



e-ISSN: 2630-631X

Article Type

Research Article

Subject Area

Tourism

Vol: 8

Issue: 58

Year: 2022

Pp: 674-683

Arrival

21 February 2022

Published

30 April 2022

Article ID 62117

Doi Number

<http://dx.doi.org/10.3157/6/smryj.62117>**How to Cite This Article**

Ünal, A.; Anasori, E. & Çelen, O. (2022). "Glass Ceiling Or Queen Bee Syndrome? A Study On Five Star Accommodation Businesses", International Social Mentality and Researcher Thinkers Journal, (Issn:2630-631X) 8(58): 674-683



Social Mentality And Researcher Thinkers is licensed under a Creative Commons Attribution-NonCommercial 4.0 International License.

Glass Ceiling Or Queen Bee Syndrome? A Study On Five Star Accommodation Businesses

Cam Tavan Mı Yoksa Kraliçe Arı Sendromu Mu? Beş Yıldızlı Konaklama İşletmeleri Üzerine Bir Araştırma

Aydm ÜNAL¹  Elham ANASORI²  Onur ÇELEN³ 

¹ Associate Professor Dr. Sinop University, School of Tourism and Hotel Management, Sinop/Turkey

² Dr. Eastern Mediterranean University, Tourism Management Department, Famagusta, Cyprus

³ Lecturer Bursa Uludağ University, Harmançik Vocational High School, Bursa/Turkey.

ABSTRACT

Glass ceiling syndrome generally means an invisible upper limit that is thought to exist in businesses. It is a theory that refers to an artificial barrier in businesses that prevents female or minorities from rising to senior positions within the business. Queen bee syndrome, on the other hand, is defined as the fact that female in managerial or decision-making positions in the enterprise approach female who are their subordinates more critically or in some cases act as an obstacle. Queen bee includes that ambitious and successful female in businesses do not allow other female employees to be successful and use their seniority if necessary. Margaret Thatcher, Britain's first female prime minister, is described as a queen bee for not advancing the careers of other female in her cabinet and administration. In this study, it is aimed to determine the glass ceiling and queen bee syndrome perception levels of female employees working in five-star accommodation establishments and to determine which of these variables have more impact on female employees. In this context, the data obtained from 244 female employees working in five-star accommodation enterprises operating in Istanbul were analyzed through the SPSS statistical data program. As a result of the research, the glass ceiling syndrome dimensions were named as denial, withdrawal, resilience and acceptance and the queen bee syndrome scale dimensions were named as support, structure and competence. It has also been determined that all of the relevant dimensions have a certain level of effect on female employees working in accommodation businesses.

Keywords: Glass Ceiling Syndrome, Queen Bee Syndrome, Accommodation Businesses, İstanbul.

ÖZET

Cam tavan sendromu genel anlamda işletmelerde var olduğu düşünülen görünmez bir üst sınır anlamına gelmektedir. İşletmelerde kadınların veya azınlıkların işletme içerisinde üst düzey pozisyonlara yükselmelerini engelleyen yapay bir engele atıfta bulunan bir kuramdır. Kraliçe arı sendromu ise işletme içerisinde yönetici veya karar verme pozisyonundaki kadınların astları olan kadınlara daha eleştirel yaklaşması veya bazı durumlarda engelleyici davranması olarak tanımlanmaktadır. Kraliçe arı, işletmelerdeki hırslı ve başarılı kadınların diğer kadın çalışanların başarılı olmasına izin vermemesi ve bunun için gerekirse kademini de kullanmasını içermektedir. İngiltere'nin ilk kadın başbakanı Margaret Thatcher, kabinesindeki ve yönetimindeki diğer kadınların kariyerlerini ilerletmediği için kraliçe arı olarak tanımlanmaktadır. Bu çalışmada beş yıldızlı konaklama işletmelerinde çalışan kadın çalışanların cam tavan ve kraliçe arı sendromu algı düzeylerinin belirlenmesi ve bu değişkenlerden hangilerinin kadın çalışanlar üzerinde daha fazla etkiye sahip olduğunun tespiti amaçlanmaktadır. Bu kapsamda İstanbul ilinde faaliyet gösteren beş yıldızlı konaklama işletmelerinde çalışmakta olan 244 kadın çalışandan elde edilen veriler SPSS istatistiki veri programı aracılığı ile analiz edilmiştir. Araştırma sonucunda cam tavan sendromu boyutları inkâr etme, kaçınma, dayanıklılık ve kabullenme şeklinde kraliçe arı sendromu ölçeği boyutları ise destek, yapı ve yeterlilik şeklinde adlandırılmıştır. Ayrıca ilgili boyutların tümünün konaklama işletmelerinde çalışan kadın çalışanlar üzerinde belli bir düzeyde etkiye sahip oldukları da belirlenmiştir.

Anahtar Kelimeler: Cam Tavan Sendromu, Kraliçe Arı Sendromu, Konaklama İşletmeleri, İstanbul.

INTRODUCTION

Intense competition between people in working life can cause a number of problems that people will have difficulty getting out of (Gündüz, 2018: 146). Especially women are trying to take part in working life around the world. However, compared to men, they have difficulties in taking part in business life (Karatepe & Arıbaş, 2017). Due to the gender roles assigned to women; women who try to be included in the labor market outside the home face some difficulties. Since the main duty of women is seen as domestic work, women are considered as a secondary workforce working only for additional income in the labor market (Bulut & Kızıldağ, 2017: 82). In general the global increase in the number of female employees should be accepted as a reflection of economic, social and cultural changes and developments. Reasons such as obtaining additional income for her family, proving that she can stand on her own feet, being satisfied with the work done and being happy have been effective in women's active participation in business life (Öğüt, 2006: 57).

Today, in the administrative field, although the number of female workforce has increased compared to the past, women are still employed in low-level jobs. Although women have half of the world's population, they have not had the same share in business life. It is thought that they lag behind men in business life and cannot

take part in important decisions (Örücü, Kılıç & Kılıç, 2007). Gender discrimination is at the forefront of the obstacles faced by women in working life to reach the senior management of the organization. The sum of the causes of gender discrimination has revealed the concept of "glass ceiling" (Kalkın, Erdem & Tikici, 2015). Faced with many obstacles in business life, women are forced to work under a "glass ceiling" that they cannot go beyond. The term glass ceiling, which was used for the first time in the Wall Street Journal in 1986, means that women are stuck with certain obstacles above a certain level. Therefore, what is meant by the use of glass ceiling is the uncertainty of the problems encountered (Yücelen & Özen, 2016).

The reasons for the formation of the glass ceiling syndrome are briefly stated as the intermittent participation of women in the workforce, the employment of women in certain areas where the probability of promotion is low, such as human resources and public relations, the discrimination applied by the senior management in hiring and promotion and the social role assigned to women (Korkmaz, 2014: 2). It is stated that there are three obstacles to women's inability to reach senior managerial positions in business life. These; Barriers placed by male managers, barriers placed by female managers and barriers put by women herself. The barriers placed by men are usually due to the prejudices about women that they do not have positive characteristics such as determination, perseverance and ability. The obstacles that women put against women are due to their inability to attract each other, called the "queen bee syndrome", the privilege of being alone in the senior management position, and their desire to maintain their position of success (Küçükşen & Kaya, 2016: 669). Glass ceiling barriers have been dealt with in different ways in the summer. In a study, it is classified as "obstacles placed by male administrators (such as difficulty in communicating with women), obstacles placed by female administrators (such as queen bee syndrome), and obstacles placed by the person himself (such as lack of desire for self-development)" (Yıldız, 2014: 74).

Glass ceiling and queen bee syndromes can be experienced intensively in various sectors. Glass ceiling and queen bee syndrome are thought to exist in the tourism sector, which is one of the most basic areas of the service sector. For example, although women make up 60% of over two million employees in UK travel and tourism, only 6% of senior executives in this sector are women. It is considered insufficient to explain the low rate of female senior executives with only the queen bee syndrome (Eren & Adıgüzel, 2015: 165). Therefore, determining the levels of glass ceiling and queen bee syndromes of female employees employed in accommodation businesses that come to mind first when tourism is mentioned constitutes an extremely important issue. Within the scope of the research, it was desired to carry out a quantitative research in order to determine the glass ceiling and queen bee syndrome levels of female employees in five-star accommodation enterprises operating in Istanbul. In the following parts of the research, the concepts that make up the subject, the methodology of the research, the findings obtained and the results in the context of the literature are given.

CONCEPTUAL FRAMEWORK

Glass Ceiling and Queen Bee Syndrome

Today, most of the human resources of organizations are provided by female but despite the increase in their participation rate, the number of their top management positions is small. Glass ceiling is a term used to describe artificial and invisible barriers caused by organizational prejudices and discrimination, and a perspective was invented; Barriers that in practice prevent female and racial minorities from reaching high positions in their career (Babic & Hansez, 2021). Although this term is more commonly used for female, but it's been also utilizing for minorities. Studies have tried to study this phenomenon in different environments (Aslanargun, 2012; Akpınar-sposito, 2013; Kılıç, 2017; Sever, 2021). As an example, Kılıç (2017) study in healthcare setting shows that, glass Ceiling syndrome is more common among female than men. It seems that the females organizational silence who experienced glass ceiling syndrome is also high (Sever, 2021). The glass ceiling barrier was found to have the significant effect on the entrepreneurial creativity among the career anchors of the employees (Uysal & Ak, 2020). Babic & Hansez (2021) also imply that although there is an interest for diversity in organizations still female are minorities in higher positions. Although studies made efforts to cover this issue so far (e.g, Aslanargun, 2012; Sever, 2021) but it seems that there is a need for more research on this phenomenon which exert a major effect on work environment (Babic & Hansez, 2021). To this end, the present study tries to investigate this issue further. Another phenomenon related to glass ceiling syndrome is queen bee syndrome.

'Queen Bees' are female who are in higher positions in compare to other female trying to gender stereotyping of other females. This might cause gender discriminations in societies, and is related to the successful female characteristics (Derks et al., 2011). Since the Industrial Revolution, female's participation in the labor force outside the home has increased in industrialized countries, especially in the twentieth century. Female in the workforce, seen primarily as an asset to the industrial community, Increased education among female led to

increased participation of female in various fields of work, it also allowed female to take on managerial roles and work in higher-level jobs.

Since men dominated female in the past, after the feminist revolution, female's rise to power in jobs seemed to improve the situation for them and reduce men's dominance over female. But this created a new phenomenon among female employees that is called the queen bee syndrome (Wuertele, 2017). Baykal (2020) study among Turkish female worker aimed to unveil queen bee syndrome of female employees on turnover intentions and found positive relation between them.

In queen bee syndrome, female supervisors or leaders do not tend to support their female assistants or subordinates, as they feel that their emotions were suppressed by male employees because of gender discrimination (Baykal et al., 2020). Studies implied this phenomenon effects in different settings such as educational and service industries (Johnson & Mathur-Helm, 2011) The queen bee syndrome affects female subordinates in different ways such as diminished work performance and turnover intentions. The queen bee syndrome can have a negative impact on organizational performance and bottom-line results as well as individuals (Harvey, 2018). Therefore, based on the above-mentioned literature, in the current study we aim to examine the effect of glass ceiling syndrome and queen bee syndrome on organizational performance.

Related Studies

As mentioned in the concept section, researchers in recent years have tried to study the phenomenon of the queen bee and the glass roof in different organizations and among employees at different levels of work, at different ages and at different levels of education and work (Johnson & Mathur-Helm, 2011; Öztürk & Cevher, 2015; Wuertele, 2017; Şengül et al., 2019; Uysal & Ak, 2020).

Derks et al. (2011) study through social identity theory examined the conditions that create and increase Queen bee syndrome. Data were collected through online survey from senior worker women in Netherlands. Their study results show that female workers with lower gender identification who received more gender discrimination tend to show queen bee syndrome more than those women who were highly known in their career when they started their job. Öztürk and Cevher (2015) studied the mobbing phenomenon among women in the organizations who exert mobbing on other women. To do so, they analyzed the contents related to mobbing and queen bee syndrome. Baykal et al. (2018) also indicated the critical role of the queen bee syndrome on women employees which contrary to popular belief, with the increasing role of women in sensitive and managerial jobs, this has not had a positive effect on their subordinates and women subordinates have been more negatively influenced by female managers than by male managers. In his study also he implied that women employees not also did not get support from their superiors but they have been excluded and suppressed by the superiors. This issue boosts the turnover intention among those women. Şengül et al. (2019) also conducted a study among nurses with at least one year organizational tenure and between 20-40 years old. Data collected through interview and findings show that female managers were less successful in problem solving issues but more skillful in communication. The study found that female managers would exert more pressures on other female workers or utilizing queen bee syndrome since they are looking to issues through more emotional attitudes.

METHOD

Purpose and Scale of the Research

Glass ceiling syndrome is defined as the inequality between female and men working in enterprises and the barriers perceived by female employees in promotion to higher levels (Büyükyaprak, 2015). Glass ceiling syndrome which is considered as a dimension of gender discrimination in working life; regardless of the success, competencies and qualifications of female in their business life, it is expressed as the whole of the uncertain but difficult to overcome obstacles that confront them in higher level promotions or appointments (Ayrancı & Gürbüz, 2012). Queen bee syndrome, on the other hand, includes female working as managers in enterprises, adopting the behaviors of male employees or managers in the enterprise and having a tendency to exhibit masculine behaviors towards female employees, beyond being an example to other female employees working under them. This situation can sometimes be caused by poor or insufficient communication between female employees and female managers and the parties not understanding each other's expectations sufficiently (Akdöl & Menteş, 2017). In this study, it is aimed to determine the perception levels of glass ceiling and queen bee syndrome in accommodation establishments where female are employed as managers and to determine which of these variables has more impact on female employees. Demographic characteristics of female employees in the research; it was tried to be determined in terms of marital status, age, education level, department type, position in the enterprise and managerial experience

variables. The number of studies that examine and measure the dimensions of "queen bee syndrome" perceived by female employees in enterprises with quantitative methods which constitute the scope of the research, is almost non-existent in the literature. Therefore, in this study, Akman İmamoglu & Akman (2016), Eren & Aydın (2019) and Çelen & Tuna (2021) studies were used to determine the dimensions of queen bee syndrome and the perceptions of female workers regarding this variable. In order to determine the dimensions of the glass ceiling syndrome and the perceptions of female employees regarding this variable the adaptation scale developed by Smith et al. (2012) to measure the glass ceiling syndrome in Sarıoğlu (2018) study was used. The queen bee syndrome scale used in the research consists of 35 statements and three dimensions in total: support, structure and competence. Glass ceiling syndrome scale, on the other hand, consists of a total of 18 statements designed to measure the dimensions of denial, resilience, withdrawal and acceptance of female employees. Related phrases, it was arranged as a five-point Likert scale between completely agree (5)-strongly disagree (1). In order to ensure the content validity of the scales in the research, the scale form was examined by five academicians who are experts in their fields and eight human resources managers working in the private sector. Necessary revisions were made within the scope of content and editorial suggestions from academics and human resources managers and the data collection process was started by giving the scale a state.

Research Universe, Sample and Data Collection Process

The population of the research consists of all female employees working in five-star accommodation enterprises operating in Istanbul. The fact that Istanbul is one of the most touristic destinations in Turkey (T.C. Kültür ve Turizm Bakanlığı, 2021) and the high number of female employees in five-star accommodation businesses operating in the destination were effective in the selection of Istanbul as the research area. Determining the number of samples that can represent the population dimension in the research is another important detail. In this context, although the officials of the Istanbul Provincial Directorate of Culture and Tourism and the Touristic Hoteliers, Operators and Investors Union officials were consulted to determine the total number of female employees working in the five-star accommodation establishments operating in the destination of Istanbul, complete and official statistical information could not be reached. In addition, during the data collection process of this research (October-December 2021), the number of female employees employed in the five-star accommodation establishments in the relevant destination was determined by the pandemic, labor turnover, etc. For various reasons, it could not be determined and the sample was limited to 244 numbers that were accessible and suitable for analysis. In the selection of the research sample, simple random sampling method one of the probability-based sampling methods was used due to the unique situation of the subject.

Research Analysis Process

The data obtained as a result of the research were analyzed in the SPSS statistical data program. Data on demographic variables and research propositions of female employees obtained from the research questionnaire were analyzed with percentage and frequency values. After frequency analysis, the reliability of the scale was tested with the Alpha method. Before moving on to other tests related to the scale, the normality test of the scale was performed. According to the results of the normality test applied in this study the skewness value ranged between -.448 and .651 and the kurtosis value between -.288 and .509. According to Tabachnick and Fidell (2013), the scale can be said to have a normal distribution since the relevant values are between -1.5 and +1.5. In the normality test, the significance level of the Shapiro-Wilks values of the data was found to be $p > 0.05$. This result shows that the scale is suitable for parametric tests (t-test, ANOVA, etc.). After the reliability and normality tests, explanatory (exploratory) factor analysis was conducted to test the construct validity of the scales regarding the evaluations of "queen bee syndrome" and "glass ceiling syndrome" of female employees. Difference tests (t-test and ANOVA) were conducted in order to determine the differences between demographic variables and research dimensions which were determined in the analysis part. In order to determine the differences between the variables and dimensions in the ANOVA tests the journal writing rules were taken into account, the tables of the variables and dimensions that gave meaningful results in order to simplify the tables were tried to be given in more detail and Schfee and Tamhane's analyzes were used when necessary to test the significance of the variables in the ANOVA analyzes.

RESULTS

According to the results of the frequency analysis regarding the sampling characteristics of the research (Table 1); 63,93% of female employees are single; 60,65% are between the ages of 31-65; 30,73% of them have undergraduate education; 24,19% of them work in the guest relations department; 42,62% of them work in the lower-level positions in their departments and 58,60% of them do not have any managerial experience.

Table 1. Distributions of Demographic Characteristics of Female Employees (n=244).

Demographic Features		Number (n)	Percent (%)
Marital Status	Single	156	63,93
	Married	88	36,07
Age	16-30	96	39,35
	31-65	148	60,65
	High School and Below	48	19,68
	Vocational High School	64	26,22
	Undergraduate	75	30,73
	Postgraduate	57	23,37
	Department	Reception	28
	Housekeeping	42	17,22
	Service	34	13,94
	Kitchen	16	6,55
	Public Relations	31	12,70
	Human Resources	34	13,93
	Guest Relations	59	24,19
Position	Sub-Tier Employee	104	42,62
	Middle Level Employees	15	6,14
	Senior Employee	21	8,61
	Sub-Tier Manager	34	13,94
	Middle Level Manager	34	13,94
	Senior Manager	14	5,74
	Intern	22	9,01
Management Experience	Yes	101	41,40
	No	143	58,60
		Total	244
			100

In scientific research, Kaiser-Meyer-Olkin (KMO-Sampling Adequacy Statistics) and Barlett's Test of Sphericity (Barlett Sphericity Test) values are obtained by factor analysis. Barlett test shows the level of relationship required between the statements in order to perform factor analysis ($p < 0.05$). Likewise, KMO Sample Sufficiency is used to decide whether the correlation between statements is sufficient for factor analysis. The KMO value occurs between 0-1, and it is desirable in scientific research that the KMO value is 1 or close to 1. The acceptable lower limit for KMO sampling adequacy is 0,50. Generally accepted KMO values; 0,80 and above are interpreted as excellent, 0,70-0,80 good, 0,50-0,70 moderate, 0,30-0,50 bad and less than 0,30 unacceptable (Durmuş et al., 2010). As a result of the explanatory factor analysis applied in this study shallow. (p)=at the 0,000-significance level the KMO value of the queen bee syndrome scale was ,884, the Barlett's Test of Sphericity-Sphericity Test result was 3897.121, the glass ceiling syndrome scale's KMO value was ,866 and the Barlett's Test of Sphericity-Sphericity Test result was 3234,398. detected. The level of these ratios obtained also shows that the sample dimension is sufficient and appropriate for factor analysis. Considering the 244 samples included in the study, it is necessary to examine the factor loads in order to reach a result at a significance level of 0,05. A factor loading of 0,3 indicates that the variance explained by the factor is approximately 9%. This level of variance is significant. In a scientific research, 0,30-0,59 factor loadings are considered as medium level and 0,60 and above are considered as high-level magnitudes (Büyüköztürk, 2002). In the study, the validity of factor analysis can be increased by excluding both the factor loadings and the suggestions with small coefficients (communalities).

As a result of these two procedures, it was decided to remove three of the 35 statements (female managers may tend to oppress their subordinates, female managers may behave like male managers, and female managers do not want their subordinates to be promoted and promoted) from the scale. As a result of factor analysis, three dimensions consisting of 32 propositions with an eigenvalue greater than 1 were determined. These dimensions explain 72,164% of the total variance. While determining the number of dimensions that emerge as a result of factor analysis in research, the number of factors that will enable to reach a certain total variance level should be preferred. In general, it is desirable that the level of variance explained in a study is not less than 60% (Altunışık et al., 2007). In this context, it can be said that the variance rate obtained in the research is at an acceptable level according to the scientific research literature. The 30 expressions determined as a result of the explanatory factor analysis and the three dimensions in which these expressions are collected form the queen bee syndrome scale (Table 2). The dimensions of the relevant scale are named as Support Dimension (SB), Structure Dimension (STB) and Competence Dimension (CB). Support dimension; "I don't want to

support female managers at my workplace, my point of view towards female managers is “female undermine female.” I can express my problems to female managers more easily, female managers have empathy and understand my problems, female managers are more moderate towards people they are close to, as a female, female managers can be effective in my coming to work, I support my female managers on issues that I have ideas and opinions on. There may be a racing environment in the departments where there are more than one, there may be power conflict in the departments where there are more than one female managers, and the female managers may be reluctant to support their subordinates”. The dimension explains 32,121 of the total variances and the reliability coefficient of the dimension was 0,863. Structure dimension; “female managers pay attention to details, female managers have a higher sense of responsibility, female managers are aesthetic and make the working environment beautiful, female managers express their thoughts openly, female managers are emotional, female managers do not gossip, female managers are generally not kind to their female subordinates, female managers are jealous female managers can sometimes be vindictive, female managers can be selfish sometimes, female managers can be biased, female managers can make false accusations against their subordinates, female managers can personalize work-related issues, and female managers can display offensive behavior towards their subordinates. The dimension explains 25,102 of the total variances and the reliability coefficient of the dimension was 0,882. Competence dimension; “female managers can provide authority in the working environment, female managers are sufficient to solve the problems in the working environment, female managers may not have sufficient communication skills in the working environment, female managers do not have enough experience in management, female managers can keep their emotions ahead of their logic, female managers are not planned and programmed, female managers are not competent in their jobs and female managers cannot reach the same level of competence as male managers”. The dimension explains 14,941 of the total variances and the reliability coefficient of the dimension was 0,824.

Table 2. Factor Analysis Results of the Scale Regarding the Evaluation of Queen Bee Syndrome by Female Employees (n=244).

Research Statements	(SB)	(STB)	(CB)	A. Mean. (\bar{x})
Female managers may be reluctant to support their subordinates.	,744			4,06
I do not want to support female managers in my workplace.	,721			4,48
My perspective on female managers is “female undermine female.” close to the point.	,716			4,04
Female managers are empathetic and understand my problems.	,698			4,45
Female managers are more moderate towards those they are close to.	,676			4,44
As a female, female managers can be effective in my coming to work.	,660			4,38
I support my female managers on issues that I have ideas and views on.	,616			4,14
There may be a racing environment in sections where there is more than one female manager.	,602			4,20
There may be power conflicts in departments where there is more than one female administrator.	,598			4,50
Female managers may be reluctant to support their subordinates.	,586			4,43
I can express my problems more easily to female managers.	,574			4,26
Female managers pay attention to details.		,768		4,49
Female managers have higher sense of responsibility.		,743		4,00
Female managers are aesthetic and beautify the working environment.		,717		4,49
Female managers are generally not kind to their female subordinates.		,665		4,06
There may be jealousy in female managers.		,603		4,48
Female managers can sometimes be vindictive.		,578		4,04
Female managers express their opinions openly.		,551		4,45
Female managers are emotional.		,544		4,44
Female executives do not gossip.		,768		4,45
Female managers can sometimes be selfish.		,743		4,44
Female managers can be biased.		,717		4,17
Female managers may exhibit offensive behavior towards their subordinates.		,665		4,29
The communication skills of female managers in the working environment may not be sufficient.			,731	4,54
Female managers are sufficient in solving the problems in the working environment.			,718	4,26
Female managers cannot reach the same level of competence as male managers.			,702	4,47
Female managers do not have enough experience in management.			,689	4,02
Female managers can keep their emotions ahead of their logic.			,674	3,91
Female managers are not planned and programmed.			,661	4,20
Female managers are not competent in their jobs.			,644	4,05
Female managers can provide authority in the working environment.			,632	3,85
<i>Cronbach Alpha Values of Factors</i>	,863	,882	,824	
<i>Variance Values Explained for Factors (%)</i>	32,124	25,102	14,941	
<i>Total Explained Variance (%)</i>		72,164		
<i>KMO Sampling Measurement Competence</i>		,884		
<i>Barlett Global Test Value</i>		3897,121		
<i>p value – Probability Value</i>		,000		

As a result of the factor analysis applied to the glass ceiling syndrome scale, two of the 18 statements (female will take many years to reach equality with men in senior managerial positions and higher education qualifications will help female overcome discrimination) was removed from the scale. As a result of factor analysis, four dimensions consisting of 16 propositions with an eigenvalue greater than 1 were determined.

These dimensions explain 68,843% of the total variance. The 16 statements determined as a result of the explanatory factor analysis and the four dimensions (Table 3) in which these statements are collected form the organizational commitment scale. The dimensions of the related scale were named as Denial (DB), Resilience (RS), Withdrawal (WD), and Acceptance (AC). The dimension of denial; “female leaders are rarely given a chance to be successful, even highly talented and qualified female are not prioritized for promotions, female who start their careers today will face sexist barriers in the future, and in most organizations, female do not face barriers to promotion.” The dimension explains 21,112 of the total variances and the reliability coefficient of the dimension was 0,891. Resilience dimension; “female's inherent nurturing skills help them to be successful leaders, female do effective work when given the opportunity to lead, female have the power to overcome discrimination, and female are capable of making critical leadership decisions.” The dimension explains 17,641 of the total variances and the reliability coefficient of the dimension was 0,868. Withdrawal dimension; “female is more likely to be hurt than men when they take big risks for the success of the company, female leaders suffer more emotionally than men when there is a crisis in their team, female managers feel very uncomfortable when they have to criticize their team members and even very successful female can quickly lose their self-confidence”. The dimension explains 16,147 of the total variances and the reliability coefficient of the dimension was 0,821. Acceptance dimension; “for most female, motherhood is more important than career development, female often reject career advancement because they are more willing to continue their child-rearing role, female prefer a balanced life rather than pursuing high-paying careers and female are less concerned about promotions than men.” The dimension explains 13,943 of the total variances and the reliability coefficient of the dimension was 0,856.

Table 3. Factor Analysis Results of the Scale Regarding the Evaluation of Glass Ceiling Syndrome by Female Employees (n=244).

Research Statements	(DB)	(RS)	(WD)	(AC)	A. Mean. (\bar{x})
Female leaders are rarely given a chance to succeed.	,735				4,26
Even highly skilled and qualified female are not considered a priority for promotions.	,693				4,36
Female who start their careers today will face sexist barriers in the future.	,676				4,11
In most organizations, female do not face promotion barriers.	,648				4,40
Female's inherent nurturing skills help them become successful leaders.		,744			4,05
When female is given the opportunity to lead, they do effective work.		,728			4,08
Female have the power to overcome discrimination.		,687			4,12
Female are capable of making critical leadership decisions.		,632			4,36
Female are more likely to be hurt than men when they take huge risks for the company's success.			,768		4,11
Female leaders experience more emotional pain than men when their team is in crisis.			,743		4,33
Female managers feel very uncomfortable when they have to criticize their team members.			,717		4,42
Even very successful female can quickly lose their self-confidence.			,665		4,25
For most female, motherhood is more important than career advancement.				,731	4,17
Female often reject career advancement because they are more willing to continue their child-rearing role.				,718	4,34
Female prefer a balanced life rather than pursuing a high paying career.				,698	4,17
Female are less concerned about promotions than men.				,685	4,29
<i>Cronbach Alpha Values of Factors</i>	,891	,868	,821	,856	
<i>Variance Values Explained for Factors (%)</i>	21,112	17,641	16,147	13,943	
<i>Total Explained Variance (%)</i>			68,843		
<i>KMO Sampling Measurement Competence</i>			,892		
<i>Barlett Global Test Value</i>			4239,188		
<i>p value – Probability Value</i>			,000		

A sample t-test examines whether queen bee and glass ceiling syndrome dimensions are statistically different from the median value of 3 on a five-point Likert-type scale. The results of the t-test are given in Table 4. The mean value of all dimensions in the scales was higher than 3 at the $p < 0.05$ significance level. Queen bee syndrome scale dimensions; support dimension ($X=3,56$), structure dimension ($X=3,41$) and competence dimension ($X=3,38$) have the highest mean, respectively. Among the glass ceiling syndrome dimensions, acceptance ($X=3,58$), denial ($X=3,31$), resilience ($X=3,21$) and withdrawal ($X=3,16$) had the highest mean scores. Accordingly, it is possible to say that female employees perceive/experience the support dimension in queen bee syndrome and the acceptance dimension in glass ceiling syndrome at a higher level than other dimensions.

Table 4. A Sample T-test of Differences of Dimensions from Median 3 (n=244).

Dimensions	A. Mean (\bar{x})	Standard Deviation	t-value	p-value
SB	3,56	,60941	4,889	,038
STB	3,41	,76833	5,361	,000
CB	3,38	,61783	2,987	,063
DB	3,31	,56732	8,687	,009
RS	3,21	,68814	5,896	,000
WD	3,16	,76871	7,666	,000
AC	3,58	,68689	6,328	,014

DISCUSSION AND RECOMMENDATIONS

Women have many roles and duties in societies. In addition to this situation, it is necessary for women to take more place in business life. However, while many steps need to be taken to ensure women's participation in working life, it is extremely important to determine the causes and effects of the queen bee syndrome, which is a reflection of the glass ceiling syndrome that women are exposed to by men, especially during their career advancement, and to express recommendations on the subject. Considering the literature review carried out in the context of the research, it is seen that the glass ceiling and queen bee syndrome exist in various sectors (Örücü, Kılıç & Kılıç, 2007; Derkes et. al. 2011; Johnson & Mathur-Helm, 2011; Ayrancı & Gürnuz, 2012; Akpinar- Sposito, 2013; Derks et. al, 2015; Er & Adıgüzel, 2015; Akman İmamoğlu & İmamoğlu, 2016; Akdöl & Menten, 2017; Eren & Aydın, 2019; Babic & Hansez, 2021).

Especially in the tourism sector, the fact that people are the ones who provide direct services to people, the people who will use and benefit from the goods and services offered, and the fact that it consists of many stages make us think that there are already various difficulties in the sector. In addition to the situations mentioned, various syndromes that women working in the sector are exposed to may also cause negative effects on their work performance and the goods and services they offer (Çelen & Tuna, 2021). The findings obtained within the scope of the research show that the queen bee syndrome also exists in five-star accommodation establishments, and the related condition may also be caused by the glass ceiling syndrome. The results obtained show similarities with other studies in the literature (Derks et al. 2011; Cevher & Öztürk, 2015; Derks et. al. 2015; Er & Adıgüzel, 2015). The findings obtained within the scope of the research are also similar to the dimensions of the scales used in the research. The findings obtained in the Support Dimension (SB), Structure Dimension (STB) and Competence Dimension (CB) dimensions, which consist of expressions in the queen bee syndrome scale, were analyzed by Akman İmamoğlu & Akman (2016), Eren & Aydın (2019) and Çelen & Tuna (2021). similar to the results. Similarly, similar results were obtained with the dimensions of Denial (DB), Resilience (RS), Withdrawal (WD), and Acceptance (AC) created by the glass ceiling syndrome taken from the study of Sarioğlu (2018).

Factors such as the fact that the tourism sector has a labor-intensive structure, the seasonality of tourism, the combination of intangible and tangible goods and services are the factors that make employment in the tourism sector difficult, and the difficulty of reaching the qualified workforce to be employed in the relevant sector can affect the quality of the goods and services offered. . It is extremely important that the organizations they work for are peaceful in order for people to continue their careers in the tourism sector (Çelen & Tuna, 2021: 2144). According to the information obtained in the context of literature and research, the following recommendations are presented:

- ✓ In order to prevent the glass ceiling syndrome, male employees and managers should be informed about the issue.
- ✓ Considering that women have many social roles and titles and that various obstacles are put in front of them according to their respective titles, it is extremely important to create and implement job descriptions that give priority to women in work environments.
- ✓ States should offer incentives to increase the number of women employed in the tourism sector and to come to management positions.
- ✓ It is extremely important that various non-governmental organizations become active to enable women to take part in business life and prevent them from encountering related syndromes.
- ✓ Various psychological support services should be provided in relation to the syndromes experienced by women.
- ✓ Necessary sensitivity should be shown in career planning activities for women.
- ✓ A merit system should be established and actively implemented in cases where women are recruited, promoted and similar.
- ✓ Male and female managers should not see their subordinates as a threat to them and should be willing to train them professionally.
- ✓ Employment of female employees in SMEs should be encouraged, various incentives should be provided and women can gain experience in business life.
- ✓ In order to increase women's employment in the tourism sector, financial support should be provided by the state and various NGOs, and thus women's participation in working life can be strengthened.

- ✓ Information training for female employees can be given by the employees of the human resources department.
- ✓ Periodic meetings with female employees of accommodation establishments can be made to listen to their problems and suggestions.
- ✓ Depending on the seasonality of the tourism sector, practices that enable women to be employed for 12 months should be implemented and job security should be provided.

It is requested that this study, which is carried out in relation to glass ceiling syndrome and queen bee syndrome, contributes to theory and practice. Regarding the limitations of the research, the low number of people participating in the survey technique and the selection of the research region can be said. In future research, the sample and application area can be kept wide. Other areas of tourism; Similar studies can be conducted on female employees and managers employed in travel agencies, tourist guides, entertainment and catering businesses.

REFERENCES

Akdöl, B. & Menteş, S. A. (2017). Kadınların Yönetici Pozisyonlarında Yaşadıkları Zorluklar ve Lider Üye Etkileşiminde Cinsiyetin Rolü. *Business and Management Studies: An International Journal*, 5(3): 859-879.

Akman İmamoğlu, G. & Akman, Y. (2016). Kraliçe Arı Sendromu Bağlamında Kadın Öğretmenlerin Kadın Yöneticilere İlişkin Görüşleri. *Bartın Üniversitesi Edebiyat Fakültesi Dergisi*, 5(3): 748-763.

Akpınar-Sposito, C. (2013). Career barriers for female executives and the Glass Ceiling Syndrome: The Case Study Comparison Between French and Turkish Female Executives. *Procedia-Social and Behavioral Sciences*, 75, 488-497.

Altunışık, R., Coşkun, R., Bayraktaroğlu, S. & Yıldırım, E. (2007). Sosyal Bilimlerde Araştırma Yöntemleri SPSS Uygulamalı (Geliştirilmiş Beşinci Baskı). Sakarya: Sakarya Yayıncılık.

Aslanargun, E. (2012). Do Female Principals Really Face with Barriers in Schools? Critics of Glass Ceiling Syndrome in Turkey. *International Online Journal of Educational Sciences*, 4(2), 255-264.

Ayrancı, E. & Gürbüz, T. (2012). Considering Glass Ceiling in Turkey: Ideas of Executives in Education Sector Regarding Female in the Workplace. *International Journal of Human Resource Studies*, 2(4): 126-151.

Babic, A. & Hansez, I. (2021). The Glass Ceiling for Female Managers: Antecedents and Consequences for Work-Family Interface and Well-Being at Work. *Frontiers in Psychology*, 12, 1-17.

Baykal, E., Soyaloğlu, E. & Yeşil, R. (2020). Queen Bee Syndrome: A Modern Dilemma of Working Female and Its Effects on Turnover Intentions. In: *Strategic Outlook for Innovative Work Behaviours* (pp. 165-178). Springer, Cham.

Büyüköztürk, Ş. (2002). Faktör Analizi: Temel Kavramlar ve Ölçek Geliştirilmede Kullanımı. *Kuram ve Uygulamada Eğitim Yönetimi*, 32: 470-483.

Büyükyaprak, F. (2015). *Çalışan Kadın Personelin Kariyer Gelişimi Engellerinden Cam Tavan Sendromu: Millî Eğitim Bakanlığı Merkez Teşkilatı Örneği*. Yüksek Lisans Tezi, Türk Hava Kurumu Üniversitesi, Ankara.

Çelen, O. & Tuna, M. (2021). Konaklama İşletmelerindeki Kadın Çalışanların Kraliçe Arı Sendromu Algılarının Ölçülmesine Yönelik Bir Ölçek Geliştirme Çalışması. *Türk Turizm Araştırmaları Dergisi*, 5(3), 2127-2148.

Derks, B., Ellemers, N., Van Laar, C. & De Groot, K. (2011). Do Sexist Organizational Cultures Create the Queen Bee?. *British Journal of Social Psychology*, 50(3), 519-535.

Durmuş, B., Yurtkoru, E. S. & Çinko, M. (2010). Sosyal Bilimlerde SPSS'le Veri Analizi (Tıpkı Üçüncü Basım). İstanbul: Beta Yayıncılık.

Eren, R. & Aydın, A. (2019). Perceptions and Attitudes of Culinary Students Towards Food and Beverage Industry in Turkey, *Journal of Culinary Science and Technology*, 18(5), 371-395.

- Johnson, Z. & Mathur-Helm, B. (2011). Experiences With Queen Bees: A South African Study Exploring the Reluctance of Female Executives to Promote Other Female in the Workplace. *South African Journal of Business Management*, 42(4), 47-55.
- Harvey, C. (2018). When Queen Bees Attack Female Stop Advancing: Recognising and Addressing Female Bullying in the Workplace. *Development and Learning in Organizations: An International Journal*, 32(5), 1-4.
- Kılıç, T. (2017). Relationship Between Glass Ceiling Syndrome and Self-Efficacy: In Health Sector. *European Journal of Multidisciplinary Studies*, 2(3), 84-87.
- Öztürk, U. C. & Cevher, E. (2015). İşyerinde Tacizin Pembe Hali: Kadınların Kadınlara Uyguladığı Mobbing. *Uludağ Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 34(1), 151-174.
- Sarıoğlu, B. Z. (2018). Cam Tavan Sendromu: Ölçek Uyarlama Çalışması ve Demografik Değişkenler Açısından Bir Analiz. Yüksek Lisans Tezi, Bahçeşehir Üniversitesi, İstanbul.
- Sever, H. (2021). The Relationship Between Glass Ceiling Syndrome and Organizational Silence of Female Employees in the Aviation Sector. *Pamukkale Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, (47), 139-155.
- Şengül, H., Çınar, F. & Bulut, A. (2019). The Perception of Queen Bee Phenomenon in Nurses: Qualitative Study in Health Sector. *J Clin Pract*, 22, 906-912.
- Tabachnick, B. G. & Fidell, L. S. (2013). Using Multivariate Statistics. Boston: Pearson.
- T.C. Kültür ve Turizm Bakanlığı. (2021). Turizm İstatistikleri. <https://yigm.ktb.gov.tr/TR-9851/turizm-istatistikleri.html>, Erişim Tarihi: 18.09.2021.
- Uysal, H. T. & Ak, M. (2020). Invisible Barriers in Career Processes: Glass Ceiling Syndrome and Career Anchors. *Agathos*, 11(2), 255-285.
- Wuertele, R. (2017). The Influence of the Queen Bee Syndrome on the Attitudes, Behaviors and Emerging Leadership Styles of the Millennials, Unpublished Master Thesis, Linnaeus University, Sweden.