

ULUSLARARASI SOSYAL ARAŐTIRMALAR DERGİSİ THE JOURNAL OF INTERNATIONAL SOCIAL RESEARCH

Uluslararası Sosyal Arařtırmalar Dergisi / The Journal of International Social Research
Cilt: 13 Sayı: 75 Yıl: 2020 & Volume: 13 Issue: 75 Year: 2020
www.sosyalarastirmalar.com Issn: 1307-9581

THE EFFECTS OF GLASS CEILING SYNDROME ON CAREER PLANNING

Nazlı Ece BULGUR*
Yasemin BAL**

Abstract

Career planning involves a long-term planning made to meet the goals and expectations of all employees in business life. It plays the first role in ensuring the integration of the organization and employees with career planning. Nowadays, it is seen that some career barriers and the processes of integrating employees in the organization have become very difficult. It is seen that especially this career barrier causes gender-related problems on female employees. Therefore, the main purpose of the study is the effects of glass ceiling syndrome on women's career planning. As a result of the study, the effects of glass ceiling syndrome, which has an important effect on women's career planning, were mentioned and the negative effects were tried to be explained by sequentially ordering.

Keywords: Career, Career Planning, Individual Career Planning, Organizational Career Planning, Glass Ceiling Syndrome.

1. Introduction

Career has become a concept that includes various meanings today. As we mentioned in our career work, it has gained a quality that is affected by conjunctural changes and expresses these changes in its content. Therefore, before going into the details of our study, it is necessary to examine the concept of career in detail under a heading. However, conceptual explanations of career concept containing various meanings are mentioned. The most important factor effective in making these explanations is the wide content of the concept of career and making explanations based on other features of this concept.

* Yıldız Teknik Üniversitesi, SBE İnsan Kaynakları Yönetimi Yüksek Lisans Öğrencisi, necebulgur@yahoo.com, <https://orcid.org/0000-0001-6164-772X>

** Doç. Dr., Yıldız Teknik Üniversitesi İİBF İşletme Bölümü, yaseminmutluay@gmail.com, <https://orcid.org/0000-0002-3718-3424>



Although the concept of career is prioritized, it is very important to understand other topics related to career more clearly after drawing a certain conceptual framework. In other words, to open this explanation, the concept of career planning becomes very important in terms of meeting the goals and objectives of both employees and within the organization. Career planning generally means climbing the career ladder within an organization and determining the future of a career within this organization. In addition, when we look at this situation by the organization, it is important for the organization to achieve its strategic goals and to maintain its sustainable competitive advantage. In addition to a framework drawn on the conceptual side of career planning, it is important to remember that career planning has two dimensions as individual career planning and organizational career planning.

When we come to the case that constitutes the main subject and title of the study, it is emphasized how important the glass ceiling syndrome is on female employees. If we need to draw a general conceptual framework for glass ceiling syndrome, glass ceiling syndrome is a concept that expresses the invisible obstacles that women face in their working lives, organizational lives and while climbing the career ladder, especially because it is a gender-related problem. For this reason, the most important elements of these obstacles encountered by female employees as they progress in their career steps and that affect their career are tried to be addressed in this study.

2. An Overview of the Career Concept

The concept of career has changed considerably today. The changes experienced have caused changes in the content of the career concept. Technological developments, globalization and changes in the service sector have been made open to changes and different interpretations in the content of the concept of career. In short, there has been an expansion in the content of career concept (Onal, 2018, 33).

The concept of career constitutes a process that expresses the perceptions, attitudes and behaviors of individuals. It covers the steps to be promoted in this process and the steps to be taken in career paths (Kurtulus, 2018,51).

According to another expression, the concept of career is also described as a long way covering the progress of the individual in business life. The experiences gained in this process, which covers a long career path, have turned into a concept that includes the attitudes, responsibilities and competencies (Bayındır, 2019,34).

In other words, the concept of career includes steps taken to realize horizontal and vertical mobility in business life. Therefore, the concept of career is a concept that includes organizational mobility. When we look at this concept from a wider perspective, it appears as a concept formed by the need for self-realization, that is, feelings such as power, status, and recognition (Ozelkan, 2019, 8).

Looking at another expression of the concept of career, it refers to progress in career steps that are related to the individual's own field of work and become continuity. In this case, it would not be wrong to say that career concept includes subjective and object features. The fact that it is a concept that focuses especially on human means that this concept includes behavioral characteristics specific to the individual (Hepsevım, 2019, 17-18).

2.1. An Overview of Career Planning Concept

Career planning is a concept that focuses on the individual. Career planning constitutes a planning that can help the individual's knowledge, skills and competencies to progress within the organization and help ensure that they are used correctly. Therefore, it is a planning process that enables the individual to progress within the organization, enables him to realize his expectations and goals, and aims to be beneficial to the organization in a productive, highly motivated way (Sonmez, 2017, 29).

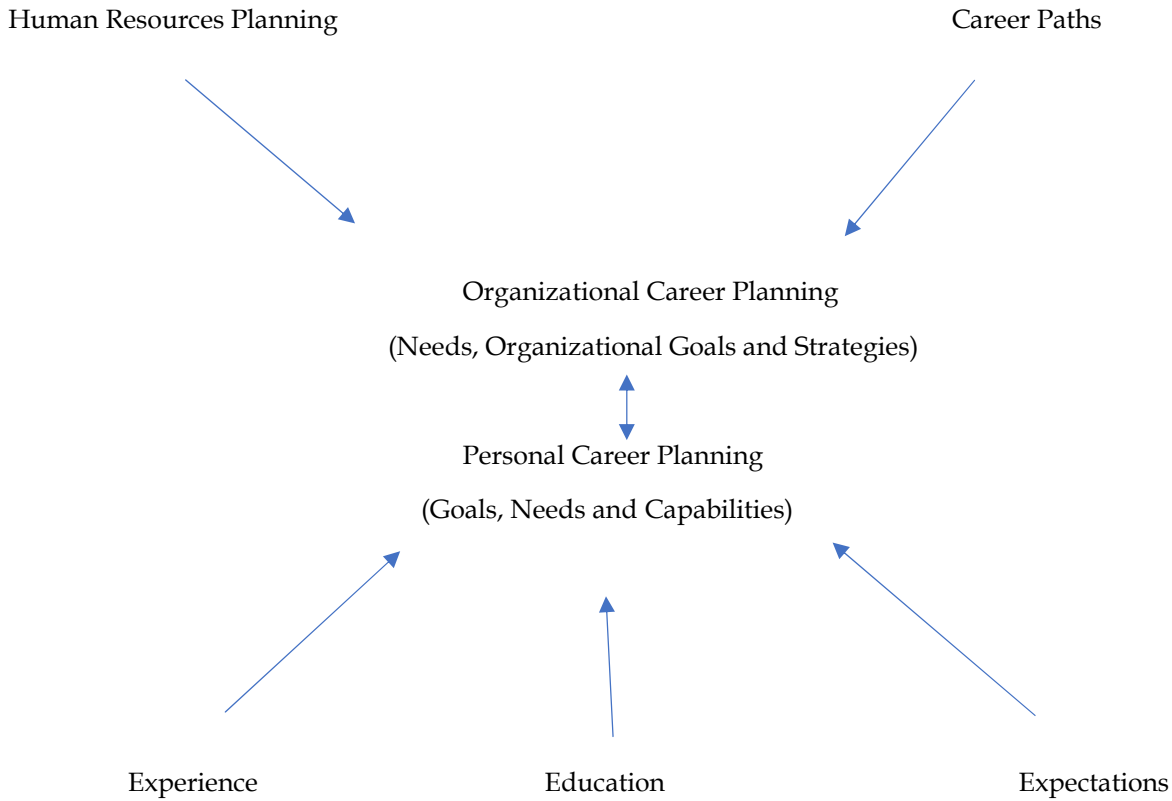


Figure1: The relationship between individual and organizational career planning,(Sabuncu, 2015, 32)

As you can see in the figure above, the basic idea to be expressed is that there is a relationship between organizational career planning and individual career planning. Therefore, there are many factors that affect this relationship. It would not be wrong to say that these elements are interrelated and mutually interactive.

First of all, looking at the figure, it is seen that human resources planning and career paths form organizational career planning. It is seen that there are goals and organizational goals and strategies that constitute or are known to be involved in organizational career planning.

Looking at the point where the elements stated under the figure are, the existence of the elements that make up individual career planning is seen. Although these elements are three, it is seen that there are education, experience and expectations. Here, the importance of education is important in terms of revealing the competencies required to advance in career steps. Although the second element is experience, the importance given to having a specialized talent at a certain time is mentioned in order to move forward in the career steps of experience. As the third element, it is emphasized that expectations are important for a working individual to determine the positions in which they can advance in their career after completing their educational qualifications and experience requirements.

In summary, it is aimed to show that organizational career planning elements and the elements that make up individual career planning interact with each other.

Career planning functions to harmonize the knowledge, skills and abilities of the individual with job opportunities. In this direction, the individual whose career planning is made shows what he / she expects within the organization and what career paths he / she can go



through and be promoted in the future. In short, it can be seen as a tool to bring the individual to his career goals and expectations (Edinsel, 2018, 109).

In other words, career planning is defined as integrating the expectations and goals of individuals with the strategic goals of the organization. Therefore, it is the planning of the individual's goals and the activities that must be done in order to achieve these goals. At the same time, it is an area where developmental trainings related to the career of the individual are determined while planning the activities (Goktas, 2018, 36).

Another meaning of career planning is that it rises horizontally and vertically by following certain paths within the organization. Therefore, the important thing here is to harmonize the knowledge, skills and competencies of individuals with the right job in their business life. In short, it includes the regulations made in the business life of individuals (Burcu, 2018, 33).

Career planning consists of two separate dimensions. The first of these dimensions is Individual Career Planning. The second dimension is Organizational Career Planning.

2.2. An Overview of Individual Career Planning

The individual career planning process primarily includes a process that starts with the individual getting to know himself, determining what his goals are and realizing them in business life. In other words, it refers to the responsibilities and workload undertaken by the individual throughout his / her working life. Therefore, a working individual is planning what he / she will do about his / her job from the moment he starts his business life (Selcan, 2018, 51).

Individual career planning is a career plan made by a working individual. In this direction, the main purpose is to meet the need for self-realization and to increase the level of motivation and job satisfaction. The most important point of this is that career covers the whole life process of the individual. At the same time, it is known that the individual career planning and the skills and competencies of the individual are determined and the planning made in this direction is much more important in terms of efficiency and productivity (Figengil, 2019, 20-21).

In other words, individual career planning is the determination of career steps that an individual wants to achieve in business life. In other words, it appears as a planning process that will make the planning of a certain career path within the scope of the individual's interests and abilities, preventing the prominent opportunities related to the careers and advancing in line with their goals (Yıldırım, 2019, 10).

3. An Overview of Organizational Career Planning

Organizational career planning can primarily be defined as helping individuals to achieve their career goals and allowing the organization to achieve its goals in this direction. Employees can benefit from promotion opportunities within the organization through the career path planned by the organization and by providing horizontal or vertical mobility, helping the employee achieve his goals. Organizational career planning includes the decisions taken over a long period of time in order to benefit from the human resources in the organization in the most efficient way and to serve the strategic goals of the organization (Acıkgoz, 2019, 26-27).

In other words, organizational career planning is the stage of determining and planning a career path in which the employee can reach his goals in line with his knowledge, skills, abilities and competencies. At the same time, another important issue here is to ensure that organizational goals and individual goals progress in harmony with each other. With the successful implementation of this progress, it will not only provide the organization's efficiency and productivity needs at the highest level, but also help individuals achieve their goals and developmental processes (Demirbanka, 2018, 45-46).



4. An Overview of Glass Ceiling Syndrome

Glass ceiling syndrome is one of the career barriers that working women face within organizations. This situation mostly causes women to reach their career goals less than men in their business life. Although glass ceiling syndrome is a gender-based problem, it causes gender-based discrimination. For this reason, glass ceiling syndrome represents an invisible barrier within organizations (Burcu, 2018, 17).

In other words, glass ceiling syndrome is seen as an invisible barrier and a career problem that prevents individuals, especially women, from coming to professional positions and senior positions. Therefore, the areas where women can advance in business life or working life are filled due to gender-related problems (Madichie, 2009, 51).

According to another definition, Glass Ceiling Syndrome is defined as allowing male employees to advance in their career steps by putting a barrier in front of female employees after starting their careers in the same career steps and progressing equally to a certain point (Kolade, Kehinde, 2013, 79).

According to another study, it appears as a syndrome that tells about taking steps to prevent women from advancing in their business life, preventing them from career steps and especially taking leadership positions in business life (Islam, Jantan, 2017, 2).

Glass ceiling syndrome is seen as a career obstacle that focuses on women and has less opportunities to advance in their career due to the responsibilities of their family, and where factors or pressures other than work life put a burden on female employees. The discrimination that exists on the basis of glass ceiling syndrome can be explained in two dimensions. The first is indirect discrimination. Practices that appear fair and equal have negative effects on female employees. The second is direct discrimination. In other words, the senior management or employee in the organization has a more negative attitude and behavior towards female employees than male employees (Edinsel, 2018, 107).

In summary, glass ceiling syndrome is an invisible barrier that prevents women from progressing in their business lives. This also reveals that men are preferred to positions that require more responsibility in organizations (Sonmez, 2017, 51).

5. The Effects of Glass Ceiling Syndrome on Career Planning

Glass Ceiling Syndrome is a career barrier that has its effects on career planning. Since glass ceiling syndrome is a gender-related problem, it is observed that it has negative effects on the individual career planning of female employees. These negative situations are expressed as follows: (Goktas, 2018, 39)

- As women employees are given less responsibilities in their organizational life, the experience of women in the organization remains at a lower level than men. This causes the goals to be shaped based on the lack of experience in career planning.
- Setting career goals is the focal point of individual career planning. However, the inability of female employees to be promoted to higher positions due to gender-related problems negatively affects planning.
- Glass ceiling syndrome prevents many factors that are important in career planning. In particular, it prevents women's need to realize themselves. At the same time, low motivation prevents satisfaction in job satisfaction and the integration of women employees with the organization.
- Glass ceiling syndrome includes other negativities that women employees have an effect on. In particular, it causes low organizational loyalty and high turnover rate (women).
- Glass ceiling syndrome causes female employees to remain passive in their decision making mechanisms and not to benefit from their developmental activities in their career.



Therefore, it causes a plateau at some point in the careers of female employees and causes few struggles to move up the upper steps (Hepsevım,2019, 27).

- Glass ceiling syndrome also causes a career barrier in front of female employees, but also causes a lack of good relations with senior management within the organization (Hepsevım, 2019, 51).

6. Conclusion

By the end of our study, it is seen that Glass Ceiling Syndrome has significant effects on female employees. It is seen that the identification of Glass Ceiling Syndrome as a gender-based problem has significant effects on female employees, especially in their career lives. Therefore, it seems highly likely to make a conclusion or anticipation that the effect of functional authority, which provides the opportunity for female employees to rise within the organization and to take part in decision-making mechanisms, is less and in addition to this, the staff authority is more prominent. Less granting of such powers in the career life of female employees causes it to become a disadvantage for women. For this reason, as mentioned before, it becomes a very difficult situation for women employees to have a certain place in organizations and create career maps from there. Even if career maps are not created for female employees or women fulfill their responsibilities by adhering to these career maps, it seems quite difficult for women to reach the positions they want in their business life. As a result of our study, there are factors that can affect the careers of women in the organizational environment, the negative impact of female employees on their social relations due to gender-related problems with other employees, the desire of female employees not to work in an organization where they have career rights that are not granted to them also leads to a very complicated situation within organizations. It has a significant effect on the transformation of the employees into a company with a high turnover rate in the sector where they work for a short time and leave later. In summary, providing women employees with more opportunities in the career steps within the company, including individual career planning, creating career maps and giving women a voice in decision-making mechanisms will help reduce the negative impact of the effects of Glass Ceiling Syndrome on career planning

REFERENCES

- Açıköz, H. (2019). *Organizational career planning and organizational commitment: An application in automotive and food sector*. Master's Thesis, KTO Karatay University, Institute of Social Sciences, Department of Business Administration.
- Burcu, G. (2018). *The effect of career planning on logistics sector employees: A research on private logistics firm*. Master Thesis, Ufuk University, Institute of Social Sciences, Department of Business Administration
- Gençay Dağlı, A. (2019). *Career planning according to entrepreneurship characteristics of university students: A research on aku students*. Master Thesis, Afyon Kocatepe University, Institute of Social Sciences, Business Administration Department, Management and Organization Department
- Demirbanka, M. (2018). *Relationship between organizational socialization and career planning: A field study in banking sector*. Master Thesis, Kahramanmaraş Sütçü İmam University, Institute of Social Sciences, Department of Business Management
- Edinsel, S. (2018). *Effects on career satisfaction and individual career planning of personality and organizational career planning: A research on y generation in the banking sector*. PhD Thesis, Süleyman Demirel University, Institute of Social Sciences, Department of Business Administration
- Ece, M. (2018). *The assessment of Erasmus + exchange program in the context of cultural dimensions with regards to individual career planning: A research on Erasmus + students of University of Huelva*. Master's Thesis Afyon Kocatepe Üniversitesi, Institute of Social Sciences, Management Department
- Figengil, E. (2019). *Investigation of parent support to secondary school students in individual career planning and career selection and etisem case*. Master Thesis, Ufuk University, Institute of Social Sciences, Department of Business Administration
- Gençay Dağlı, A. (2019). *Career planning according to entrepreneurship characteristics of university students: A research on aku students*. Master Thesis, Afyon Kocatepe University, Institute of Social Sciences, Business Administration Department, Management and Organization Department



- Göktaş, Ö., (2018). *Competency based career planning process and an application*. Master's Thesis, Muğla Sıtkı Koçman University, Institute of Social Sciences, Department of Labor Economics and Industrial Relations
- Hepsevim, A. (2019). *Studying career planning goals of hotel workers: The case of Istanbul*. Master Thesis, Istanbul Arel University, Institute of Social Sciences, Hotel Management Department
- Kolade, O. J., & Kehinde, O. (2013). *Glass ceiling and women career advancement: Evidence from Nigerian construction industry*.
- Kurtuluş, Gönül, B. (2018). *The relationship between learned helplessness and career planning: Ankara hotel business example The relationship between learned helplessness and career planning: A sample of Ankara hotel businesses*. Master's Degree, Süleyman Demirel University / Social Sciences Institute / Study Department of Economics and Industrial Relations
- Nnamdi O. Madichie (2009). *Breaking the Glass Ceiling in Nigeria: A Review of Women's Entrepreneurship*. Journal of African Business, 10:1, 51-66, DOI: 10.1080/15228910802701361
- Özer Güner, E, S. (2018). *Cam ceiling syndrome and career planning in women workers: A research on Istanbul province*. Master's Thesis, Istanbul Gelişim University, Institute of Social Sciences, Department of Business Administration, Department of Business Administration
- Özelkan, E. (2019). *Determining the views of nurses working n hospitals with international accreditation certificate on career planning and development practices*. Master Thesis, Marmara University, Health Sciences Institute, Department of Nursing
- Sabuncu, Ş. (2015). *The relationship between career management practices applied in educational institutions and the organizational commitment of teachers (Kazan district example)*. Master Thesis, Gazi University, Institute of Educational Sciences, Department of Educational Sciences , Educational Administration and Supervision Department.
- Sönmez, E. (2017). *The place of entrepreneurship intention in career planning*. A research on university students, Master's Thesis, University of Turkish Aeronautical Association / Institute of Social Sciences, Department of Business Administration, Department of Business Administration
- Islam, M. A. & Jantan, A. H. (2017). The glass ceiling: Career barriers for female employees in the Ready Made Garments (RMG) Industry of Bangladesh. *Academy of Strategic Management Journal*, 16(3).
- Ünal, A. (2019). *Individual career planning, personal factors and job satisfaction*. An application on women policemen Master Thesis, Beykent University / Institute of Social Sciences / Department of Business Administration / Department of Management and Organization
- Yıldırım, H. (2019). *Schein's career values base analysis of the thought of IBIB students about and banking-finance professions in the career planning*. A research at the Sivas Republic University Master Thesis, Sivas Cumhuriyet University, Institute of Social Sciences, Department of Business.