesses of the society better than seasoned ones.

I also choose female knowledge workers for the reasons that first, after my master thesis I will become one of them and I want to see the possible obstructs that occur because I am a woman when I am working. The other reason is that the theory of intersectionality, gender discrimination, and glass ceiling change according to job categories. I mean women who work in work fields which demand more physical performance like cleaning, serving, etc. can differ from the work fields which demand more information and knowledge in the matter of intersectionality of the gender pay gap, gender discrimination, and the glass ceiling.

With the help of female knowledge workers who worked in Turkey and Germany, the level of the gender pay gap, the differences or similarities of attitudes of supervisors or managers towards female employees, and the distribution of information between male and female employees can be compared between these two countries, thus revealing intersectionality. Besides that, the difference in hiring, promoting, entitling, and accessing to authority are observed.

The effects of cultural dimensions on the two different countries; Turkey and Germany will help us to show how we can interact with gender pay gap, which occurs in both countries' business, to what extent the cultural and sociological factors, which help to decrease the gender diversity problems between male and female employees. Sociological and ethical backgrounds help us to understand which factors affect the gender pay gap, occur in female knowledge worker, that they have been ongoing until today. This research has also included an interview that consists of many female knowledge workers' experiences on gender discrimination, gender pay gap, knowledge workers distribution between genders, and diversity in a business environment in German and Turkish context.

Moreover, tolerating female and male disparities, gender pay gap levels, and strategies that they improve to deal with gender diversity differ according to these two cultures' cultural backgrounds. Therefore, this research gives information about these cultures, underlying issues on gender and diversity problems.

1.6.Limitations

As can be valid in many studies, this study has also limitations. The first limitation is the interviewee number because this study has consisted of 40 female knowledge workers who are classified in four different groups according to their nationality, German or Turkish, and then the country that they work and finally their birthplace. Although the number of total participants seems too high, ten participants for each group can be viewed as normal for a study like this one.

The other limitation is that the interviewees have different occupations. The wage gap and gender discrimination can differ in the matter of the sector, position, and job identity. Therefore, the interviewee diversification could be extended to obtain more real-life experiences. The participants are mostly young and single female knowledge workers and many of them work less than 5 years. The participants who are married and have children

could be interviewed to get more information about women who have difficulties and problems during the pregnancy and after childbirth.

Another limitation that has to be mentioned is related to the main concepts of the study. In this study gender and culture are assumed to monolithic concepts. But as we know with the rise of intersectionality theory, most of the identities are fragmented. Fragmentations are acknowledged, but for the sake of the analysis, concepts are treated as a one-dimensional phenomenon.

Lastly, the outbreak of the pandemic ‘Covid-19’ was another limitation intensified during the thesis, thus the interviews had been conducted mostly online rather than face to face. For this reason, the effects of mimics and sincerity were not totally conveyed and sometimes participants could not fully concentrate on the interview questions. In addition to technical difficulties conducting interviews, participants' psychological well-being was also affected by the pandemic and thus the findings should be evaluated under these circumstances.

The last but not the least, I wrote this thesis as a Turkish woman who comes from Turkey, educated in Turkey, moved to Germany and has been recently looking for a job in Germany, this gave me significant advantages to interpret what it was told, but I might have biased toward some issues. I have conducted the interpretive process by discussing it with my supervisor and being aware of my possible biases.

1.7.Definitions of Terms

This study focuses on subjects like gender discrimination, gender pay gap, occupational and position segregation, pink- and white-collar jobs, and the glass ceiling. To understand better all those terms, it is important to enlighten the readers about their meanings.

1.7.1.Gender

‘Gender’ as the term to define the cultural meaning and form that body acquires and the variable modes of that body’s acculturation and sex is understood to be the invariant, anatomically distinct and factic aspects of the female body (Butler, 1986). Gender must be seen in terms of the individual gender identity which are defines as social norms and socially constructed individual identity, the symbolism of gender with the classification of

stereotypical gender-dualisms by dichotomies in “modern” societies and the structure of gender which is the organization and institutionalization of social action in the public and private sphere (Reimann, 2004; Schroer-Hippel, 2017).

When we consider gender as a term, gender is composed of an identity, symbol, and structure which are affected by social norms, culture, action, and sociological essentials. Therefore, it is possible to say that gender is not only sex but also the identity which helps individual to be part of society.

1.7.2. Gender Discrimination

Gender discrimination can be defined as isolation and alienation of women from male-dominated areas (http-5). Besides, it is possible to say that gender discrimination is depended fundamentally on gender differences like between women and men which are mostly focalized on the so-called minority as the physical power and strength (Altonji & Blank, 1998). Although both genders have weaknesses and strengths and gender differences give opportunities for both genders on thinking, explaining, coordinating, managing and maintaining their lives in different ways, the discrimination only focuses on the women’s biological weaknesses.

According to European Institute for Gender Equality (EIGE), gender discrimination is defined as any distinction, exclusion or restriction made based on sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, based on equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field (EIGE, 2020). Moreover, gender discrimination can be divided into four different stages like education, employment, wage, and promotion. For instance, in education, we can contemplate the situation the girls cannot go to school, because it seems unnecessary. In employment, women are less preferred for some jobs, because they seem less capable to do work. In wages, while female and male employees have the same knowledge and competence which require to do work, they get the same. As for the promotion, women are less likely to get promoted to managerial positions or well-paid jobs than men.

To sum up, to build a more comprehensive understanding of gender discrimination, we need to consider discrimination as a process connected to the larger gender system. This means exploring the cultural component of gender ideology, the structural features of

segregation and formal politicize, and the behaviors of institutional actors who apply and enforce such policies in everyday work settings (Bobbitt-Zeher, 2011).

1.7.3. Gender Pay Gap

The gender pay is a measure of what women are paid relative to men and it is commonly calculated by dividing women's wages by men's wages, and this ratio is often expressed as a percent, or in dollar terms (Gould, Schieder, & Geier, 2016). Besides that, the gender pay gap is also related to women who generally work in less-paid, less-prestigious, and fewer jobs. As Paula England (2006) stated below;

'I consider whether men's and women's employment and hours in paid work are converging and examine trends in occupational sex segregation and the sex gap in pay. I also consider trends in men's and women's hours of paid work and household work. The emergent picture is one of convergence within each of the two areas of paid and unpaid work.' (England, 2006)

The gender pay gap occurs on different levels and many new strategies have been applied to equalize the wage difference between female and male employees. The gender gap in pay has narrowed since 1980, but it has remained relatively stable over the past 15 years or so. In 2018, women earned 85 percent of what men earned, according to a Pew Research Center analysis of median hourly earnings of both full- and part-time workers in the United States. Based on this estimate, it would take an extra 39 days of work for women to earn what men did in 2018 (Graf, Brown, & Patten, 2019).

1.7.4. Occupational Segregation

According to Cambridge Dictionary, occupational segregation is defined "the fact that some jobs are more typically done by men or women, by people of particular races, religions, etc." (Cambridge Dictionary) Occupational segregation refers to the condition where women are concentrated in certain types of occupations such as education and social services whereas men are typically concentrated in science, technology, engineering, and math education (STEM) field and finance occupations (Bishu & Alkadry, 2016). As it is defined, occupational segregation can be affected by many different reasons for women and occupational segregation can be seen as an obstacle when women want to choose a job. Society and social norms can also affect occupational segregation by criticizing gender differences. To give an example, women cannot drive as good as men, therefore women cannot be a taxi, bus, train, or other public transport vehicles.

Occupational segregation is obvious in such jobs that demand physical strength and power. For instance, engineering, repairing, carrying jobs are generally male-dominated. Besides that, jobs that are demanding defense, danger, and armament are also associated with men. On the other hand, occupational segregation occurs when women become concentrated in certain professions, for instance, nursing, teaching, social work, or childcare (Alkadry & Tower, 2013).

1.7.5.Position Segregation

Position segregation refers to the pattern of women being primarily located and unable to advance out of lower levels of organizations (Alkadry & Tower, 2013). It is visible that in many companies the clerical positions are mostly women, while managerial positions are mostly men. Position segregation is also related to women who work low-quality, mostly part-time, and less-paid jobs, and those jobs are held by mostly female employees to order to make time for households and housework.

1.7.6.Pink Collar Jobs

Pink collar jobs are traditionally attributed as women's jobs which are more relevant to women's role at home without taking a risk, decision making, or physical effort. Moreover, except for a few of them, those jobs are generally low-paid and have fewer career development opportunities. For many blue-collar workers, the social contribution may be less direct, in contrast to pink-collar workers in service industries who often have direct contact with their beneficiaries. Beneficiary contact likely varies for white-collar workers depending on their role. For these reasons, we expect that the experience of "serving others" is highest for pink-collar workers, the lowest for blue-collar workers, with white-collar workers (Lips-Wiersma, Wright, & Dik, 2016).

Pink-collar workers are mostly women because the concept of those jobs is generally illustrated with cleaning, serving, tiding, or caring. Unlike the male-dominated jobs, pink-collar jobs are female-dominated, therefore the number of male workers is less or none.

1.7.7.Glass Ceiling

'The glass ceiling' which is a phenomenon for female workers to define the lack of equal opportunity presented to men and women in advancing into higher management positions (Bishu & Alkadry, 2016) and gender-based discrimination which psychologically

frustrate women employees to advance in their career by creating an artificial and invisible glass.

The glass ceiling barricades and limits the women employees' ability and career development as a caste system which creates workforce hierarchy between male and female workers. Besides that, the glass ceiling abolishes equal employment and income opportunities for the genders.

1.7.8. Knowledge Work and Knowledge Workers

The terms of “knowledge work” and “knowledge workers” were coined by Peter Drucker in 1959 and he defined these terms as an age when people would generate value with their minds more than with their muscle in his book *The Landmarks of Tomorrow* (Wartzman, 2014). The knowledge works are defined as professionals which are in information technology fields, such as programmers, web designers, system analysts, technical writers, and researchers, furthermore, they are also comprised of pharmacists, public accountants, engineers, architects, lawyers, physicians, scientists, financial analysts, and design thinkers (http-6).

Knowledge workers are the title for people who work in these areas and they can work in any of those occupations. They have factual and theoretical knowledge and a large database of information to solve the problems, create new ideas and solutions (http-6)

2. LITERATURE REVIEW AND THEORETICAL FRAMEWORK

In this section, the literature enlightens the readers on gender-based wage differentiation levels in Turkey and Germany. The literature includes the intersectionality of the gender pay gap, gender discrimination, occupational segregation, and glass ceiling during the access to hiring, promotion, and workplace authority in Germany. The distribution of genders in the public and private sectors is also examined in Turkey and Germany. According to these factors and the findings, the female knowledge workers face with the gender pay gap in German and Turkish work cultures. Furthermore, the effects of cultural and sociological factors which differ from one culture to another and the information which are collected from the female knowledge workers in both countries are the subject of this part. Unlike the previous studies which focus on only the gender pay gap by collecting data from one setting, this research contrasts German and Turkish cultures by consulting real-life experiences of the interviewees. Besides that, in this part Turkish and German cultures are included to understand the cultural salencies of these two cultures, and to understand better the gender and occupational segregation.

2.1. Intersectionality Theory of Gender

The theory of intersectionality has become more popular in recent years and the concept has been interpreted into two general concepts. For some, the theory can be understood as one effect of the ‘postmodern turn’ in the academy: an attempt to trace and account for a supposed fragmentation of identities within political movements of the late twentieth century, while for others, the focus on intersectionality provides tools for complicating our understanding of the systems and processes that define the social: intersectionality is thus a method for interrogating the institutional reproduction of inequality, whether at the level of the state, the family, or of legal structures more generally (Grabham, 2009).

The term intersectionality is coined by Kimberlé Crenshaw who is a professor of law at the University of California, Los Angeles, and Columbia Law School, is a leading authority in the area of civil rights, Black feminist legal theory, and race, racism and the law (http-2). In her framework “Mapping the Margins: Intersectionality, Identity Politics, and Violence Against Women of Color.”, she employed intersectionality to highlight how social movement organization and advocacy around violence against women elided the

vulnerabilities of women of color, particularly those from immigrant and socially disadvantaged communities (Carbado, Crenshaw, & Mays, 2013).

The theory deals with questions of how a person's different identities can combine and thereby create new and unique forms of discrimination. The identities can be social or political, and when dealing with intersectionality, we are mostly talking about race, gender, class, and sexuality (Čirjak, 2020). Moreover, intersectionality describes very well the coming together of forms of inequality through institutional and representational dynamics. It puts complexity center-stage, and many scholars appear to find this approach refreshing and productive (Carbado, Crenshaw, & Mays, 2013).

Additionally, as Crenshaw exposed and sought to dismantle the instantiations of marginalization that operated within institutionalized discourses that legitimized existing power relations e.g., law; and at the same time, she placed into sharp relief how discourses of resistance e.g., feminism and antiracism could themselves function as sites that produced and legitimized marginalization (Carbado, Crenshaw, & Mays, 2013). As it is stated below;

International engagements with intersectionality highlight the fourth dimension of intersectionality's movement: an undercurrent of anxiety around the continuing salience of Black women in a theory that reaches beyond their specific intersectional realities. The notion seems to be that Black women are too different to stand in for a generalizable theory about power and marginalization. The travels of intersectionality belie that concern. Actors of different genders, ethnicities, and sexual orientations have moved intersectionality to engage an ever-widening range of experiences and structures of power. At the same time, the generative power of the continued interrogation of Black women's experiences both domestically and internationally is far from exhausted, as contributors to this volume also demonstrate (Carbado, Crenshaw, & Mays, 2013).

In another word, when we look the theory in this perspective, unlike the feminism movement which defends women's rights against men, intersectionality theory highlights that women have differences in respect of identity and under the group of gender identity there are many different sub-groups which consists of different qualities. To give an example, the rights which defend women's equality may not be effective on a black woman as a white woman. Because a black woman is not only under the pressure of her race but also gender. Thus, the theory of intersectionality shows that two different points have to be focused to protect black women's rights. The reason why they are despised because they are women and they are black. Therefore, it is possible to state that intersectionality theory takes into account not only individual differences like race and gender, also social dimensions and other identical qualities. Crenshaw says that about this issue;

“Underlying this conception of discrimination is a view that the wrong which anti-discrimination law addresses are the use of race or gender factors to interfere with decisions that would otherwise be fair or neutral. This process-based definition is not grounded in a bottom-up commitment to improving the substantive conditions for those who are victimized by the interplay of numerous factors. Instead, the dominant message of anti-discrimination law is that it will regulate only the limited extent to which race or sex interferes with the process of determining outcomes. This narrow objective is facilitated by the top-down strategy of using a singular "but for" analysis to ascertain the effects of race or sex. Because the scope of antidiscrimination law is so limited, sex and race discrimination have come to be defined in terms of the experiences of those who are privileged but for their racial or sexual characteristics.” (Crenshaw, 1989)

Crenshaw (2016) also illustrates intersectionality by doing exercise in her TED speech. She demands all people in the parlor to stand up, then she says a list of names and she tells that if they do not know the names they must sit down. She shows that the audience recognizes the Black men who are killed by the police, but not Black women. She states that there are two issues involved in police violence against African-Americans and the violence against women. The Black women’s names who are killed by police in the USA never come to mind when. She also adds that communication experts explain this situation that when the factors do not fit with the available frames, people have a difficult time incorporating new facts into their way of thinking about a problem due to the lack of frame on these women (Crenshaw, 2016). Therefore, intersectionality as a term overlaps the sex and race at the same time and creates a frame to understand the double discrimination of Black women.

Intersectionality helps us to understand a group that is discriminated in two or more ways due to intersections of race, sex, homophobia, classism, or heterosexism. When we consider the intersections of race and sex; we look at the sex, it is possible to realize the women are discriminated and when we look at the race we can see the people who are discriminated against due to their race. But there is an intersection that consists of women who are discriminated against due to their sex and race (Crenshaw, 2016). In the current study, the gender pay gap contextualized in culture, thus revealing intersectionalities.

2.2. Gender and Gender Equity

Gender discrimination is a subject that radiates deeply with culture and the cultural background. When we focus on gender disparities, first we understand the meaning of “gender” because gender is not only the biological identity but also individual identity created by social norms as Simone de Beauvoir (1989) says “One is not born, but rather becomes a woman.” (Beauvoir, 1989).

Even today, ongoing gender roles are seen more equally distributed than the past in some countries with the help of feminist movements and equal rights protestation, it is quite difficult to allege that all those roles are equally shared by genders all around the world. Even in history, the reports and biographies on women who are now known as physicists, thinkers, teachers, writers, or even actors declare that women are always suffered due to their gender identities and roles which are constructed with social norms (Blau & Kahn, 2007; Bishu & Alkadry, 2016).

Between the middle of the 19th century and early 20th century with the first wave of feminism which was also the offspring of women movement for equal treatment and rights in social lives, women insisted upon the unequal gender discrimination, even though this movement was except black women. With the second and third wave, middle-class white women, black women, lesbians, and other isolated women, due to nationality, skin color, and culture were focused and the subjects as violence, equal work distribution, and payment were debated (Rampton, 2008).

As we learn from history, many women were suffered from gender discrimination problems in work, social, political, or family life. When they wanted to be a part of social life like men, they were mocked or denigrated in male-dominated areas. Furthermore, their motivation was broken or they failed as a result. However, it is not being female per se that is associated with negative work experiences, but rather, being female in a male-dominated work environment that is associated with such experiences (Hopton, Christie, & Barling, 2008). Because even today some fields like STEM is attributed to men's job and women who prefer those fields are criticized or discriminated, as a result, they do not want to race with their male colleagues.

To sum up briefly, when we think about the gender discrimination at the workplace, it is important to note that it can differ from country to country, as well as can differ based on various stages like hiring, promotion, accessing the workplace authority or wage because all those stages variate from culture to culture. Besides that, sometimes discrimination cannot be detected at first glance due to its implicit implementation and societal taken-for-grantedness.

2.3. Gender Pay Gap

The gender wage gap or more commonly known; the gender pay gap is the gender-based unequal payment between female and male employees without caring for the

performance, competence, and knowledge. The pay gap is an effect which decreases the women's performance and motivation; moreover, the gender disparity prevents women's opportunity for hiring, promotion, and advancing in a career. Across the EU Member States, the overall explained gender pay gap is mostly driven by the following three explanatory factors: economic activity, occupation, and education (Leythienne & Ronkowski, 2018).

The relation of gender pay gap with education is also focused and it is visible that less-educated women have narrowed the pay gap with less-educated men and highly educated women have narrowed the pay gap with highly educated men (Blau & Kahn, 2007). Although men are more likely to improve themselves in career-oriented fields, it is hard to say that education is a single facilitator factor. Because unlike the past, the opportunity of college-level education for women is the same with men.

The disparity in earnings between women and men is related to these factors stated below (Bishu & Alkadry, 2016; Benard & Correll, 2010; Blau & Kahn, 2007);

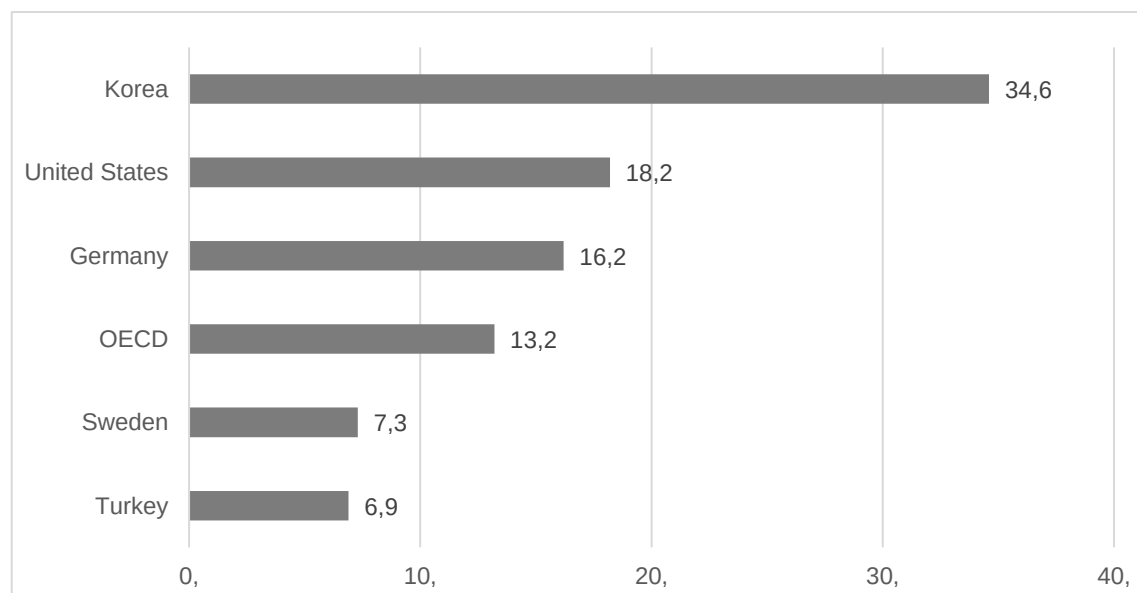
- Women are mostly in pink-collar jobs or low-paying jobs.
- Working women at top management positions are lower due to the difficulties in promoting and existing glass ceiling concept.
- Women work in the lower levels in organizations due to the sticky floor concept and position segregation.
- Women give up or frustrate more in their careers like STEM fields which have risen occupational segregation due to leaky pipelines concept.
- Women mostly work mini or part-time due to their housework, childcare, and maternity.
- Women have to face difficulties in hiring and promotion according to the public and private sectors.

Based on the aforementioned factors, in the last fifty years, earning equality for genders has been studied and the gender pay gap without considering the sectors and occupation fields still exists. The gap has shown differences from country to country related to cultural differences.

The studies which have conducted on the gender-based unequal wage distribution state that the gender pay in the past fifty years continues to rise. The convergence slowed noticeably in the 1990s after women had especially gained related to men in the 1980s. Although there were some larger gains for women in the early 2000s, the long-run significance of this recent experience is unclear (Blau & Kahn, 2007). However, it is important to acknowledge that the annihilating the gender pay gap does not seem so soon. According to the study of World Economic Forum/WEF Global Gender Gap Report (2020), it is predicted that women and men will have equal pay in 257 years and women must wait 99.5 years to see parity with men on average. Iceland ranked top for the 11th time in a row, after losing 88 percent of its overall gender gap and improving on last year (Giordano, 2019). Moreover, the gender pay gap differs even between young, old, black, and white women, and it contains all those women without distinguishing any group.

The gender pay gap also shows a change depend on the countries because it is also related to cultural differences, occupational segregation rates, and gender awareness. According to OECD (2020), gender wage gap rates the countries show a different percentage in the gender pay gap. (OECD, 2020)

Figure 1: *Gender Wage Gap (OECD, 2020)*



The table shows the pay gap range depending on female and male employees' median full-time earnings as a percent of the median earnings of male employees. The ratio of the pay gap among five different countries shows that the pay gap differs from country to country; furthermore, the existence of the gender pay gap still exists and it is never zero in

any country (OECD, 2020). Even today countries try to decrease gender-based unequal wage gap and the governments improve strategies, regulations, and laws to equalize the payment between male and female employees. For instance, in Iceland, the country's unions and business community devised a management standard to help organizations implement equal pay, and then the government has gone a step further and introduced a law that from January 2017 will force companies to adopt the standard or face fines (Rakusen, 2017).

It is possible to say that all those strategies are inadequate because no country gets ride of the gender pay gap until today. Therefore, it is important to dig down deep and the factors which cause the gender pay gap should be studied and raise gender awareness by society. Like the European Commission which has undertaken several initiatives on the gender pay gap confirmed 'reducing the gender pay, earnings, and pension gaps and thus fighting poverty among women' as one of the key areas in its document Strategic engagement for gender equality 2016-2019 (Eurostat, 2018).

The disparity of wage between gender is also connected with factors like hiring, promotion, gender representation, and access to workplace authority and the sectors are also creating a gender pay gap in different levels (Bishu & Alkadry, 2016). Therefore all those factors which frame the gap are included in this study.

2.3.1.Human Capital Factor

The education and job experience are the factors that directly connected with workforce productivity. Thus, the importance of human capital on the gender pay gap can be considered according to education opportunities and training for both women and men. It is obvious that those factors also affect the participation of female employees to the business life, while education and training are also connected with the hiring of a job or promotion. However, the effect of human capital factors should be considered also according to the sectors whether public or private and occupations whether well-paid or not. Moreover, pre-labor market discrimination may also have reduced women's human capital investments by affecting their quality of schooling, fields of study, and access to higher education (Altonji & Blank, 1998).

The relation of gender pay gap with education is also focused and it is visible that less-educated women have narrowed the pay gap with less-educated men and highly educated women have narrowed the pay gap with highly educated men (Blau & Kahn, 2007). Besides

that, although men are more likely to improve themselves in career-oriented fields because they do not have maternity leave in their career, it is hard to say that education single is a facilitator factor no more for the gender-based wage distribution, while unlike the past times, the opportunity of college-level education for women is same with men.

Figure 2: Trends in Employment Rates of 25-34 Years-Old, by Education Attainment and Gender (OECD, 2019)

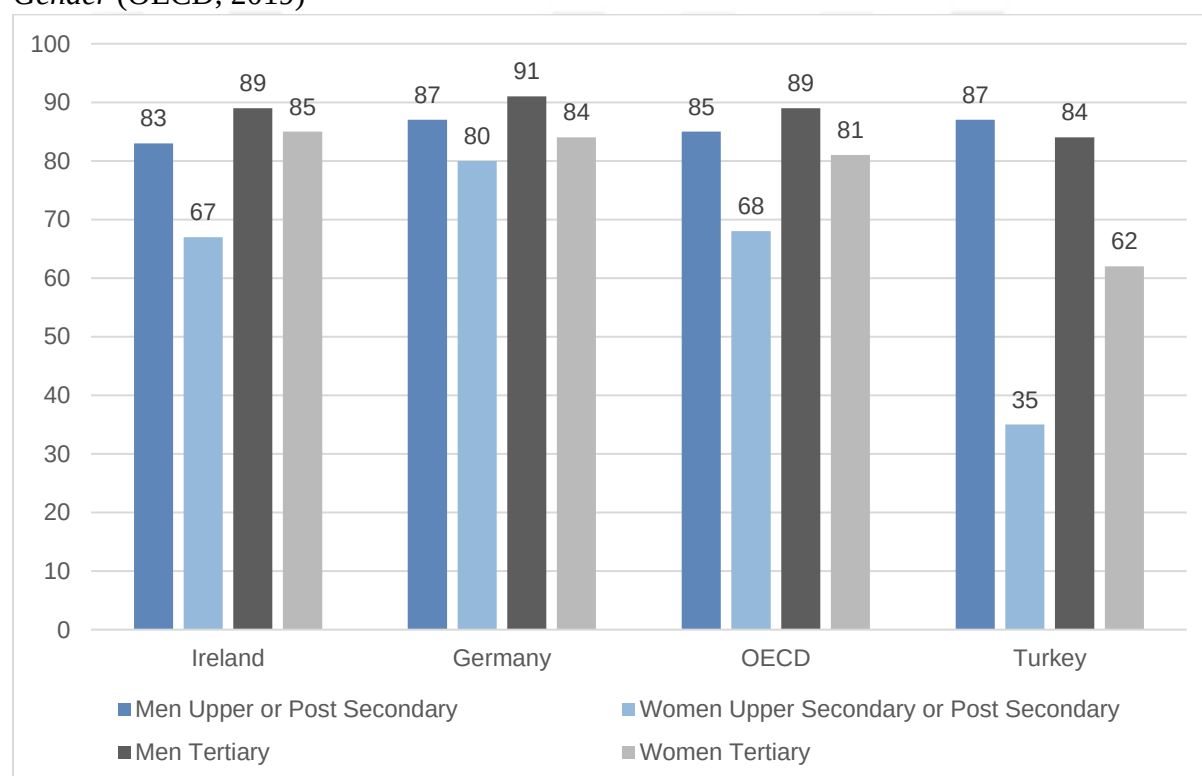


Figure 2 illustrates the employment rates among genders according to their upper secondary or post-secondary and tertiary education by giving the data of countries. It is seen that women regarding education whether beyond high school level or not do not reach an equal number with the employment of men. OECD average gender employment on women who educated upper secondary or post-secondary illustrates the gap between men and women higher than the women and who educated tertiary education. In this regard, Turkey has a huge gap, while 35 percent of women who finished upper secondary or post-secondary

education are employed, 87 percent of men who finished upper secondary or post-secondary education are employed. This rate is higher than the men and women who finished tertiary education. It is also significant to highlight that Ireland and Germany are closing the gap between female knowledge and male workers than Turkey, furthermore, these countries are above the OECD average with the high commitment of women knowledge workers to business life.

It is also significant to acknowledge that increasing the number of educated women decrease the effectiveness of human capital factor on the pay gap. Especially, the decrease of the young women's marriage and the consciousness of the educational attainment narrow the gender pay gap in the matter of human capital theory. Besides, the type of education women receive has changed toward more mathematics and career-oriented programs (Blau & Kahn, 2016). Significantly, in the last decade, women tend to study in the STEM fields as science, technology, engineering, and math studies more than past times. Thus, the education on STEM fields is equal in the entrance for women and men.

According to previous studies, the human capital factor has been deeply investigated whether it affects, directly and indirectly, the gender pay gap and whether due to the human capital factor, women cannot have the opportunity to work in well-paid jobs like men (Jaffee, 1992; Kilbourne, England, Farkas, Beron, & Weir, 1994; Dixon & Seron, 1995). However, it is important to note that unlike past times. This theory also supports that the traditional social norms and gender disparities make women busier with household responsibilities rather than focusing on a job career. Moreover, women have more possibility to give up their business career or work due to maternity leave.

Recent studies show that the persistence of human capital on the gender pay gap is not so high like in the past. In the current studies on the gender pay gap, the subjects as occupational segregation, access to workplace authority, sticky floor, glass ceiling, and the comparison of public-private sectors are more concentrated (Etienne & Narcy, 2010; Bishu & Alkadry, 2016; Miller, 2009). The reason why education is not an obstacle for women comparing men.

2.3.2. Work Hours, Maternity Leave and Workforce Experience

Work hours and experiences are important factors for the gender pay gap. Because the employment of women especially to jobs that need lower skill and less human capital is

higher than men. The traditional division of gender roles determines the women's role in caring for children and households and while men for work and career. Thus, men have more chances to invest their education and job more than women (Budig, 2002).

Many women can avoid jobs requiring large investments in firm-specific skills because the returns to such investments are reaped only if one remains with an employer. At the same time, employers are expected to be reluctant to hire women for such jobs because they bear some of the costs of firm-specific training (Blau & Kahn, 2016). Unfortunately, it is hard for women to specialize in a specific area easily and women are more likely to have worked fewer years than men and, when they are working, are more likely to have been part-time rather than full-time workers (Altonji & Blank, 1998).

Figure 3: Women and Men Part-Time Employment Rate (OECD, 2018)

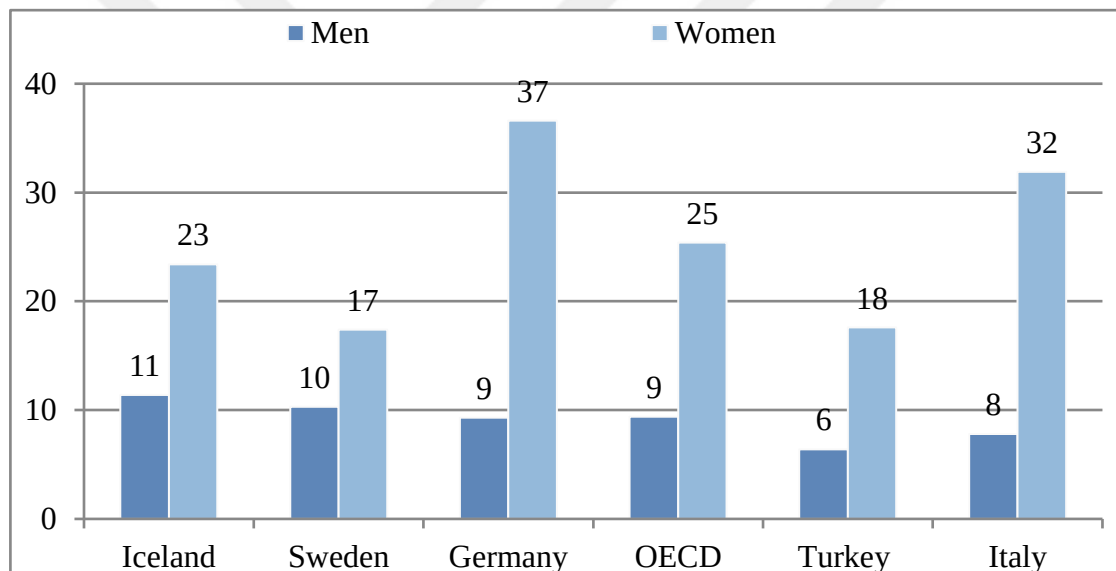


Figure 3 illustrates the rate of part-time women and men among the countries. The number of part-time women workers is higher than the OECD average in Germany and the gap between part-time workers between women and men is also higher in Germany. The part-time workers' gap in Italy also follows Germany. Moreover, the commitment of men to part-time jobs is lowest in Turkey, when we compare with Iceland and OECD average. In general, the commitment of men to full-time jobs is higher than women.

The possibility of discontinues is higher for women, especially during long maternity leave, but it is obvious that long pause for job downgrades the women workforce experiences and depreciate their knowledge and skills. Thus, when women go back to business life, they

face two problems; either not being accepted for the job or working with low payment. The discrimination of women due to this factor urges them to choose occupations for which human capital investments are less important and in which the skill depreciation that occurs during the time spent out of the labor force is minimized (Polachek, 1981).

Recent influential work has highlighted the particular importance of labor force experience, interruptions, and hours worked in some occupations, including business and professions like law, where work histories and current hours seem to be a particularly important determinant of gender wage differences (Blau & Kahn, 2016). Therefore, it is significant to mention that these factors change according to the profession and the necessity of profession, therefore when these factors are studied, it had better to analyse them in the light of the foregoing findings.

2.3.3. Motherhood Penalty

The motherhood penalty is a disadvantageous situation for mothers in business life and it is a phenomenon that causes mothers to be exposed to unequal wages and treatment. The reason why is that the motherhood penalty is related to the descriptive stereotype which defines the traditional mother and father figures with explaining the role and behaviors of mothers and fathers culturally. These assumptions force the mothers act like a mother in the workplace and follow the instructions of common stereotypes (Benard & Correll, 2010).

Descriptive stereotype defines men are assumed to possess greater agentic qualities associated with leadership and workplace achievement, such as competence, intelligence, and assertiveness, whereas women are assumed to possess greater communal qualities associated with helping behavior, such as warmth, empathy, and selflessness (Benard & Correll, 2010). Because of the descriptive stereotype, mothers face normative discrimination which is a type of discrimination occurs when employers discriminate against mothers because employers believe, perhaps unconsciously, that success in the paid labor market in which particularly jobs traditionally considered masculine, signals stereotypically masculine qualities such as assertiveness or dominance (Benard & Correll, 2010). While the motherhood stereotype is identified with the feelings like maternity, nurturing, and nursing, mothers are criticized or detested more than others due to this attribution of emotions when they act against the stereotypical mother figure. Therefore, it is possible to declare that this approach also gives harm to the fertility of mothers' performance with wage and promotion at work.

As for the prescriptive and proscriptive stereotypes, they follow the agency communality dichotomy: men are expected to be agentic and not modest, and women are expected to be communal and not assertive. They are more directive to tell the women and men how to behave like their gender and the instructions on what they should do (Kricheli-Katz, 2012).

Unlike mothers, fathers or married men have more opportunities in hiring, promotion, and wage. According to Blau and Kahn (2016), the traditional notions of gender roles that view the husband as the primary earner may increase married men's effort and motivation and hence their wages. Therefore, the motherhood wage penalty has taken its root from the social point of view to the mothers (Blau & Kahn, 2016).

2.3.4. Gender-Based Discrimination and Occupational Segregation

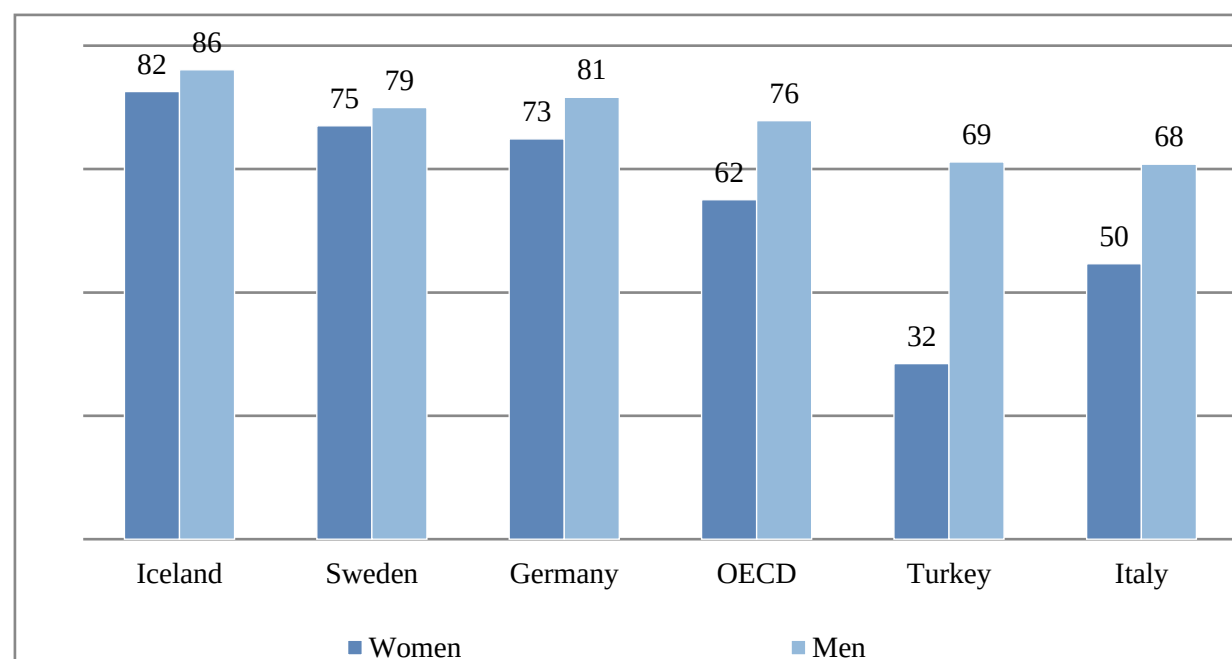
The gender discrimination in the workforce can be defined as a situation in which persons who provide labor market services and who are equally productive in a physical or material sense are treated unequally in a way that is related to an observable characteristic such as race, ethnic, or gender (Altonji & Blank, 1999). The discrimination occurs although conditions and situations like human capital factors are the same both genders, women confront unequal situations due to the difference of observation characteristics in hiring, wage, promotion, sectors, and accessing the authority.

The effect of social and demographic changes and the development of education affect the establishment of modern societies and the structure of working genders. In the past women mostly spend their time at home to take care of their children and satisfy the needs of the household by cooking, cleaning, ironing or so on. With social modernization, the number of women increases in business life, and many women start to work to gain economic freedom. The increased participation of women in the labor market is because the formal education of girls has risen in the last forty years and that women scrutinize their traditional role as housewives and mothers more and more critically (Steinmetz, 2012).

Especially after World War II, the massive death of men population paved the way for the need of women workers in business worlds. From the late 1900s to the early 2000s, part-time women workers have also increased in European countries like the Netherlands 74.7 percent, the United Kingdom 43.9 percent, and Germany 41.6 percent where part-time

employment is a significant component of the national employment system (Steinmetz, 2012).

Figure 4: *Women and Men Employment Rate (OECD, 2020)*



It is obvious that according to OECD average women employment rate is 61.9, however, Turkey 32 and Italy 50.2 are under the average. Besides that, the women's unemployment rate is higher than in other countries like Iceland, Sweden, and Germany. The countries which have higher variation between women and men's employment show that gender-based occupational segregation is also high.

According to European Labour Force Survey (LFS) (2018), in the most common 20 occupations that cover 76% of the employed persons in the EU, the highest representation of women in the EU in 2016 is recorded in occupations related to personal care (89%), cleaners (84%), office clerks (80%), health technicians (78%) and teachers (71%), while men are overrepresented among builders (97%), drivers and mobile plant operators (96%), metal workers (96%), science and engineering technicians (83%) and science and engineering professionals (74%) (Eurostat, 2018).

As for Germany, since German reunification in 1990, the proportion of working women has increased by 15 percent. According to figures published by the Federal Employment Agency (BA), roughly 71 percent of women in Germany have a job today –

almost 10 percent more than the average for OECD countries (Sagener, 2018). However, it is hard to say that the distribution and the qualification of occupations are quite equal with men especially developing countries like Turkey because in these countries the business world mostly depends on the cultural and gender-based issues.

Even today's word, the population of working women outnumber the teaching, nursing, caring, and cleaning fields which are mostly called women's work, unlike STEM jobs. There is still a huge gap between the number of men. The reason why women are more likely to choose pink-collar jobs than STEM jobs may be a function of individual choice which is influenced by social norms and expectations (Alkadry & Tower, 2013). Moreover, some cultures stick to distinct gender roles and that affects the distribution of genders upon the occupations.

Although occupational gender segregation is a universal phenomenon, individual patterns and varying degrees of intensity are to be found from country to country. For instance, while countries with high egalitarian principles reach the highest values of occupational sex segregation, traditional countries are characterized by relatively moderate levels (Steinmetz, 2012). Especially, the traditional norms criticize the female employee and mothers who work in the jobs which are attributed to a male. Thus, the women feel as if they need to think twice or doubt when they do the same job with men to be sure if they are successful due to the outside and traditional expectations. Moreover, women who do not want to choose male-dominated may think that male employees frustrate their motivation.

The other important reason that women who do not lean towards STEM jobs are the leaky pipeline effect which controls women's promotion in a business organization (Alkadry & Tower, 2013). Leaky pipelines are a metaphor to define the factors which prevent women to achieve advancing in their business career. The leaky pipeline also affects women's choice when they want to choose STEM jobs because they know that it is quite difficult to advance in their business career in a male-dominated area. Especially, developing countries, it is quite rare to see a woman who works as a manager in the STEM field.

2.3.5. Unequal Hiring, Promotion and Accessing the Workplace Authority

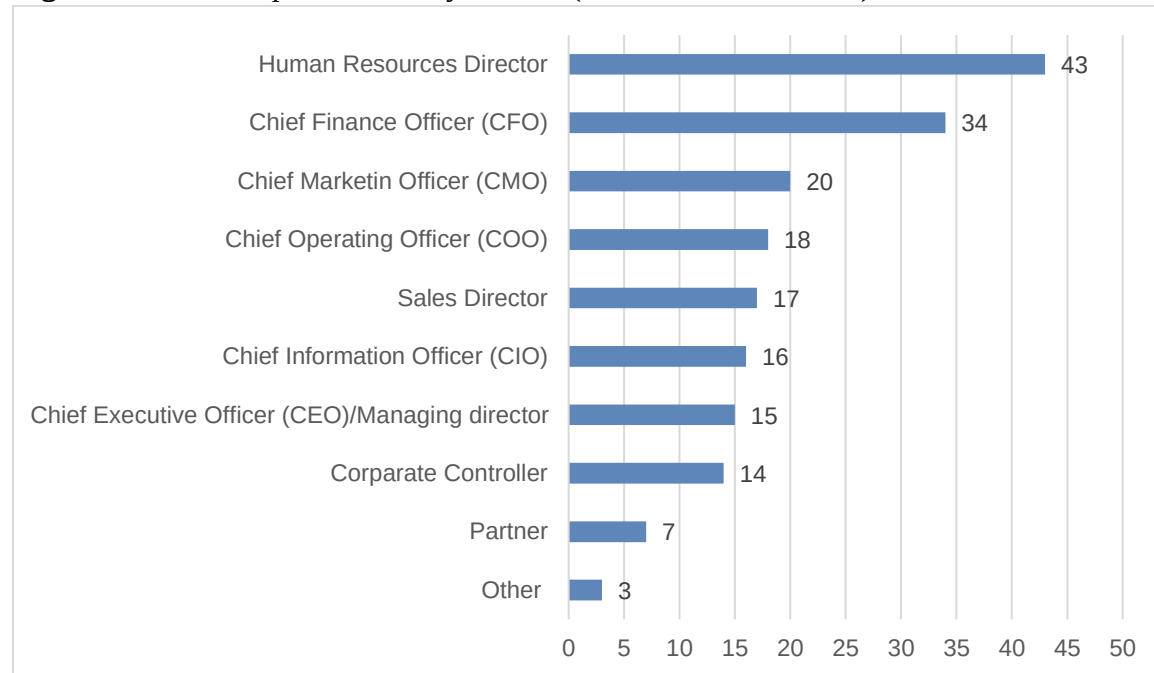
The discrimination of women during the hiring and promotion process in high paid jobs increases the unequal payment between female and male employees, and the glass ceiling, leaky pipelines, and sticky floor phenomenon occur due to the unequal hiring and

promotion of women. Moreover, if women face barriers to entry into certain occupations, they may have higher unmeasured productivity than men in the same jobs (Blau & Kahn, 2007). Therefore, it is significant to acknowledge these processes to see their pressure on women's discrimination and unequal payment.

The organizational hierarchies which are controlled by male hegemony do not let the women rise to especially top management stage. According to Bishu and Alkadry, (2016), the barriers to accessing management positions result in lower economic returns for women, hence widening the pay gap between men and women (Bishu & Alkadry, 2016). The glass ceiling metaphor is used to define an invisible obstacle which restricts women mobility to upper levels and prevents women to get promotion and unequal promotion opportunities in business. Additionally, gender differences in promotion increase at higher levels of organizational hierarchies (Gobillon, Meurs, & Roux, 2015). The reason why it is quite difficult for female employees to rise in management positions and hiring for these positions are generally men.

The 87 percent proportion of businesses with at least one woman in senior management and 29 percent proportion of businesses senior roles held by women. That global index has changed by continents. In Asia, 94 percent proportion of businesses with at least one woman in senior management and Southern Europe, 83 percent proportion of businesses with at least one woman in senior management (Grant Thornton, 2019). Without considering regional differences, it is clear that women have unequal opportunities to rise in their careers.

Figure 5: Leadership roles held by women (Grant Thornton, 2019)



According to Figure 5, in general, women have opportunities on leadership roles in human resources director and chief finance officer (CFO) respectively at 43 percent and 34 percent, while other C-suite positions are at 20 percent or less. It is obvious that women have generally experienced unequal promotion opportunities, and the disparity of gender is applied at higher levels.

As for workplace authority, it is one of the significant factors for employees' improvement and self-development in the workplace. The discrimination of employees due to factors like their gender, race, religion and so on which are not connected with the business itself, occurs for female employees in these two different ways: First, it infers that women are systematically denied access to positions with authority in the workforce. Second, even when women are granted positions of authority, compared with their male counterparts, the level of authority they exercise may significantly differ (Bishu & Alkadry, 2016). To be more precise, the obstacle in workplace authority causes women isolation from the information. Thus, female employees come from behind male employees.

2.3.6. Unequal Payment for Women in Public and Private Sectors

The unequal payment for women also differs in the public and private sectors. In the private sector gaining more profit is the foremost aim, besides that the working hours are longer than the public sector. The possibility of working for night duties, male employees are

more advantageous for the private sector which focuses on effectiveness and efficiency, rather than equity and fairness. This factor also affects occupational segregation between the genders while men are more employed in private sectors than women. Due to the controllability and concern for civil rights on equal treatment to the genders, the public sector generally gives importance to the distribution of genders and equity during assigning of both genders in a position (Bishu & Alkadry, 2016).

Like the public sector, non-profit sectors are also lower in terms of unequal payment than the private sector. According to Etienne and Narcy (2010), the gender pay gap in the for-profit sector is more than the nonprofit sector, relatedly occupational segregation also decreases in non-profit sectors (Etienne & Narcy, 2010) The rate of unequal payment for women between the sectors depends on the aim of that sector for the sake of duty.

The foregoing findings of the researches on the sectoral distribution of gender pay gap, the public sector in EU has made an important contribution to progressing gender equality at work through its role as a regulator of employment relations, as a model employer, including providing support in balancing work and care, and by providing support for care outside work (Jones, Makepeace, & Wass, 2018). It is important to note that due to public sector values of fairness, equity, and justice along with the drive for bureaucratic representation and established institutional procedures help reduce individual and institutional actions that typically espouse the pay gap in the workforce (Bishu & Alkadry, 2016). As a result, the hiring and promotion practices differ regarding sectors; however, the public sector is better than the private sector in terms of equal pay.

2.4. Gender Discrimination and Pay Gap in Turkey

The women population in Turkey constitutes 40 million, however, the comparisons which had made for the same periods, the labor participation rate for men was decreased by 0.2 points to 71.5 percent, while for women it was 33.3 percent with an increase of 1 point (TUIK, 2018). According to the OECD employment rate in 2020, in Turkey, while 69 percent of men are employed, there is a huge gap with women who 32 percent are employed, besides that the part-time employment rate of women is more than two times the part-time employment rate of men. It is quite obvious that Turkey is under the average of OECD women's employment rate (OECD, 2020).

Figure 6: Women and Men Unemployment Rate (OECD, 2020)

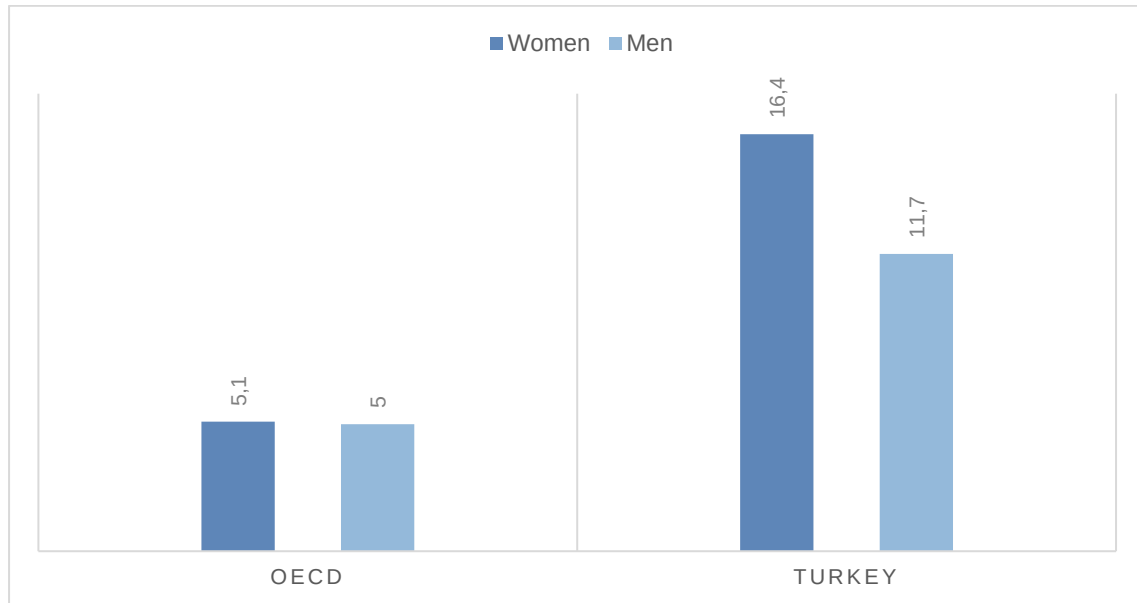


Figure 6 illustrates unemployment women and men's rates in Turkey with a comparison of the OECD average. The women's unemployment rate (16.4) is quite over the average and more than the unemployment rate of men. Although OECD has a small gap between the women and men unemployment respectively, 5.1 and 5 percent, Turkey surpasses the average and widens the gap in unemployment of women and men. That means women are more suffered and more subject to unemployment in Turkey.

International Labor Organization (ILO) Office in Turkey cooperating with the Turkey Statistical Institute (TUIK) to calculate the gender pay gap initiated a survey. Within the scope of the study in which new methods will be developed; Salaries will be calculated and compared through different data such as Household Labor Force Survey, Income Living Conditions (GYK) Earnings Structure Survey, and Administrative Records. ([http-1](#)) The aim is to ensure equality and decrease the gender pay gap in Turkey. While International Labor Organisation (ILO) states that even though the educated women number in bachelor and postgraduate education increase, the gender pay gap is calculated more worldwide (21.4), and the women are still suffered from gender pay-based wage disparity all around the world.

As for the Turkey, International Labor Organisation (ILO) detects the gender pay gap as 12.9 percent in Turkey ([http-2](#)). Moreover, the earning of men and women shows disparity and calculated the median earnings of men was TRY 1,750 (€545), substantially higher than the median earnings of women (TRY 1,350, or €421) (Eurofound & ILO, 2019).

To reduce gender-based unequal payment and gender disparity problems, ILO Turkish Office carries out the gender equality with the help of the projects which are called “More and Better Jobs for Women Programme” and “Promoting Gender Responsive Employment Policies”. The key partners İŞKUR and Turkish General Directorate of Labour, Ministry of Family, Labour and Social Services undertake and implement the equal employment opportunities for women effectively and monitor the gender wage equality ([http-4](#)).

Turkey also has relatively high occupational segregation on disparate shares of women and men though some occupations. The effect of education on the segregation of genders in the labor market is less than other factors because the educated women rate proportionally equal with men. Among active workers, 46 percent of women have a primary level of education, compared to 37 percent of men; at the same time, however, 26 percent of women are graduates of tertiary education, compared to only 19 percent of men. Women with higher education levels are more likely to participate in the labor market than men, and the gender wage gap is narrowest among those with a tertiary level of education (Eurofound & ILO, 2019). The data shows that the number of women who have suffered the gender pay gap in lower levels of education is higher than the women who are tertiary educated. Moreover, the average employee age of the labor market consists of mostly younger workers. Eurofound calculates almost half of the employment participation is between the ages of 15 and 34, the reason why Turkey is a country that has more young population (Eurofound & ILO, 2019).

The distribution of the female workers in the sectors changes depending on the occupations whether male-dominated or not. Therefore, it is calculated that 1.3 percent of women work in information technologies, 13.1 percent of those work in the clothing and food industry, while mostly 60.5 percent of those working in care services which are consist of mostly low paid jobs. The nonequivalent participation of women in job fields increases the gender pay gap in Turkey ([http-1](#)).

Finally, the lifelong learning opportunities which are supported by the company itself are equally distributed between the genders in Turkey, but it is important to underline that men are somewhat more likely to receive on-the-job training than women 16 percent compared to 12 percent ([http-4](#)). That means when all things part-time employment rate, the occupational distribution, and sectors are considered, women have less life-long learning than men.

2.5. Gender-Based Discrimination and Pay Gap in Germany

It is significant to state that although gender equality awareness increases, the wage gap between genders is now 20 percent in Germany. It is possible to say that percentage of the gender pay gap in 2017 was 21 percent and it shows slow movement in the past three years. According to the Germany Federal Statistical Office (Destatis, 2020) reports, women still earn significantly less than men, besides that the difference of the gender pay gap as 1 percent less than previous years. This means that women earned an average of EUR 17.72 gross per hour and EUR 4.44 less than men (22.16 Euro). The report also calculated the gender pay gross per hour differences as EUR 4.51 in 2018.

The federal government improves and validate the sustainability of the strategies which focus on gender pay equality. The federal government also detects that structural differences in employment cause the unadjusted pay gap between genders. Women and men differ, for example, in their employment biographies, and their career choices. This often leads to different career paths. Besides, women are more likely to work part-time and slightly than men (Destatis, 2018). As the German government declares for anti-discrimination;

German Federal Anti-Discrimination Agency (Antidiskriminierungsstelle des Bundes) declares that in Germany, all people have the same rights - so it says in the Basic Law. It is increasingly heard that gender equality has long been achieved in Germany. In working life, however, there is still unequal treatment between women and men. This is often the case, but not just about payment. The Federal Anti-Discrimination Agency has worked with scientists to develop tools that companies can use to review their equality standards. On average, women in Germany still earn around 21 percent less than men. In almost all EU countries, the difference is smaller than in Germany. There is a social consensus that women and men should earn the same money for the same work. There are many reasons for the disadvantage of women - as are the solutions. The Federal Anti-Discrimination Agency is working with the project to reduce pay inequality (der Antidiskriminierungsstelle des Bundes, 2020).

The calculation of the pay gap shows the difference between the regions and states. While the gender pay gap is lower in Western Germany which decreased by one percentage point to 21 percent in 2019, Eastern Germany keeps the gender pay gap the same as the previous years at 7 percent. Unfortunately, the gender pay gap remains unchanged or just a little decline in the past years (Destatis, 2019).

Figure 7: Development of the Unadjusted Gender Pay Gap (Destatis, 2020)

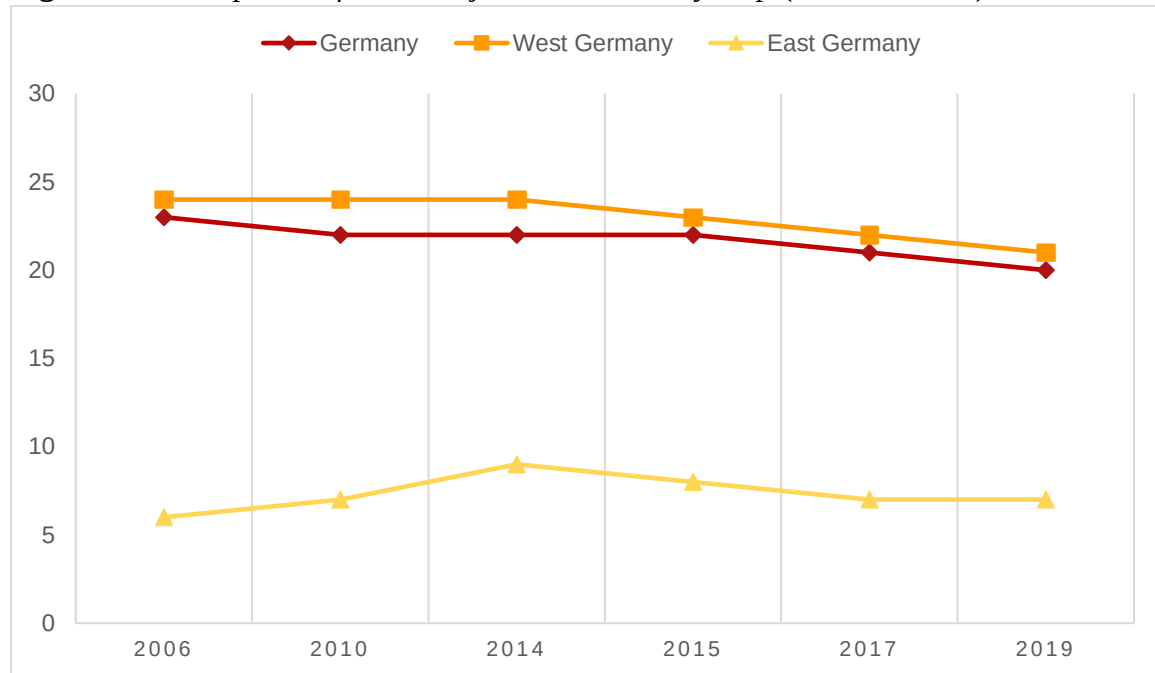
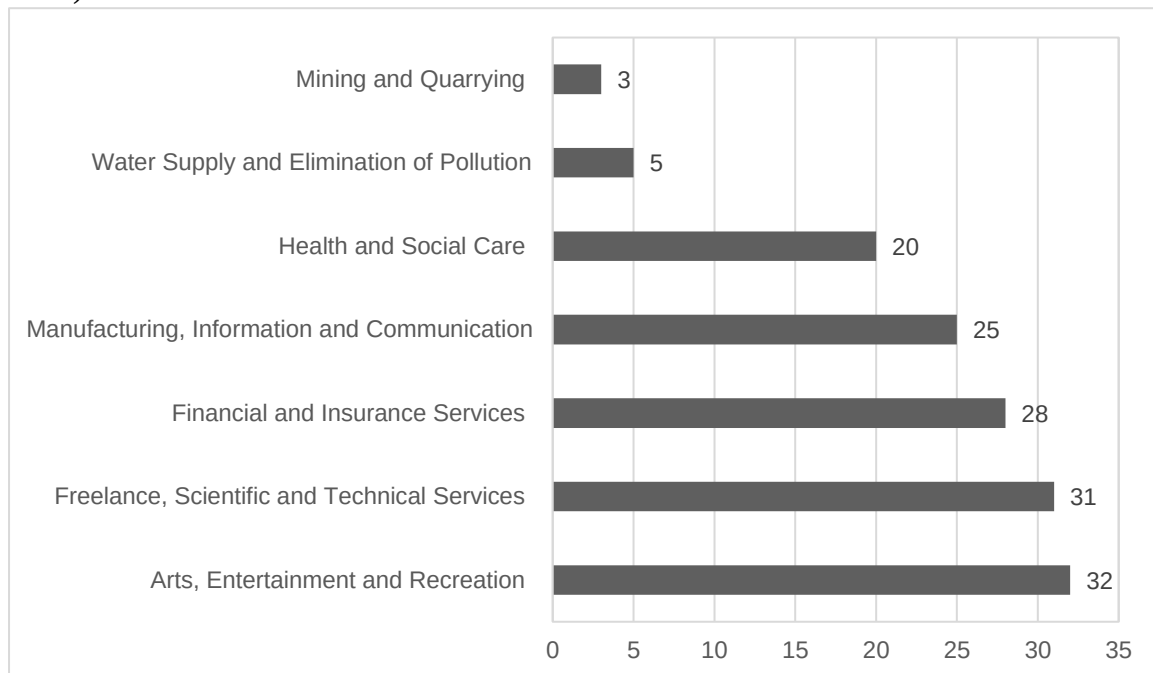


Figure 7 illustrates the development of the gender pay gap in Germany between the years 2006 and 2019. West Germany includes Baden-Württemberg, Bavaria, Berlin, Bremen, Hamburg, Hesse, Lower Saxony, North Rhine-Westphalia, Rhineland-Palatinate, Saarland, Schleswig-Holstein. The gender pay gap is higher in these states compared with the states Brandenburg, Mecklenburg-West Pomerania, Saxony, Saxony-Anhalt, and Thuringia which are included in East Germany. Besides that, the slow movement of the gender pay gap in general for the past seven years. The reasons for the gender pay gap in Germany can base on those factors:

- Women in Germany work more often in lower-paid jobs and sectors than men.
- Women in Germany have less opportunity to reach managerial positions than men.
- Women in Germany work in part-time jobs is calculated as 37 percent more than men with 9 percent.

According to the labor force survey in German, the overwhelming majority of women working part-time cited the main reason for looking after children or those in need of care 31 percent or other family or personal obligations 17 percent (Destatis, 2020).

Figure 8: *Gender Pay Gap by Selected Economic Sectors in Germany in 2017* (Destatis, 2018)



Additionally, the Gender pay gap differs as to economic sectors in Germany. Figure 8 shows the sectoral distribution of the gender pay gap in Germany. The pay gap is top in the branch as arts, entertainment, and recreation at 32 percent followed by freelance, scientific and technical services at 31 percent. The sectors as health and social care are defined as women jobs, in other words, the jobs which are classified as pink-collar jobs, however; it is possible to see a high pay gap between genders even these fields at 20 percent. Lastly, the pay gap is lower in the fields as water supply and elimination of pollution 5 percent and mining 3 percent. That means there is no other sector that has no pay gap in Germany (Destatis, 2018).

2.6. German and Turkish Work Culture and Gender

Culture is accepted as a building block of a community, which plays a crucial role in shaping the individual's characteristics, attitudes, and behaviors. Hofstede defines culture as the unwritten rules of the social game and it is the collective programming of the mind that distinguishes the members of one group or category of people from others (Hofstede, Hofstede & Minkov, 2010). Culture not only covers the present time but also covers past and future and it is collections of social norms, traditions, and behaviors which are related anthropology, sociology, and psychology. There are many definitions of culture as the set of

shared attitudes, values, goals, and practices that characterizes an institution or organization and the integrated pattern of human knowledge, belief, and behavior that depends upon the capacity for learning and transmitting knowledge to succeeding generations ([http-5](http://5))

As Universal Declaration of Human Rights (UDHR) stated in Article 2, everyone is entitled to all the rights and freedoms outlined in this Declaration, without distinction of any kind, such as race, color, sex, language, religion, political or another opinion, national or social origin, property, birth or another status (United Nations, 1948). However, it is hard to say that this declaration covers all social norms and ideologies, while every culture has a different way in an application for equal rights for gender, race, skin color, and religion. Therefore, when the equality between genders is mentioned, it will be good to consider culture itself.

As Ann Francke from the Chartered Management Institute stated on the gender pay gap to BBC (2014) is that "we need to change the culture and make it much more inclusive." (BBC, 2014) She mentioned due to "unconscious sexism" which is applied by society affects increasing the gender pay gap.

In this study, to comprehend the intersectionality of the gender pay gap, gender-based unequal payment and gender discrimination in the workplace between German and Turkish culture, their work culture should be investigated and understood deeply. The reason why German and Turkish culture has different cultural aspects, when we compare them and the cultural norms of both nations affect the shape of work culture and the women's existence on well paid and prestigious jobs.

When we look at the German workplace the employment rate of men is higher than women. In the beginning, the work culture was divided and separately applied before the union of West and East Germany. The reason why at that moment West Germany was governed by a multiparty parliament, on the other hand, East Germany was governed by a state socialist system. During the divided years, East Germany expected, and needed, both men and women to be paid workers, while West Germany's socially conservative welfare state generally relegated women to unpaid homemaking and men to breadwinning (Rosenfeld, Trappe, & Gornik, 2004). After the reunification of East and West Germany in 1990, the division of labor between genders has been changed from male breadwinner to dual-earner and the role of tradition upon the gender division of labor has become less effected. On the other hand, the gender division of labor has become dual-earner and dual-career (Crompton, 1999).

Lately, it is calculated as around 60 percent of women between the ages of 15 to 65 work outside of the home, only about 30 percent of these work in professional positions, and only two-thirds work full time (Schaupp & Graff, 2010). The calculations show that although women graduated from university or they finish their training to get a full-time job as their male colleagues, they prefer mostly work on part-time jobs and they earn less than men. According to Schaupp and Graff, there are many reasons which keep them away from joining the professional workforce like gender discrimination, positional segregation, and lack of desire and ambition. Moreover, he states that the culture and tradition are effected on the women's less commitment to the full-time and well-paid jobs, because in the past German culture gave the 3 K's as roles for women as 'Kinder, Küche, und Kirche' which mean respectively children, kitchen and church in English (Schaupp & Graff, 2010).

Although today German culture does not have strict women's roles like giving birth, raising children, and making meals at home, they still give importance to them. Therefore, it is possible to say that there are still many German families who prefer mothers not working during pregnancy and after giving birth. Caring for children still seems to be primarily a matter for women and this affects their ability to work permanently (http-3). While it is common for women in many countries to work full time while raising a family, many Germans still hold the conservative belief that a woman should not try to manage both, and in contrast to many other industrialized nations, German women are not expected to (Schaupp & Graff, 2010).

The governmental supports for the children to increase the young German population also pursue women not to continue their jobs after giving birth and they know that they are supported by the government with 'Elterngeld' and 'Kindergeld' which are funds for parents and children. Furthermore, the government gives the right mothers that they can return their previous jobs in three years after giving birth. With 'Elternzeit' which is a protection of job, as an employee, women can request parental leave from their employes and during parental leave, women do not have to work and receive no wages (Bundesministerium für Familie, Senioren, Frauen und Jugend, 2020). Right after three years, women lose their abilities, professional information, and sometimes they do not find the motivation to work full-time.

As for the Turkish work culture, the participation of women in the economy is quite less than men, and workplaces and organizations are mostly male-dominated. According to the World Economic Forum's 2020 Global Gender inequality among the 153 countries,

Turkey is 130th. Furthermore, the participation of Turkish women in the economy and equality of opportunity ranked as 136 (World Economic Forum, 2020).

Labor force participation of women in Turkey are affected by age, educational attainment, marital status, fertility rate, the number and age of children and the number of dependents, household size and assets, salary and economic activities of husband, being unpaid family worker, unemployment rate, economic development, urbanization, industrialization, employment structure, labor market regulations (social security), economic crises, wages, income and wage inequalities (Karaalp-Orhan, 2017). These determinants which affect women's commitment to business life can be correlated with Turkish traditional culture because the traditional gender roles control the women and give them duties indoors and out.

On the other hand, gender discrimination in education is another issue for Turkish culture. Due to the women's responsibilities on domestic works, and men's on breadwinning the education of men has priority. Until fifteen years ago, the projects and campaign which enlightens the families to enroll their daughters in a school have launched all around the country, because a strong relationship could be observed between the rise of labor force participation rate (LFPR) and education in Turkey. The group with the highest LFPR includes higher education graduates for both men and women; however, the LFPR of higher education and vocational high school graduate men is higher than the higher education graduate women in Turkey (Karaalp-Orhan, 2017).

Another obstacle for the low level of female employment is the lack of social services the care policies for the children especially pre-school facilities and kindergarten, difficulties in finding nurserymaids for older and disabled people (Ince Yenilmez, 2015). Furthermore, the high expense of the kindergartens, daycare centers or nurserymaids, and lack of governmental funds for children decrease the number of mothers in the workforce. Thus, like the German workplace, women's marital status also affects the number of women employees in the Turkish workplace.

Among the reasons for women less commitment to the labor force in Turkey "with household chores" is the reason that most declared and, when considering the use of time, the time that women devote to household and family care activities (4 hours 17 minutes) is higher than the time that men devote to employment activities (3 hours 58 minutes) (Kumbul Guler & Kiren Gürlü, 2016). Karaalp-Orhan states that the women with children and a low education level face more socio-cultural obstacles emphasize that women's domestic roles

restrict their participation in the labor force after marriage and the majority of working The young and single women leave their jobs when they get married (or have a child) and are out of the labor market (Karaalp-Orhan, 2017).

The Turkish work culture which aims to support men's breadwinning role also affects the employment of women. Having more patriarchal culture in the political, social and economic areas are experiencing a serious gender differences and it is understood that women working in the same job and position, even if they have a similar human capital factor as men, are exposed to employer-based gender discrimination in determining the level of wages (Kumbul Guler & Kiren Gürlü, 2016). The commitment of women to managerial levels is quite lower than men because men do not prefer women managers and they support their male colleagues to get a promotion.

As a result, when we compare Turkish and German work culture, both are male-dominated especially in well-paid and professional career jobs. However, the reasons why women prefer to work part-time and low-paid jobs differ in terms of cultural norms. Although both cultures expect women to raise children, the Turkish work culture discriminates women due to patriarchal reasons, and German work culture support women to give birth. Many women employees who work in Germany do not want to continue their careers because they are supported by the government. On the other hand, Turkish women employees have to give up their careers because they have too many duties at home to fulfill. In brief, the sociocultural and traditional norms affect the shape of work culture and expectations. Moreover, the participation of women in business life is determined by the factors which are created by gender perception.

3.METHODOLOGY OF THE RESEARCH

3.1.Research Design

This chapter includes the methods which are conducted during the data collection. The qualitative research method is implemented in this research and the research technique is explained in this chapter. To collect the data which includes the subjects as the intersectionality of the gender pay gap and gender discrimination, the semi-structured interviews were conducted with the participants.

3.1.1.Research Method

As it is stated above, the qualitative research method which has been a subject for an interdisciplinary, transdisciplinary and sometimes interdisciplinary field to crosscut the humanities and the social and physical issues have been used to better understand gender discrimination and intersectionality in gender pay gap in this study (Denzin & Lincoln, 2005). Furthermore, the qualitative approach has been applied during the data collection and analysis of this research because qualitative research is an approach for exploring and understanding the meaning individuals or groups ascribe to a social or human problem and it helps data typically collection in participant's setting, data analysis inductively building from particulars to general themes, and the researcher making interpretations of the meaning of the data (Creswell, 2014)

On the other hand, feelings, opinions, ideas and other intangible information which are not directly associated with figures and calculations are better explained in the light of the qualitative research method, moreover; by generating “ case studies” that, when accumulated in sufficient number, can be subjected to quantitative analysis (Wilson, 1986).

Creswell (2016) states that there are several elements of the nature of qualitative research that help the researcher apply it better. First of all, the qualitative research involves reporting how people talk about things, how they describe things, and how they see the world, and then it involves going out to a setting and studying it firsthand. This means it allows us to focus on how their particular setting or context shapes what they have to say. Creswell calls it as going out to context to collect data better and more comprehensive. He also supports that qualitative research also helps the researcher to explore a situation in an open-ended way, because qualitative research is exploratory research and it develops a complex understanding. (Creswell, 2016)

It is significant to highlight that as Hammarberg, Kirkman, & Lacey stated ‘qualitative’ methods are used to answer questions about experience, meaning, and perspective, most often from the standpoint of the participant (Hammarberg, Kirkman, & Lacey, 2016). Therefore, the qualitative method contains data that cannot be measured and defined with the figures. In light of the qualitative method, this research has the information on the participant, their point of view on gender discrimination, and the gender pay gap by asking them their real-life experiences about these subjects.

Qualitative research techniques include ‘small-group discussions’ for investigating beliefs, attitudes and concepts of normative behavior; ‘semi-structured interviews’, to seek views on a focused topic or, with key informants, for background information or an institutional perspective; ‘in-depth interviews’ to understand a condition, experience, or event from a personal perspective; and ‘analysis of texts and documents’, such as government reports, media articles, websites or diaries, to learn about distributed or private knowledge (Hammarberg, Kirkman, & Lacey, 2016). Although semi-structured interviews were used as the main data-gathering technique, the empirical material of the study was supplemented by documents listed above.

Besides that, to better understand the individual and groups’ point of views, ideas, and feelings, the information which are gained with the help of qualitative research methods, there are four important fundamental criteria. Qualitative researchers defend the integrity of their work by different means namely: trustworthiness, credibility, applicability, and consistency (Leininger, 1994). For this reason, the procedure of qualitative research should be based on these factors: Trustworthiness is the data collection and the other important issues should be explicit and clear. Credibility is defined as the possibility of internal validity and evaluating the truth with adequate descriptions of context, and recognizable to people who share the experience and those who care for or treat them. Applicability means the external validity of the research findings. Consistency is to use for the dependability and reliability of the research findings (Hammarberg, Kirkman, & Lacey, 2016).

To sum up, the qualitative method creates an in-depth understanding of the attitudes, behaviors, interactions, events, and social processes that comprise everyday life, moreover; it helps social scientists understand how everyday life is influenced by society-wide things like social structure, social order, and all kinds of social forces (Crossman, 2020).

3.2.Semi-Structured Interview Technique

In this research, the use of semi-structured interview in the primary source of data which is collected from four groups consisting of female knowledge workers from Turkish and German workforce, thus enriching the content of the study by helping the source on the subjects like intersectionality of the gender pay gap and the gender discrimination and deeply identification of these subjects. The reason why this technique helps to gather information and to select them as the aim of the study is that semi-structured interviews incorporate both open-ended and more theoretically driven questions, eliciting data grounded in the experience of the participant as well as data guided by existing constructs in the discipline within which one is conducting research (Galletta & Cross, 2013).

The semi-structured interview technique on an individual or group paves the way for the comparison of the responses which are answered by the interviewee one by one, moreover, this technique helps the interviewer arrives more easily at a consensus by considering the fundamental issues relating to the thesis. However, it is worthy of note that factors such as time limitations and the complexity of problem behaviors may influence the selection of individual or group interviews (Carter, 2010). As Adams (2015) explains about the semi-structured interviews below;

Semi-structured interviews are time-consuming, labor-intensive, and require interviewer sophistication. Interviewers need to be smart, sensitive, poised, and nimble, as well as knowledgeable about the relevant substantive issues. The process of preparing for the interviews, setting up the interviews, conducting the interviews, and analyzing the interviews is not nearly as quick and easy as you might think. The time and effort required to do all of it right are considerable. SSIs usually entail the arduous task of analyzing a huge volume of notes and sometimes many hours of transcripts (Adams, 2015).

In other words, the semi-structured interviews can be flexible and widen the meaning with the help of sub-questions or probes paves the way for gaining extent information about the topic, moreover; the face-to-face interaction helps the interviewer to see the reactions of the interviewee with the mimics and gesture expression and reduce the possible ambiguity in interviewer mind. However, it is necessary to note that the semi-structured interviews had been conducted online or face-to-face insofar as circumstances permit by keeping social distancing measures due to the Covid-19 pandemic.

The semi-structured interviews also provide good communication between the interviewer and interviewee; thus, it is comfortable for the interviewer to get detailed information. With the help of eye contact, the interviewer can better empathize with the interviewee; moreover, the eye contact helps to interviewer convey the subject and the confidentiality. It is also significant to underline that the semi-structured interviews provide the opportunity for the interviewer to get more detailed individual information.

Depending upon the semi-structured interview principles, thirteen questions with the sub-questions are prepared which are related to the key-subjects; the intersectionality of the gender pay gap, gender discrimination, and gender inequality in hiring, promotion, and access to workplace authority. Moreover, the phenomenon like glass ceiling and leaky pipelines which are defined in the literature were considered. The probes are also prepared to reduce the ambiguity and support the clarity of the answers. The semi-structured interview guide can be seen in the Appendix-3.

3.3.Participants Selection and Preparation Process Before the Interviews

In this research, the selection of the participants who consist of knowledge women workers in Germany and Turkey are taken in consideration the principle of the maximum diversification (Patton, 2002) to serve to answer the research questions clearly; moreover, the participants who are selected and classified according to the factors like the countries (Turkey and Germany), the birthplace, and nationality. This classification of the groups serves the aim of this research to comprehend the research subjects and answers the main research questions as gender-based discrimination, gender pay gap, and gender segregation upon the occupations above all the intersectionality. It is significant to mention that the purpose of this selection is to get more diverse answers and real-life experiences about the related topics.

This research was conducted in Germany and Turkey, at the same time within the scope of this research, the participants are selected as Turkish female knowledge workers who work in Germany and Turkey and German female knowledge workers who work in Germany. The number of interviewees is consisting of 40 participants who are classified according to these categories and numbering;

- 10 Turkish female knowledge workers from Turkey
- 10 Turkish female knowledge workers who were born in Germany
- 10 Turkish female knowledge workers who immigrated to Germany

- 10 German female knowledge workers in Germany

The semi-structured interviews with the participants which are classified above were conducted in their respective languages in Turkish, English, and German. The choice of the languages adhered to the interviewee's decision. Before the interviews, the language preference was asked the interviewee and the questions are also prepared and translated in English, Turkish, and German.

The use of three languages helps the participant explain themselves clearly. Moreover, before the interviews, the feedbacks which is taken by the participants show that the lack of language can cause ambiguity during the interview. Therefore, to alleviate the participants' anxiety about language and expressing their ideas, the questions are translated into three languages. Additionally, the some of the interviews are conducted via Skype with the participants who live and work in Turkey and the state of Germany as Brandenburg, Hesse and Lower Saxony due to the distance and the lack of the chance to meet face to face.

Before asking the questions to these 40 participants, a pilot interview was conducted to control whether there is any ambiguity about the questions and the answers were coherent with the thesis questions, furthermore; the pilot interview helps interviewer control whether the questions are misunderstood and the system tools which are used to record the videos or voice records work properly. the pilot interview also contributes to calculate and record the time how much time an interview takes. However, it is significant to state that the interview length can depend on the participants' intentness of participation.

Right before the interviews, to inform the participants on the aims of the thesis and the data confidentiality, the voluntary participation permission form (Appendix-1) which contains the rights of the participants sent them to get their permission. Besides that, the information of the interviews which are conducted is stated that they are solely used for scientific purposes. In addition to the voluntary participation form, the participant information form contains the participants' age, birthplace, educational background, position, sector, and other information were also designed and used. Although verbal permissions were gathered in all interviews, written consent was not supplied in many instances.

3.3.The Participants

The target groups which are based on the female knowledge employees who work in Germany and Turkey differ as to factors like age, occupation, sector, education, and position

in their workplace. In the four tables below, the background of the participants as age, occupation, existence of managerial mission, sector that they work, the working year, the gender of their managers, and the number of subordinates who work for them are explained.

All participants gave the short or long information to each question which is questioned with the participant information form. Therefore, the minus refers that there is “no” any managerial duty or zero number of subordinates. The questions are aimed to understand the background of the participants who are selected as female knowledge employee criteria. Considering the two important criteria as being female knowledge employee and the being women who work either in Turkey or in Germany, the different occupations like a teacher, engineer, dentist, manager, architecture, psychologist and human resources consultant are selected with the intent of the supplying maximal diversity of participants from all occupations, sectors, and positions. Some of the participants may not be traditionally classified as knowledge workers, but the interviews conducted with them provided invaluable insights and made the researcher ready for the further interviews conducted throughout the study. Finally, the interviews were conducted from June 2019 till August 2020, in Düsseldorf, North Rhine-Westphalia, in Germany. Interviews took 10 to 20 minutes. The average was about 12 minutes.

Table 1: *Turkey as birthplace Turkish participants work in Turkey*

	Age	Occupation	Managerial Duty	Sector	Year	Gender of the First Line Manager	Number of Subordinates
Tb/Tw_1	25-35	Software Engineer	-	Private	2	Male	-
Tb/Tw_2	25-35	English Teacher	-	Public	3	Male	-
Tb/Tw_3	25-35	Human Resources Consultant		Private	4	Male	
Tb/Tw_4	25-35	English Teacher	-	Public	2	Male	-
Tb/Tw_5	25-35	Civil Engineer	-	Private	4	Male	-
Tb/Tw_6	25-35	Clinical Psychologist	-	Private	4	Male	-
Tb/Tw_7	25-35	Psychological Counselor	-	Private	5	Male	-
Tb/Tw_8	25-35	Operational Coordinator	-	Public	4	Male	-
Tb/Tw_9	25-35	Method Engineer	-	Private	2	Male	-
Tb/Tw_10	46-55	Nurse	Yes	Public	10+	Female	-

Table 2: *Turkey as birthplace Turkish participants work in Germany*

	Age	Occupation	Managerial Mission	Sector	Year	Gender of the First Line Manager	Number of Subordinates
Tb/Gw_1	25-35	Software Engineer	-	Private	7	Male	-
Tb/Gw_2	25-35	Data Analyst	-	Private	3	Male	-
Tb/Gw_3	25-35	Civil Engineer(M.sc)	Yes	Private	2	Male	3
Tb/Gw_4	36-45	Information Security Architect	Yes	Private	3	Male	3
Tb/Gw_5	25-35	Dentist	-	Private	4	Female	3
Tb/Gw_6	25-35	Nurse	-	Private	4	Male	-
Tb/Gw_7	25-35	Purchase Manager	Yes	Private	9	Male	-
Tb/Gw_8	25-35	Central Tender Manager	-	Private	2	Male	-
Tb/Gw_9	25-35	Brand Manager	-	Private	9	Female	-
Tb/Gw_10	36-45	Teacher	Yes	Public	10+	Male	-

Table 3: *Germany as birthplace Turkish participants work in Germany*

	Age	Occupation	Managerial Mission	Sector	Year	Gender of the First Line Manager	Number of Subordinates
Gb/Gw_TR_1	36-45	German Teacher	-	Public	10+	Female	-
Gb/Gw_TR_2	25-35	Physiotherapist	-	Private	9	Male	-
Gb/Gw_TR_3	25-35	Architect	-	Private	10+	Male	1
Gb/Gw_TR_4	25-35	Architect	-	Private	2	Female	2
Gb/Gw_TR_5	36-45	Teacher of Mentally Handicapped	-	Public	7	Male	-
Gb/Gw_TR_6	25-35	Buying Specialist	-	Public	5	Male	-
Gb/Gw_TR_7	25-35	Buying Specialist	-	Public	2	Female	-
Gb/Gw_TR_8	25-35	Industrial Manager	-	Private	8	Male	-
Gb/Gw_TR_9	25-35	Therapist	-	Private	8	Female	-
Gb/Gw_TR_10	25-35	External Quality Controller	-	Private	2	Male	-

Table 4: *Participants work in Germany*

	Age	Occupation	Managerial Mission	Sector	Year	Gender of the First Line Manager	Number of Subordinates
Gb/Gw_DE_1	25-35	Head of Group Partner Manager	Yes	Private	1	Male	-
Gb/Gw_DE_2	25-35	Big Data Engineer	-	Private	9	Male	-
Gb/Gw_DE_3	25-35	Consultant	-	Private	2	Male	-
Gb/Gw_DE_4	25-35	Junior Project Manager	-	Private	2	Male	-
Gb/Gw_DE_5	25-35	Teacher (D.A.F.)	-	Public	3	Female	-
Gb/Gw_DE_6	25-35	Requirements Engineer	-	Private	1	Male	-
Gb/Gw_DE_7	25-35	Scrum Master and Business Analyst	-	Private	4	Female	-
Gb/Gw_DE_8	36-45	Sales Manager	Yes	Private	4	Male	-
Gb/Gw_DE_9	25-35	Requirements Engineer	-	Public	1	Male	-
Gb/Gw_DE_10	25-35	Industrial Engineer	-	Public	4	Male	-

The participants of the study are female knowledge workers employed either in Turkey or Germany. The majority of the participants are between 25 and 35 ages and many of them work in their jobs 5 years or less. It is possible to say that they are relatively young female knowledge workers and except three participants, the participants do not have managerial positions. It is also significant to highlight that without considering the occupations and country factors, the manager that they have are men. Of all 40 participants, only 9 of them are working with woman managers.

Table 1 illustrates the women employees who were interviewed in Turkey. All those women are between 25-35 age range and many of them have experienced less than 5 years. The occupations consist of engineers 3, teachers 2, human resources consultancy 1, psychologists 2, operational coordination 1, and nurse 1. The total number of participants is 10. Furthermore, the participants answered the gender of the managers as male all without exception. The participants' names are coded which refers to their groups as "Tb/Gw" to

protect the data confidentiality. In this group, there are no female knowledge workers who have a managerial mission.

Table 2 contains the women employees who came to Germany from Turkey and work in Germany. Like the other groups, the age range is between 25-35, and many of them young female knowledge workers. Between the participants, there are engineers 2, data analyst 1, information security architect 1, dentist 1, nurse 1, teacher 1, and managers 3. Furthermore, it is possible to states that the gender of the participants' manager is mostly male. This group is also nicknamed as "Tb/Gw" and numbered according to the participants' interviews. In this group, three women have managerial missions.

As for Table 3, the participants were selected according to criteria that Turkish people who were born in Germany and grown up in German culture. The group is called "Gb/Gw_TR" and the numbers from 1 to 10 are given the participants one by one. Additionally, the participants' occupations vary as teachers 2, physiotherapist 1, architects 2, buying specialist 2, and industrial manager 1, therapist 1, and external quality controller 1. Like the group Tb/Tw in Table, no women employee has a managerial mission.

Finally, Table 4 consists of German participants who are engineers 2, consultant 1, teacher 1, scrum master 1, and managers 3. This group is named as the letter "Gb/Gw_DE" following a number from 1 to 10 respectively the order of interviews.

3.4.Data Analysis

The sound recordings which are conducted with 40 participants within 4 different groups are analyzed and the empirical materials obtained were deeply and carefully investigated. The descriptive analysis is conducted to comprehend and to give the information without adding any personal opinions or points of view. Moreover; the interview transcripts are directly transferred from Turkish and German to English. During the translation process, the terms which are mentioned by the participants are widely expressed in English to remove the misunderstandings and ambiguities, besides; verbatim comments are also expressed with their direct connotations to make the terms more coherent.

In the scope of this research, it is self-evident that give the research themes and the conclusion are dependent on the participants' answers. The main theme of this research is the gender pay gap for female knowledge workers who work in Turkey and Germany and the related themes; intersectionality of the gender pay gap, the gender discrimination during

hiring, promotion, and access the workplace authority, glass ceiling phenomenon. Responsively the female employees' probability of promoting to managerial positions is also investigated and the data analysis has been conducted harmoniously with these themes. Within the scope of this study, the categorization of the themes is presented below in Table 5 with the findings according to interviews. Moreover, in the following section, the findings are discussed widely and clearly.

Table 5: *The categories of themes in data analysis*

	Themes	Sub-Themes
Turkey as birthplace Turkish participants work in Turkey (Tb/Tw)	Intersectionality of Gender Pay Gap	1. Gender inequality in Turkey in; • wage • hiring • promotion 2. Female knowledge workers' experiences discrimination, segregation and pay gap in Turkey 3. Turkish culture and its effects on the pay gap
	Gender-Based Discrimination	1. Distribution of the genders in occupations in Turkey 2. Distribution of the genders in managerial positions in Turkey 3. Distributions of Tasks between the genders in Turkey 4. Distributions of the work-related key information between the genders in Turkey

Table 6: *(Devamı) The categories of themes in data analysis*

Turkey as birthplace Turkish participants work in Germany and Turkey (Tb/Gw) Germany as birthplace Turkish participants work in Germany (Gb/Gw_TR)	Intersectionality of Gender Pay Gap	1. Gender inequality in Germany for female knowledge workers in; • wage • hiring • promotion 2. Female knowledge workers' experiences on discrimination, segregation and pay gap in Germany 3. German culture and its effects on gender pay gap
Participants work in Germany (Gb/Ge_DE)	Gender-Based Discrimination	1. Distribution of the genders in occupations in Germany 2. Distribution of the genders in managerial positions in Germany 3. Distributions of Tasks between the genders in Germany 4. Distributions of the work-related key information between the genders in Germany

4.FINDINGS OF THE STUDY

This study is aimed to focus on the effect of the intersectionality of the gender pay gap, gender discrimination, and the effects of culture upon the gender pay gap. The main themes are intersectionality of the gender pay gap and gender-based discrimination are explored deeply and detailed. The following section the sub-themes will be explained under the light of the findings. Therefore, this part of the study consists of a detailed description of gender-based occupational discrimination, gender inequality in wage, hiring, promotion, and access to workplace authority.

4.1.Gender Pay Gap

Female knowledge workers face different types of gender discrimination in wage, promotion, hiring, and access to workplace authority. The gender pay gap can occur depending on many factors that are questioned in this research and the intersectionality of the gender pay gap is investigated in Turkish and German work culture. The participant shared their feelings and experiences about the gender pay gap, discrimination, and cultural factors that they face. Besides that, they describe the size of the gap and discrimination in Turkey and Germany which are their national countries or countries where they work. There are of course many reasons that can be grounded to the pay gap and it can show a change according to sector, occupation, and country, however; decreasing the gender pay gap is not as easy as to say. Tb/Gw_3 is a civil engineer in Germany, she states that wage distribution has changed in time and as a result, the pay gap occurred between female and male employees.

“At first, the payment was the same with me and my male colleagues at hiring. However, in the following periods, I see that men are selected to rise or get promotions faster and women stay behind them. This situation leads to their election for high positions and the gender pay gap between genders.”(Participant Tb/Gw_3)

Moreover, the research findings revealed that the government should deal with gender discrimination and the unequal pay gap. Moreover, the gender pay gap should be controlled with the enactment of legislation correspondingly. The government should use legislative power and should give punishment in case of violation. As a result of that, unless the factors which reveal the pay gap are not annihilated, men continue to find jobs easier than women and they earn more than women. Below, the participants’ point of view on the necessity of governmental regulations to reduce the unequal payment for female employees is presented.

Participant Gb/Gw_TR_7 works as a buying specialist and Participant Gb/Gw_TR_2 works as a Physiotherapist in Germany, they say that;

“It does not matter whether women or men in my workplace, however, I see that in many organizations, men earn higher than women. The government should tighten the laws to get the pay gap under control.” (Participant Gb/Gw_TR_7)

“To prevent wage inequality between genders, the only way is that the government legislates against it. Because the reason why the private sector is not totally under the control of the government in the matter of pay discrimination. I do not believe that this will change until the government enacts a law to control it.” (Participant Gb/Gw_TR_2)

4.1.2. Intersectionality of Gender Pay Gap

The findings show that there is more than one factor as being a woman that occurs in the gender pay gap or gender discrimination. That can be nationality, language, cultural background, religion, or more. The female knowledge workers state that they are discriminated against not only being a woman but also for other reasons. Participant Tb/Gw_7 is a purchase manager who works in Germany and comes from Turkey and she defines there are two intersectional factors as gender and nationality which create the gender pay gap. Below, we can see her statement which depends on the unequal pay distribution in their workplace.

“The wage distribution is unequal in my organization. My male colleagues who do the same job as me and although we are at the same age and have the same qualifications, they earn 15,000 EURO per year more than me. Because of the gender and nationality factor, I earn less than my male colleagues.” (Participant Tb/Gw_7)

As she states that she earns less than her male colleagues per year because of the gender and nationality factor. It may be possible for women to be discriminated against due to their ethnic origin. Women who come from Turkey work in Germany can earn less than men and also women who were born in Germany. Participant Tb/Gw_8 who comes from Turkey says that she cannot get a promotion because she has a problem with the German language.

“Due to my language problem, don’t think that it seems possible to rise to the executive position for me. But still, I believe that male candidates are chosen and they have priority in top managerial positions.”(Participant Tb/Gw_8)

Another important factor that is the German language can cause the elimination of women employees to rise in their positions. Although the participant can speak English and Turkish, she can be eliminated during the promotion. This factor also differs from women who were not born in Germany. Unlike the Turkish women who come from Turkey, Turkish women who were born in Germany have language aptitude in both languages. That means they have more chance to get promotion or work in managerial positions than women who can speak German.

When we consider the language and ethnic factor and classify these groups in a triangle, the women who come from Turkey are in the bottom, right below women who were born in Germany. Because learning a language is a long process and many German firms demand German capability especially in local firms and for higher positions.

Unlike Turkish women who come to Germany, Turkish women who were born in Germany state that they do not have such difficulty during the promotion. Participant Gb/Gw_TR_3 works as an architect and Participant Gb/Gw_TR_5 work as a teacher of mentally handicapped in Germany they state that they can rise to a managerial position.

“Of course I can get a promotion. Right now I am already on the promotion process. Our goal with my boss is that he will remain from his position completely, then he will do his works and I will be like an assistant manager. During this process being a woman, I had no difficulties.”(Participant Gb/Gw_TR_3)

“Definitely, I can get a promotion, and gender or other things do not play a role in this.”(Participant Gb/Gw_TR_5)

Women who were born in Germany give more positive feedbacks on their possibility of getting a promotion. Participant Gb/Gw_TR_6 works as a buying specialist state that anybody capable of necessary education can have a chance to get a promotion.

“After graduation, what I mean is that after receiving the necessary training on managerial things, I think everyone can get a promotion to be one of the managerial positions.”(Participant Gb/Gw_TR_6)

4.1.3. Gender Wage Inequality Relation with Workplace Transparency

The unequal payment problems are defined by the participants in different ways, but the problem is due to the lack of transparency in the distribution of wages, the women employees are obligated to believe their firms' declaration. They do not have information about male employees' wages who work in the same position. The lack of transparency increases the unequal payment for women because it encourages the firm to implement the different wage distribution. Participant Tb/Gw_2 works as a Data Analyst in Germany, she states that:

“I am curious about the earnings of my male colleagues, but I do not have any data that they earn more or less. The company says that there is no discrimination in this way, but I want to trust their words because they don't publish everyone's salaries. If male employees earn more, this has been never acceptable and salaries should be according to performance and experiences, not considering gender differences. The government should also detect this issue and if such injustice is concerned, it should be urgently intervened and eliminated.”
(Participant Tb/Gw_2)

Like the Participant Tb/Gw_2, Participant Tb/Gw_8 works as a central tender manager in Germany, she also says that:

“I thought about how much my colleagues earned, but I never thought as a counterpart colleague. Unfortunately, I do not know about the earnings of other employees due to the privacy policy of our company. I think it is evaluated as skill and experience rather than gender.” (Participant Tb/Gw_8)

As I implied, transparency is a factor that discourages the firms to apply unequal payment and it simplifies the controllability of the gender pay gap in private sectors. According to findings, many of the participants who work in both countries are not sure whether they earn the same with their male colleagues, the reason why their companies prefer to keep the wage information confidentially. However, it paves the way for the occurring pay gap between the genders and there is no certainty that the firms pay equal to all the

employees who are in the same positions. Ambiguity strengthens gender pay gap perception among women, even if there is no such gap. The participant Gb/Gw_TR _2 is a Physiotherapist and Tb/Gw_9 is a brand manager working in Germany. They express their ideas about transparency:

“I do not have any clear information about the salaries of my male colleagues, but I guess they are getting more than me.” (Participant Gb/Gw_TR _2)

“From time to time I think about how much my male colleagues earn, and I do not find wage inequality normal. I also do not know if any initiative has been taken for this situation in my company. Ass for the government, it should also determine the wage policy by measuring positions, not individuals.” (Participant Tb/Gw_9)

According to findings, the governments should control mostly the firms which are private sectors, besides that governments should also make the firms more transparent in gender wage inequality. In this point of view, the participants express their opinions which are related to gender inequality should be controlled and restricted by the governments by legislating for equal payment and punishing the firms which violate it. It is significant to note that women who suffer from gender wage inequality expecting that the governments should do something and regulate gender wage inequality in the private sector. At that point, the firms should also be more transparent to the male and female employees on the wage distribution. That controls the gender pay gap at least in the private sector and the ethical issues preponderate when they declare the wage between the genders.

Another significant point is that transparency is a factor that affects all women except their nationality, language, and country where they work. Women do not know other colleagues' earnings. They declare that firms keep confidential the wages because it is an individual topic. Women demand that the firms should be more transparent and the salaries should be declared. Participant Gb/Gw_TR _10 is an external quality controller, she says:

“Firms can be more transparent. We do not speak here about our contract or our salary, talking about these subjects are forbidden, this causes you to lose your job. For this reason, it can be stated that a person who works more gets more or they can say a person who does this job earns that. That is usually the case in the private sector. I do not think there is a distinction between women and men in public offices, the salaries of employees working in the public sector are certain.” (Participant Gb/Gw_TR _10)

4.1.4.Human Capital Theory

The unequal payment for female employees can occur depending on human capital between men and women as it is mentioned in literature. According to findings, it is obvious that the argument based on human capital theory is not a dominant factor as the discrimination theories for the knowledge of female workers. Participant Tb/Tw_6 is a clinical psychologist who says that;

“Except for professions which depend on physical strength and power, I think education and training opportunities should be provided equally in all other performances. Because I do not think that mental processes are divided into men and women.”(Participant Tb/Tw_6)

Participant Tb/Gw_3 is a civil engineer, Gb/Gw_TR _1 is a teacher and Tb/Gw_4 is an architect. They state that education opportunities for women and men are the same.

“I don’t see any difference in human capital, because in the field of education we have the same opportunities and we get the same education. In this regard, I would like to have the opportunity to work as men have by taking more responsibility for my job satisfaction. I think that women should be given more responsibility in the business world.”(Participant Tb/Gw_3)

“I have never thought that the human capital differs because practically all opportunities are available for both women and men in Germany and I decide my job without considering as it is men or women’s job.”(Participant Gb/Gw_TR _1)

“I have got the same education and I am working the same job with a man. The opportunities are equal, but I only observe that women need to be appreciated more than men.” (Participant Tb/Gw_4)

As I stated, the human capital factor can be a factor that affects unequal payment for women. However, the effectivity is not as strong as the past. The reason why the opportunity of education is equally distributed for every individual without considering gender. As for the training and experience, there may differ based on the company or firm attitude. They may want to invest their male employees more than female employees, due to the business continuity factor. In this regard, there is a disparity in gender, because women need to take maternity leave right after pregnancy and giving birth.

4.2. Gender-Discrimination and Gender-Based Occupational Segregation

One of the focus points of this study is gender-based occupational segregation which means that the division of occupations according to gender qualifications. The segregation causes the gender pay gap in different ways. First, occupational segregation occurs in the division of the occupations as well-paid and low-paid. Generally, women work in low paid jobs like caring, nursing, and cleaning; while men work in more detailed and full-time jobs. Participant Tb/Gw_2 works as a data analyst, she states her ideas on gender discrimination and she shares her experiences on it.

“As far as I can see, most of the human resources department is consists of women. On the contrary, most men work in engineering departments. I believe that men will be very successful in the human resources department and women in the engineering departments. I guess women are directed to more social jobs and men to technical jobs due to the long-running habit in society. Although this situation is changing slowly, I believe it should take a long time to observe a radical change. What is nice is that the number of female employees in the department I work in now is more than the number of male employees. In other words, there are many good examples of women who work in technical fields.” (Participant Tb/Gw_2)

Occupational discrimination is more obvious, especially in transportation. Participant Tb/Gw_9 states that in this sector women are not employed in Turkey.

“Even though I do not support the gender-based occupational segregation, it is a fact. For example, the distribution of women in human resources departments is higher or jobs like taxi and bus drivers are mostly men in Turkey.” (Participant Tb/Gw_9)

Participant Tb/Gw_1 works in the IT sector in Germany as a software specialist and she shares her experiences of occupational segregation in Turkey.

“Occupational segregation is true for some other occupational groups, although it does not include software. For example, you cannot see a female construction worker, or a taxi driver or a bus driver. In other countries, women also work in these occupational groups. I think it is related to the perspective of society. Construction work may be a power-based job that women may not prefer especially. You can never see a female municipal employee. I do not know what the reason for this is. It may be because there are unfamiliar professions, a woman may be uneasy to work in these environments, even if she prefers in

case of compulsory need. How can 1 woman in 100 men work peacefully? The same goes for taxi, minibus, bus driver. How can work in this profession without harassment in Turkey, I cannot imagine a woman in those positions.” (Participant Tb/Gw_1)

Additionally, in consequence of the occupational segregation can cause harassment. Especially, female knowledge workers who work in male-dominated fields experience harassment due to the jobs’ reputation. Participant Tb/Tw_5 works as a civil engineer state that her field is male-dominated, therefore the woman who works as a civil engineer is mostly charged in office works.

“Especially in the construction sector I work for, men are more experienced and more preferred than us. I had difficulties sometimes because especially the people working in the construction sector as fieldworkers are always men. Because of the class difference, the field workers who are working under you do not want to be subject to you, because you are a woman. Since the structure of our society is also dominated by men, it is not very suitable for a woman who works in a male-dominated area. They do not want to see the female employees at the top positions, so they prefer male engineers more at the construction site, while women work more in project offices because the working conditions of the construction site are difficult.” (Participant Tb/Tw_5)

According to findings, many Turkish women do not give any information about the distribution in Germany, they agree that the jobs which require strength are done by men rather than women. Participant Tb/Gw_6 states that she believes in positive discrimination because some jobs can be done only by men.

“As I said, I do not think that I would be happier if I did the same job with men. I believe more positive discrimination. I think it should be separated.”(Participant Tb/Gw_6)

On the other hand, occupational segregation is not so sharp in Germany. Many of the participants who work in Germany give examples of occupational segregation in Germany, however, they also state that segregation is not as clear as previous and it is possible to see women in any field.

“I think there is no such thing as ‘always’. Of course, there have been more women in jobs like nursing, midwife, etc. and more men in technical jobs but this is mainly caused by history and tradition and it is more and more breaking up.” (Participant Gb/Gw_DE_4)

It is important to note that women who work in Germany strongly state the distribution of female employees in managerial or upper positions. They state that distribution is more visible in that stage.

“Most of the managerial positions are still filled by men and the reason for this is that sooner or later we women choose our children and our family.”(Participant Gb/Gw_DE_5)

“I think that the statement ‘certain jobs are always done by certain genders’ is an old view which is still stuck in the modern world but I believe we are on a good, yet slow, path to change it.” (Participant Gb/Gw_DE_9)

“I think that the tasks and positions are not equal. I observe that the responsible duties which seem important to the society are given to men, while women are assigned to jobs which are less important, in the background and seem lower.” (Participant Gb/Gw_8)

4.3.Culture and Its Effects on Gender Discrimination

It is significant to enlighten the readers; the occupational segregation depends on the culture and cultural norms. To give an example, the distinction of gender roles determines the women how to act like women and the cultural norms direct them to do the jobs which seem more feminine. To what extent of the division of the gender roles determines the occupations which are more male or female-dominated. In the public administration, commerce and hospitality, education and construction sectors, men generally indicate better prospects for career advancement than women and sample for women in transport is too small in Turkey. (Eurofound and International Labour Organization, 2019) Participant Tb/Tw_4 states that some jobs are isolated from women and it is hard to see women in these jobs in Turkey.

“I always think that certain jobs are done by certain genders in society. I have been living in Antalya for 25 years and I saw a woman chauffeur for the first time last year. I was surprised too, although I am a woman. The chauffeur as an occupation is done by men in Turkey. Men always use machines, for example; the shovel operators are always men, and managers also consist of men. When you say ‘chauffeur’, everybody thinks man first and if you ask it, from 5 people, 4 of them will be considered such as that.” (Participant Tb/Tw_4)

Nevertheless, women often report worse outcomes than men, even in some of the sectors and occupations with better working conditions. Also, traditional views on gender

roles remain prominent, concerning women's participation in the labor market, the types of work that they perform, and their non-work activities. (Eurofound and International Labour Organization, 2019)

“Strengths-based works are preferred by more men, but I believe that women can do it if they want. The field as military service, policing, and engineering are preferred by men rather than women, and employers prefer men for these professions. Depending on the will of women, they can also be successful in these professions as men. However, they cannot practice it unless they are not employed by the employer. There is a psychological pressure on women. These occupations, which are associated with men in society, maybe more difficult for women, so they need to endeavor more.” (Participants Tb/Tw_2)

The cultural norms affect gender-based occupational segregation. The pressure upon gender identity urges women to behave properly, to act properly, and to work properly. The Participant Tb/Tw_1 tells her job decision by considering the gender occupational segregation factors.

“I wanted to be an electronics-electronic engineer, while I was deciding on my university preferences, but in that time electronics-electronic engineering was known as a male-specific profession. The majority in the class and the faculty consisted of male students. Let's say that there are 60-person in a class, the number of women is not more than 3 or 4. Because of these prejudices, I decided on being a computer engineer. Like electrical electronics engineering, civil engineering has also this impression that men do it better. While I was going to choose the area which I wanted, I had to choose a different area.” (Participant Tb/Tw_1)

4.4.Hiring Process and Gender Effects

The discrimination occurs in different process in the workplace but the gender-based discrimination in the hiring process is one of the reasons which increase the unemployment rate of women employees. The women's unemployment rate in Turkey (16.4) is higher than the men's unemployment rate (11.7). Although the average OECD unemployment rate for women is 5.1 percent, while 5 percent for men. Besides that, in Germany, the unemployment rate of women and men respectively the women unemployment rate is calculated as 2.5 percent for women and 3.5 for men which means in Germany women's unemployment rate is lower than men in total. (OECD, 2020)

However, gender discrimination in the hiring process is not a common problem that all-female knowledge workers face during recruitment. According to the findings, the knowledge of female employees who work in public in Turkey and Germany declares that gender is not advantageous for them in recruitment, although there are men who apply for the same positions. Moreover, female knowledge workers do not have any kind of gender-based discrimination in the hiring process. The reason why can be speculated that their jobs are less male-dominated. Participant Tb/Tw_2 who works as an English teacher in the public sector in Turkey states that;

“So, we do not know who applied in the application process. When I applied, I did not experience any problem, because I am a woman, and on the contrary, gender is an advantage for our profession. In our country, male employees are concentrated in professions based on more wrist strength. The number of women is higher in the teaching profession.” (Participant Tb/Tw_2)

Like the public sector, the women who work in corporate firms in the private sector also do not face the gender-discrimination problem during the recruitment, the reason why in international corporate firms care more ethical issues as gender-discrimination to protect their brand-name and reputation in the market place. The recruitment criteria are determined based on knowledge, language competence and experiences are more important than gender.

“I guess it was advantageous for me that I am a woman, as I experience this more and more often in the IT sector, although I think you should not be considered for a role based on your gender but more on your talent or skills. There were male applicants, too, but only as many applicants as jobs. So, they probably did not have to decide” (Participant Gb/Gw_DE_4)

“Since I worked in a company with goals for “Heforshe”, such as VODAFONE, I had the advantage of being the only woman in a large team, not in the recruitment process but my promotion process.” (Participant Tb/Gw_4)

The companies who care the gender discrimination within the positions improve the strategy to provide gender equality within the positions. Participant Tb/Tw_3 who works in an HR consulting firm mentions her firm vision and mission.

“I work in an HR consulting firm and I applied my firm from one of the career sites in Turkey. Then, I went to a job interview. As far as I know, there were male applicants as well. If I talk about the general vision and mission of my company which focuses on maintaining the male-female balance in the recruitment, I did not face any prejudgments about gender.”
(Participant Tb/Tw_3)

The gender effect on recruitment is lower between female knowledge workers because their works need competence, knowledge, experiences, and skills. However, it is significant to highlight that the stem jobs and physical jobs like repairing are constructions works which are more male-dominated are more tend to discrimination during the hiring process than other job fields. Moreover, when not having gender-based discrimination during the hiring process does not mean that there is no discrimination in the work itself. Although the recruitment process is positive for women who are selected to a position, discrimination can occur in promotion, access to workplace authority, the distribution of tasks, and the distribution of work-related key information.

4.5.Promotion and Managerial Positions for Female Knowledge Workers

The gender discrimination during the promotion process tends to widen the gender pay gap and due to the glass ceiling phenomenon, which is defined as the invisible barrier for women to rise the high positions restrains female knowledge workers to earn as much as men. According to research findings, female knowledge employees are suffered from unequal promotion opportunities more than other factors.

“Especially, the pharmaceutical and global companies in Turkey, such as Unilever, give importance to the gender distributions, because they have more human-oriented mottos and they protect their corporate image. But as I said, even in global enterprises, due to the location factor, America or Germany differ in the matter of gender equality or equal opportunities against LGBT individuals from Turkey. For the last 5 years, these subjects have become slowly one of the current issues in Turkey, because they have first focused on the subject matter of fixing the fees before. According to my observations, as one of the questions that you have questioned, the problem is the issue of providing the ratio of women and men in managerial positions even in companies that try to maintain the number of female and male employees, because there are serious differences at this point.” (Participant Tb/Tw_3)

The promotion to managerial positions is quite difficult and complicated for women without considering the public and private sectors in Turkey. For instance, participants Tb/Tw_1 who works in the STEM field and Tb/Tw_7 who works as psychological counseling and guidance teacher state that their firms consider the gender factor during promotion process in the private sector, in Turkey.

“For the situations in the executive positions, I say, women are thought to have no executive spirit like men. In other words, it is thought that a man can manage a team better than a woman. Therefore, if two people are in the position of promotion to higher positions and one of them is female and the other is male, the man is given priority. This is also the sector I work for, and this is also the case for my firm that I work for. It is not a nice situation to happen. I think the education, work balance, or problem-solving ability of the person should be taken into consideration rather than gender.” (Participant Tb/Tw_1)

“I do not think that I can get a promotion for the management positions. In fact, I think, I have good knowledge and experience in my field. With the certificates I have received, I think I am better than my colleagues with my competences. But the thing that my institution keeps in the highest priority is the gender factor, so in order to get a promotion, your gender must be male.” (Participant Tb/Tw_7)

Additionally, most male employees in managerial positions increase the possibility of the men's selection to these positions rather than women. Due to the male managers who support their fellows to get a promotion, the women population decreases in managerial positions. Participant Tb/Gw_5 who works in a hospital as a dentist mentions her experiences on gender-based discrimination which female dentists face in Turkey.

“It is not possible for me to become a manager in the institution I work for, because managers are generally men. In private dental clinics and the private hospital dental clinics that I have ever known, a few of the managers are women. Since the hospital owners are also male and most of them place their male-friends in these positions.” (Participant Tb/Gw_5)

The managerial positions are mostly men and even in pink-collar jobs which are defined as women's jobs, the managers mostly consist of men. Participant Tb/Tw_2 and Tb/Tw_4 are teachers and Tb/Tw_10 is a nurse. They state that although their jobs are more female-dominated, the hospital and school administrations consist of mostly men.

“If you are not in the rural area, it is difficult to promote to the managerial positions. In rural areas, the teacher becomes both the school principal and the vice-principal. But in general, although there is no gender discrimination in my profession, oddly enough, when we look at each school, the managers are always men. Once we had a woman principle, but she could not stay in this position for a long time. It was quite short because our managers were generally men. I think there was pressure on her.” (Participant Tb/Tw_2)

“ In all the schools around me, I saw that the school principals are always men.” (Participant Tb/Tw_4)

“Actually, women constitute our profession and our superiors also are women. But the whole of the top management groups that our female managers are affiliated with is men. So, in general, women work in the lower level of hospital management positions, while men work in our top management positions. In other words, we are working under male domination.” (Participant Tb/Tw_10)

Women who work in Turkey tell their experiences and the cultural effects affect the female knowledge workers' promotion. They state that men tend to support their colleagues and they do not prefer working with women. The traditional and cultural pressure upon women causes the rise of men, and men do not want to be managed by a woman.

As for the gender effects on the promotion in Germany, according to the statistic which has been conducted by German Federal Office in 2019 shows that around 30% of management positions in Germany were held by women. The share remained unchanged compared to the previous year. Compared to the other member states of the European Union (EU), Germany was only in the lower third, on average across the EU, around a third of those on management levels were women 35 percent (Destatis, 2019).

Participant Gb/Gw_TR_7 works in Germany and she states that the management positions are mostly held by men. Participant Gb/Gw_DE_5 is a language teacher in Germany she also says that in her job there are mostly female-dominated but the managers are generally men.

“Men are working on more managerial roles. In my organization, from 7 head of directors, 6 of them are men.” (Participant Gb/Gw_TR_7)

“Although there are not so many men in my job, teaching there are already many men working on the upper levels.”(Participant Gb/Gw_DE_5)

Participant Gb/Gw_DE_1 works as the head of the group partner manager and she states that gender discrimination in the promotion can be possible because the firms are not enough transparent during the promotion process to a higher position for women in Germany. Besides that, Participant Gb/Gw_DE _3 works as a financial advisory/ audit consultant and she agrees that there are more male employees in managerial roles than women.

“I would say to the promotion process to managerial positions in my institution is not transparent or how the gender plays a role” (Participant Gb/Gw_DE_1)

“The gender plays a role in the promotion process and just more men are applying to these roles.” (Participant Gb/Gw_DE_3)

Like in Turkey, women declare that there can be gender discrimination in managerial positions in Germany. Especially in the elderly population, gender discrimination is more visible and women who work such a firm can experience gender discrimination more. Participant Gb/Gw_DE_4 who works as a junior project manager shares her experiences as a woman manager in her company.

“Actually I feel sometimes women are rejected. For example, in my project manager position, I come across a lot of old men who did not want to help or inform or follow suggestions or decisions just because I am a younger woman. However, in today’s life, it is a more conservative attitude rather than misleading organizations.” (Participant Gb/Gw_DE _4)

As a result, the traditional and cultural norms which control women’s career improvement are the factors that cause the glass ceiling in both countries. The female knowledge workers in Turkey declare that they have this pressure because their male colleagues do not want to see a woman as a manager.

4.5.1.Glass Ceiling Phenomenon and Leaky Pipeline

The glass ceiling is a metaphor that is used to define an invisible obstacle that deprives women employees of the promotion, pay, and career rises. The glass ceiling is one of the most important factors which widens the pay gap between the genders. The glass

ceiling controls the distribution of female knowledge workers in managerial positions. Participant Tb/Tw_3 works as a human resources consultant and she expresses her ideas about the glass ceiling phenomenon in Turkey.

“According to research that we have conducted, management positions are not still dispersed equally between men and women. The glass ceiling phenomenon, even if foreign companies’ operations in Turkey, is still there, because this is a social issue, and it is also in the perspective of companies that women should be more interested in their homes after giving birth, especially after having a baby. Therefore, it does not appear equal in the currently.” (Participant Tb/Tw_3)

The glass ceiling is a factor that is directly connected with the unequal treatment of women in male-hegemony. This factor is not related to education, performance, experience, and competence. The fundamental reason is gender-based discrimination. Moreover, the glass ceiling factor is also used as a strategy to pay more male employees, the reason why the women are not allowed to get promotions and men are paid who work in managerial positions over the women employees. Participant Tb/Tw_7 declares that it is not possible to get promotion for women in her workplace, unlike men. This factor creates the gender pay gap between her and her male colleagues.

“I don't think the salaries of my male colleagues are the same as me. Due to the general Turkish cultural point of view that the man is a responsible person for bringing the home the bread, it is a matter of gender factor to play a role rather than your knowledge and competence. Besides that, men are generally employed as our managers. So, for example, if we are five guidance teachers, the male teacher gets promotion as our group leader, and he earns more than us.” (Participant Tb/Tw_7)

The glass ceiling is also a problem for female knowledge workers who work in Germany. They declare that in general, gender plays a role in the promotion process and women have to face more obstacles to get a promotion.

It is also important to state that the leaky pipeline phenomenon occurs more visibly in STEM jobs as science, technology, engineering, and math studies. The promotion of female knowledge and continue their career or education are related to these factors. The reason why female knowledge workers must struggle more to rise in a male-dominated area. Moreover, the women who work in both the Turkish and German working areas are suffered from both

the glass ceiling and leaky pipeline phenomenon. Participant Tb/Gw_3 who works as a civil engineer states that male colleagues are favored to promote higher positions than women in Germany.

“For me getting a promotion to management positions is less possible compared to a male colleague. Gender has a big impact in this situation. Especially due to my choice of profession which is more male-dominated, my managers who believe that men’s activity in working environments is better for managerial positions, usually try to bring men to managerial positions.” (Participant Tb/Gw_3)

4.6. Women Anxiety on Managerial Assignment due to Cultural Norms

According to findings, women have anxiety about to rise higher positions, because of the social pressure that women are inadequate to manage in Turkey. Due to the labeling that management is more associated with the men, women employees are criticized not to manage properly. This factor occurs in countries that have certain gender roles. Especially, the determinant roles by culture control the women's flexibility in the positions which are more male associated.

“To be a manager, you need to be a leader and an entrepreneur. The entrepreneurial spirit is not related to women in our culture. In other words, we are not met by the opportunity to be an entrepreneur. That's why we are not aware of ourselves. For this reason, individuals who are not aware of themselves cannot be entrepreneurs enough for management. Thus, the entrepreneurs consist of mostly men. I think this is exactly related to the child-raising factor of our culture.” (Participant Tb/Tw_7)

Even the jobs are related to the female, it is clear that managers are mostly men. To give an example, teaching is a field that is generally associated with women's jobs and the sector is more female-dominated. Whereas, the positions of school principals are filled by male teachers. The reason why female teachers generally avoid being in managerial positions due to the lack of courage and self-confidence.

“Promotion to a managerial position is done by the exam and our female and male teachers take the exam, then whoever passes the exam becomes the principle, but there is a situation that the male teachers fill these positions more than female teachers. Because management is labeled with men, not with women. The perception is that a woman cannot manage the teachers. They say you cannot manage the male teachers as a woman. I want to

give an example. I have a friend who is a class teacher, she wanted to enter the exam to be the principle of the school, but she always asked me whether she can do it. She wanted me to encourage her because people around her said that she cannot be a manager even her family as well. I told her that she has to be sure and she can do it ”(Participant Tb/Tw_4)

It is obvious that women struggle more with gender discrimination in management positions due to the cultural perspective upon the women and mothers in Turkey. However, women who work in Germany are more self-confident, they did not declare their anxiety and suspicion on managerial assignment. Culture affects women’s decision less in Germany than Turkey. Because there was a dawning realization, in both Ms. Merkel's conservative Christian Democratic political party and its center-left opposition, that the economic cost of the backward for women worker and attitudes towards them was too steep, and policies were needed to change realities and attitudes (Saunders, 2017).

As Anke Paul, the head of equal opportunity at the ministry of labor in Hessen states, that the attitudes towards gender discrimination have changed in Germany because the dependent women on their husbands and house exist no longer and she says that “we've also had a big change in demographics, and a realization that we're not going to be able to find skilled employees if women aren't able to find ways to work” (Saunders, 2017).

4.7. Work-Related Key Information Flow and Gender Factor

According to the findings of the research, men are better than women to get work-related key information with the help of informal connections among them. It is significant to highlight that the managerial positions are mostly men and men have a better connection with each other than women. Moreover, the activities between them pave the way for sharing the work-related key information informal areas, before women. The factors like informal connections among men and the outnumbering male manager limit the activities of women in the workplace. In other words, the sharing of work-related key information in informal areas without female employees causes the isolation of women. Participant Gb/Gw_DE_2 who works as a data analyst and Participant Gb/Gw_DE_6 who works as a requirements engineer in Germany states that the information flow is quicker between her male colleagues because they have common habits that they can share the work-related key information.

“Unfortunately, men have more informal connections than women. My male colleagues get information before me. My male colleagues who smoke with my manager

always get information before me or my manager tells them to forward the information to me.” (Participant Gb/Gw_DE_2)

“If the manager is male, I do believe that information gets spread more quickly between them. I have not yet felt alienated due to this situation, but I have felt not included in my job.”(Participant Gb/Gw_DE_6)

The outnumbering of men in managerial positions can create polarization between the genders because they have good connections with male employees by joining common activities like eating, drinking, playing football, and weekend meetings.

“I do not think that my male colleagues have received important information before me, but they have better informal connections. Because men have a more common point with each other like football matches. Even managers and employees from other teams can socialize with these kinds of events or they gather to drink together. Therefore, their relationship is better than women. They have more conversations with more people at work. The important information is shared with everyone, but due to their wide and good connection and informal relationship, they may hear the information one or two days before us.” (Participant Tb/Gw_1)

“In some cases, men learn the information before us. Especially, if the manager is a man, there are more common social sharing areas and with the informal ways they reach the information.”(Participant Tb/Gw_3)

“Men definitely have better informal connections than women, especially in Turkey the work-related information is learned after football matches in the evenings.”(Participant Tb/Gw_4)

It is significant to highlight that the informal flow of work-related key information in an organization is correlated with the managers’ mostly male gender. The effects of the glass ceiling and the minority of female managers create gender polarization in an organization. The relationship of male employees with male managers affects the female employee not to have a good grasp of the work-related key information.

“I feel that men had more informal connections than women, because of the top managers who are generally men. Even in lower positions, they have good relationships with

the male manager. They are more comfortable than women because they can chat better with each other and they can join to common activities together. They can enter the room of the administrators more easily, and they have more common time than women. They can get faster information and they come to the fore.” (Participant Tb/Gw_10)

“I think men have better informal connections than women. Men often support each other. The reason why the population of men in many areas is more than women in Turkey. I watch webinars and I realize that many of the lectures or speechmakers mostly consist of men.” (Participant Tb/Gw_9)

Like in Germany, in Turkey the top managers are mostly men and they share the same hobbies and activities. They communicate with each other and the flow of key information is quicker between them. Participant Tb/Tw_3 and Participant Tb/Tw_1 share their experiences on the information flow between men.

“In the companies that I provide consultancy service, I see that because the top management and executives consist of mostly men, their relations both the friendship and business relation better than women. For this reason, I can observe that men receive the work-related key information before women.” (Participant Tb/Tw_3)

“In some cases, men have an informal flow of work-related key information better than women. Let's say your team leader is male. Your male colleagues who work in the same position and same team as you will be closer to your team leader. Because they build a more sincere relationship and they can talk about different topics privately by each other. They can reach information before us. I have experienced this most of the time in my workplace.” (Participant Tb/Tw_1)

4.7.1.Cultural Effects on Gender-Based Workplace Grouping

During the informal work-related key information flow between men, women are restricted. As stated above, the flow of the work-related key information by informal ways between the male employees can be based on the following factors.

- The manager's gender; when the manager is male, the flow of work-related information can occur in the workplace

- The population of the male employees; when the male employees are quite a few than the women in the workplace the information can flow between the male employees during their informal activities out of work like drinking, eating, football matches, and smoke breaks.
- The workplace grouping; when the women are in the minority and even in workplace women and men belong to their groups, the polarization can occur and men can improve the informal connections, while women felt isolated or not included.

Besides these factors, the work-related key information can flow quicker between the male employees due to the restrictions upon women's activity which are determined by traditional and cultural norms. Because social norms can warn women not to have more connections, or not get in touch with too many men. Furthermore, women are criticized when they are more in the male-dominated area. Participant Tb/Tw_4 explains the restriction of cultural norms in the commitment of women to the male-dominated area. Therefore, she gets information from her male colleagues in Turkey.

“If there is a new arrangement in the school, I learn it first from my male colleagues. Because they get on well with the male school principals much better than us and they have good resources. Thus, the advising ideas or information flow are quite fast between them. Especially due to some cultural reasons, it is thought that female teachers are not able to get in touch with others. For example, men usually work in the district directorate and it has been disapproved that women cannot have more connections. Women are exposed to restrictions.” (Participant Tb/Tw_4)

The cultural and traditional norms also occur the workplace polarization, the reason why the relationship between opposite sex can be misunderstood. The norms can restrict the relationship between women and men and the tendency of building a colleague's relationship can be according to cultural and traditional factors. Moreover, the opposite sex relation out of work may be avoided by both women and men's side. Participant Tb/Tw_5 states that men tend to share the information, build informal connections and activities more common with each other.

“I think the work-related key information flows more man to man. In general, men dwell in top positions more than women. Therefore, employees of the same sex can be closer

to each other and become better friends. Because there can be misunderstandings in the relationship between men and women, male-to-male communications are easier than the opposite sex.” (Participant Tb/Tw_5)

4.8.Downsizing of the Organization and Women Dismissal

The possibility of women’s discharges in case of downsizing of the organization can occur more than men. There are three main important factors that cause more women discharges than men.

4.8.1.Physical Force Factor

The physical force factor plays a role in being dismissed from women from employment in case of the downsizing. Especially, women who work in jobs which need more resorting to physical force face with more discharge than men. The reason why the performance of women is seen less than men depending on the strength factor.

“The removal of women, in general, is a situation that I have come across by my friends around me. Generally, women are dismissed, because it is thought that men have more power than women. Or, if the woman is at home and has a child, or if she is likely to become pregnant, the managers decide that women should be removed.”(Participant Tb/Gw_5)

It is significant to state that the physical force factor may affect the discharge of women in case of downsizing. However, it is the fact that this factor does not affect too much female knowledge works. The participants mostly agree that women face with discharge than men, but there is no any participant who experiences the dismissal due to the physical force factor. The reason why the female knowledge workers in Germany and Turkey are mostly working on jobs that need knowledge, experience, performance, and competence rather than physical force.

“I have experienced the dismissal of women in a profession that I did before I started teaching. I was working in a textile mill in summers. Depending on tourism, the textile mill decided on downsizing. After the decision, 10 women and 3 men were dismissed. There is a point of view such as; a man can carry 10 kg and two women can carry the same weight. As a result, the employer thinks that I prefer working with a man rather than two women, and he

asks: Why do I give money to two women rather than a man? He cares which one more profitable is.”(Participant Tb/Tw_4)

4.8.2.Traditional Gender Roles and Responsibilities

The gender roles are determined by social norms that women are responsible for caring and serving to the household, while men are responsible for earning money. Those norms play a role in the dismissal of women more than men. The reason why employers may consider the factor that men are responsible for maintaining their house in case of downsizing. Participant Tb/Tw_1 mentions that the cultural and traditional norms which are determined by Turkish society affect women’s dismissal.

“It seems that women are more likely to be dismissed in case of downsizing because when you are a woman, you have different responsibilities at home. Our society has given women some duties and responsibilities. We have learned and taken these responsibilities from our childhood. Therefore, when we come home after work, our domestic duties begin. Therefore, when a company thinks about downsizing, the owner or employer often dismisses women employees primarily. For instance, a problem would occur in the middle of the night and you may have to go to the workplace. In this case, it is questioned by the employer whether I reach a female or male employee. As a result, man is given priority like in this case. For this reason, they plan to dismiss women first. Besides, it is thought that men are responsible with earn money for their home, and men need more money to afford expenses for households. Besides that, it is also thought that If a woman is married, then her husband is already looking after her about money. If she is single, then her family look after her.” (Participant Tb/Tw_1)

“The dismissal of women is easier than men when the organization considers downsizing. I think the social general point of view is effective in that. Because Turkish society has this general point of view which depends on eliminating women first and people grew up in this society, therefore; they think that as well.”(Participant Tb/Tw_10)

It is important to highlight that the effect of cultural norms can differ from culture to culture. For instance, while Turkish culture more depends on the idea that if one person needs to earn money for the family, the father of the house must earn. This factor increases the dismissal of women more than men when the organization considers downsizing. The

maintaining of the family is a factor that is considered by the employer. (Participant Tb/Gw_10)

“The ratio of women who are dismissed is higher than men during the downsizing of the organization. I think that it can be different from the sector to the sector because in some sectors women work for less money, more commitment. For this reason, in some organizations, the dismissal is not high for women employees. But the general idea, which is behind that, men are responsible for earning money for their families. This factor can be excepted as positive by individuals on women’s dismissal rather than men. The dismissal of men can be harder than women.” (Participant Tb/Gw_10)

4.9. Summary of Analysis

In general, the intersectionality of the gender pay gap and gender discrimination are problems that many participants have experienced in the workplace without considering the culture or country. At this point, the transparency on wage distribution is a factor that decreases the gender-based unequal payment. On the other hand, the participant from both countries mentioned that their salaries are secretly distributed, and they are not sure whether their male colleagues who work in the same position and do the same job earn the same with them.

When we consider the intersectionality of the gender pay gap, there are two obstacles for women who come from Turkey. First, they have difficulties in adaptation to German culture and learning the language. These two factors also restrict their promotion to managerial positions. They state that even if they are hired for a job, they have more problems than their male colleagues and women who can speak German and know the German culture better.

In the private sector, transparency is not an issue that is highly focused and for this reason pay gap may occur in the private sector easier. Because, private-sector cares more efficiency and effectiveness, and it is more profit-oriented. Unlike the private sector, the salaries are paid according to experience and position in the public sector. Because of the ethical issues in the public sector, the transparency on wage distribution has priority.

The results show that human capital theory’s main argument is not valid for female knowledge employees, because the opportunity for education and training are equal for both

genders. Therefore, many women knowledge workers say that they are not behind men in terms of education, experience, or qualification.

The education, experience, and qualification are also the factors that are cared for during the hiring process. Most of the female knowledge workers state that they did not have any difficulty or gender discrimination during the hiring process. However, they face discrimination after they start to work. The female knowledge employees have experienced gender discrimination in the workplace and many of them declare that discrimination mostly occurs in the promoting process. In connection with the disparity on promotion pave the way for the gender pay gap, workplace polarization, and access to work-related information.

Knowledge women workers without considering the occupation, they face difficulties in getting a promotion. This factor breaks their motivation about their profession. The glass ceiling phenomenon also troubles for women employees in the workplace, because many of the knowledge women workers state that although they are good enough for managerial positions, due to the glass ceiling they are stuck in their current positions. Besides, some participants work in the STEM field state that they are suffered from leaky pipelines.

It is significant to highlight that as the female knowledge workers who work in the public sector in Turkey mentioned that the possibility of promotion is more in the public sector rather than in the private sector. Even though the promotion opportunities are fair for both genders, those positions are mostly fulfilled by men. Women who have the same opportunity with men on promotion declare that due to traditional and social norms, women feel doubt about the promotion. There is a pressure on women that women cannot be a manager and they cannot manage good enough as a man.

Like most of the female knowledge workers who work in the private sector state, the number of female managers is not equal to men and they have mostly male managers in their organization. For this reason, the polarization can occur in the workplace. Moreover, men can easily join the activities and they can get in touch with each other by meeting for informal activities like smoking, playing football, and parties. Participation in these activities mostly is not possible for women. Therefore, the flow of work-related key information is faster between men and women to learn work-related key information later.

Additionally, many of the participants who work in Turkey state that traditional norms and culture-oriented gender roles increase workplace gender-based discrimination

because the cultural norms determine that women are responsible for household chores, while men are responsible for earning money. The cultural norms control the genders' position and career development. This factor affects the women's dismissal, in case that their organization considers downsizing. According to female knowledge, workers emphasize the factor is mostly considered, more than physical force factor. The reason why most of them do not work the jobs which require physical force.



5.CONCLUSION, DISCUSSION, AND SUGGESTIONS

5.1.Conclusion of the Study and Discussion

This study aims to search the intersectionality of the gender pay gap and the factors which cause to increase in the pay gap that the female knowledge workers have experienced in Turkey and Germany. In this respect, the gender-discrimination which female knowledge workers have experienced during the hiring, promotion, and access to work-related key information, and recruitment in Turkey and Germany are also investigated within the scope of this research. To get a conclusion, the literature review which is related with the research subjects is composed and the methodology is conducted under the light of semi-structured interviews within total forty female knowledge workers who consist of ten female knowledge workers who work in public or private sector in Turkey, ten Turkish female knowledge who immigrated from Turkey to Germany, ten Turkish female knowledge workers who were born in Germany and lastly ten female knowledge workers who are German.

As a result of analyzing the empirical material, which is obtained with the semi-structured interview technique, the research questions on to what extent the intersectionality of the gender pay gap for Turkish female workers in Germany are, how the female employees face with gender discrimination in Germany, how the governments deal with the gender pay gap and whether they improve a successful approach for this problem, how the distribution of the female knowledge workers is in managerial positions in Turkish and German international business environments, in which process the female knowledge workers are suffered from gender-based discrimination most in their organization are answered.

One of the main questions, the intersectionality of the gender pay gap in Germany that Turkish female employees have experienced due to culture, religion, and language, is investigated deeply by examining the process like hiring, promotion, access to knowledge, authority, and discharge. The empirical material shows that Turkish female knowledge workers in Germany who were born in Turkey suffer from discrimination because of their sex and nationality. The language also affects the Turkish female knowledge workers' getting a promotion or earning as much as their German colleagues.

The intersectionality of the gender pay gap is higher between the participants who are classified as 'Turkey as birthplace Turkish participants who work in Germany (Tb/Tw)'. The adaptation of German culture is difficult for them and they reflect Turkish culture more than

the group ‘Germany as birthplace Turkish participant work in Germany (Gb/Gw_TR)’. Their knowledge of German culture is less and they are detected easily. On the other hand, participants ‘Gb/Gw_TR’ are more like German. Their familiarization with German culture and responding to the submission of German culture are more improved. Besides that, the language helps them to understand the local people and depict them as more assimilated.

The German language is a barrier for Turkish female knowledge workers’ acceptance. The reason why the lack of communication in German shows them less adapted. During the assignment, the lack of German language can cause the discrimination of Turkish female knowledge workers, especially in higher positions. The Germans want to make sure that they will not encounter any kind of problems later and they guarantee that they have a manager who behaves properly and apply the general rules without missing.

When we compare Turkey and Germany in the matter of promotion, the female knowledge workers in Turkey have less chance to rise higher positions in the organization, because the cultural norms affect the promotion of the women. Furthermore, women who are in managerial positions are considered failing soon or not having the capability of managing as well as men. For this reason, although women have a chance to get a promotion, many of them are not willing to be on managerial positions, due to their anxiety for pressure. Therefore, it is possible to state that the managerial positions mostly consist of men without considering public or private sectors in Turkey.

As for Germany, the corporate sector cares about the gender pay gap and gender-based discrimination and the strategies are improved to increase the global commitment of gender equity. However, managerial positions still consist of men. The effect of the glass ceiling occurs highly in Germany. As Arulampalam, Booth, & Bryan stated that it is possible to speculate as to why the estimated gender pay gaps in Europe are larger at the top of the wage distribution, glass ceiling, in most countries including Germany (Arulampalam, Booth, & Bryan, 2006).

Additionally, the gender pay gap between female and male knowledge workers is higher in the private sector, because transparency is not cared for. Most of the female knowledge workers do not know if there is wage inequality between the employees. Furthermore, the gender pay gap between female and male knowledge workers in Germany occurs due to unequal promotion opportunities in general. It is clear, high and well-paid

positions are mostly held by men. The management positions are not distributed equally between women and men knowledge workers in both Turkey and Germany.

The relationship between the unequal payment and human capital theory does not affective for the female knowledge workers. There is no clue that due to the human capital theory the firms pay less the women employees. Besides that, during the hiring process, many female knowledge workers do not face gender inequality in Turkey and Germany.

According to findings, gender-based occupational segregation is highly obvious in Turkey, some occupations consist of only men, and STEM jobs are also mostly done by men. For this reason, female knowledge employees have difficulties in these areas to get promotion then other areas.

In Germany, the female knowledge workers do not face certain gender-based segregation, during hiring, but gender inequality may happen during working. It is clear, cultural norms affect female knowledge workers in Germany less than in Turkey. Therefore, occupational-segregation that female knowledge workers have is lower in Germany. It is possible to say that the cliché that ‘certain jobs are made by certain genders’ is not clear anymore.

According to findings, in both countries, men have more informal connections with their male managers and male colleagues. Moreover, the outnumbering of male managers in a firm simplifies the informal flow of the work-related key information between men than women. Because they can join informal activities together like smoking, playing, or watching football or drinking. On the other hand, women can feel isolated or not included due to this factor.

In Turkey, women have a difficulty to join informal activities. In general, men and women tend to develop informal relationships less with the opposite sex out of work. This kind of relationship is not established to avoid any misunderstandings. Therefore, when men get together, they prefer doing activities man-to-man. During the activities, it is inevitable to share the work key-related information between men. For this reason, men are faster to learn news from male managers than women.

As for the women knowledge workers’ dismissal in a case that the organization considers downsizing, they are not fired from their jobs due to the physical force factors. The

findings show the difference in this point for countries in the matter of culture. Because the dismissal is generally based on gender roles which are determined by Turkish culture.

Turkish gender roles and responsibilities which are also determined by traditional norms are more male-dominated. Therefore, the elimination of women is more than men in case if downsizing of the firm. The reason why married women are supported by her husband and single women is supported by her father. The employers consider this factor and eliminate female knowledge workers because they think women have less responsibility to earn money and women don't need to work. Unlike women, men are more responsible for earning money for their families. Finally, to decrease the gender gap between female and male knowledge workers, female knowledge workers expect that the Turkish Republic and the Federal Republic of Germany legislate a law to control the gender pay gap and they punish the organizations in case of violation.

In conclusion, female knowledge workers suffer from the glass ceiling, and when we look at the organizations in both countries because the managerial positions mostly consist of men. The promotion opportunities are highly controlled by the gender discrimination factors in the sectors. However, the effect of gender discrimination on hiring and dismissal is less for female knowledge workers. Female knowledge workers without considering the countries suffered from discrimination on the flow of the work-related key information. Besides that, men grouping for the activities only man-to-man and intimate relationships of male employees with male managers. Finally, to decrease the gender pay gap the governments need to control the private sector and legislate a regulation and punishment.

5.2.Suggestions

Like other empirical studies, this study has practical implications, as a result of this study, the suggestions listed below which are thought to minimize the gender pay gap and intersectionality of the gender pay gap in for female knowledge workers in Turkey and Germany.

- First, the discrimination of Turkish female knowledge workers should be taken into consideration and the German government should control the multi-cultural companies by focusing on racial discrimination. Because Turkish female knowledge workers do not tell the discrimination that they have experienced for fear of losing their jobs.

- The governments should control the private sector strictly by considered whether the distribution of women and men are equal in the private sector in Turkey and Germany. Moreover, the governments legislate a regulation on the gender pay gap. The firm which has female managers can be supported to motivate them.
- The commitment of the gender equality movements as 'HeForShe' is provided in general. The turning point for the intersectionality of the gender pay gap is aimed at all sectors and fields. The companies that have this kind of movement or campaign can be subsidized.
- The governments also have to balance the women employees in the public sector, not only for the lower positions but also for higher positions. Therefore, they improve the strategies equalize the managers in the matter of gender and promote the women to be assigned in managerial positions in the public sector.
- The companies are also advised to heighten awareness of gender discrimination and the negative effect of the gender pay gap. They should comprehend how the gender pay gap and gender discrimination affect women employees' motivation.
- The gender balance should be controlled at higher levels of the organizational hierarchy.

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ADDENDIX 1.

VOLUNTARY PARTICIPATION PERMISSION FORM

This study is a research study of a master's thesis titled **GENDER AND DIVERSITY MANAGEMENT IN INTERNATIONAL ORGANIZATIONS: A RESEARCH ON GENDER PAY GAP AND DIVERSITY FROM FEMALE KNOWLEDGE WORKERS' PERSPECTIVES IN TURKISH AND GERMAN CONTEXT**. The aim of the research is to reveal the attitudes towards gender pay gap by knowledge workers women, who live in Germany and Turkish and German. The study has been conducted by Münevver Büşra POLAT (Researcher) and Ph.D. Ozan Ağlargoğ (Consultant) and with its outcomes, it is expected to contribute to the subjects as gender pay gap, glass ceiling and discrimination of genders on other issues in workplace.

- Your participation in this study is voluntary.
- In accordance with the purpose of this study, data will be collected from you through a semi-structured interview and participant information form.
- Within the scope of the research, the sound recording will be made and these recordings will be deciphered and analyzed by the researcher and his advisor.
- You do not have to write your name or provide any information to reveal your identity. The names of the participants will be kept confidential in the research.
- The data collected within the scope of the research will be used only for scientific purposes, it will not be used outside the purpose of the research or in any other research, and if necessary, it will not be shared with others without your (written) permission.
- You have the right to review the data collected from you if you wish.
- study at any time. If you leave the study, the data collected from you will be removed from the study and destroyed.

Thank you for your time to read and evaluate the volunteer participation form. You can ask your questions about the study to Anadolu University,

Researcher Name: Münevver Büşra POLAT
Address: Herderstraße 79, 40237
Tel : +49 152 56523939

I accept the use of the information I have provided for this study with my own consent and knowing that I can quit the study if I wish for scientific purposes.

(Please fill in this form and give it to the person who collects the data after signing it.)

Participant Name and Surname:

Signature:

Date:

APPENDIX 2:

PARTICIPANT INFORMATION FORM

Participant;

Name and Surname:

Your place of birth:

Germany

Turkey

Your age range:

25-35

36-45

46-55

56-65

Your Education:

Your Position in the Workplace:

Sector You Work:

Public

Private

Your Working Time in Your Current Job:

Less than 1 year ☐

1 year ☐

2 years ☐

3 years ☐

5 + ☐

Do you have managerial mission?

Yes

No

Number of Subordinates Working for You:

Gender of Your Manager:

Male

Female

APPENDIX 3:

Interview Questions

1. What type of work do you do for living?
 - Educational background?
 - Job experience?
2. Do you work mostly with men or woman in your daily routines?
3. Can you tell us about your recruitment process for your current job?
 - Were there male applicants?
 - Being a woman was an advantageous?
4. Do you feel that work tasks are being equally distributed between men and women at your workplace?
5. Have you ever thought whether you earn as much as your male colleagues conducting the same job as you do?
 - If yes, how do you cope with that situation?
 - Do you find it normal?
 - Does your organization do anything related with it?
 - Do you think that government should do something to prevent this inequality?
6. In what circumstances do you think there should be pay-gap based on gender?
7. Do you find promotion to upper levels in organizational hierarchy fair?
 - Does gender play a role in this process?
8. Do you think managerial positions are equally distributed among men and women in your organization?
9. Have you ever felt that work related key information is not distributed to you?
 - If yes, how do hear the news?
 - Do you think your male colleagues get that info before you?
 - Do you believe that man has better informal connections than women so that they can be informed promptly?
 - Ever felt alienated at work?
10. Do you prefer working with female or a male manager?
11. Do you believe that specific jobs have to be conducted by specific genders?
 - Why?
 - Which jobs?
12. Have you ever thought you would be much happier if you were doing the same job as a man?
 - Pay?
 - Job satisfaction?
 - Equal promotion opportunities?
 - Domestic duties?
 - Workloads?
 - Required education?
13. In case the organization you are working for considers downsizing, do you expect there would be gender based differentiation during the process?
 - Why?
 - Gender-pay gap has any role?
14. My questions are over. Would you like to add anything that you think related with these issues?

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