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**THE RELATIONSHIP BETWEEN NEPOTISM, GLASS CEILING PERCEPTION
AND JOB SATISFACTION, A STUDY ON WOMEN EMPLOYEES OF A
HEALTH CARE COMPANY**

MASTER THESIS

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ABSTRACT

In today's market conditions, one of the most important weapons in providing competitive advantage of companies is their investments in human resources. Companies work hard to ensure the sustainability of employees within the organization and eliminate the factors that create job dissatisfaction. Herein, the effects of nepotism and glass ceiling syndrome which are one of the factors that create job dissatisfaction are evaluated in the scope of this research. The research was carried out with 148 women employees of a health care company in Istanbul.

According to the findings obtained from the study, nepotism decreases external satisfaction and overall satisfaction. On the other hand, the glass ceiling perception decreases internal satisfaction, external satisfaction and overall satisfaction. In the analysis made within the framework of sociodemographic characteristics, it was determined that the glass ceiling perception differs according to age. While satisfaction with factors of satisfaction differed according to marital status and children; external satisfaction differs according to age, children, income level and weekly working time. It was determined that the general satisfaction levels of the participants differed according to the demographic characteristics, children and weekly working time. Within the framework of the results obtained, it is recommended to develop management policies that are free of elements that can create a nepotism and glass ceiling perception of the enterprises to increase the job satisfaction of the employees.

Key words: Nepotism, glass ceiling perception, job satisfaction

ÖZET

Günümüz pazar koşullarında işletmelerin rekabet üstünlüğü sağlamadaki en önemli silahlarından bir tanesi insan kaynaklarına yaptıkları yatırımlardır. İşletmeler iş görenlerin örgüt içerisinde sürekliliğini sağlamak adına çalışmalar yürütmekte ve iş tatminsizliği yaratan unsurları ortadan kaldırmaya çalışmaktadır. Bu noktada örgütlerde iş tatminsizliği yaratan unsurlardan nepotizm ve cam tavan sendromunun etkilerinin değerlendirilmesi araştırma kapsamında amaçlanmıştır. Araştırma İstanbul’da sağlık sektöründe faaliyet gösteren bir işletmenin 148 kadın çalışanı ile gerçekleştirilmiştir.

Araştırmadan elde edilen bulgulara göre çalışanların nepotizm algısı dışsal tatminlerini ve genel tatminlerini azaltmaktadır. Bununla birlikte cam tavan engellerine ilişkin algı içsel tatmini, dışsal tatmini ve genel tatmini azaltmaktadır. Sosyodemografik özellikler çerçevesinde yapılan analizlerde cam tavan engellerine ilişkin algının yaşa göre farklılaştığı belirlenmiştir. Tatmin faktörlerinden içsel tatmin medeni durum ve çocuk sahibi olma durumuna göre farklılaşırken; dışsal tatmin yaş, çocuk sahibi olma durumu, gelir düzeyi ve haftalık çalışma süresine göre farklılaşmaktadır. Katılımcıların genel tatmin düzeylerinin ise demografik özelliklerden çocuk sahibi olma durumu ve haftalık çalışma süresine göre farklılaştığı belirlenmiştir. Elde edilen sonuçlar çerçevesinde çalışanların iş tatminini yükseltmek üzere işletmelerin kayırmacılık ve cam tavan engelleri algısı yaratabilecek unsurlardan arındırılmış yönetim politikaları geliştirilmesi önerilmektedir.

Anahtar Kelimeler: Nepotizm, cam tavan algısı, iş tatmini

CONTENTS

	Page
ABSTRACT.....	ii
ÖZET	iii
CONTENTS.....	iv
FIGURES.....	vi
TABLES	vii
INTRODUCTION	1
1. NEPOTISM	4
1.1. History of Nepotism.....	5
1.1.1. History of Nepotism in the World	6
1.1.2. Nepotism in Turkish History	7
1.2. Types of Nepotism.....	8
1.2.1. Nepotism by Favored Person.....	9
1.2.2. Nepotism by the Nature of Favor	16
2. GLASS CEILING SYNDROME	20
2.1. Definition of Glass Ceiling.....	21
2.2. Importance of Personality Factor in Glass Ceiling.....	26
2.3. Positive Discrimination and Glass Ceiling	26
2.4. Causes of Glass Ceiling Syndrome.....	29
2.4.1. Obstacles Set by the Institution	29
2.4.2. Obstacles Set by the Managers (Men)	31
2.4.3. Obstacles Set by the Family.....	33
2.5. Solutions for Glass Ceiling Syndrome.....	34
2.5.1. Applications of Institutions and Organizations	34
2.5.2. Women's Practices	35
3. JOB SATISFACTION	36
3.1. Definition of Job Satisfaction	36
3.2. Factors Affecting Job Satisfaction.....	38
3.2.1. Individual Factors Affecting Job Satisfaction	39

3.2.2. Organizational Factors Affecting Job Satisfaction	41
3.3. Consequences of Job Satisfaction.....	45
4. CASE STUDY	48
4.1. Methodology.....	48
4.1.1. Purpose of the Study	48
4.1.2. Model and Hypotheses of Study	48
4.1.3. Sampling Method.....	49
4.1.4. Data Collection Tools	52
4.1.5. Assumptions and Limitations	53
4.1.6. Analysis of Data.....	54
4.2. Results.....	54
4.2.1. Descriptive Statistics.....	54
4.2.2. Correlation Analysis	55
4.2.3. Regression Analyses	56
4.2.4. Difference Analyses.....	57
CONCLUSION.....	65
SOURCES	69
APPENDICES	81
CV	84

FIGURES

	Page
Figure 1. 1 Two-Dimensional Nepotism Behavior Model	9
Figure 3. 1 Reactions Against Dissatisfaction at Work	47

TABLES

	Page
Table 2. 1 Obstacles to Women's Career Development.....	25
Table 4. 1 Socio-Demographic Characteristics of Participants (n=148)	51
Table 4. 2 Normality Test Results	54
Table 4. 3 Descriptive Statistics of the Scales	55
Table 4. 4 Relationship between Nepotism, Glass Ceiling Perception and Job Satisfaction Levels.....	55
Table 4. 5 The Effect of Nepotism and Glass Ceiling Perception on Internal Satisfaction	56
Table 4. 6. The Effect of Nepotism and Glass Ceiling Perception on External Satisfaction	56
Table 4. 7 The Effect of Nepotism and Glass Ceiling Perception on General Satisfaction	57
Table 4. 8 Comparison of Variables with Age	58
Table 4. 9 Comparison of Variables with Education Level.....	59
Table 4. 10 Comparison of Variables with Marital Status	59
Table 4. 11 Comparison of Variables with Having Children or No Children	60
Table 4. 12 Comparison of Variables with the Year of Experience in the Current Business	61
Table 4. 13 Comparison of Variables with the Year of Experience in the Sector.....	62
Table 4. 14 Comparison of Variables with Monthly Income	63
Table 4. 15 Comparison of Variables with Weekly Working Hours.....	64
Table 4. 16. Hypothesis Test Results.....	64

INTRODUCTION

It is possible to consider the most important asset of the organization as human resources. The quantity and quality of the organization's employees determine the success or failure of the organization. Therefore, the employment policies to be adopted in order to provide the manpower required for the organization are of vital importance for the organization. Employee happiness is closely related to achieving maximum efficiency from human resources. Again, it is observed that there is a very close relationship between job satisfaction and job outcomes. Although high degree of job dissatisfaction in the organization may cause various problems, high degree of job satisfaction result in commitment to the organization, performance and similar positive outcomes.

There is a causal relationship between job termination and absenteeism, and job satisfaction. In cases where job satisfaction of the employees is high, it is seen that the intention to leave the job and the absenteeism are less, while the organizational citizenship behavior and life satisfaction is higher.

When job satisfaction is high, the desire to quit the job is very low, the person does not exhibit absenteeism, he comes to his work on time and does not make excuses about being late. This is due to the fact that the individual who has achieved job satisfaction has positive feelings for his / her job and feels pleasure. Workers who provide job satisfaction are unlikely to have psychological, behavioral and physical impairment. Research has shown that workers who do not have job satisfaction are often ill. It can be said that the worker who has job satisfaction is enjoying life, is more dynamic and looks more positive to life. Again, this person, poses positive behaviors that he carries out in community and family life.

While it is not only a situation that concerns an individual who is satisfied with his / her job or dissatisfied with the job, the positive or negative results caused by this situation directly affect the business. Therefore, the higher the job satisfaction, the better the management of the business can be said to be that level. Unlike those who do not provide job satisfaction, the enterprises that provide job satisfaction do not have difficulty in finding staff. Although job satisfaction of employees seems to be an employee-centered situation at first sight, it is a factor that should be taken into consideration by employers because of their reflections on the organization.

Considering the fact that most of human life passes through sleep and work, evaluating job satisfaction as an effective concept on business life only will reduce the importance of this concept. Although there is a close relationship between job satisfaction and job satisfaction, work satisfaction and job satisfaction affect the relationship between work and life.

There are many elements in organizations that affect job satisfaction based on employees and organizations. Nepotism is one of the organization based factor and it is expected that the level of job satisfaction of the employee exposed to nepotism policies will decrease. In nepotism based organizations, starting from the recruitment to promotion and other steps, employees will not be able to feel justice and this will lead dissatisfaction with the working conditions, may even lead quitting job. In addition, glass ceiling syndrome, which appears in the gender based duties, responsibilities, wages and promotion policies within the organization, also has a negative impact on job satisfaction. Invisible factors of glass ceiling perception that inhibit women employees promotion argue that the reason why women should not be promoted is their low ability to do better execution, therefore job satisfaction levels decrease. In this study, it was aimed to determine the effect of nepotism and glass ceiling barriers on job satisfaction levels of female employees. The research consists of four sections, In the first section, information about the history of nepotism was given and nepotism types were introduced.

In the second part, the definition of glass ceiling perception, the importance of personality factor in glass ceiling and the relationship between glass ceiling perception and positive discrimination were discussed. However, the reasons for revealing the glass ceiling perception and the solution suggestions for the glass ceiling perception are discussed.

In the third part of the study, there is a theoretical framework for job satisfaction. In this section, the concept of job satisfaction is defined. Individual and organizational factors affecting job satisfaction were introduced. In the last part of the chapter, the results of job dissatisfaction are discussed.

In the fourth part of the study, the methodology related to the case study and the results obtained within the framework of this methodology are given. In the Methodology section, the aim of the study, its models and hypotheses, universe and sample, data collection tools, limitations and assumptions and data analysis techniques are discussed.

The results obtained from the analyzes are presented in descriptive statistics, correlation analysis, regression analysis and differential analysis. In the conclusion section, the findings were evaluated.



1. NEPOTISM

One of the ethical issues in human resources is the recruitment, appointment or promotion of staff based on nepotism (Bartels et al., 1998, 800). Nepotism as a mechanism of social interaction, it is quite common not only in Turkey but also in many countries in both social and political occasions (Ozler & Buyukarslan, 2011, 275).

The behavior of nepotism is very common not only in public institutions but also in private sector institutions. Some factors such as relativity, friendship, religion, neighborhood, citizenship, proximity due to taking part in same neighborhood / society lead people support and show nepotistic attitudes and behaviors in everyday life, in economic and political relations, within bureaucratic and organizational structures (Ozkan & Erdem, 2014, 180).

Nepotism is defined as an act of providing work and resources to members of the social group in which he/she belongs (Bramoulle & Goyal, 2016, 16). The different attitudes of a person to the social group in which he / she is involved may cause harm and negativity to other employees outside the group (Cadsby et al., 2016, 60).

One of the reasons of applying nepotism is trust (Ekinci, 2016, 29). Trust is generally seen as part of the concept of social capital. Social capital comes from the dominance of trust in a society and the sense of trust is embedded in all groups, from national communities to small groups such as families (Putnam, 1993, 180; Fukuyama, 1998, 37). Uslaner (2003, 1); two people who do not know each other are not likely to trust each other, and even if these people get to know each other better, their trust in each other will be limited due to the information they know about each other. According to social relationship theorists, the social commitment and its structure plays an important role in the process of generating trust (Uzzi, 1996, 677; Granovetter, 1986, 489).

Many people in the business life is experiencing the problem of trust. Therefore, individuals in the organization want to work with people who can trust each other, the nepotist prefer people they can trust and they tend to use a large part of the resources of the organization in favor of this group (Ekinci, 2016, 30). The main reason for bringing family members instead of professionals, especially to the management position, is that the trust factor has exceeded the expertise (Ates, 2003, 7; Bute, 2011, 389).

In the process of nepotism, there are two sides which are treated preferentially; nepotist and the person who benefits from nepotism. There are vertical and hierarchical relationship between these two sides. While the nepotist is found at the top of this structure as the watchful and observer person, the favored person is protected with the feeling of gratitude towards the father-in-law and is placed under the hierarchical structure (Ozkanan & Erdem, 2014, 182). The nepotist strengthens its position by acquiring reputation and power, while the favored party reaches concrete opportunities and opportunities (Ekinci, 2016, 30). As it can be seen here, both sides gain certain achievements with nepotism. At the end of the nepotism behavior, a third party come to exist which is not in the process of developing the nepotism behavior but adversely affected by this behavior. People in the third group appear to be affected by the decision of the favoring party.

Nepotism practices are more common in developing countries but appear in many countries (Fukuyama, 1998; Ozler et al., 2007, 438). In some societies, nepotism practices are related to culture. For example, guanxi culture, which is frequently encountered in Chinese business life, or keiretsu in Japanese culture, which is a system that big companies trust in small companies instead of foreign companies is kind of a proof of nepotism relation with cultures (Leung et al., 2008, 23; Fukuyama, 1998, 18). These kinds of cultural networks are closed systems, where it is important to know the person and not the job itself. As it is emphasized in Ozler et al. (2007, 438), Fukuyama (1998), cultural differences cause variation in nepotistic practices in some countries as Japan, Turkey, Italy, United States, China.

Although the concept of nepotism is used as synonymous with favoritism, the concept of favoritism is broader than nepotism and there are many kinds of it (Asunakutlu & Avci, 2010, 96). In the related literature, cronyism is used for favoring friends, nepotism is used for favoring family member and clientalism is used for political and religious advocacy patronage, consensual use of public resources for their voters (Akozer, 2003, 16-17; Gonulacar, 2014, 10; Arasli & Tumer, 2008, 1238).

1.1. History of Nepotism

Although concepts such as nepotism, cronyism and patronage appear to be new concepts, however these concepts are as old as human history. In the world, it is possible to find favorable attitudes in many societies, including Turkish society.

1.1.1. History of Nepotism in the World

The oldest evidence on the history of nepotism in the world is a Sumerian tablet dating back to 4000 BC placed in Istanbul Archeology Museum. This tablet named Sumerian school days and it shows how an unsuccessful Sumerian student become the chairman of the class with the favorable support of his family (Economic Policy Research Foundation of Turkey, 2006, 33).

The famous philosopher İbn-i Haldun, who lived in the 14th century, discussed the importance of group solidarity and group bias in political power in his Mukaddime, and examined the people who succeeded in the community by his tribe under the so-called concept of “Asabiyyet” (Akyurek, 2016, 167). In his Mukaddime, İbn-i Haldun divided the concept of “Asabiyyet” in two ways: the ascendance of the people due to the blood bond and the ascendancy of the acquis depending on the religion and the dynasty (Uludag, 2007).

The word nepotism originate from the italian nipote (nephew) word which is historically derived from Popes showing special favour to nephews or other relatives for high level jobs in Renaissance period (Ciulla, 2005, 155; Asunakutlu & Avcı, 2010, 96). For example; Pope 2nd Pius' hometown was Siena and 122 out of 820 assignments were made among people in Siena. Moreover, 71 more assignments were determined due to proposals of the churches (Hilary, 1978, 34). Pope 4th Sixtus, who served between 1471 and 1484, assigned 6 out of 34 cardinals among his nephews (Mundt, 2007, 236).

In addition to churches in Italy, nepotism activities can be found in churches in United Kingdom. The 18th century nepotist, Bishop of Winchester, Benjamin Hoadly, started his duties in 1716 at Bangor, continued in Hereford and Salisbury respectively. Hoadly assigned duties for his son John in all three churches. When John Hoadly came to the end of his life, he earned a wealth from three cathedrals and five religious districts that corresponds to the net income of the Norwich Prelacy (Gibson, 1987, 382, 383).

It is possible to come across such examples of nepotism in Turkish history, which we encounter in many societies around the world.

1.1.2. Nepotism in Turkish History

There is no subject related to nepotism in the artifacts belong to the pre-Islamic Turkish States, however it is possible to find favorable attitudes especially during the Great Seljuk and Ottoman Empires.

During the foundation period of the Seljuk and Ottoman Empire, the advisors of the rulers were often elected from the family. For example, in the period of the Great Seljuk, his brother Cagri Bey was the counselor of Tugrul Bey. Tugrul Bey took care of the administration while Cagri Bey conducted military affairs (Babaoglu & Yildiz, 2015, 89-90). In the Seljuk period, Sultan Alp Arslan, on his way back from Syria to make the Malazgirt Battle, promised that he would continue his rule to the ruler of the Mervanogullari State Ebu'l-Hasan Sa'id after he stopped in Diyarbakir. But later, when Sa'id's brother Nizamu'd-din presented his rival a gift of jewels and gold, Nizamu'd-din became the head of the Mervanogullari State (Koymen, 1966, 7).

As stated in the book "Guldeste" which is written by one of the Ottoman treasurer Sari Mehmet Pasha, management roles should be assigned to people with intelligence, knowledge, experience and morality rather than giving authorities according to bribery (Erdem, 1995, 255-258). Bizbirlik (2004, 64); he states that some of the Ottoman sultans and dynasty members favored or rewarded starting from the establishment of the Ottoman Empire until the end of the 16th century. On the period of his reign in Edirne, the son of Yildirim Bayezid, Musa Celebi states that; Kerem was a generous man because he was a good sultan, however he always favored the ones that were close to him, did not show any generosity for Rumelia soldiers. (Solakzade, 1989, 152 act, Bizbirlik, 2004, 64).

In the Ottoman state after the 16th century, the view that bribery became widespread in the assignments to state affairs was dominant (Ozsemerci, 2002, 36). At the Koprululer time, after the death of Koprulu Mehmed Pasha in 1661, his son Koprulu Fazil Ahmed Pasha became the grand vizier and this was not important for that period even though it is unacceptable in this day and age (Aydogdu, 2017, 39).

Although there were laws to prevent bribery, corruption and nepotism after the Tanzimat Edict, these unethical behaviors continued after the Tanzimat period. Consideration of the civil servant as a reliable profession in the Ottoman Empire, nepotism and consideration of civil servant as an elite profession in the community is a phenomenon passing from the Ottoman Empire to the Republic (Fidan et al., 2011, 123).

The changes made in the first years of the Republic did not show much effect in the functioning of the state (Gokus, 2010, 238). The first corruption in the Republican period was realized in 1924 when the tender for the repair of the Yavuz armored vessel was handed over to the company of a close friend of Admiral İhsan Eryavuz. After this incident, Mr. İhsan's exemption was canceled and was sentenced to prison for two and a half years (Carikci & Aslan, 2010, 35). In a single-party period, in a congress held in 1947, it was stated that some of the deputies and other party members had increased bribery, nepotism and misuse of duties (Uzun, 2012, 117).

Between the years of 1960-1980, recruitments and promotions were being done according to friendship and kinship and after 1980s this situation has become so traditional. The poor quality of public services is also attributed to these public employees recruited through favorable policies (Gokus, 2010, 242).

Nowadays, the influence of nepotist activities still continues. The number of persons or institutions that are not involved in nepotism activities is almost negligible (Biber, 2016, 24). Variation of the sectors and high number of people showing nepotistic behaviour leads to diversification of nepotism.

1.2. Types of Nepotism

In this study, the types of nepotism is classified into two according to Ekinici (2016, 47); qualifications of the favored group and the characteristics of nepotism. The concepts of nepotism, cronyism, patronage and clientalism (Ozler & Buyukarslan, 2011, 278) will be explained according to the qualifications of the favored group. In the classification according to the characteristics of nepotism, discrimination in recruitment, favoritism in promotion will be examined (Asunakutlu & Avcı 2010, 93-98).

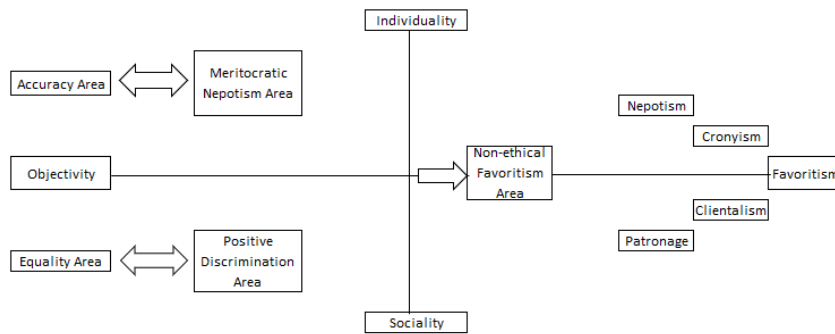


Figure 1. 1 Two-Dimensional Nepotism Behavior Model

Source: Ozler and Buyukarslan (2011, 277)

The region on the left side of the vertical line, which is developed to classify the concepts of nepotism, consists of two parts, the first region expressing personal and social accuracy and equality, while the region closer to the center shows the ethical and legal form of favoritism. The upper side of the horizontal line refers to interpersonal or bilateral relations, while the lower side shows social relations. The ethic and unethical aspects of the behavioral domain indicate the left-hand ethic and the unethical area on the right-hand side (Ozler & Buyukarslan (2011, 277).

1.2.1. Nepotism by Favored Person

Recruitment of a person, promotion, unfair treatment in the distribution of duties or the use of a resource; exhibit attitude or behavior of attitudes for family members, relatives, friends, fellow citizens summarizes the behavior of the actions of nepotism (Biber, 2016, 6). In this context, when a classification is made on how favored person is socially dependent to the nepotist, cronyism is kith and kin favoritism, the patronage is the religious or political nepotism, clientalism is the use of public resources by the political parties for its elector (2003, 16-17). These concepts are examined in more detailed below.

1.2.1.1. Nepotism

Nepotism is often criticized for not being a professional behavior, and it is argued that by the opponents of nepotism that the emergence of an intellectual and analytical

approach in governance would lead to the ultimate disappearance of nepotism (Wong & Kleiner, 1994, 10). The term nepotism is derived from the word nepot in Latin, meaning nephew (Hayajenh et al., 1994, 60). Ozler et al. (2007, 438) defined nepotism as the recruitment or promotion of persons who do not have the qualifications required by the job, regardless of the factors such as skill, ability, success, education level.

Nepotism hampers the transition to professional governance, while limiting the growth of enterprises, it also prevents effective management (Sidani & Thornberry, 2013, 69). Nepotism is associated with the management approach of business owners, but also leads to disruptions in the service provided (Biber, 2016, 27). Workers' job satisfaction and performance decrease when there is an inequality between the work done and the remuneration of an employee who is privileged because he / she is a relative (Ates, 2005, 14). In addition, nepotism causes the company to lose important executives and to lose power while recruiting a new manager (Gonul et al., 2013, 37). Safina (2015, 632-433) listed the results of nepotism in his study as follows;

- Disruption of staff motivation,
- Loss of attention, low self-confidence and ability,
- Feeling socially isolated and feel useless within the organization,
- Continuous negative expectation thought and fear of losing the position,
- Despair resulting from the desired position being obtained by the favored person,
- Inefficiency of labor policy,
- Restriction or extinction of competition in a project or managerial position determined among workers,
- Irresponsible behaviors in favorable persons,
- Uncontrolled behaviour of the favored person that can cause danger to the activities of the organization
- Demolition of the foundations of teamwork,
- Create a weak organizational culture and

- The negative impact of the administrative decision-making process due to imposing on the person who favored his / her own thoughts in situations such as recruitments and agreements.

Although the value given to the relationship of the relatives varies from one society to another, it creates a sense of ownership among the individuals. Although it appears to be more common in undeveloped societies, it is possible to come across very large examples of nepotism in developed societies. For example; Former US senator Joe Manchin found a job for his daughter at the Mylan pharmaceutical company, which was listed in Fortune's top 500 companies. When Manchin was governor of the state of West Virginia, he brought tax discount to many companies, including Mylan Pharmaceuticals. According to Washington Post's news, Manchin's daughter Heather Bresch entered the company in 2002 and became the CEO in 2012 with the help of his father (Phillips, 2016).

Nepotism appears not only in business but also in education. Even in the most prestigious universities in the world, it is possible to encounter nepotism. In England, Prince William from royal family was admitted to the University of Cambridge, even though his grades were not sufficient, and this incident received a strong reaction from the students and graduates of the University of Cambridge (Corcoran, 2014).

Especially in Turkish society, sense of ownership is transferred from generation to generation as a conservative attitude and causes racial racism (Biber, 2016, 26). The predominant communist tendencies in Turkish society have led to nepotism. Entering into people's strong social networks outside the group is difficult, so Turkish society tend to work with relatives who are people they know and trust (Ilhan & Erdem, 2016, 146). Although people are aware of the damage that nepotism gives to the administration, they strengthen nepotism because of being afraid of breaking their social relations and being excluded by their relatives (Biber, 2016, 26-427).

There are many examples of nepotism in our country. For example, according to the news of Milliyet newspaper; Nihat Yurdakul, head of the Municipality-Business Union, had recruited his son as a general coordinator for his five-star hotel in Kusadasi, and his daughter-in-law was the jet ski responsible in the same hotel. After these news, Yurdakul confirmed that his son was the general coordinator at the hotel (Milliyet Newspaper, 2015).

Majority of Turkish workforce is met by unqualified workers, therefore the potential of management workforce is slightly low which prepares the ground for nepotism activities (Ilhan and Erdem, 2010, 142). Nepotism is less common in societies with weak relative bonds. Unfortunately Turkey is one of the countries that are experiencing strong nepotism. The reason for this is seen as intense family relations. Nepotism practices, which are seen in public areas, are becoming more dolent by the socialization and internalization of the situation (Biber, 2016, 26-27).

1.2.1.2. Cronyism

Cronyism is differentiated from nepotism. The word cronyism derives from the word khronios, meaning long term. Accordingly, the word crony can be defined as long-term friendship (Khatri and Tsang, 2003, 290).

Cronyism, regardless of a person's qualifications, is to be hired or assigned to a job because of friendship (Ozsemerci, 2003, 21; Arasli & Tumer, 2008, 1239).

Nepotism and cronyism are often confused with each other (Erdem et al., 2013, 56). The difference between nepotism and cronyism is the relationship between nepotist and favored. In Nepotism, while there is a blood connection between the parties, in cronyism, there is a relationship of friendship and fellow citizenship between the parties (Ozler & Buyukarslan, 2011, 279). Within the crony group, there is an emotional bond between the group members and the group members become to protect each other, backup and solidify (Aytac, 2010, 5). Bedley et al. (2010, 284) state that four conditions are necessary for cronyism to exist. First, there must be a mutual exchange. Person A will do B a favor without knowing when it will be returned, as this movement may be the beginning of mutual exchange, or a continuation of a long-term exchange movement. Secondly, the exchange should be intended to display. Kindness can also be intangible, such as promotion or knowledge. Third, both sides should be members of the same social group, which may be based on friendship, interest, ethnicity or religion. Finally, the mutual exchange between the two parties should cost to others who are not involved in cronyism action. Even if a person has the same skills or greater qualifications with the favored person, the other person will always be rejected because the people who continue cronyism activities are in the same group (Khatri et al., 2006, 62).

Throughout their lives, people have made friends and close relationships with many people from different backgrounds such as school, college or military service. He

also values some people he meets more than others, and so he wants to prove this loyalty to them in some way, these feelings are the most important elements that reveal cronyism (Biber, 2016, 28).

Cronyism is an ethical structure that is deeply influenced by culture and changes from one society to another (Yan & Bei, 2009, 2). Cronyism is at different levels in different cultures, and some cultural values provide a favorable environment for cronyism (Khatri & Tsang, 2003, 291). For example, although the guanxi culture in the Chinese business world is a mutual favoritism, it is a system that makes it common to cronyism as well as having similar characteristics to cronyism (Wong & Chan, 1999, 108).

Particularly, the most frequently asked question of someone you first met in Turkey is “where is your hometown?”. If people were born and raised in the same city, the problem of trust between people was solved in the first stage (Ekinci, 2016, 52). In this context, it is possible to refer to nepotism as a sub-type of cronyism (TEPAV, 2006, 30).

It is possible to mention two types of cronyism which is horizontally and vertically. While horizontal cronyism is based on the relationships of internal or interpersonal people at the same level, vertical cronyism appears as cronyism related to subordinate relationship. In the vertical cronyism, the manager, based on the relationship between the staff and the performance; they will behave better in terms of promotion, price, or reward than other staff. (Khatri & Tsang, 2003, 291).

1.2.1.3. Patronage

Patronage is a common situation that appears before modern societies. In the pre-modern period, the source of patronage and the normality of constitutionalism are traditions and religious norms, in modern societies, the basis of constitutionalism is law and there is no place for patronage in law (Kurtoglu, 2012, 144-145).

Kettering (1988, 425) described his patronage system as the boss, using his patronage resources, looking out for himself, taking advantage of certain advantages, or raising his career, and on the other hand being his loyalty and service to the boss. So the patronage system; a non-equitable, vertical system where the boss is the upper supporter subordinate. In Turkey not only political patronage but also in private sector patronage is very common.

Nowadays, political parties, especially after the elections, want to employ their own supporters or party members, especially in the public administration, dismissing people who do not have same opinion with them, recruiting by taking into account the facts of cronyism and nepotism (Yildirim, 2013, 359). The patronage, which includes the concepts of political and religious nepotism, is the situation that political parties bring their relatives or friends to the office in the bureaucratic recruitments and promotions (Akozer, 2003, 18; Demir, 2011, 158).

The nepotism relations in bureaucratic institutions cause the violation of law and rationality in the institution as well as the principles of equality and justice (Aytac, 2010 / b, 85). The important point in political nepotism is the evaluation of the legitimacy of the nepotism process in the context of political power, not the legal dimension (Biber, 2016, 29).

The patronage phenomenon in Turkey, has continued to increase in the 1950s until the present day multiparty era (Bilgin, 2003, 37). Bayhan (2002, 10) On the development of patronage in Turkey, community based structuring still plays an important role. According to Kiray, in the process of migration from the village to the city, the patronage in the village became family aid in the city and this patronage was replaced by the political patronage system.

The social conflict due to the state's authoritarian structure in Turkey and people's trust issues against the anti-thoughts leads to the existence of Clientalism concept as patronage and political favoritism (Sarlak & Bali; 2008, 30). Under normal circumstances, political party organizations need to carry out activities such as controlling political party policies, determining new policies, directing societies to targets, while party organizations establish patronage relations. This is transformed into a system where political party leaders reward people who support them (Caha, 2009, 108). Therefore, the attitude and behavior of political parties on the formation of the patronage system in Turkey is very important (Ekinci, 2016, 53-54).

1.2.1.4. Clientalism

The lack of political trust in a society leads to the dissociation of that society, while political parties show clientelistic attitudes by giving promises to some groups in political competition (Keefer, 2007, 813). In the literature, patronage and clientalism are defined in various ways. In general, two concepts are very close to each other. Both cases

involve the distribution of certain goods and services to political parties or individuals in exchange for political support. (Number, 2014, 656).

Taking into consideration the previous studies, it is possible to define the clientalism as the use of public resources (services, tenders, privatization, etc.) for their supporters and for a particular group to support them (Ozkanan & Erdem, 2014, 196; Scott, 1972, 111-112; Flynn, 1974, 134).

Clientalism adapts to many different political, economic and cultural environments. This phenomenon, which is based on mutual interest, develops in democratic or autocratic administrations with a wide range of cultural resources and often adapts to economic development (Hicken, 2011, 290). In democracies, where political opponents can give convincing remarks to only a small number of voters, governments pursue low public interest, clientalist policies towards target audience (Keefer, 2007, 805).

In Turkish society, the roots of clientalism extend to the Ottoman Empire. The clientelistic relations between the people who are responsible for collecting taxes and soldiers in the Ottoman Empire are the biggest examples (Zens, 2011, 434; Sayari, 2014, 658). The Ayans were responsible for communication with sultans for public uncertainties and doubts (Gokus, 2010, 232). The Ayans gained power by making government apply the desired tasks with the support of peasants, the people living in the same village with ayans started paying less tax (Mutafchieva, 1977, 165).

At the beginning of the 20th century, the Ayans left their place for the deviation and landlord, and these habits continued after the proclamation of the republic, and the members of the landlords took place in the parliament and provincial organization of the Republican People's Party (Sayari, 2014, 658). Clientelistic attitudes continued from the multi-party period to the present, and as governments changed, patronage and clientelistic relations changed from one political party to another, and as a result favored classes and communities changed (Kurtoglu, 2012, 157; Kalaycioglu, 2001, 62-63).

The concept of nepotism varies not only by the favored person, but also varies due to the characteristics of nepotism.

1.2.2. Nepotism by the Nature of Favor

Asunakutlu and Avci (2010) examined nepotism in three dimensions: recruitment process, promotion and process nepotism.

1.2.2.1. Nepotism in Recruitment

The recruitment process has an important place in terms of the effective use of human resources in the enterprise. The recruitment process varies from business to business, as it depends on many factors such as the candidate's educational status, work experience, personality traits and abilities. The person who will make the decision to recruit will want to choose the person who will benefit most from these factors (Gultekin et al., 2015, 199; Aksakal & Dagdeviren, 2010, 905).

In the recruitment process, sometimes there is nepotist behaviors such as in many business practices, recruiters or human resources department recruit people who do not have the experience or the ability to work in the recruitment process regardless of their abilities and personal characteristics (Arasli et al., 2006,306).

The nepotism in recruitment processes enable the acceptance of more skilled and more experienced people, therefore lowers the trust and perception of justice of other employees against human resources department (Dagli & Aycan, 2010, 172). While there is a lack of performance due to the lack of qualification of the favored employers and it causes demotivation in people working in the same organization (Oren, 2007, 85). Nepotism during recruitment process causes high levels of job stress in employees (Bute & Tekarslan, 2010, 16). Other employees may think that the person who has been hired to work will be promoted and favored. This also destroys the perception of justice in the organization and can disrupt the climate within the organization and lead to groupings (Dagli & Aycan, 2010, 172).

Business owners can also focus on favoritism when recruiting a manager because they give importance to trust in recruitment, but the recruitment of the favored person without considering his or her abilities may lead to the failure of the enterprise. The employees that will report directly to the favored manager can get demotivated and quit (Bute & Tekarslan, 2010, 5). When a worker leave the position / company there is not only a loss of man for the enterprise, but also knowledge, experience and talent is also

lost. On the other hand, hiring a new person will result in the organization putting up certain costs (Cho & Song, 2017, 42).

1.2.2.2. Nepotism in Promotion

Promotions are part of career progress in the organization. According to the theory of justice based on equality theory, in the evaluation, determination and all other process of the promotions, the company should be fair (De Souza, 2002, 327).

In organizations, promotion is an important motivation tool to increase employees' motivation, to make them feel important and increase their self-confidence (Ince et al., 2004, 429). Not all employees can perform the same performance in the enterprise. Employees' abilities, adaptation to work and organizational climate vary (Pehlivan, 2008, 172). Therefore, the human resources department must observe the differences between the employees and objectively evaluate the employees and decide who will be promoted (Sabuncuoglu, 2016, 163).

Asunakutlu (2010, 56) stated that the executives in the organization have power and sometimes use their own discretionary powers instead of the accepted principles and rules for benefit of people who they trust or for the people who have similar characteristics with them.

In the promotion process, even if the person does not have the qualifications of the position they are promoted, they may eliminate the persons who are above the qualification level because of other candidates' acquaintances in the senior management, even if it is not acceptable by other employees. These behaviors reduce the perceptions of justice that the individual personally feels about the organization and can push the employees to quit the job because of job dissatisfaction (Dagli & Aycan, 2010, 175). Employees will be satisfied and have high loyalty if the work they do is suitable for them, getting well with colleagues, believes that his / her wage is adequate and the promotion opportunities in the company is sufficient (Reed et al., 1994, 36-37). Asunakutlu and Avci (2010, 104-105) emphasized in their study that promotion and transaction nepotism had negative effects on job satisfaction of employees.

Transaction nepotism is a situation that occurs in organizations where the concept of transactional justice is not applied. Transactional justice encompasses processes in the organization's decision-making process and covers the perceptions of employees, whether

the decision-makers are treated fairly in these processes, or whether these processes operate consistently (Huang & Huang, 2016, 838; Amount, 2007, 99).

Leventhal (1980) argues that the concept of transactional justice depends on six rules;

1. Consistency Rule: It is based on the fact that the transaction justice of the person is consistent on time and over time.

2. Prejudice Prevention Rule: It is the rule of being free from any prejudice and being objective.

3. Accuracy Rule: Information and opinions about the decision to be taken should be collected with minimum error.

4. Correctability Rule: Decisions should be re-evaluated and corrected when necessary.

5. Representation Rule: It is the rule that the decisions taken reflect the opinions and basic concerns of the people in the organization. It supports the participation of the groups in the organization in the decision-making process through representatives.

6. Ethical Rule: Decisions taken should be consistent with the basic mora and ethical values.

The decisions taken within the organization are subject to certain transactions and favorable attitudes are made through these transactions, and the managers choose to follow the employees they see as close to them in these transactional processes or to choose the decision-making process at the end of the decision process (Ekinci; 2016, 58). When not treated in a fair manner in organizational practices, the perception of injustice in the employees leads the employees to behave in a way that will disrupt the organization's order and stop them against the whole organization (Altintas, 2007, 152).

The concept of transactional justice is defined as the behavior of the decision-makers in the distribution of organizational resources (salary, promotion, training, performance evaluation, award etc.) (Melkonian et al., 2011, 812; Greenberg & Tyler, 1987, 129). Since transaction justice is an issue related to job satisfaction and organizational commitment, when employees perceive transaction unfairness in the

organization, there is a decrease in trust and commitment towards the organization (Amount, 2007, 107, Kutanis & Mesci, 2010, 546; Moorman et al., 1993, 221-222).



2. GLASS CEILING SYNDROME

The pioneering strategies that shape the change and change in the business world within the phenomenon of globalization have become a prerequisite for achieving superiority in the 'competition' of fatal situations. The first thing that comes to mind when it comes to career management is individual and organizational career management. In any case, the issue of career management is related to human and education, culture, personality and so on elements. People in the management of human resources should consider these factors carefully in the framework of career management practices. The subject to be discussed in this chapter is the subject of Glass Ceiling Syndrome which is based on gender discrimination and emerged especially in female workers and has been the subject of many researches as a separate concept recently (Simsek et al., 2007, 239).

Glass ceiling concept; it is defined as obstacles between working women and senior management levels which are not seen and never passed and which prevent their progress regardless of their merits. In this theory, it is argued that women's advancements are only 'blocked because they are women', not with the concern that they will not achieve a higher level of work. As it is revealed in their research, glass ceiling syndrome is the most encountered group, elderly and women. For this reason, the subject of glass ceiling syndrome, which is faced by especially female employees, is discussed in this section. Because women who make up half of the world's population started to take a more active role in working life especially after 1970s and they have been preparing for management positions for the last 30 years. But they had many obstacles to fight. Although these obstacles are diverse, the group-based glass ceiling perception is the most important for those who hold the power of the organization (Simsek et al., 2007, 240).

The limited number of women in working life have to make more efforts than male employees in order to establish themselves and to be successful in traditional practices for years. In such a work environment, women must be successful in their business life and reach their career goals. In addition to the responsibilities brought by the business life, female employees may have a delay in their career steps and face with difficulties due to their responsibilities in their own family (Simsek et al., 2007, 241).

As the gender-based division of labor remains significant, it is difficult to say that women that is working in an unskilled job will bring a significant change. For example, since the responsibilities of working women do not change in the family, their burden is

increasing, because their responsibilities in both areas have not changed and they cannot be fully qualified and be successful on any side so they are experiencing the stress. Women often have to solve the tensions and contradictions between work and family because neither men nor society have any contribution. In this case, working does not have any meaning for most women and is perceived as an obligation to be abandoned at the first opportunity (T.C. Prime Ministry Directorate General on the Status of Women and Problems, 1999, 6).

Many studies have been conducted on glass ceiling syndrome. In the majority of these studies, the situation of female employees has been analyzed and some recommendations have been listed against the problems that women employees face. In addition, it has been determined that women managers who have the opportunity to rise to the upper levels hit the glass ceiling in a certain period. In a study conducted, it has been argued that men who are in a managerial position do not favor women's management and prevent women as much as possible; Besides, it is stated that men are in solidarity in their lives, they act in a group spirit, they support each other in a brother relationship and they are disturbed by a woman entering between them (Simsek et al., 2007, 242).

2.1. Definition of Glass Ceiling Syndrome

The concept of glass ceiling is seen as a number of obstacles to career development of women and other minority groups. Glass ceiling definition is one of the most effective metaphors used to analyze inequality between men and women at work (Uyargil, 2008, 71). The glass ceiling metaphor is used as a hidden barrier that prevents the woman from reaching the upper positions. In the glass ceiling literature, the factors that explain and determine the glass ceiling are investigated. These include corporate barriers, male managers' expectations and attitudes, women's lack of self-confidence and family responsibilities. Although there are studies on the aforementioned factors, much of the research on the glass ceiling so far addresses the dynamics of organizational culture, which prevent women's career successes (Annelies et al., 2002, 315-316).

Glass ceiling; in government, corporations, educational institutions or non-profit organizations, they are the obstacles faced by women who desire to come to high positions and strive for it (Orucu et al., 2007, 118). According to Department of Labor, 'glass ceiling' is the artificial obstacle of organizational bias or attitudes. As a matter of fact, although there are no regulations or laws to prevent women from coming to the positions

of direct supervisor or manager, there are invisible and informal practices that prevent women to rise, and even if the woman tries hardly, this glass ceiling cannot be overcome (Dokmen, 2004, 128). In this context, it is a fact that although women are getting better education, they are still faced with professional and organizational distinction and few can climb to the upper levels of the management by puncturing the glass ceiling separating themselves from the senior management duties (Tutek, 1998, 241).

It is an interesting subject in the literature that the glass ceiling is different from other gender or racial inequalities. Cotter et al., in their study on the effect of glass ceiling, indicate that the glass ceiling is a certain type of gender or race based inequality that can be distinguished from other inequalities and define four criteria that reflect this distinction. These criteria include; (Anafarta et al., 2008, 114).

- Based on the definition of the US Federal Glass Ceiling Commission, the concept of glass ceiling should reflect the artificial obstacles to the promotion of women and minorities;
- It should reflect the inequality in the upper levels of the organization;
- It should not only represent high levels of gender or race, but also gender or racial inequality in the chance to progress to higher levels;
- Disadvantages should increase as career progresses.

The first written reference about glass ceiling was Advveek magazine in 1984 which was penned by Nora Frenkiel about the editor of the magazine Gay Brant The Up-and-comers; Bryant Takes Aim At The Settlers-In. (<http://www.phrases.org.uk/meanings/glass-ceiling.html>);

In this article, Gay Bryant tried to explain the glass ceiling simply as women have reached a certain point, I call it a glass ceiling, they are on top of the middle level administration and they are stuck there (Fettahlioglu & Steel, 2007, 243). However, the term glass ceiling has become popular with an article published in the Wall Street Journal in 1986. This article mentions that as women approach top positions in the institution hierarchy, invisible obstacles limit the rise of these women.

After this article became popular, glass ceiling syndrome was intensively used and discussed in public and academic fields in the 1990s. As a result of these researches conducted since the beginning of the 90s, it was found that the difficulty of achieving

success and coming to the upper levels was the main problem for women (Fettahlioglu & Celik, 2007, 243). As a result, the glass ceiling is used as a term that indicates that women have a high level of managerial position and are prevented by stereotypes. In addition, glass ceiling is explained as a condition where a significant promotion is expected but the desired promotion cannot be obtained due to reasons that cannot be named (Aktas et al., 2009, 271). For example, according to the results of the Fortune 500 survey, in 1992 the percentage of women in the senior management of American companies was lower than 5 percent (Shuck & Liddle, 2004, 75).

Generally speaking, the studies on glass ceiling emphasize the issues of the disappointments when women in managerial position expect promotion and men instead of women get promotion. In this case, women who face invisible obstacles are either quitting or giving up their efforts towards their career goals (Fettahlioglu & Celik, 2007, 245).

In other words, the glass ceiling defined as invisible obstacles between women and senior management, which prevent their progress and merits, regardless of their success. These obstacles cause enterprises not to take women employees part in senior management levels with different abilities to achieve competitive advantage and not to use the skills that can contribute to the efficiency of the enterprise (Iraz, 2009, 278). Considering the negative consequences of decreased job satisfaction of the glass ceiling and increase of the turnover of the labor force, it has become necessary for the employer to be sensitive to the factors that hinder their advancement as a result of the increase in female labor force participation in our country as in many countries (Anafarta et al., 2008, 131). This is why one of the most important training and development problems that companies face today is how to get women to the top management positions- how to overcome the glass ceiling (Noe, 1999, 312).

This situation indicates a significant development for qualified female workforce that can effectively use its knowledge and ability if certain opportunity have been provided (Bayrak & Mohan, 2001, 91). However, the breaking of the glass ceiling is possible by increasing the number of women managers who understand women's needs better. However, it has been suggested that the glass ceiling is not completely eliminated. It is stated on the following grounds that the glass ceiling perception cannot be broken : (Aytac, 2005, 264).

- For women to slow down or stop their career processes to raise children is an important obstacle to reaching top management points.

- Women are generally in search of balancing their roles in family and business life. Thus, can not allocate time for top management.

- Women are traditionally lacking operational and engineering skills, yet they are not ready for top management.

- Women have little work experience required for top management.

In the glass ceiling literature, there are various studies aimed at revealing women's career barriers. The first of these is the obstacles that affect the glass ceiling created by the Glass Ceiling Commission. His research in glass ceiling research has revealed three levels of artificial barriers that prevent women from rising. Glass Ceiling Commission, CEO studies and focus group research identified the following: (Glass Ceiling Commission, 1995, 7-8).

- Access to education

- Differential barriers of stereotypes and prejudices about gender, race and ethnic differences made consciously and unconsciously

- Internal Structural Barriers

- Social assistance and recruitment practices that do not reach or reach women

- Corporate climates that exclude or isolate women

- Pipeline (communication) and official (governmental) barriers

- Strong and stable legal implementation and lack of follow-up

- Weaknesses in formulating and collecting labor force data

- Deficiencies in reporting and distributing information related to glass ceiling

Zeynep Aycan looked at the issue from a different point and took the women's obstacles between the career barriers affecting the glass ceiling syndrome. In this respect, according to Aycan, there are three dimensions of glass ceiling which is the biggest obstacle of working life for women. Significant factors in the emergence of these dimensions are mostly socio-cultural and socialization process; norms, laws and institutional arrangements; The level of education and the level of industrial development

are directly related. There are three main obstacles that make up the three dimensions of the glass ceiling: women determine their career development in line with these barriers. These obstacles are as follows: (Aycan, 2011, 26)

- Obstacles set by men managers
- Obstacles set by women managers
- Self-imposed obstacles

When the table is examined, it can be seen that male and female managers are acting from the same point in their career prevention. However, the desire of male managers to retain power in particular and the queen bee syndrome of women managers or self-referral points reveal behavioral differences. It is seen that the most personal and familial reasons are the factors in the obstacles imposed by women.

Table 2. 1 Obstacles to Women's Career Development

Obstacles set by men managers	Obstacles set by women managers	Self-imposed obstacles
The principle of impartiality	The principle of impartiality	Attitudes towards gender roles
Gender blindness	Gender blindness	To internalize social values without questioning
Preservation, protection instinct (positive discrimination)	Preservation, protection instinct (positive discrimination)	Failure to cope with work-family conflict and guilt
Communication difficulties with women	Queen bee syndrome	Self-development, desire to change conditions, belief or lack of opportunity
Power retention	Multidimensional comparison, multidimensional jealousy	Belief that the system cannot be changed
	Prejudices against women	Feel the obligation to support the system
	Thinking like men is an effort to show that they are one of them	Not to choose to rise in career, not to be career oriented Failure to take care of the requirements and requirements of career growth

Source: Ogut, 2006, 68

In addition to the obstacles described above, the literature also mentioned many obstacles arising from the corporate culture and emphasized the importance of male dominated corporate cultures in front of women's career. In this study, the factors affecting the glass ceiling syndrome will be examined and three dimensions will be discussed. These;

- Obstacles by the Institution,
- Obstacles by Managers (Male),
- Obstacles imposed by the family.

2.2. Importance of Personality Factor in Glass Ceiling

Personality behaviors play an important role in the career of employees. As mentioned in the previous chapters, working people may face invisible obstruction of what we call glass ceiling syndrome at a particular stage of their careers. What kind of movement style will be determined by these obstacles is closely related to their personality traits.

The success of the executives has many characteristics such as talent, intelligence, education, emotion, anger, belief, speech, culture, morality, responsibility, sincerity, jealousy, some requires at first degree and some second degree. Managers with a determined and ambitious personality structure can break the glass ceiling by overcoming the obstacles (Simsek et al., 2007, 249).

2.3. Positive Discrimination and Glass Ceiling

There may be groups with different cultural characteristics within the societies as well as employees with different cultures, beliefs, attitudes, etc in enterprises. This difference is mostly seen in multinational enterprises. The concept of discrimination comes from the word discrimination in Latin. When the term is transferred to the community area other than its philosophy (separation from the wrong), economic (price discrimination), it expresses the distinction of some disadvantaged social segments due to skin color, name difference, gender, religion and gain an ideological structure. In other words, in the context of social psychology, discrimination refers to the fact that an individual is only exposed to negative treatment and behavior due to his belonging to a particular group. Management of differences; to recognize, to accept, to appreciate and appreciate people with individual differences. More clearly; ethnic differences, gender,

age, religion and sexual preferences, differences, people's different physical characteristics, experiences, communication styles, understanding and learning speed is to be accepted, understanding and respect is to be met (Simsek, et al., 2007, 250).

Many factors affect the increase in the number of women in working life. Some of these factors can be listed as follows (Simsek et al., 2007, 250).

- Increasing laws and practices that protect and support women working worldwide
- Demographic developments
- Increased training opportunities
- The emergence of non-standard (atypical) working patterns and increasingly widespread,
- Positive developments in societies' attitudes towards women's work,
- Improvements in child care and other services.

But even in the face of these developments, women workers face the glass ceiling perception that will be described in the future. The most visible example of this discrimination is sexual discrimination.

According to a report published in Radikal newspaper on 27.01.2007, Central Bank's job announcement of male document officer created a discussion about discrimination in our country. Bank officials defend the announcement by describing the job as a hard labor position rather than an office position. Even in this declaration given by an official institution of the state, it can be seen that jobs are grouped in terms of male-female discrimination. Not only in Turkey each side of certain business areas of the world, is widely believed to be more suitable for women. Women mostly concentrate on female occupations such as nursing and teaching. At the same time, women remain in lower occupational categories than men. However, women continue to make small raids in non-traditional areas such as law, education, communication technology, computer, engineering. Women who choose non-traditional jobs may face some limitations. The limitations that are the subject of this section are the limitations of the glass ceiling syndrome such as sexual harassment, limited power and isolation. Therefore, the share of

women in administrative positions is increasing very slowly and unequally (Simsek et al., 2007, 251).

Positive discrimination is the whole of the efforts of enterprises to act without distinguishing any person according to their cultural differences, beliefs, thoughts and physical structures. Each employee contributes to the objectives of the enterprise. For this reason, distinction may lead to their removal from the goals and to their inefficiency. In these days when organizational justice and commitment are important, the concept of positive discrimination is also important in the management of human resources. These applications will eliminate the glass ceiling perception (Simsek et al., 2007, 252).

The historical development of positive discrimination dates back to the 1970-1980s, and when the concept of positive discrimination began to take shape in the 1970s, the first thing that comes to mind is undoubtedly the women who make up half of the world's population. The lack of women's employment was a significant loss in terms of both productivity and purchasing power. But with their point of view, women will be able to add prosperity to jobs, and therefore employment of women can contribute to business efficiency in terms of creativity (Simsek et al., 2007, 252).

Nowadays, the concept of positive discrimination has been embraced by the laws and has been adopted more with social awareness. The increase in the level of education and welfare also led to an increase in social responsibility levels. Various sections of the society and especially trade unions have made great efforts in the field of positive discrimination. In this context, various legal arrangements are given in the framework of European integration. The target and evaluation criteria identified in the application of positive discrimination should be clearly communicated to the employees. Thus, the level of trust and commitment of the employees will improve positively. Applications should not be considered short-term, but long-term. In addition, positive discrimination practices will not only affect the employees in the enterprise but also the potential people who will work in the enterprise. However, excessive positive discrimination or not being able to act in a sensitive manner may cause non-qualified employees to come to positions that they do not deserve or similar results. Therefore, the manager should show full sensitivity in implementation (Simsek et al., 2007, 253). Although it was aimed to prevent such negativities through positive discrimination, full success was not achieved. For this

reason, the concept of positive action was proposed in a different search (Simsek et al., 2007, 253).

2.4. Causes of Glass Ceiling Syndrome

It is mainly covered under three headings: Obstacles related to Glass Ceiling Syndrome; Obstacles by the Institution, Obstacles by Family and Managers(men).

2.4.1. Obstacles Set by the Institution

The progress of women within the organization is hampered by their sexual identity and their attitude towards the working woman (Fettahlioglu & Celik, 2007, 255). Until the last 20 years, organizational research has not paid much attention to the question of gender. In later years, Max Weber's bureaucracy theory and influential work in response to Weber were written by men, and these studies assumed direct men in the center of organizational models (Giddens, 2001, 359).

Recent studies and the theories put forward point out that the culture of masculine organization is a convincing explanation for the continuation of the glass ceiling phenomenon. The common conclusion in these studies is that organizations are founded on the rules and beliefs adopted by men. In other words, masculine cultures and substructures include hidden prejudices, implicit rules and organizational practices. The aforementioned rules and practices promote the stereotypically masculine forms of communication, the person's view of himself, attitudes towards conflicts, executive images, organizational values, success and good governance (Van Vianen et al., 2002, 316).

Feminist writers have argued that modern organization and bureaucratic careers depend on a particular gender construct. These authors draw attention to the two main ways in which gender is structured. The first is the identification of the professions by the bureaucracy according to gender differences. As women's participation in the labor force reaches high numbers, female employees are discriminated against by low-paid and routine work-related occupations. These job positions make women dependent on male managers and do not provide opportunities for promotion. Secondly, the idea of a bureaucratic career is in fact the male career defined by the important supporting roles of women. In the workplace, women fulfilled the routine tasks- assistantship, secretarial and office management, etc., provided men with a career development (Giddens, 2001, 359).

These two tendencies, discussed by early feminism, have evolved in the male-dominated manner of modern organization, excluding women from the mechanisms of power and rejecting career development opportunities (Giddens, 2001, 359).

Judy Wajcman has tried to clarify the issue through the organization and argued that the form of the company career is mainly sexed. First, her classic career has been highlighted by the sexual contract that supports the male life cycle. Although the family man is considered to be ideal for upper management levels, mothers are not considered suitable for upper management. As a result, such policies strengthen the sexual contract by treating women as problems. Secondly, it shows the effect of gender-based organizational methods as a way of pushing women aside and ultimately excluding it from most senior management levels. Because the manager still determines the man's job, all women are treated differently in the workplace even if they give up having children (Mavin, 2001, 186). In researches conducted in developed countries, it is seen that most of the important features that should be found in managers are the features identified with men (Tutek, 1998, 248). Therefore, female managers face the challenge of not being accepted by their male counterparts (Fettahlioglu & Celik, 2007, 255).

In a feminist stand that criticizes the bureaucracy, a more radical feminist view put forward by Kathy Ferguson differs greatly from other researchers and authors who have contributed to the literature. According to Ferguson, modern organizations are mainly constructed with male values and methods of suppression. According to Ferguson, women in this fiction are forced to bear the roles that are dependent on men (Giddens, 2001, 360).

Women employees are traditionally employed in low paid and routine professions. Most of these professions are defined as women's work and are defined by gender differences. The assistantship and care work were mostly made by women and seen as feminine occupations.

Professional discrimination for women has both horizontal and vertical dimensions. Vertical discrimination causes women to concentrate on less authority and development, while keeping men in stronger and more effective positions. Horizontal discrimination indicates that men and women work in different business categories.

While some women who participated in the 2004 survey by Ackah and Heaton stated that the biggest obstacle they encountered was discrimination and internal politics,

no man mentioned these points. Men, on the other hand, often mention lack of experience and lack of competence (Ackah & Norma, 2004, 151-152).

2.4.2. Obstacles Set by the Managers (Men)

Apart from the points suggested by the aforementioned literature, the most common obstacles introduced by male managers in glass ceiling literature are mentioned (Fettahlioglu & Celik, 2007, 255). The main reason for this situation is the dominance of the male dominant culture that exists in the enterprises.

In fact, it is thought that masculine norms and values dominate the management cultures since most of the senior executives are male and men are assumed to be dependent on masculine values rather than feminine values (Aktas et al., 2009, 271). Moreover, most organizations are established by men, for men, and based on the experience of men (Debra et al., 2006, 80). This perspective reveals the fact that today, although the number of women in the labor force continues to increase, the relative proportion of women in government levels is much less than that of men (French, 1990, 317).

Rosabeth Moss Kanter Company's Men and Women (Men and Women of the Corporation) is one of the earliest studies on women in the bureaucratic environment. In this study, Kanter analyzed the position of women in companies and analyzed the ways in which they were excluded from the mechanisms of gaining power. The author focuses on male homosociability, which especially holds the power relations of men among themselves and defines only the transportation of men within the group. While women are deprived of the opportunities of promotion, social networks and personal relationships which are very important for promotion are pushed out of the way (Giddens, 2001, 359-360).

Moreover, this situation is also revealed in mentoring relations. Male guides may choose men rather than women to inhibit gossip and may exhibit negative attitudes towards women who display intrusive behaviors in guidance relations (Anafarta et al., 2002, 118). Moreover, male managers, rather than line employees, prefer to communicate with employees in the status equivalent to their own, deliberately exclude women from the mentoring relationship because of the prejudices about motivation, talent and job preferences of them (Noe, 1999, 312). This causes the woman to try to exist in a male-dominated society without the necessary and adequate mentor support.

Stereotypes (stereotypical) are factors that cause low presence of women in business, and the clustering of the minorities in low management level. For example, men and women have different management styles and that of the stereotypical male management style is more appropriate for achieving economic excellence, constitute a major obstacle to women's progression in management (Tutek, 1998, 248).

In a study conducted on members of the American Management Community (AMS), 69 percent of women think it is more difficult to promote women within the enterprise than men, and 90 percent of the same group blames stereotypes for male managers (Zel, 2002, 41). Most of these negative stereotypes include women's views that women cannot perform the high-level jobs (Orucu et al., 2007, 119). The stereotypes for women revealed in various studies can be listed as follows (Fettahlioglu & Celik, 2007, 259).

- They don't want to work
- They don't depend on their career as men
- They are not harsh and durable enough
- They do not work outside working hours
- No decision-making capacity
- They are very emotional
- They cannot keep up with the heavy working conditions of the management life
- They cannot integrate work, family, housework and child responsibilities

Other obstacles created by male managers are the difficulty of communicating with women and the desire of men to retain power. (Orucu et al., 2007, 119). Indeed, men can communicate with other male employees more easily (Burke, 2005, 15).

Today, there are women managers who have found themselves in the organizations even though they are few in number and these managers may cause women employees to stick to the glass ceiling perception.

At the beginning of obstacles placed by Female managers to their fellow employees are self-referencing mistake and queen bee syndrome. The subconscious of the woman managers is saying that "I have come to this point, everyone can come in the

same way”. There is no need for any special effort, the logic is the cause of the obstacle caused by the misconception of self-reference (Fettahlioglu & Celik, 2007, 260).

Queen Bee Syndrome, which is expressed as a male-like tendency of management when women rise to senior management positions; In short, by changing the behaviors of the female managers in the business environment can be explained as the approach of male managers to behavior patterns and the other female employees showing similar reactions to male managers (Zel, 2002, 41-42).

According to the women who meet the qualifications defined as queen bee syndrome, some of the rules of the game should change and women should not be taken back from the position they have today. According to them, unsuccessful women should seek the guilt in themselves, should oppose privileged treatment, and make an individual effort to eliminate discrimination (Zel, 2002, 41-42). For example, In the study conducted by Nilgun Anafarta et al. Among the accommodation companies, it was determined that female managers prefer to work with male managers (Anafarta et al., 2002, 119). Female managers who have queen bee syndrome may adversely affect the career development of their fellow men due to reasons such as reducing competition (Ogut, 2006, 66).

2.4.3. Obstacles Set by the Family

Although it is claimed that most women have stumbled on their career steps, although it may seem that they are negative working conditions, the fact that this situation is caused by the family or social environment is a sign that the obstacle originates from the family rather than women (Aytac, 2010, 268).

In particular, as seen in the studies, many women see their family responsibilities as an obstacle to their progress. For example, in a Canadian study among women who have higher grade of managerial position than men, it was concluded that their family commitment and children responsibilities are main obstacles for their development (Burke, 2005, 16). These women, even if they have active careers, continue to do more than 50 percent of household chores (Baron & Byrne, 1997, 306).

In the end, women whose roles of motherhood and good partner have been imposed for years cannot find time to read and develop themselves, and they are distant from in-service training programs, conferences, research and development projects or

trade union organizing activities that can go beyond the ordinary effects of the profession (Inandi, 2009, 80).

For example, as the number of children in the European Union countries increases, the rate of women's employment falls dramatically. The biggest difference arises between women with single children and those with three or more, and in Hungary, 59 percent of women with single children participate in working life, and in three or more, this ratio falls dramatically to 13 percent. (Adak, 2007, 146).

Research shows that when parents are working, there is no mother or father, or families with children under 5 years of age are more open to conflict, and the work-family conflict is more common in these families (Noe, 1999, 367).

In the study conducted by Rana, it has been concluded that in the direction of the answers given by many female participants, the conservative family behavior against women as the biggest cause of professional backwardness is found (Rana, 2007, 84). In addition, according to Work-Family Balance study held among 2500 people including USA, Canada, Spain, India, Taiwan, Turkey, Ukraine, Indonesia, Australia and Israeli women in CEO positions, they choose their family in balance-order distortion test (Aytac, 2001, 268-269).

2.5. Solutions for Glass Ceiling Syndrome

In the literature, some basic recommendations regarding the solution of glass ceiling syndrome are introduced. These suggestions are grouped under two headings and the applications that institutions and organizations can apply and the applications that women herself can apply are tried to be specified separately.

2.5.1. Applications of Institutions and Organizations

The applications of the institutions and organizations are related to the solution of the glass ceiling syndrome in the literature are listed below (Fettahlioglu & Celik, 262-263).

- NGOs, non-governmental organizations, public institutions, universities, organizations, employers' associations and other relevant organizations should be sensitive to the issue. Different activities should be organized against the values that weaken the positions of women in the family and which prevent the socio-cultural changes that prevent their education.

- State institutions should first set an example for other institutions and organizations by making new practices within themselves to explain women what they are doing for their education, what positions they are holding and how much importance they are really given and what they should be done against such factors.

- A scientific study on prejudices for women should be made.

- For women, the right to progress equally in their professions, while benefiting from the opportunity of the institution, they should be given the right to a fair view within the scope of the evaluation.

2.5.2. Women's Practices

In the literature, the applications that women can make about the solution of glass ceiling syndrome are as follows (Fettahlioglu & Celik, 262-263).

- Being an effective and efficient individual,
- Creating relationships upward,
- Creating a reliable communication network with colleagues,
- Proper introduction of herself and to realize the values of what you can do,
- Not losing self-confidence and always working with this emotion,
- To mobilize the vision, to advance vision in future actions,
- Don't take the status quo into account,
- To define the company culture in the best way, act with the analysis,
- To act with mentoring and coaching cases within the organization and to benefit from these facts,
- To give equal weight to both personal time and work,
- To enrich the personal life outside the job and to get rid of the feelings of guilt towards the wife and family,
- To adapt to the changes and innovations,
- To monitor and adopt the movements of men and not take action against them.

3. JOB SATISFACTION

Before the definition and explanation of job satisfaction, the concept of satisfaction should be mentioned. According to TDK (2018), satisfaction is defined as ensuring the fulfillment of the desired thing, reaching the emotional saturation. It can be expressed as being happy by satisfying the needs. A sense of satisfaction, which is an important factor for the person to reach inner peace, is a feeling that only the related person can feel (Karcioglu, Timuroglu & Cinar, 2009, 60).

When it is considered that job satisfaction is a concept that affects one's happiness and total satisfaction from life, and many individuals inevitably have to work and have a job in life struggle, it would be right to put job satisfaction in an important place in the social sense beyond individual and organizational.

3.1. Definition of Job Satisfaction

Job satisfaction, which can be briefly defined as the level of happiness and satisfaction (Swarnalatha & Krishna, 2017, 16987) of the employees, has been tried to be expressed by different researchers by different definitions.

According to Ozcan, some of these definitions can be listed as follows (2011, 108, 109):

- Positive emotions that people feel as a result of their work (Locke)
- Job satisfaction is the sum of the feelings and beliefs of the people about the work they have done. Job satisfaction levels of individuals may vary from extreme satisfaction to extreme dissatisfaction. (George & Jones)
- Positive feelings that the person feels for his work (Spector)
- Emotional response of the employee to his / her job role or the emotional response of the employee towards his / her job (Balay)

Again, according to Tok, some of the definitions to explain job satisfaction are as follows (2007, 13, 14):

- The positive effect or feelings that a person has on his work (Feldman & Arnold)
- The level of people's positive or negative feelings about their jobs, and an indication of how much satisfaction the person has reached from their job (Schermerhorn)

- Consistency between the employee's work and what he / she expects from his / her job (Mumford)

In his study, Turk, who gives many different definitions by the researches, summarizes the job satisfaction as an emotional situation that results from the combination of beliefs obtained from the work by employee, what he wants to achieve from the work, what he wants to achieve and what he / she gain (Turk, 2007, 69).

Job satisfaction is an important issue when it comes to the organization, but it is also a concept that affects human satisfaction. Similar to other attitudes, job satisfaction, which is a mixture of informational, emotional and behavioral characteristics, is a result of the perceptions of the things that are important for the people in work environment. Job satisfaction can be considered as an attitude that is most important for corporate behavior and is most frequently studied (Mahmutoglu, 2008, 36-37). Achieving job satisfaction for the employees is considered by the modern management theorists as one of the two main objectives of management, together with the effectiveness of the services. It is also a concept that affects job satisfaction, organizational effectiveness and productivity (Yazicioglu, 2010, 244).

For organizations, it is intended to provide job satisfaction for employees, and becoming to be as important as the quality of the end product. Nowadays, with the technology, the human factor is a point that companies should give importance in order to sustain their existence. The ability of the employee to do his job well depends on his enjoyment of the work (Turk, 2007, 67). Although the effectiveness of the organization is related to the effectiveness of the employees, it is necessary for the employees to be happy and healthy in order to be effective. Satisfied and healthy people can contribute to achieving organizational goals. Therefore, the protection of physical and psychological health of individuals within the organization is of great importance for organizations (Yazicioglu, 2010, 245).

Despite all the different evaluations made to explain job satisfaction, this concept is a reflection of the emotions and thoughts of working individuals in general (Mammadova, 2013, 15). Job satisfaction, which can be defined as the average emotional state, which is the source of the good or bad emotional experiences that people experience in their work, is the reaction of the individual towards his / her job status. The positive attitude of the person towards his job shows that he is satisfied with his job, while his

negative attitude shows that he is not satisfied or has low satisfaction (Ozpehlivan, 2015, 7-8). Failure to get satisfaction from work can cause distress and negative emotions to the working individual and also be harmful to the organization. Business life plays an important role in human life, so having problems and continuous negativities makes human life harder (Mahmutoglu, 2008, 37).

3.2. Factors Affecting Job Satisfaction

In the studies conducted on the subject, the factors affecting job satisfaction are listed in different ways by many researchers. While some of these factors are considered jointly by some of the researchers, they have been involved in a number of different factors which are considered to affect job satisfaction. This structure of job satisfaction related to many variables and under the influence of different factors shows that there are a number of different points that managers need to consider to reach different levels of job satisfaction or to move the current situation to a better level.

According to Turk, Employees who are satisfied with the job or dissatisfied for some reasons, feelings and thoughts that affect the job satisfaction can be useful in understanding which are listed as the nature of the job, payment, the possibility of promotion, praise, working conditions, audit, colleagues, management, employee personality, social facilities and motivation (Turk, 2007, 74-81).

Mullins listed the factors affecting job satisfaction in five groups. These are individual factors, social factors, cultural factors, organizational factors and environmental factors. On the other hand Spector divided the factors in two main groups as environmental and individual factors (Ozcan, 2011, 112, 113).

Ghazzawi stated that thoughts, acts and feelings in daily lives are the first factor determining feelings and thoughts about jobs, and four main factors affecting job satisfaction are personality, values, working conditions and social impact (Ghazzawi, 2008, 4).

Herzberg, in his two-factor theory, has gathered the factors in which the individuals are exposed to the business environment in two groups: those who cause job satisfaction and those who cause job dissatisfaction. Those who create job satisfaction are motivation factors. These are ranked as success, appreciation, work itself, responsibility, progress and development. Those who cause job dissatisfaction are the protection factors.

They are listed as corporate policies, management, interpersonal relations, working conditions, wages, status and job security (Aziri, 2011, 81, 82).

Mammadova divides the factors affecting job satisfaction into two as personal and organizational factors. While explaining age, gender, marital status, individual characteristics and duration of service under personal factors, wages, promotion, working conditions, work and job characteristics, relations with colleagues, management style, decision making and participation in decisions, communication style, position and authority, the form of control, organizational culture, the structure and characteristics of the organization has explained a total of twelve factors under organizational factors (Mammadova, 2013, 29-40).

3.2.1. Individual Factors Affecting Job Satisfaction

Individual factors affecting job satisfaction can be examined by following: age, sex, marital status and the employee's personal characteristics.

3.2.1.1. Age

Age is a factor affecting job satisfaction or dissatisfaction. Older employees tend to be more satisfied with their work than younger employees. However, job satisfaction decreases in the early stages and increases with the age of the employee. The tendency of older employees to have more realistic expectations compared to younger employees and better sense of achievement explain this difference between satisfaction levels (Ghazzawi, 2011, 28).

According to Ozpehlivan (2015, 20), the fact that older employees have more satisfaction than younger employees is explained in three ways. First, when individuals get older, the satisfaction level they experience in the non-business parts of their lives balances the feeling of satisfaction with the disappointments that arise in their work. The second is that older people choose themselves for their favorite jobs. The third is the withdrawal of persons who are not satisfied as their age increases.

When the employee gets older, promotion opportunities increase. Again, the awards to be offered will increase the job satisfaction. Although the increase in age increases the loyalty towards the institution, according to the research, the more of the work and life experience of the older employees positively affects their motivation and provides more job satisfaction than the young people (Mammadova, 2013, 29, 30).

3.2.1.2. Gender

Although men and women workers approaches vary about the relationship between job satisfaction and gender, many studies were conducted with different conclusions. In addition to the detection of significant relationships in this research as well, where women and men have different expectations, concluded that female workers have more job satisfaction than men. Again, depending on the nature of the work, women may have more job satisfaction than men or vice versa (Erogluer, 2008, 10).

According to Mammadova's study, Since women holds lower wage and unskilled positions, women's job satisfaction has been found to be lower than men. Again, according to a different study, women gives priority to social activities in business life, however men prioritize money, and other secondary benefits (Mammadova, 2013, 30).

3.2.1.3. Marital status

Within the scope of the researches, different results have been reached regarding the relationship between job satisfaction and marital status. According to Ozpehlivan (2015, 21), Sevimli and Iscan's study on doctors, showed that job satisfaction varies according to marital status and married people are more satisfied. However, the result of Toker's study states that there is no direct effect between the marital status of the employees and their job satisfaction.

According to Kuo and Chen's research, married workers have higher levels of job satisfaction than single ones. Research conducted by Cimete, Gencalp and Keskin showed that the job satisfaction of the divorced or widowed workers was higher than the single (Mammadova, 2013, 30-31).

When the results of these surveys are evaluated, it can be argued that marital status has a higher level of satisfaction than singles, although it is not clear how marital status affects job satisfaction.

3.2.1.4. Employee Personal Characteristics

The individual characteristics of the employee are among the most important factors that affect job satisfaction. Belief, perspective and value judgments vary from person to person (Mammadova, 2013, 31). Job satisfaction has been determined to be lower in individuals who have limited skills and skills in individual sense and who have not been able to adapt to society. However, it has been determined that job satisfaction is

found to be at higher levels in the individuals who have a strong sense of self-confidence, who have an advanced self-sense (Ozpehlivan, 2015, 23).

Although the personalities of people are relatively unchanged, the personality formed at an early age cannot be easily changed in the adulthood stage after being formed. Therefore, the individual's participation in the organization takes place with his personality. Behavior of the individual within the organization provides many aspects of his personality (Turk, 2007, 79).

The responses of individuals with different personalities to different cases in the working environment may change. While the current working conditions do not provide job satisfaction for an employee, the same conditions can provide job satisfaction for someone else. Since it is possible for enterprises to be inadequate in terms of changing personal characteristics, various personality tests are conducted to determine the appropriate employees (Mammadova, 2013, 31-32).

3.2.2. Organizational Factors Affecting Job Satisfaction

Organizational factors that affect job satisfaction can be examined under nine headings: wage, working conditions, work itself and qualifications, promotion, colleagues, management, supervision, motivation and appreciation.

3.2.2.1. Wages

The wage, which can be defined as the price that the employees receive in response to their mentally and physically utilized labor, will be positive for the work-oriented approach of the employee to be fair according to the demands of the individual from the individual, his / her abilities and the economic structure in the society (Ozpehlivan, 2015, 29). Although payment is as important as the quality of the job in order to ensure job satisfaction, it is considered as a reward for success. Considering that if the payment is low, it is a situation that decreases both job satisfaction and sense of equivalence (Turk, 2007, 76). If the employee is sufficiently paid a job, makes him / her feel good, and if the wage is not enough, the approach he developed against the enterprise he works for is not positive (Mahmutoglu, 2008, 53).

Wage is a factor that can be effective by increasing job satisfaction or reducing job dissatisfaction alone. While it is possible for employees with higher wages not to have job satisfaction, the balance between the expected and obtained wages is important for

the wage to increase the job satisfaction. Furthermore, according to some sources, the benefits or happiness of the employees are related not only to the absolute wage received but also to the increased wage (Mammadova, 2013, 33).

3.2.2.2. Working Conditions

The physical conditions of the work are also among the factors that affect the job satisfaction. Danger of the work done, the temperature or cold of the working environment, long distance between home and work affects job satisfaction (Ozcan, 2011, 116-117). The availability of good physical conditions in the working environment will affect the employee's morale, but will also increase the integration of the employee and the satisfaction obtained from the work. For this reason, the adjustment of physical conditions such as heating, lighting, ventilation and so on should be such as to increase the tempo and desires of the working people. Most of the time, it is observed that employees complain about their negative attitudes, concerns and disappointments and psychological problems related to their work in close proximity to these conditions (Turk, 2007, 78).

The general approach of employees is to work in places where physical conditions are favorable. The conditions related to the work affect the work life as well as the individual lives of the employees (Mammadova, 2013, 34).

3.2.2.3. The Job and Qualifications

In general terms, the structural qualification of the job and the general appearance in the society are the factors affecting the satisfaction level of the job. The responsibility of the job required, providing opportunities for learning and self-improvement, being interesting and satisfying, the level of difficulty of the job positively affects the satisfaction level of the job (Ozcan, 2011, 114).

The work itself is based on five different business characteristics (Turk, 2007, 76):

- Autonomy is the freedom of the employee to decide on the job.
- A task identity is a qualification that is evaluated by the employee taking the job from the beginning to the end.
- The importance of the task is the measured by how much the colleagues and customers consider the job important.
- Diversity of skills, how many activities and skills are necessary for the job.

- Feedback is the level of clarity that the employee receives about the degree of his or her performance.

The fact that the job is not monotonous, excites the employee, and gives the individual the opportunity to develop himself / herself increases the satisfaction level of the employees (Mammadova, 2013, 35).

3.2.2.4. Promotion

While the possibility of promotion for individuals is one of the factors that have an effect on job satisfaction, the approaches of the employees to the opportunities of promotion are significantly related to the distribution of these opportunities (Ozpehlivan, 2015, 36). Although there is a reason for the employee to continue working in the company, expectations about business is also effective. After the individuals achieve economic goals for their basic requirements, changes in their expectations about business occur. After the satisfaction of making money, they expect to be satisfied personally by the business. The possibility to promote will enable the employee to improve himself / herself in terms of the characteristics that are needed for transition to a higher authority or status. The contribution of the employee to the institution will increase with this development (Erogluer, 2008, 21).

The different perspectives that employees have on promotion lead to different satisfaction from the promotion. The meaning of promotion differs from employee to employee, for instance it may be representing more money for another it may express different meanings such as psychological development and satisfaction of having a higher position / grade (Turk, 2007, 77).

3.2.2.5. Colleagues

The person's relations with other employees within the organization affect the satisfaction of the job and the quality of the employees he works with is important for the person as well. For an employee, being a member of a successful group and working with people who have a closer understanding of life are conditions that increases job satisfaction (Ozpehlivan, 2015, 32). Again, according to Mammadova (2013, 35), there is a huge impact that the people who work with can show positive or negative effect on the employee.

All individuals want to work together with people in a friendly and respectful business environment. If employees become a team, they feel a part of a whole and this integration is a condition that satisfies the employees. In such an organization, the employee will have more sense of corporate belonging (Mahmutoglu, 2008, 53).

Although the reasons for the people coming together in the working environment are the realization of the organizational activities in line with the targets, an environment in which people become socialized also occurs. In this context, separating the relationships with colleagues with respect to work-related situations and non-work situations can lead to different results.

3.2.2.6. Management

Providing assistance and support to the employees' relations with the employees, the fact that the employees contribute to the decisions increases the satisfaction obtained from the work (Turk, 2007, 79). Management of employees and the way rules are applied are the factors that affect job satisfaction. In addition to these management style is another fact that plays an important role on job satisfaction. This effect of the management style is in two ways where the employees are involved in decision making and being employee focused. As the employee gets involve in decision making process, his/her feelings about colleagues, company, management and job will be positive and this will lead to satiety. In the case of being employee centered, it means that the focus on employees and the relationships with the people should be developed in supportive manner (Erdil et al., 2004, 19).

Uncertainty in the areas such as competencies and responsibilities of the employees, lack of standards, targets, business plans are evaluated in the context of role ambiguity and cause dissatisfaction to the employees (Mammadova, 2013, 36).

Managerial factor is important in order to be able to provide employee satisfaction or dissatisfaction. According to studies, having a good manager and management style, even in cases where there is insufficient economic benefits and low wages, may be sufficient in order to increase job satisfaction (Booth & Booth, 2008, 4).

3.2.2.7. Supervision

The general situation is that employees do not like to be controlled. Supervision which is not in a positive way decrease the job satisfaction. For this reason, the preference

of the employees is the institutions that allow democratic supervision to take place, especially such as self-evaluation (Turk, 2007, 78).

3.2.2.8. Motivation

Motivation can be defined as individuals to behave with their own desires and will to achieve a certain purpose (Gurgen, 1997, 203). The most important point in terms of motivation is to know the working behaviors and the reasons of these behaviors. The wishes of the person must be saturated in order to achieve the goals. Behind all behaviors, there is a request and the purpose in front. The happiness of the person depends on the achievement of the goals that he / she has determined according to his own life. When evaluated in terms of reward system, motivation is divided into two, internal awards as a result of the completion of a complex job and external awards such as promotions and wage increases (Turk, 2007, 80, 81).

3.2.2.9. Appreciation

The appreciation that lead the person to success is the expression that he / she performs a work that is worthy of verbal or written praise except for the financial benefits such as the wages and awards provided by for the employee. The recognition and appreciation of the employee's efforts, together with many other factors, is also effective in ensuring the satisfaction of the employees (Ozpehlivan, 2015, 38). According to Mahmutoglu (2008, 53), each employee wants to be respected as a person and expects their success to be recognized and appreciated.

3.3. Consequences of Job Satisfaction

Depending on the level of job satisfaction, there are some positive or negative job results. These results of job satisfaction are important for the employees as well as for the organization. In the first stage, although job satisfaction seems to be more related to the employee and his / her life, especially the dimensions that affect the results of the organization show that job satisfaction is a concept that should be paid attention and importance in terms of organizations.

Studies conducted for the relationship between job satisfaction and employees' mental and physical health, as a result employees with higher job satisfaction experience less health issues and less stress. It has been stated that, because of the job dissatisfaction experienced by the employees, headaches, nausea, fatigue and similar physical symptoms

occur and if the job dissatisfaction increases more, more serious health problems such as heart attack, ulcer and high blood pressure may occur (Mahmutoglu, 2008, 61, 62). Many studies show that there is a close relationship between the lack of job satisfaction and the discomfort, anxiety, fear and tension in human relations (Turk, 2007, 97).

Job dissatisfaction can lead to disruption of relations between employee and employer. However, it may also cause high turnover rates, the habit of not coming to work, and being late to work (Turk, 2007, 97). According to Mahmutoglu (2008, 60), the most important evidence indicating that conditions are deteriorated in an institution is low levels of job satisfaction.

Although it is generally accepted that the absenteeism, which may be defined as the employee's frequent act of not coming to work without relying on a valid reason, is more common in the workers whose job satisfaction is low, there is no significant relationship between job satisfaction and absenteeism according to some research results (Ozcan, 2011, 120-121).

The researches conducted show that the tendency to leave the job is high at the low job satisfaction level. If an individual does not like his job, his desire to staying away is inevitable. As a result of the dismissal, disruption may occur in the workflow, the morale of the employers and the cost problems occur. Problems such as re-employment and training are cost-related (Turk, 2007, 98). Success is one of the factors that determine the relationship between job satisfaction and job termination. The successful employee wants to stay in the institution, and the unsuccessful employee is the one that the management does not want and is forced to leave. High success, overcharges, promotions and similar prizes are an important reason for staying at work (Ozcan, 2011, 122).

In the first researches, there are strong relations found between voluntary participation in organization activities and job satisfaction, which is defined as organizational citizenship behavior, regardless of the employee's job definition, regardless of the awards coming from the employer, but within the scope of recent research, there is still a relationship and found to affect significantly. The main point in organizational citizenship behavior is the voluntary participation of the employee in the organizational activity and the realization of more than the desired. Again, employees with high job satisfaction level will increase their sense of ownership for their

organizations and thus it is thought that organizational commitment will arise (Ozcan, 2011, 118, 120).

According to Turk, the methods of expressing the employees' work dissatisfaction are as follows (Turk, 2007, 99):

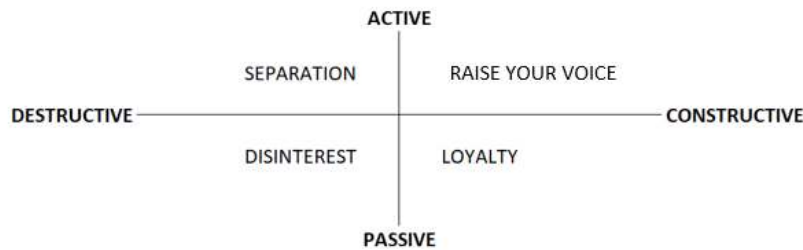


Figure 3. 1 Reactions Against Dissatisfaction at Work

Source: Turk, 2007, 99

Separation: Behavior in the way of leaving the institution.

Raise your voice: Constructive and active behavior to improve conditions. Examples of such improvements are recommendations for improvement, discussion of problems with supervisors.

Loyalty: Passive forms of behavior, an optimistic approach to the future, hope to expect better conditions,

Negligence: Passive form of behaviors that do not allow conditions to get worse.

4. CASE STUDY

In this section, the methodology of the research and the results obtained within the framework of this methodology are given.

4.1. Methodology

The aim of the study was to examine the purpose of the study, its models and hypotheses, universe and sample, data collection tools, limitations and assumptions and data analysis techniques.

4.1.1. Purpose of the Study

The aim of this study was to investigate the effects of nepotism and glass ceiling perceptions on job satisfaction of women. In addition, the aim of this study is to evaluate the differentiation of nepotism, glass ceiling and job satisfaction perception among the groups formed within the framework of sociodemographic characteristics (age, level of education, marital status, status of child ownership, experience in business, experience in the sector, monthly income level and weekly working hours).

4.1.2. Model and Hypotheses of Study

In this study, relational screening model was applied because it was aimed to determine the current situation. Screening models are research approaches that aim to describe a situation that exists in the past or the present. The relational screening model, which is a type of screening model, is a research model aiming to determine the presence and / or degree of coexistence between two and more variables (Karasar 2016). Within the scope of the research, nepotism and glass ceiling are taken as independent variables, while job satisfaction is considered as dependent variable. The research model is shown in Figure 4.1:

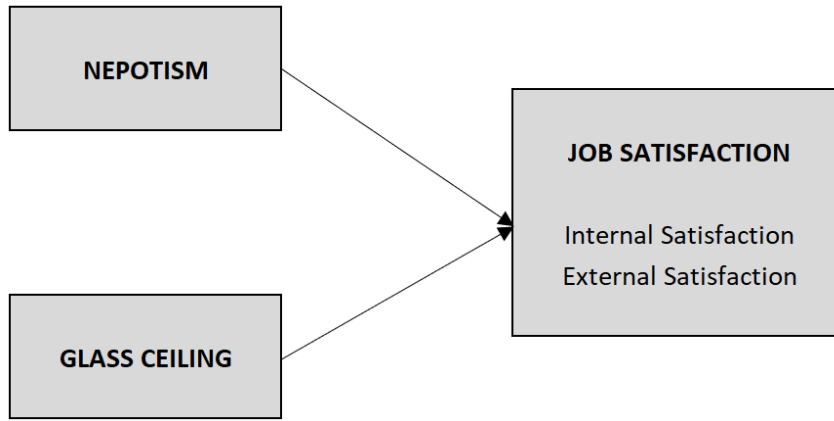


Figure 4. 1 Model of the Study

The following hypothesis were established within the scope of the research model:

H₁: Nepotism decreases internal satisfaction.

H₂: Glass ceiling decreases internal satisfaction.

H₃: Nepotism decreases external satisfaction.

H₄: Glass ceiling decreases external satisfaction.

H₅: Nepotism decreases general satisfaction.

H₆: Glass ceiling decreases general satisfaction

4.1.3. Sampling Method

The universe of the research consists of employees working in a private company from health sector in Istanbul. According to information received from the company, the number of the total female employees are 233, and this number shows the universe of the research. As the study covered a large area and revealed cost and time problems in reaching the whole area, sampling was made in this study. Simple random sampling method was used in this sample selection. This sampling method consists of the people who believe that among the elements that make up the sample, the researcher will find the answer to the problem (Karasar, 2016). In determining the sample size to represent the main population;

$$n = Nt^2 pq / d^2 (N - 1) + t^2 pq$$

N: Number of individuals in the target group (233 female employees)

n: Number of individuals to be sampled

p: Incident frequency (0,9)

q: Lack of incident frequency (0,1)

t: At a certain level of significance, the theoretical value, (Sampling error is 5% and confidence level is 95%.)

d: Indicates the accepted +/- sampling error based on the occurrence of the event. (0,05) (Karasar, 2016).

Using the formula, the sample size of the study was calculated as 95% confidence interval and $\pm 5\%$ sampling error as $n = 145$ persons. In order to reach the minimum sample size required, the survey form applied to 160 women. In the evaluation of the data, it was decided that 12 questionnaires were incomplete or incorrect and therefore not suitable for analysis. The research sample consisted of 148 people. Socio-demographic characteristics of the study group is given in Table 4.1.

Table 4. 1 Socio-Demographic Characteristics of Participants (n=148)

	n	%
Age		
27 years and under	58	39,2
28-32 years old	45	30,4
33 years and older	45	30,4
Education level		
Associate degree and Bachelor's degree	96	64,9
Postgraduate	52	35,1
Marital status		
Married	70	47,3
Single	78	52,7
Have Children/Not		
I don't have any children	111	75,0
I have children	37	25,0
Experience in the current business		
Less than 2 years	58	39,2
2-4 years	44	29,7
More than 4 years	46	31,1
Experience in the industry		
Less than 3 years	51	34,5
3-8 years	60	40,5
More than 8 years	37	25,0
Monthly income		
Less than 4000 TL	56	37,8
4000-6000 TL	49	33,1
More than 6000 TL	43	29,1
Weekly working hours		
45 hours and less	106	71,6
46 hours and more	42	28,4

The distribution of the socio-demographic characteristics of the participants is shown in Table 4.1. 39.2% of the participants were under the age of 27 years, 30.4% between the ages of 28-32 and 30.4% were over 33 years of age. In addition, 64.9% of the participants had associate degrees and bachelor's degrees, and 35.1% had graduate degrees. In marital status, 47.3% of the participants were married and 52.7% were single. 75% of the participants have no children, 25% have children. In the current business, 39.2% of the participants were less than 2 years, 29.7% were 2-4 years, 31.1% were employed in the current business for more than 4 years. The least experienced participant in the existing enterprises is the 1, the most experienced participant has been working for 14 years. The average experience in the current enterprise is 3.79 ± 2.77 . In the sector experience, 34.5% of the participants were less than 3 years, 40.5% were 3-8 years, and

25% were employed in the sector for more than 8 years. The least experienced participant in the sector is 1, the most experienced participant has been working for 25 years. The average experience in the current enterprise is $6,78 \pm 5,13$. 37.8% of participants had less than 4000 TL, 33.1% of them had 4000-6000 TL, 29.1% had monthly income of over 6000 TL. The participant with the minimum monthly income is TL 2000 and the participant with the monthly income has a monthly income of 20000 TL. The average monthly income is $5871,28 \pm 3351,49$. Finally, 71.6% of the participants work 45 hours a week and 28.4% a week and 46 hours a week. The minimum number of employees per week is 35 hours and the maximum number of participants is 72 hours. The average weekly working hour is 44.05 ± 5.68 .

4.1.4. Data Collection Tools

The form used for collecting research data consists of four parts. These sections are Sociodemographic Information Form, Nepotism Scale, Glass Ceiling Scale and Minnesota Job Satisfaction Scale. Information about the parts are presented in sub-headings.

4.1.4.1. Sociodemographic Information Form

There are eight items in the form prepared by the researcher. With these items the informations about age, marital status, education level, have children/not, years of the experience in the industry and organization, monthly income, weekly working hours of the participants gathered.

4.1.4.2. Nepotism Scale

In order to measure the perceptions of nepotism of employees, both Ford and McLaughlin (1985) and Abdalla et al. (1998) developed for human resource managers but Asunakutl and Hunter (2009) adapted for those employees and 14 closed end 5s consisting Likert-type expression; A questionnaire form including nepotism in promotion, nepotism in transaction and nepotism in the recruitment process was used. In this form; 1 = Strongly Disagree, 2 = Disagree, 3 = What I Agree, Disagree, 4 = Agree, and 5 = Strongly Agree is expressed as. In the study conducted by Asunakutlu and Avcı, the Cronbach Alpha coefficient of the scale was found to be 0.88. The Cronbach Alpha value calculated according to the results of the reliability analysis performed within the framework of this study is 0.92.

4.1.4.3. Glass Ceiling Scale

The scale was developed by Karaca (2007). 38 items in 5-point Likert type scale 1 = Strongly Disagree, 2 = Disagree, 3 = What I Agree, Disagree, 4 = Agree, and 5 = Strongly Agree are scored. The increase in the score obtained from the scale indicates that the glass ceiling perception has increased. Karaca (2007) showed that the scale has a reliability above the acceptable rate. The Cronbach Alpha coefficient of the scale was calculated as 0.94 for the reliability analysis conducted within the framework of the present study.

4.1.4.4. Minnesota Job Satisfaction Scale

The scale was developed by Weiss, Dawis, England and Lofquist (1967) and made the Turkish version by Baycan (1985). The Minnesota Satisfaction Questionnaire (MSQ) is a five-point Likert-type instrument with 20 items that has internal and external satisfaction factors. People are asked to select one of the five choices that I am very happy with, satisfied with, indecisive, not satisfied, not satisfied at all. Overall satisfaction, internal and external satisfaction scores are obtained from the questionnaire. The overall satisfaction score is calculated by dividing the total of the scores obtained from the items by 20. Internal satisfaction comprise of ; such as success, recognition or appreciation that constitutes internal factors, job change itself, job responsibilities, change of duty due to promotion and dressing. The items of this size are 1, 2, 3, 4, 7, 8, 9, 10, 11, 15, 16 and 20. External satisfaction comprises of organizational policy and management, supervisory style, managerial, colleagues and subordinates, working conditions, wages. The items of this dimension are 5, 6, 12, 13, 14, 17, 18 and 19. In his work, Baycan (1985) identified two factors as internal satisfaction and external satisfaction. The Cronbach Alpha coefficients for these factors were calculated as 0,86 and 0,85, respectively. In this study Cronbach Alfa is calculated as 0,91 for the whole scale, 0,89 for internal satisfaction and 0,93 for external satisfaction.

4.1.5. Assumptions and Limitations

In the research, it was assumed that the participants answered the scales objectively and that the selected sample had the characteristics to represent the universe. The selected sample was limited to 148 women working in a health sector operating in Istanbul. However, the research is limited to the qualifications measured by the measurement tools used.

4.1.6. Analysis of Data

SPSS 23.00 was used to analyze the data. In order to determine the personal characteristics of the employees, frequency distributions were examined. Descriptive statistics were used to determine the levels of nepotism, glass ceiling and job satisfaction of the participants. In order to determine the other analysis techniques to be used, the distribution of data is examined and the results of normality test are presented in Table 4.2.

Table 4. 2 Normality Test Results

	Skewness (Çarpıklık)	Kurtosis (Basıklık)
Nepotism	-0,28	0,07
Glass Ceiling Perception	0,07	0,58
Internal satisfaction	-0,61	0,84
External satisfaction	-0,46	-0,08
Overall satisfaction	-0,54	0,47

Although there is no lost value in the variables, it is stated that ± 3 is accepted as the skewness and kurtosis threshold value in the sense of normal distribution criterion (Sposito et al. 1983). The skewness and kurtosis values of the research variables in Table 4.2 were examined and there was no skewness and kurtosis problems requiring normalization intervention. In order to evaluate the nepotism and glass ceiling on job satisfaciton, simple linear regression was performed. Pearson Correlation Test was used as correlation analysis. In the comparison of binary groups t-test and ANOVA and Post-Hoc Test LSD test were used for comparison of three groups. The findings were evaluated at 95% confidence interval and 5% significance level.

4.2. Results

In this section, the results obtained from the research are presented in descriptive statistics, correlation analysis, regression analysis and differential analysis.

4.2.1. Descriptive Statistics

In Table 4.3, descriptive statistics for nepotism, glass ceiling perception and job satisfaction is given.

Table 4. 3 Descriptive Statistics of the Scales

	N	Min	Maks	$\bar{X}$	ss
Nepotism	148	1,00	5,00	3,08	0,88
Glass Ceiling Perception	148	1,00	3,50	2,33	0,43
Internal satisfaction	148	1,17	5,00	3,57	0,74
External satisfaction	148	1,00	5,00	3,33	0,82
Overall satisfaction	148	1,10	5,00	3,47	0,73

The characteristics of the scales are shown in Table 4.3. The mean of Nepotism was 3.08 ± 0.88 , the mean of the glass ceiling perception was 2.33 ± 0.43 , the mean of internal satisfaction was 3.57 ± 0.74 , the mean of external satisfaction was 3.33 ± 0.82 , and the overall satisfaction was 3.47 ± 0.73 .

4.2.2. Correlation Analysis

In Table 4.4 correlation analysis results for relationship between nepotism, glass ceiling perception and job satisfaction is given.

Açıklamalı [AIK1]: Direkt konuya girme, mesela korelasyon analizi şudur, bunu için yapılır, sonrasında bu cümle

Table 4. 4 Relationship between Nepotism, Glass Ceiling Perception and Job Satisfaction Levels

	1	2	3	4	5
Nepotism	-	,405**	-,230**	-,289**	-,270**
Glass Ceiling Perception		-	-,331**	-,269**	-,322**
Internal satisfaction			-	,783**	,960**
External satisfaction				-	,926**
Overall satisfaction					-

** $p < 0,01$ and * $p < 0,01$

There is a significant relationship between nepotism level and glass ceiling perception in positive and moderate level ($p < 0,01$; $r_2 = 0,405$). Also, there is a significant relationship between nepotism level and internal satisfaction, external satisfaction and general satisfaction in negative and low level ($p < 0,01$; $r_3 = -0,230$, $r_4 = -0,289$, $r_5 = -0,270$). Accordingly, the higher the level of glass ceiling perception, the higher the level of nepotism; nepotism decreases as internal satisfaction, external satisfaction and general satisfaction levels increase.

There is a significant correlation between the level of glass ceiling perception and internal satisfaction, external satisfaction and general satisfaction ($p < 0,01$; $r_3 = -0,331$, $r_4 = -0,269$, $r_5 = -0,322$). Accordingly, glass ceiling perception are decreasing as internal satisfaction, external satisfaction and general satisfaction levels increase.

4.2.3. Regression Analyses

In Table 4.5 the effect of nepotism and glass ceiling perception on internal satisfaction is given.

Açıklamalı [AIK2]: Bir iki cümlelişik giriş yapmalısın, hemen tablodan başlanmaz

Table 4. 5 The Effect of Nepotism and Glass Ceiling Perception on Internal Satisfaction

Independent variable	β	t	p	F	Model(p)	R ²
Constant		15,27	0,000			
Nepotism	-0,11	-1,35	0,179	9,95	0,000	0,11
Glass Ceiling Perception	-0,28	-3,34	0,001			

In Table 4.5, the contribution of nepotism and glass ceiling perception to variance is significant ($F=9,95$; $p<0,05$). Nepotism and glass ceiling perception account for 11% of the variance of internal satisfaction. In other words, 11% of internal satisfaction depends on nepotism and glass ceiling perception.

If the independent variables are evaluated separately; The level of nepotism does not affect the level of internal satisfaction ($\beta_1=-0,11$; $p>0,05$). The level of glass ceiling perception reduces the level of internal satisfaction ($\beta_2=-0,28$; $p<0,05$). According to these findings H1 is rejected and H2 is accepted.

Table 4. 6. The Effect of Nepotism and Glass Ceiling Perception on External Satisfaction

Independent variable	β	t	p	F	Model(p)	R ²
Constant		12,98	0,000			
Nepotism	-0,22	-2,52	0,013	9,07	0,000	0,10
Glass Ceiling Perception	-0,18	-2,12	0,036			

In Table 4.6, the contribution of nepotism and glass ceiling perception to variance is significant ($F=9,07$; $p<0,05$). Nepotism and glass ceiling perception account for 10% of the variance of external satisfaction. In other words, 10% of external satisfaction depends on nepotism and glass ceiling perception.

If the independent variables are evaluated separately; levels of nepotism and glass ceiling perception reduce the level of external satisfaction ($\beta_1=-0,22$, $\beta_2=-0,18$; $p<0,05$). According to these findings H3 and H4 are accepted.

Table 4. 7 The Effect of Nepotism and Glass Ceiling Perception on General Satisfaction

Independent variable	β	t	p	F	Model(p)	R ²
Constant		15,21	0,000			
Nepotism	-0,17	-1,97	0,049	10,56	0,000	0,12
Glass Ceiling Perception	-0,25	-3,00	0,003			

In Table 4.7, the contribution of nepotism and glass ceiling perception to variance is significant ($F=10,56$; $p<0,05$). Nepotism and glass ceiling perception account for 12% of the overall variance. In other words, 12% of overall satisfaction depends on nepotism and glass ceiling perception.

If the independent variables are evaluated separately; levels of nepotism and glass ceiling perception reduce the overall level of satisfaction ($\beta_1=-0,17$, $\beta_2=-0,25$; $p<0,05$). According to these findings H5 and H6 are accepted.

4.2.4. Difference Analyses

In this section, nepotism, glass ceiling perception and job satisfaction of socio-demographic characteristics (age, education level, marital status, number of children, experience in business, experience in the sector, monthly income and weekly working hours) for the differentiation between the groups formed within the framework of t-tests and ANOVA analysis results are included. Table 4.8 shows the results of differentiation of research scales according to age.

Table 4. 8 Comparison of Variables with Age

	n	$\bar{X}$	ss	F	p	Difference
Nepotism						
27 years and under ¹	58	2,98	0,96			
28-32 years old ²	45	3,30	0,78	2,07	0,129	
33 years and older ³	45	2,99	0,83			
Glass Ceiling Perception						
27 years and under ¹	58	2,23	0,44			
28-32 years old ²	45	2,45	0,46	3,35	0,038	2>1
33 years and older ³	45	2,34	0,36			
Internal satisfaction						
27 years and under ¹	58	3,56	0,74			
28-32 years old ²	45	3,44	0,86	1,48	0,231	
33 years and older ³	45	3,71	0,58			
External satisfaction						
27 years and under ¹	58	3,38	0,73			
28-32 years old ²	45	3,08	0,86	3,47	0,034	3>2
33 years and older ³	45	3,51	0,84			
General satisfaction						
27 years and under ¹	58	3,48	0,70			
28-32 years old ²	45	3,30	0,81	2,41	0,093	
33 years and older ³	45	3,63	0,64			

Glass ceiling perception and external satisfaction vary according to age ($p < 0,05$). The average of 28-32 year old participants in the glass ceiling perception is significantly higher than the average of 27 years and younger participants. In the external satisfaction, the mean age of the participants aged 33 and over was significantly higher than the mean age of 28-32 years.

Table 4. 9 Comparison of Variables with Education Level

	n	$\bar{X}$	ss	t	p
Nepotism					
Associate degree and Bachelor's degree	96	3,00	0,87	-1,58	0,117
Postgraduate	52	3,23	0,88		
Glass Ceiling Perception					
Associate degree and Bachelor's degree	96	2,30	0,45	-1,25	0,213
Postgraduate	52	2,39	0,38		
Internal satisfaction					
Associate degree and Bachelor's degree	96	3,60	0,75	0,59	0,556
Postgraduate	52	3,52	0,71		
External satisfaction					
Associate degree and Bachelor's degree	96	3,38	0,80	1,09	0,279
Postgraduate	52	3,23	0,84		
General satisfaction					
Associate degree and Bachelor's degree	96	3,51	0,74	0,85	0,398
Postgraduate	52	3,40	0,70		

Variables do not differ according to educational status ($p>0,05$).

Açıklamalı [AIK3]: Bir cümle daha

Table 4. 10 Comparison of Variables with Marital Status

	n	$\bar{X}$	ss	t	p
Nepotism					
Married	70	3,08	0,89	-0,01	0,995
Single	78	3,08	0,87		
Glass Ceiling Perception					
Married	70	2,33	0,39	-0,17	0,864
Single	78	2,34	0,46		
Internal satisfaction					
Married	70	3,72	0,72	2,39	0,018
Single	78	3,43	0,73		
External satisfaction					
Married	70	3,38	0,88	0,80	0,424
Single	78	3,27	0,76		
General satisfaction					
Married	70	3,58	0,73	1,81	0,073
Single	78	3,37	0,71		

Internal satisfaction varies according to marital status ($p<0,05$). The average of married participants was significantly higher than that of single participants.

Table 4. 11 Comparison of Variables with Having Children or No Children

	n	$\bar{X}$	ss	t	p
Nepotism					
I don't have any children	111	3,11	0,91	0,63	0,528
I have children	37	3,00	0,77		
Glass Ceiling Perception					
I don't have any children	111	2,33	0,43	-0,27	0,787
I have children	37	2,35	0,42		
Internal satisfaction					
I don't have any children	111	3,50	0,75	-2,12	0,036
I have children	37	3,79	0,67		
External satisfaction					
I don't have any children	111	3,24	0,79	-2,23	0,027
I have children	37	3,58	0,87		
General satisfaction					
I don't have any children	111	3,39	0,72	-2,30	0,023
I have children	37	3,71	0,70		

Internal satisfaction, external satisfaction and general satisfaction differ according to having children ($p < 0,05$). Internal satisfied, external satisfaction and overall satisfaction, the average of participants with children is significantly higher than the average for participants having no children.

Table 4. 12 Comparison of Variables with the Year of Experience in the Current Business

	n	$\bar{X}$	ss	F	p
Nepotism					
Less than 2 years ¹	58	3,20	0,90	1,01	0,367
2-4 years ²	44	3,05	0,96		
More than 4 years ³	46	2,96	0,75		
Glass Ceiling Perception					
Less than 2 years ¹	58	2,37	0,48	0,46	0,632
2-4 years ²	44	2,32	0,43		
More than 4 years ³	46	2,29	0,36		
Internal satisfaction					
Less than 2 years ¹	58	3,55	0,75	0,05	0,954
2-4 years ²	44	3,59	0,77		
More than 4 years ³	46	3,58	0,70		
External satisfaction					
Less than 2 years ¹	58	3,41	0,76	0,69	0,505
2-4 years ²	44	3,32	0,87		
More than 4 years ³	46	3,22	0,84		
General satisfaction					
Less than 2 years ¹	58	3,49	0,72	0,08	0,919
2-4 years ²	44	3,48	0,77		
More than 4 years ³	46	3,43	0,71		

Variables did not differ according to years of experience in the current business (p>0,05).

Açıklamalı [AIK4]: Çok kısa...

Table 4. 13 Comparison of Variables with the Year of Experience in the Sector

	n	$\bar{X}$	ss	F	p
Nepotism					
Less than 3 years ¹	51	3,04	0,98	0,57	0,565
3-8 years ²	60	3,17	0,85		
More than 8 years ³	37	2,99	0,77		
Glass Ceiling Perception					
Less than 3 years ¹	51	2,26	0,44	1,14	0,322
3-8 years ²	60	2,38	0,45		
More than 8 years ³	37	2,35	0,38		
Internal satisfaction					
Less than 3 years ¹	51	3,47	0,80	0,94	0,392
3-8 years ²	60	3,59	0,76		
More than 8 years ³	37	3,68	0,60		
External satisfaction					
Less than 3 years ¹	51	3,35	0,77	2,08	0,129
3-8 years ²	60	3,18	0,83		
More than 8 years ³	37	3,53	0,83		
General satisfaction					
Less than 3 years ¹	51	3,42	0,77	1,02	0,363
3-8 years ²	60	3,43	0,74		
More than 8 years ³	37	3,62	0,65		

Variables did not differ according to years of experience in the sector ($p>0,05$).

Table 4. 14 Comparison of Variables with Monthly Income

	n	$\bar{X}$	ss	F	p	Fark
Nepotism						
Less than 4000 TL ¹	56	2,95	0,95			
4000-6000 TL ²	49	3,06	0,92	1,58	0,209	
More than 6000 TL ³	43	3,27	0,71			
Glass Ceiling Perception						
Less than 4000 TL ¹	56	2,32	0,49			
4000-6000 TL ²	49	2,34	0,43	0,04	0,957	
More than 6000 TL ³	43	2,34	0,34			
Internal satisfaction						
Less than 4000 TL ¹	56	3,54	0,74			
4000-6000 TL ²	49	3,46	0,81	1,63	0,200	
More than 6000 TL ³	43	3,73	0,62			
External satisfaction						
Less than 4000 TL ¹	56	3,32	0,84			
4000-6000 TL ²	49	3,13	0,81	3,32	0,039	3>2
More than 6000 TL ³	43	3,56	0,75			
General satisfaction						
Less than 4000 TL ¹	56	3,45	0,75			
4000-6000 TL ²	49	3,32	0,75	2,53	0,083	
More than 6000 TL ³	43	3,66	0,64			

External satisfaction varies according to monthly income ($p < 0,05$). The average of the participants with monthly income of more than 6000 TL is significantly higher than the average of the participants with monthly income of 4000-6000 TL.

Table 4. 15 Comparison of Variables with Weekly Working Hours

	n	$\bar{X}$	ss	t	p
Nepotism					
45 hours and less	106	3,01	0,86	-1,50	0,137
46 hours and more	42	3,25	0,90		
Glass Ceiling Perception					
45 hours and less	106	2,32	0,40	-0,48	0,630
46 hours and more	42	2,36	0,49		
Internal satisfaction					
45 hours and less	106	3,62	0,69	1,35	0,180
46 hours and more	42	3,44	0,85		
External satisfaction					
45 hours and less	106	3,43	0,75	2,59	0,010
46 hours and more	42	3,05	0,91		
General satisfaction					
45 hours and less	106	3,55	0,68	1,98	0,049
46 hours and more	42	3,29	0,82		

External satisfaction and overall satisfaction differ according to weekly working hours ($p < 0,05$). In external satisfaction and overall satisfaction, the average of the participants who work 45 hours or less per week is significantly higher than the average of 46 hours or more per week.

Table 4. 16. Hypothesis Test Results

Hypothesis	Result
H_1 : Nepotism decreases internal satisfaction.	Rejected
H_2 : Glass ceiling decreases internal satisfaction.	Accepted
H_3 : Nepotism decreases external satisfaction.	Accepted
H_4 : Glass ceiling decreases external satisfaction.	Accepted
H_5 : Nepotism decreases general satisfaction.	Accepted
H_6 : Glass ceiling decreases general satisfaction	Accepted

Açıklamalı [AIK5]: Lütfen boş tablo bırakma, altına ne olduğunu yaz 2 cümle ile.
Analizler sonucunda şu şu hipotezler kabul edilmiştir ya da kabul edilmemiştir gibi

CONCLUSION

In today's market conditions, one of the most important weapons in providing competitive advantage of companies is their investments in human resources. Companies work hard to ensure the sustainability of employees within the organization and eliminate the factors that create job dissatisfaction. Herein, the effects of nepotism and glass ceiling syndrome which are one of the factors that create job dissatisfaction are evaluated in the scope of this research. The research was carried out with 148 women employees of a health care company in Istanbul.

According to the findings obtained from the study, the glass ceiling perception has negative effect on the internal satisfaction of the employees. Elements related to the internal job satisfaction of employees plays an important role such as success, recognition or appreciation, the work itself, the responsibility of the job, role change related to promotion. In women with high glass ceiling perception, it is inevitable them to have promotion problems, while decreasing of appreciation on the basis of gender and these will make womens job satisfaction even lower. At this point, women may fail her current duties and responsibilities, lose passion for her job and may even quit job, therefore these may arise many problems for the organization.

According to another finding of the study, it was determined that both nepotism and glass ceiling perception decreases the external satisfaction. The elements of business environment such as company policy and management, type of supervision, manager, work and relations with subordinates, working conditions, wages are effective in providing external satisfaction. It is anticipated that the employees will have a perception that their efforts towards the organization cannot be reciprocated due to the implementation of nepotism policies in recruitment, promotion and procedural steps. Women employees exposed to various invisible obstacles because of gender have also low external satisfaction levels as well as employees in nepotist organizations. In this context, the result shows that high nepotism and glass ceiling perception will cause female employees to achieve low external satisfaction and that the organization will be harmed within the framework of this dissatisfaction.

Other than nepotism, glass ceiling perception has also negative effect on the overall level of satisfaction consists of internal and external satisfaction. It is expected that the employee of the organization who is exposed to nepotism and invisible obstacles

Açıklamalı [AİK6]: Burada yazıkların yanlış yerde, yukarısı çok boş, burdan ilgili olanları tabloların altına taşı.

Burada yazman gereken;

Sonuç kısmında, birkaç paragrafta aşağıda belirteceğim hususlara çok kısaca değinmen gerekiyor (her paragraf 5-6 satır uzunluğunda ve sonuç kısmı 1,5-2 sayfa olsa yeterli):
Tezin konusu, kapsamı, önemi, neden seçildiği
Tezin yöntemi, verileri, veri kaynakları, model yapısı
Modelin sonuçları
Sonuçlara istinaden politika önerileri, tavsiyeler
Çalışmanın kısıtları ve gelecekte çalışmanın nasıl genişletilebileceğine dair öneriler
Toplam 5 veya 6 paragraf olsa yeterli.

will experience dissatisfaction with the internal and external processes related to his / her work. At first sight, job satisfaction seems to be more related to the employee's life, however especially the dimensions that affect the results of the organization show that job satisfaction is a concept which should be paid attention and importance in terms of organizations. At this point, it is necessary to take into consideration the nepotism and glass ceiling perception within the organization in order to ensure high job satisfaction in companies.

In the analysis made within the framework of sociodemographic characteristics, it was determined that the perception of glass ceiling perception was higher in participants aged between 28-32 than the participants aged 27 years and under. Participants aged between 28-32 years are generally considered to be in a promotion period in the company. It is thought that the participants in this age group expect the deepening of the relations established within the organization due to their experiences in the organization, their duties and responsibilities should be evaluated according to their increasing seniority and accordingly they are expecting a promotion or wage increase. It can be argued that these expectations were not met in this group where the glass ceiling perception is high.

Another factor determined to be differentiated by age is external satisfaction. Accordingly, the external satisfaction levels of the participants aged 33 and over are high in the 28-32 age group. In this finding, it is thought that the responsibilities of the related age group in terms of business policies, leader-member interaction, working conditions and especially wage issue are generally effected by their personal responsibilities. Since people in this age group are generally in the age of marriage and having a child and their external satisfaction is shaped in the axis of work-family dynamics.

When examined in terms of marital status, only a significant difference was observed in internal satisfaction. The high rate of internal satisfaction in married employees may be a result of duties and responsibilities related to marital life that can be one of the reason to push the employee to work in better conditions. It can be argued that the married individuals, who are expected to be more interested in promotion among internal satisfaction elements, have also higher perceptions of other internal factors related to job satisfaction. Participants who support this finding and have children have higher internal, external and overall satisfaction levels than those without children. It may be expected that the individuals who have children have a more devoted approach to their

work and neglect the perception of some issues that cause dissatisfaction with the organization. Since the responsibilities of having a family and a children will lower the risk of leaving the job and looking for another job, hence this will result in trying to be satisfied from the current conditions at maximum level.

In the evaluation made in terms of income level, it was determined that the external satisfaction levels of the participants with more than 6000 TL were higher than those with income between 4000-6000 TL. Considering that the salary paid to employees is one of the factors related to external satisfaction, it is expected that the external satisfaction of the employees with high income is also high. However, the remarkable point here is that the job satisfaction levels of the participants with less than 4000 TL are not lower than the other groups. At this point, it is thought that differentiating working standards depending on the salaries of employees and shaping work satisfaction levels of people working in different standards with different standards create this result.

According to another finding of the study, there are significant differences in external satisfaction and overall satisfaction based on weekly working hours. Accordingly, the satisfaction levels of the participants who worked for 45 hours or less were higher than the participants who worked for 46 hours or more. When the time spent in the organization increases, the time they spend on their social and personal life decreases. Therefore, high weekly working hours will cause fatigue and the satisfaction level will get lower.

When the overall findings of the research are evaluated, it can be considered that nepotism and glass ceiling perception are an important factor that decreases employee satisfaction. In this context, it is recommended that organizations stay away from nepotism in the management processes. It is suggested that the companies should behave professionally in management processes and should emphasize a structure that promotion is based on employees talent not on nepotism. Thus, the satisfaction of the employee will increase and this satisfaction increase will be reflected in the business as a surplus value.

The negative impact of the glass ceiling perception on job satisfaction is shaped by the administrative dynamics of the company and more likely with the social norms. For this purpose, it is recommended that public institutions and organizations should produce common policies to solve the glass ceiling syndrome. It is recommended that social awareness policies should be created in order to break the perception of women's

should stay at home in the society, to employ more women in organizations and to ensure that women take on managerial positions. For this scope, information strategies can be developed with various public spot applications.

In terms of organizations, it is recommended to take steps to establish a numerical balance between female and male employees in recruitment, and to consider the fulfillment of their duties and responsibilities by considering the needs of the company rather than acting gender based. Considering the limitation of the survey with 148 women employed in Istanbul within the scope of the present study, it is recommended that the current study be repeated with larger samples. Moreover, cross-sectional samples from different industries can be compared. Thus, industry based suggestions and solutions will be obtained.

The factors affecting job satisfaction within the scope of the research are limited with nepotism and glass ceiling perception. In future studies, it is suggested to evaluate the effect of the concepts such as leadership, power distance, work-family balance and organizational silence on job satisfaction in order to address the factors affecting the job satisfaction of women on the basis of gender in a wider perspective.

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APPENDICES

I. BÖLÜM: DEMOGRAFİK ÖZELLİKLER	
1	Yaşınız:
2	Medeni durumunuz: ☐ Evli ☐ Bekar
3	Öğrenim durumunuz: ☐ İlköğretim ☐ Lise ☐ Ön Lisans ☐ Lisans ☐ Yüksek Lisans ☐ Doktora
4	Çocuğunuz var mı? ☐ Evet ☐ Hayır
5	Bu işletmedeki deneyim yılınız:
6	Sektördeki deneyim yılınız:
7	Aylık geliriniz: (Lütfen TL cinsinden belirtiniz)
6	Haftalık çalışma süreniz: (Lütfen saat cinsinden belirtiniz)

II. BÖLÜM: NEPOTİZM						
	<i>Sayın katılımcı, Lütfen aşağıdaki ifadelere katılma düzeyinizi yan tarafa verilen puanlamaya göre sizin için en uygun olan seçeneği "X" işareti koymak sureti ile belirtiniz.</i>	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılıyorum Ne Katılmıyorum	Katılıyorum	Kesinlikle Katılıyorum
1	Bu işletmede çalışanların terfi etmesinde bilgi, beceri ve kabiliyetleri ikinci planda kalmaktadır.	1	2	3	4	5
2	Bu işletmede ne kadar başarılı olursam olayım işletme yöneticilerinin tanıdıklarının önüne geçemem.	1	2	3	4	5
3	Bu işletmede çalışanların terfi ettirilmesinde akrabalık ve yakınlık ilişkileri öncelikle dikkate alınır.	1	2	3	4	5
4	Bu işletmede işletme yöneticilerinin tanıdıklarının terfi etmesi daha kolaydır.	1	2	3	4	5
5	Bu işletmede çalışanların terfi ettirilmesinde işin gerektirdiği nitelikler dışındaki faktörler ön planda tutulmaktadır.	1	2	3	4	5
6	Bu işletmenin yönetim kadrosunda tanıdığı olan çalışanlar, diğer çalışanlardan itibar görmektedir.	1	2	3	4	5
7	Bu işletmedeki alt ve orta kademedeki yöneticiler, tanıdığı olan çalışanlara daha farklı davranmaktadır.	1	2	3	4	5
8	Bu işletmede yöneticilerin tanıdığı olan çalışanlardan çekinirim.	1	2	3	4	5
9	Bu işletmede yöneticilerin tanıdıklarını işten çıkarmaları veya onlara ceza vermeleri oldukça zordur.	1	2	3	4	5
10	Bu işletmede yöneticilerin tanıdığı olanlar işletmenin kaynaklarından daha kolay yararlanmaktadır.	1	2	3	4	5
11	Bu işletmede yetki, öncelikle tanıdıklara devredilmektedir.	1	2	3	4	5
12	Bu işletmede personel alımında tanıdıklara öncelik verilmektedir.	1	2	3	4	5
13	Bu işletmeye personel alımında yönetimde tanıdığı olanlar seçim sürecinde zorlanmazlar.	1	2	3	4	5
14	Bu işletmeye personel alımında yönetim kadrosunda yer alan kişilerin referansı oldukça önemlidir.	1	2	3	4	5

III. BÖLÜM CAM TAVAN ENGELLERİ

<i>Sayın katılımcı, Lütfen aşağıdaki ifadelere katılma düzeyinizi yan tarafta verilen puanlamaya göre sizin için en uygun olan seçeneği "X" işareti koymak sureti ile belirtiniz.</i>	Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1. Kadının görevi, eşinin yanında bulunmak ve iyi bir anne olmaktır.	1	2	3	4	5
2. Ev işlerinde eşit sorumluluk paylaşımı gereklidir.	1	2	3	4	5
3. Çalışma yaşamı, bir kadının iyi bir anne ve eş olmasını önler.	1	2	3	4	5
4. Kadınların evli ve/veya çocuk sahibi olmaları, iş performanslarını olumsuz yönde etkiler.	1	2	3	4	5
5. Şu an ya da gelecekte çocuk sahibi olma düşüncesi, kadınların kariyer hedeflerini sınırlar.	1	2	3	4	5
6. Kadınlar, kariyer hedeflerini gerçekleştirmek için belirli bir plana sahiptirler.	1	2	3	4	5
7. Kadınlar için işlerinde ilerleme ve gelişme imkânları çok önemlidir.	1	2	3	4	5
8. Kadınlar başarılı bir yönetici olmak için gerekli yetenek, objektif görüş ve inisiyatifte sahiptir.	1	2	3	4	5
9. Kadınlar, üst düzey yönetici olduklarında yalnız kalma korkusu yaşarlar.	1	2	3	4	5
10. Üst düzey kadın yöneticiler, kadın olma özelliklerini yitirirler.	1	2	3	4	5
11. Kendine güveni olan kadınlar, üst düzey yönetici olmanın zorluklarını kolaylıkla aşarlar.	1	2	3	4	5
12. Kadınlar, maaşına zam alma ve terfi etme konusunda isteksizdirler.	1	2	3	4	5
13. Kadınlar, maaş, prim ve statü gibi konularda ayrımcılığa maruz kalırlar.	1	2	3	4	5
14. Üst düzey yöneticilik için erkeklerle, kadınlardan daha çok fırsat tanınmaktadır.	1	2	3	4	5
15. Kadınlar, sahip oldukları yeteneklere göre erkeklerden daha düşük konumlarda çalıştırılmaktadır.	1	2	3	4	5
16. Kadınlar, aynı konumdaki erkek çalışanlarla eşit ücret almaktadır.	1	2	3	4	5
17. Kadınlar, yönetsel görevlere gelmelerini sağlayacak eğitim fırsatlarından erkeklerle eşit şekilde yararlanmaktadır.	1	2	3	4	5
18. Personel sayısının azaltılması gerektiğinde (kriz dönemlerinde) öncelikle kadınlar işten çıkarılmalıdır.	1	2	3	4	5
19. İş yerimde, kadın ve erkeklerle yönelik eşit performans değerlendirme politikaları mevcuttur.	1	2	3	4	5
20. İş yerimde, iş yaşamı erkeklerin kurallarıyla yönetilmektedir.	1	2	3	4	5
21. Kadınlar erkek iş arkadaşları ve üstleri ile rahat iletişim kurabilirler.	1	2	3	4	5
22. Erkekler, genellikle resmi olmayan kurum dışı ilişkilerin etkisiyle kendi cinslerini kavırırlar.	1	2	3	4	5
23. Kadınlar, erkek-baskın iletişim ortamlarına girmekte zorlanmaktadır.	1	2	3	4	5
24. Kadınlara rol modeli olabilecek yeterli sayıda kadın yönetici yoktur.	1	2	3	4	5
25. İş yerimde mentorluk (işyerinde rehberlik) ilişkisinden kadınlar yeterince yararlanmaktadır.	1	2	3	4	5
26. Aileler, kız çocuklarını kadınlara yönelik olduğunu düşündükleri mesleklerle yönlendirmektedir.	1	2	3	4	5
27. Kurum içinde görev dağılımı kadın ve erkek için farklılık arz etmektedir.	1	2	3	4	5
28. Kadın çalışanlar, mesleklerinde ilerleme konusunda erkeklerle göre daha çok çalışıp daha geç terfi alırlar.	1	2	3	4	5
29. Üst düzey yönetici kademelerine ulaşmada etkili olan kilit görevlerde, kadınlar yeterince yer almaktadır.	1	2	3	4	5
30. Kadınlar, üst düzey yönetici olarak atanmamalıdır.	1	2	3	4	5
31. Erkekler, kadınlara göre üst düzey yöneticilik konumuna daha uygundur.	1	2	3	4	5
32. Kadınlar, kariyerlerine erkekler kadar bağlı değildirler.	1	2	3	4	5
33. Kadın yöneticiler hızlı ve mantıklı karar alamazlar.	1	2	3	4	5
34. Kadınlar yöneticilik özelliklerine sahiptir.	1	2	3	4	5

35. Kadınlar, iş dünyasının güçlüklerine erkekler kadar direnç gösteremezler.	1	2	3	4	5
36. Kadınlar, erkeklere göre daha duygusal olduklarından üst düzey yöneticilikte başarılı olamazlar.	1	2	3	4	5
37. Kadınlar, uzun mesailere, şehirlerarası ya da ülkeler arası seyahatlere sıcak bakmazlar.	1	2	3	4	5
38. Kadınların yetenekleri üst düzey yönetici olmaları için sınırlıdır.	1	2	3	4	5

IV. BÖLÜM: İŞ TATMİNİ

Aşağıda verilen maddeler işinizi farklı yönleriyle ele almaktadır. Kendinize “işimin bu yönünden ne kadar memnunuz?” sorusunu sorunuz ve cevabınızı belirtiniz.		Hiç memnun değilim	Biraz memnunuz	Orta düzeyde memnunuz	Memnunuz	Çok memnunuz
1	Sürekli bir şeylerle meşgul olabilme imkânı	1	2	3	4	5
2	Tek başına çalışma imkânı	1	2	3	4	5
3	Zaman zaman farklı şeyler yapabilme imkânı	1	2	3	4	5
4	Toplumda bir yer edinme imkânı	1	2	3	4	5
5	Yöneticimin elemanlarına karşı davranış tarzı	1	2	3	4	5
6	Yöneticimin karar verme konusundaki yeterliliği	1	2	3	4	5
7	Vicdanıma ters düşmeyen şeyleri yapabilme imkânı	1	2	3	4	5
8	Sürekli bir işe sahip olma imkânı	1	2	3	4	5
9	Başkaları için bir şeyler yapabilme imkânı	1	2	3	4	5
10	Başkalarına ne yapacaklarını söyleme imkânı	1	2	3	4	5
11	Yeteneklerimi kullanabilme imkânı	1	2	3	4	5
12	Firma politikasını uygulama imkânı	1	2	3	4	5
13	Aldığım ücret	1	2	3	4	5
14	Bu işte ilerleme imkânım	1	2	3	4	5
15	Kendi kararımı verme özgürlüğü	1	2	3	4	5
16	İş yaparken kendi yöntemlerimi deneme imkânı	1	2	3	4	5
17	Çalışma koşulları	1	2	3	4	5
18	Çalışma arkadaşlarımla birbiriyle anlaşması	1	2	3	4	5
19	Yaptığım iyi bir iş karşılığında aldığım övgü	1	2	3	4	5
20	İşimden elde ettiğim başarı duygusu	1	2	3	4	5

CV



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