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Research Article

The Relationship Between Queen Bee Syndrome, Glass Ceiling and Resilience: Female Teachers

Kraliçe Arı Sendromu, Cam Tavan ve Yılmazlık Arasındaki İlişki: Kadın Öğretmenler

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Abstract: This research aims to reveal the relationship between queen bee syndrome, glass ceiling and resilience. Accordingly, the answer is searched to the question regarding the female teachers' views on the factors that affect queen bee syndrome, glass ceiling and resilience. The research tested the theoretical model which shows the relationship between queen bee syndrome, glass ceiling and resilience and the factors were modeled. The model was modified by removing the dimensions of family life, self confidence and stereotyped biases related to the glass ceiling. Having a relational survey model, the research used stratified sampling method to determine the target population. The research sample held a total of 377 female teachers working in public schools in Antalya province. This research deployed "Queen Bee Syndrome", "Glass Ceiling" and "Resilience" scales developed by the researchers. SPSS 13.00 and LISREL 8.70 statistical package programs were used during data analysis. The research findings suggested that female teachers were free from any solidarity behavior. A significant relationship was identified across queen bee syndrome, glass ceiling and resilience. There was also found a high relationship between queen bee syndrome and glass ceiling but a low and positive correlation between queen bee syndrome and resilience. A negative and low relationship was noted between resilience and glass ceiling.

Keywords: Queen Bee Syndrome, Glass Ceiling, Resilience, Teachers, Women

Öz: Bu araştırmanın amacı kraliçe arı sendromu, cam tavan ve yılmazlık arasındaki ilişkiyi belirlemektir. Buna bağlı olarak kadın öğretmenlere göre kraliçe arı sendromu, cam tavan ve yılmazlığı hangi faktörlerin ne derece etkilediği sorusuna da yanıt aranmaktadır. Bu araştırmada kraliçe arı sendromu, cam tavan ve yılmazlık arasındaki ilişkiyi ortaya koyan teorik model test edilmiş, faktörler modellenmiştir. Geliştirilen modelde cam tavana ait alt boyutlardan aile hayatı, öz güven ve kalıplaşmış ön yargılar atılarak model

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iyileştirilmiştir. Araştırma ilişkisel tarama modelinde yürütülmüş, hedef evreni belirlemede tabakalı örnekleme yöntemi kullanılmıştır. Araştırmaya Antalya ilinde kamu okullarında görev yapan 377 kadın öğretmen katılmıştır. Araştırmada araştırmacılar tarafından geliştirilen "Kraliçe Arı Sendromu", "Cam Tavan" ve "Yılmazlık" ölçekleri kullanılmıştır. Verilerin analizinde SPSS 13.00 ve LISREL 8.70 istatistik paket programlarından yararlanılmıştır. Araştırmadan elde edilen bulgulara göre kadın öğretmenler arasında dayanışma davranışı büyük ölçüde bulunmamaktadır. Araştırmaya göre, kraliçe arı sendromu, cam tavan ve yılmazlık arasında ilişki tespit edilmemiştir. Kraliçe arı sendromu ile cam tavan arasında yüksek düzeyde pozitif, yılmazlık ile kraliçe arı sendromu arasında ise düşük düzeyde ilişki saptanmıştır.

Anahtar Kavramlar: Kraliçe Arı Sendromu, Cam Tavan, Yılmazlık, Öğretmenler, Kadınlar

Genişletilmiş Özet

Kadının iş ve yaşam arasında denge kurma çabası, örgütlerin kadın istihdamını, performansını, görevde yükselmesini değerlendirirken gözettikleri önemli bir faktördür. Örgütlere tam ve anlamlı bir şekilde katkıda bulunabilecek kadınları çekmek, korumak ve geliştirmek için kadınlara yönelik faktörlerin ele alınması önem taşımaktadır. Cam tavan, kraliçe arı sendromu maalesef endüstrilerin çoğunda hâlâ engel olarak ortaya çıkmakta ve örgütlerin bu endişe alanlarını ele almak için değişim yönetimi girişimlerini zorunlu kılmaktadır.

Kadına yönelik ayrımcılığın kadın tarafından yapılması cinsiyet ayrımcılığının algılanmasını zorlaştırmakta (Ellemers ve Barreto, 2005) dolayısıyla cinsiyet ayrımcılığına uğrayan kadının mücadele becerisini zayıflatmaktadır. Erkeklerin egemen olduğu ortamlarda hem kadınların kendilerinin hem de toplumun oluşturduğu görünmez engelleri aşarak üst yönetici konumuna gelen kadınların diğer kadınları önemsiz görüp ezerek yönetim biçimi sergilemesine kraliçe arı sendromu denilmektedir (Blau ve Devaro, 2007). David'e (2001) ve Kooskora ve Bekker'e (2007) göre kadın çalışanların elde ettikleri başarı ve sahip oldukları yetenekler görmezden gelinerek kadınlara çeşitli engeller öne sürülerek kadınlar üst yönetim pozisyonlarından alıkonmaktadır. Görüldüğü üzere cam tavan; kadınların mevcut pozisyonlarından daha üst pozisyonlara ve yönetim kademelerine gelme aşamasında yaşadıkları ve cinsiyetten (Sezen, 2008) kaynaklı ortaya çıkan, onları engelleyen, durduran veya saf dışı bırakan farklı engeller olarak söylenebilir. Günlük hayatın her anında karşılaşılabilecek sorunlarla mücadele ederken kimilerinin pes etmesi kimilerinin ise her şeye rağmen ayakta kalıp güçlenerek yoluna devam etmesi günümüzde yılmazlık kavramından sıkça söz edilmesine neden olmaktadır. Walsh'a (2006) göre yılmazlık, herhangi bir zorluk ile karşılaşıldığında bu durumdan eskisinden daha güçlü şekilde çıkmayı, kriz anında olumlu anlamda gelişim göstermeyi ve dayanıklı olmayı sağlayan bir süreçtir.

Yönetim alanyazınında kadınlarla ilgili araştırmaların çoğunlukla kadın ve erkek arasında cinsiyet temelli olarak ele alındığı görülmektedir. Çalışma hayatındaki kadının farklılığına, kadınlar arası dayanışmaya odaklanan çalışmalara ise görece daha az rastlanmaktadır (Rindfleish, 2000). Örgütlerde çalışan kadınlar arasındaki negatif ilişkilerin zor, karmaşık, çelişkili olmasına karşın bu durum çok az araştırma konusu olmaktadır (Mavin, Grandy ve Williams, 2014). Alanyazında konu alanında saptanan eksikliğe dayanarak bu araştırmada kraliçe arı sendromu, cam tavan ve yılmazlık arasındaki ilişki incelenmektedir.

Araştırmanın evrenini Antalya ili merkez sınırları içinde bulunan beş ilçedeki (Aksu, Kepez, Konyaaltı, Muratpaşa ve Döşemealtı ilçesi) kamu ortaokullarında görev yapan 2.314 kadın öğretmen oluşturmaktadır. Araştırmada araştırmacılar tarafından geliştirilen üç ölçek (kraliçe arı, cam tavan ve yılmazlık) kullanılmaktadır. Ölçeklerin geçerlik (açıklayıcı ve doğrulayıcı faktör analizi) ve güvenirlik analizleri yapılmıştır. Kraliçe arı sendromu, cam tavan ve yılmazlık arasındaki ilişki yapısal eşitlik modellemesi ile test edilmiştir.

Bu araştırmada kadınlar arasında dayanışma davranışının bulunmadığı, kraliçe arı sendromu ile cam tavan arasında güçlü ve pozitif yönde bir ilişkinin bulunduğu elde edilmektedir. Yine araştırmanın başka bir bulgusuna göre yılmazlıkla cam tavan arasında negatif ilişki bulunmaktadır. Aynı zamanda bu araştırmada cam tavanın kırılmasında cinsiyet ayrımcılığının ve aile hayatının etkili olduğu tespit edilmektedir. Bu araştırmada geliştirilen modele göre kraliçe arı sendromu arttıkça, yılmazlık da artmaktadır.

Gelecekteki araştırmalar, kadınların diğer kadınlar üzerindeki etkisine karşı bilinçlendirme konusunda her kademedeki kadına odaklanmalıdır. Ayrıca burada ele alınan konu, yönetimde kadınlarla ilgili araştırmalara gelecekte yeniden odaklanılması gerektiğinin kanıtı olmaktadır. Bu araştırma toplumsal cinsiyete dayalı sistemleri, toplumsal cinsiyet kültürlerini ve güncel yönetim tarzlarını ve uygulamanın nasıl gerçekleştirildiğini belirlemek açısından değerlidir. Bu makale kadınların kadınlara baskı yaptıklarını, kadınların kadınlarla olan etkileşimlerinde karşılaştıkları zorlukların kanıtlarını sunmaktadır.

Introduction

Women's effort to establish a balance between work and life is a significant factor in hiring, promoting, and improving women in organizations. Various factors related to women can be considered in order to attract, protect and improve women who can readily contribute to organizations. Unfortunately, glass ceiling and queen bee syndrome still appears to be an obstacle in most industries and necessitates organizations' change management initiatives to cope with the concerns.

The relevant literature has discussed the negative attitudes towards women and the restrictions against the women's desire to move upwards with the fair attitudes of the organizations towards the employees and the practices of tokenism. Hite (2005: 1) questions women's relationships with other women with such a saying as "*Do women dislike each other, as is often said- or is there a hidden taboo on important alliances between women, one that keeps them "competitive?*" (cited in Mavin, 2006). This research also attempts to analyze women's negative relationships with each other. In this regard, the research aims to examine the relationship between queen bee syndrome, glass ceiling and resilience and develop a structural model between these three powerful concepts.

Queen Bee Syndrome

The plausible reason why women have more difficulty than men in an academic career is that they are more likely to have prejudices towards their fellows (Ellemers et al., 2004). Gender sexism against women by other women makes it difficult to recognize this as a form of gender discrimination (Barreto & Ellemers, 2005), thus impairing the adequate coping responses of the women who are exposed to discrimination. Since women executives have fears of being outperformed by those women who come up through the ranks, they tend to hold back information in order to be driven by their self-interest and to prevent others from becoming more empowered (Johnson & Mathur-Helm, 2011). Queen bee syndrome occurs when women who are individually successful in male-dominated environments and who attain high status by overcoming the invisible barriers created by women themselves and by society discriminate and suppress other women. Queen bee syndrome is that women executives consciously or unconsciously perceive other women as a threat to them and alienate women in executive positions to protect themselves (Wrigley, 2002). Zel (2002) lists the characteristics of queen bee syndrome as adopting male attitudes and using them against women, trying to eliminate the competition of other women and ignoring the symptoms of discrimination.

Sills (2007) noted that as women attaining the positions of high status have competed with each other, they see other women as a direct threat to them and hence they are reluctant to help other female subordinates. This is because they may want to be the only woman working in a particular job site. According to Place (2011), when women display queen bee syndrome in the workplace, it may result in negative women's perception, a lessening of self image and women's lack of credibility as well as power in the public relations workplace.Snavely (1993) indicated that the main reason of the problems encountered by female managers in management area is the lack of "management skills"and coined the factors as following: (1) even when women have managerial

positions within organizations, they are excluded from informal relationships by powerful male peers, (2) evaluation of their managerial performance through different criteria, (3) conflicts between managerial and family roles, (4) having fewer mentors compared to men.

People have simply more tendency to place women executives in case of a crisis rather than men executives. Women' appointment to the to leadership positions increases in crisis. The possible reasons for their appointment are as following; they are perceived as representing a less valuable and more expendable resource compared to male leaders, and those less worthy of protection (Haslam & Ryan, 2008). If ideal manager characteristics are defined in a common way, the perceptions of women's gender role and managerial role are no longer incompatible. This leads to an increase in the acceptance of women leaders in the future and a decrease in the prejudice against women leaders (Elsesser & Lever, 2011). Wilson (2015) stated that queen bee syndrome is perceived as bullying that does not require a legal solution. However, the underestimation of harassment based on queen bee syndrome and lack of legal application make victims vulnerable to harassment. The researcher noted that there exist no sanctions for harassment of queen bee syndrome even though there are legal regulations on gender or race discrimination (Wilson, 2015).

Glass Ceiling

The glass ceiling was first mentioned in 1986 by Hymovitz and Schelhardt in the Wall Street Journal in a news article titled "Woman in Business Life" (Anafarta, Sarvan & Yapıcı, 2008). In this report, "glass ceiling" is defined as any obstacle and injustice faced by women when progressing in their professional career (Lockwood, 2004). These obstacles can be encountered in the transition to the upper position or during the process of providing more financial income or taking more authority as well as responsibility (Erçen, 2008).

USA Department of Labor (1991) Glass Ceiling Commission defined glass ceiling as "*those artificial barriers based on attitudinal or organizational bias that prevent qualified individuals from advancing upward in their organization into management-level positions*" (U.S. Department of Labor, 1991). David (2001) and Kooskora and Bekker (2007) stated that women are detained from upper management positions by ignoring the success and talents of women employees and preventing them through barriers. Thus, the glass ceiling refers to multiple obstacles that women experience during transition to higher positions and management levels than their current positions; moreover, glass ceiling emerges due to gender to prevent, stop or eliminate them (Sezen, 2008). Gerni (2001) concluded that women have experienced various problems regarding glass ceiling especially in the last thirty years.

Erçen (2008) stated that the most significant indicator of glass ceiling is the exclusion of women from the upward position in their institutions. The fact that women are not welcomed to senior management positions reveals the problem of power sharing between men and women. There are transparent barriers for women, especially in workplaces dominated by men. Women are often employed in non-qualifying positions and deprived of upper management positions for various reasons (O'Mahony & Sillitoe, 2001). However, men can reach these positions much more easily (Sezen, 2008).

Resilience

Today, the reason for the concept of resilience to be a hot topic is that some people give up while others continue to survive despite everything while struggling with the problems that can be encountered in each moment of daily life. Walsh (2006) emphasized that resilience is a process that enables to overcome this situation more strongly when faced with any difficulty, to develop positively in a crisis and to be durable. According to Masten, Best and Garmezy (1990), resilience refers to successful adaptation to challenging and threatening circumstances. Resilience is defined as; increasing the ability of people to cope with destructive, negative, stressful and challenging situations (Richardson, Jensen, Neiger, & Kumpfer, 1990); self-repair, ability to remain strong against challenges (Wolin & Wolin, 1993), achieving positive and unexpected outcomes under difficult conditions (Fraser, Richman and Galinsky, 1999). Resilience is the ability of an individual to accept the challenges and not to isolate himself/herself from the environment despite these challenging circumstances (Dass-Brailsford, 2005), struggling with the problems and commitment to life (Kaner, Bayraklı & Güzeller, 2011). Milstein and Henry (2008) implied that resilience is the ability of individuals to recover themselves in the face of adversity, acquiring different skills, developing creative opportunities for struggling, and feeling more powerful than they were in advance. Resilience is the ability and capacity to survive in spite of everything (Shikholeslami, 2016). Resilient people face the overwhelming obstacles they are bound to face in life, and thus providing them with strength and fortitude to confront these obstacles (Sagor, 1996).

Masten, Best and Garmezy (1990) noted that resilience is not uncommon and does not only occur in special times. On the contrary, it is an ordinary situation that can be experienced by all, and that is encountered by human beings who show normal development. They also indicated that the body, brain, mind, family relations and society of individuals with normal development trigger the emergence of resilience. That resilience is a normal process and a frequently encountered situation means a positive development regarding the development of resilience for further life and risk reduction. As a result, resilience refers to know how to behave when falling, to decide which

way to go when sit up, to enjoy the struggle, to maintain a positive sense of communication with the environment under all circumstances and to overcome the crisis by adapting to new situations.

The Relationship Between Queen Bee Syndrome, Glass Ceiling and Resilience

In terms of gender-based discrimination in business life, women are deprived of managerial status due to a wall being erected against them on the promotion which is an indicator of power and status (Gökkaya, 2014). In fact, women leaders who are in a managerial position may be reluctant to help other women, and their competitive feelings towards other women may prevent them from fulfilling this role. This may be related to queen bee syndrome, which explains the reluctance of women to support other women in lower positions (Parker & Kram, 1993). However, women adapting to all ongoing negativities without giving up in the face of events such as difficulties, trauma and life stressors and successfully overcoming the walls have the resilient personality characteristics (Newman, 2005). In this context, resilient women; resist in the face of deprivation, stress, and the problems in the family and work life as well as struggling with these problems (Masten, Best & Garmezy, 1990). Thus, resilient individuals who can struggle with difficulties, who put forward different solutions and maintain communication positively experience glass ceiling syndrome at a lower level in their careers.

The literature related to management shows that the studies about women are mostly based on gender between men and women. There are limited studies focusing on the differences between women or women's support for other women (Rindfleish, 2000). Although negative relationships between women working in organizations are difficult, complex and contradictory, this is a subject of little research (Mavin, Grandy & Williams, 2014). This negative relationship may limit or even undermine women's progression. In this regard, this research tested the theoretical model shown in Figure 1 and the hypotheses.

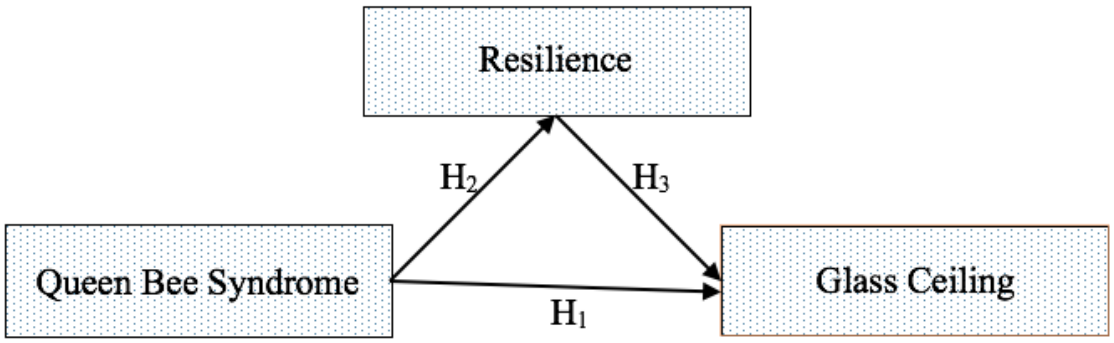


Figure 1. Proposed Research Model and Research Hypotheses

H_{H1a}: There is a positive relationship between queen bee syndrome and gender discrimination.
H_{H1b}: There is a positive relationship between queen bee syndrome and career advancement factors.
H_{H1c}: There is a positive relationship between queen bee syndrome and family life.
H_{H1d}: There is a positive relationship between queen bee syndrome and self-confidence.
H_{H1e}: There is a positive relationship between queen bee syndrome and stereotyped prejudices.
H_{2a}: There is a positive relationship between queen bee syndrome and determination dimension of resilience.
H_{2b}: There is a positive relationship between queen bee syndrome and risk-taking dimension of resilience.
H_{2c}: There is a positive relationship between queen bee syndrome and self-efficacy dimension of resilience.
H_{2d}: There is a positive relationship between queen bee syndrome and overcoming dimension of resilience.
H_{2e}: There is a positive relationship between queen bee syndrome and environmental communication dimension of resilience.
H_{3a}: There is a negative relationship between the determination dimension of resilience and the glass ceiling.
H_{3b}: There is a negative relationship between the risk-taking dimension of resilience and the glass ceiling.
H_{3c}: There is a negative relationship between the self-efficacy dimension of resilience and the glass ceiling.
H_{3d}: There is a negative relationship between the overcoming dimension of resilience and the glass ceiling.
H_{3e}: There is a negative relationship between the environmental communication dimension of resilience and the glass ceiling.

Methodology

This section includes the research model, population and sample, data collection tools and data analysis.

Population and Sample

The population of this research was composed of 2.314 female teachers working in public secondary schools in five districts (Aksu, Kepez, Konyaaltı, Muratpaşa and Döşemealtı districts) within the central borders of Antalya. Due to the difficulty of reaching the whole population, limited time and economic reasons, the research sample was chosen to represent the target

population. Considering the sampling error as 5% and the random error as 5%, the number of sample was found to be 333 (Baş, 2001). This research used proportional allocation technique, one of the stratified sampling methods, to represent the target population. Five districts of Antalya were sampled to the extent that they were represented in the population. In order to obtain the target sample, 400 questionnaires were distributed and 377 of them returned. The rate of return was identified to be 94%. Table 1 depicts the distribution of the number of female teachers and returning questionnaires by district.

Table 1. Distribution of the Number of Female Teachers Constituting the Research Sample by District

Districts	**The number of female teachers**	**The number of female teachers in the research sample**	**The number of scales**
Döşemealtı	133	20	22
Kepez	916	138	145
Konyaaltı	249	38	41
Muratpaşa	843	128	139
Aksu	173	26	30
Total	2314	350	377

Among the participants, 288 (76.4%) of the female teachers were married and 98 (23.6%) were single. 322 (85.4%) of the female teachers had undergraduate degree, 47 (12.5%) master's degree, 1 (.3%) Phd and 7 (1.9%) other education levels. Besides, 282 of the women (75%) were teaching in the field of social sciences and 95 (25%) were in the field of science. The mean age of the women was approximately 38 years and the seniority in the profession was about 14 years.

Development of Measurement Tools

This research employed three scales (queen bee, glass ceiling and resilience) developed by the researchers. Books, theses, and articles on the subject were examined during the process of developing these three scales, and then they were developed. In this regard, the views of one expert from the Turkish Education Department and two experts from the Department of Educational Administration were taken to examine the scales in terms of suitability, scope validity and their relationship with the department. After the experts' feedback, the scales were revised and got their final forms. Five-point Likert rating (5= completely agree 1= completely disagree) was used for the scales developed by the researchers. The construct validity of the scales is examined by applying two different factor analyses (explanatory and confirmatory factor analysis). These processes are displayed below.

Queen Bee Syndrome Scale (QBSS)

QBSS consists of 17 items. Cronbach's alpha values were analyzed for the reliability analysis of each dimension of the scale; accordingly, the reliability coefficients were determined

to be .83 for social relations with female colleagues, .70for career-oriented life, and .68 for management approach, respectively (Table 2). The overall reliability of the scale was α_{total} =.75. These values refer to high internal consistency (Hair, Anderson, Tahtam & Black, 1998). The factor analysis results revealed that the total variance explanation rate was approximately 60%; 21% variance for social relations with female colleagues dimension, 20% variance for career oriented life dimension and 19% for management approach dimension. KMO (.745) and Bartlett test (1305.409) values were found appropriate. Table 2 shows the results of the factor analysis.

Table 2. The Results Regarding Explanatory Factor Analysis of QBSS

Dimension	$\overline{X}$	sd	Factor loading	Variance explained	Cronbach's Alpha
Social relations with female colleagues (QBD1)	3.21	1.11	.935-.677	21	.83
Career-oriented life (QBD2)	2.58	.77	.804-.580	20	.70
Management approach (QBD3)	3.00	.85	.777-.596	19	.68

Table 2 suggests that the factor loadings of the items belonging to the three dimensions are greater than 0.50. The factor load value was taken as .50 to increase the validity level in the research, in which 377 data were used as the factor load value was great and the items increased the validity level. Considering the arithmetic mean values of the dimensions, the dimension of social relations with female colleagues was identified to be more significant than the other two dimensions. The 17-item and 3-factor structure obtained from exploratory factor analysis was tested through confirmatory factor analysis. Lisrel 8.54 package program (Jöreskog & Sörbom, 2001) was used for confirmatory factor analysis (CFA). The fit indices of the model obtained from the confirmatory factor analysis of QBSS were examined and chi-square value (χ2= 116.09), and degree of freedom (df=41), p = 0.000<0.05) were determined.

Table 3. Goodness of Fit Indices Regarding QBSS

Fit Indices	**Good Fit**	**Acceptable Fit**	**Proposed Model**
χ^2	$0 \leq \chi^2 \leq 2sd$	$2sd < \chi^2 \leq 3\ sd$	116.09 (sd=41)
χ^2/sd	$0 \leq \chi^2/df \leq 2$	$2 < \chi^2/df \leq 3$	2.8
RMSEA	0 ≤ RMSEA ≤ 0,05	0,05 < RMSEA ≤ 0,10	.070
GFI	0,95 ≤ GFI ≤ 1,00	0,90 ≤ GFI < 0,95	.95
AGFI	0,90 ≤ AGFI ≤ 1.00	0,85 ≤ AGFI <0,90	.91
NFI	0,95 ≤ NFI ≤ 1.00	0,90 ≤ NFI <0,95	.93
CFI	0,95 ≤ CFI ≤ 1.00	0,85 ≤ CFI <0,90	.95
RMR	0 ≤ RMR ≤ 0,05	0,05 < RMR ≤ 0,10	.065
SRMR	0 ≤ SRMR ≤ 0,05	0,05 < SRMR ≤ 0,10	.090

Source: Schermelleh-Engel, K.,Moosbrugger, H. & Müller, H. (2003). Evaluating the fit of structural equation models: tests of significance anddescriptive goodness of fit measures. *Methods of Psychological Research Online*, 8(2), 52.

Table 3 shows that the fit indices values were determined as RMSEA=.070, NFI =.93, GFI =.95, AGFI =.91, CFI=.95 and SRMR=.090 and RMR=.065. Accordingly, the fit indices of the model were accepted as sufficient to be used (Table 3). As a result, the QBSS was confirmed as a

three-dimensional scale (social relations with female colleagues, career-oriented life, and management approach) with11 items. Items I1, I3, I7, I8, I9 and I12 were excluded from the scale.

Glass Ceiling Scale (GCS)

GCS holds 17 items. Cronbach's alpha values were analyzed for the reliability analysis of each dimension of the scale; accordingly, the reliability coefficients were found to be .85 for gender discrimination, .65 for career advancement factors, and .65 for family life, .62 for self-confidence and .87 for stereotyped prejudices, respectively (Table 4). The overall reliability of the scale was α_{total} =.75. These values refer to high internal consistency (Hair, Anderson, Tahtam and Black, 1998). The factor analysis results suggested that the total variance explanation rate was approximately 62%; the variances regarding the dimensions were 19%, 12%, 11%, 10% and 10%, respectively. KMO (.782) and Bartlett test (2201.570) values were found appropriate. Table 4 presents the results of the factor analysis.

Table 4. The Results Regarding Explanatory Factor Analysis of GCS

Factor	$\overline{X}$	sd	Factor loading	Variance explained	Cronbach's Alpha
Gender discrimination (GCSD1)	3.54	1.09	.848-.696	19	.85
Career advancement factors (GCSD2)	2.70	.71	.765-.531	12	.65
Family life (GCSD3)	3.30	.90	.682-.774	11	.65
Self-confidence (GCSD4)	2.70	.89	.557-.784	10	.62
Stereotyped prejudices (GCSD5)	3.33	1.24	.852-.859	10	.87

Table 4 displays that the factor loadings of the items belonging to the fivedimensions are greater than 0.50. The factor load value was taken as .50 to increase the validity level of the scale. Upon analyzing the arithmetic mean values of the dimensions, the dimension of gender discrimination was determined to be more significant than the other four dimensions.The 20-item and 5-factor structure obtained from exploratory factor analysis was tested through confirmatory factor analysis. Lisrel 8.54 package program (Jöreskog & Sörbom, 2001) was used for confirmatory factor analysis (CFA). As a result of the confirmatory factor analysis of GCS, the fit indices of the model were examined and chi-square value was determined as (χ2= 392.15), and degree of freedom as (df=124), p = 0. 000 < 0.05).

Table 5. Goodness of Fit Indices Regarding GCS

Fit Indices	Good Fit	Acceptable Fit	Proposed Model
χ^2	$0 \leq \chi^2 \leq 2sd$	$2sd < \chi^2 \leq 3$ sd	392.15 (sd=124)
χ^2/sd	$0 \leq \chi^2/df \leq 2$	$2 < \chi^2/df \leq 3$	3.00
RMSEA	$0 \leq RMSEA \leq 0,05$	$0,05 < RMSEA \leq 0,10$	.073
GFI	$0,95 \leq GFI \leq 1,00$	$0,90 \leq GFI < 0,95$	.90
AGFI	$0,90 \leq AGFI \leq 1.00$	$0,85 \leq AGFI < 0,90$	.86
NFI	$0,95 \leq NFI \leq 1.00$	$0,90 \leq NFI < 0,95$	.89
CFI	$0,95 \leq CFI \leq 1.00$	$0,85 \leq CFI < 0,90$	.92
RMR	$0 \leq RMR \leq 0,05$	$0,05 < RMR \leq 0,10$	.12
SRMR	$0 \leq SRMR \leq 0,05$	$0,05 < SRMR \leq 0,10$	.084

Source: Schermelleh-Engel, K., Moosbrugger, H. & Müller, H. (2003). Evaluating the fit of structural equation models: tests of significance and descriptive goodness of fit measures. *Methods of Psychological Research Online*, 8(2), 52.

The fit indices values were found as RMSEA= .073, NFI= .89, GFI= .90, AGFI=.86, CFI= .92 ve SRMR= .084 ve RMR = .12. Accordingly, the fit indices of the model were accepted as sufficient to be used (Table 4). Thus, the QBSS was confirmed as a five-dimensional scale (gender discrimination, career advancement factors, family life, self-confidence and stereotyped prejudices) with 11items. Items I14 and I15 were removed from the scale.

Resilience Scale (RS)

RS holds 28 items. Cronbach's alpha values were analyzed for the reliability analysis of each dimension of the scale; therefore, the reliability coefficients were found to be .90 for determination, 90 for risk-taking, and .86 for self-efficacy, .78 for overcoming and .65 for environmental communication, respectively (Table 6). The overall reliability of the scale was αtotal =.95. These values refer to high internal consistency (Hair, Anderson, Tahtam, & Black, 1998). The factor analysis results indicated that the total variance explanation rate was approximately 63%; the variances regarding the dimensions were 17%, 16%, 15%, 8% and 7%. KMO (.952) and Bartlett test (6349.877) values were found appropriate. Table 6 shows the results of the factor analysis.

Table 6. The Results Regarding Explanatory Factor Analysis of Resilience Scale

Factor	$\overline{X}$	sd	Factor loading	Variance explained	Cronbach's Alpha
Determination (RD1)	1.95	.65	.733-.503	17	.90
Risk-taking (RD2)	2.20	.81	.738-.615	16	.90
Self-efficacy (RD3)	1.76	.62	.760-.542	15	.86
Overcoming (RD4)	1.75	.68	.844-.517	8	.78
Environmental communication (RD5)	2.16	.85	.703-.794	7	.65

According to Table 6, the factor loadings of the items belonging to the fivedimensions are greater than 0.50. Upon analyzing the arithmetic mean values of the dimensions, the dimension of risk-taking was determined to be more significant than the other dimensions.The 28-item and 5-factor structure was tested through confirmatory factor analysis. Lisrel 8.70 package program (Jöreskog & Sörbom, 2001) was used for confirmatory factor analysis (CFA). In order to improve

the GFI and AGFI values, modification was done between I10 and I9, I19 and I18. As a result of the confirmatory factor analysis, the fit indices of the model were examined and chi-square value was determined as (χ2= 852.67), and degree of freedom as (df=312), p = 0. 000 < 0.05)

Table 7. Goodness of Fit Indices Regarding Resilience Scale

Fit Indices	Good Fit	Acceptable Fit	Proposed Model
χ^2	$0 \leq \chi^2 \leq 2sd$	$2sd < \chi^2 \leq 3\ sd$	852.67 (sd=312)
χ^2/sd	$0 \leq \chi^2/sd \leq 2$	$2 < \chi^2/sd \leq 3$	2.7
RMSEA	0 ≤ RMSEA ≤ 0,05	0,05 < RMSEA ≤ 0,10	.068
GFI	0,95 ≤ GFI ≤ 1,00	0,90 ≤ GFI < 0,95	.86
AGFI	0,90 ≤ AGFI ≤ 1.00	0,85 ≤ AGFI <0,90	.83
NFI	0,95 ≤ NFI ≤ 1.00	0,90 ≤ NFI <0,95	.97
CFI	0,95 ≤ CFI ≤ 1.00	0,85 ≤ CFI <0,90	.98
RMR	0 ≤ RMR ≤ 0,05	0,05 < RMR ≤ 0,10	.038
SRMR	0 ≤ SRMR ≤ 0,05	0,05 < SRMR ≤ 0,10	.048

Source: Schermelleh-Engel, K., Moosbrugger, H. & Müller, H. (2003). Evaluating the fit of structural equation models: tests of significance and descriptive goodness of fit measures. *Methods of Psychological Research Online*, 8(2), 52.

The fit indices values were found as RMSEA= .068, NFI= .97, GFI= .86, AGFI=.83, CFI= .98 ve SRMR= .048 ve RMR = .038. The fit indices of the model were accepted as sufficient to be used (Table 7). As a result, I8 was removed from the scale, and the resilience scale consists of 27 items and 5 dimensions such as determination, risk-taking, self-efficacy, overcoming and environmental communication.

Data Collection and Ethics

In order to collect the data, approval was obtained from Akdeniz University Social and Human Sciences Scientific Research and Publication Ethics Committee with the permission letter dated 04/01/2018 and numbered 36380087-302.08.01-E.1541.After this permission, Antalya Muratpaşa District National Education Directorate was applied and research approval dated 21/12/2017 and numbered 22024998 was obtained.

Data Analysis

The data were analyzed through use of SPSS 13.0 and LISREL 8.70 statistical package programs. Frequency and percentage distributions related to the demographic characteristics (seniority, age, gender, professional seniority, and educational status) and the mean and standard deviation values were calculated for the dimensions available in the data collection tools. Pearson Correlation Coefficient was calculated to analyze the degree and direction of linear relationships between queen bee syndrome, glass ceiling and the dimensions of resilience.When the correlation coefficients were evaluated, the coefficients were interpreted as absolute values: “high” between 0.70 and 1.00, “medium” between 0.69 and 0.30, and “low” between 0.29 and below (Büyüköztürk,

2005). The relationship between queen bee syndrome, glass ceiling and resilience was tested through structural equation modeling.

Findings

The Relationship Between Queen Bee Syndrome, Glass Ceiling and Resilience

Pearson Product-Moment Correlation technique was used to determine the relationship between queen bee syndrome, glass ceiling and resilience and the results were given in Table 8. As can be seen in Table 8, the dimension of social relations with female colleagues had the highest mean value in the queen bee syndrome scale. While the gender discrimination dimension had the highest mean value in the glass ceiling scale, the highest mean value was found to belong to the dimension of risk-taking in the resilience scale.

Table 8. The Analysis Results Regarding The Correlation Between Queen Bee Syndrome, Glass Ceiling And Resilience

Correlation	$\overline{X}$	sd(σ)	1	2	3	4	5	6	7	8	9	10	11	12	13
1-Social relations with female colleagues	3.21	1.11	1	.251**	.071	.329**	.091	.237**	-.042	.262**	-.101	-.027	.009	-.084	-.138**
2-Career-oriented life	2.58	.76		1	.434**	.129*	.367**	.254**	.212**	-.042	.165**	.277**	.205**	.220**	.137**
3-Management approach	3.00	.84			1	.088	.375**	.243**	.124*	-.009	.050	.158**	.128*	.040	.189**
4-Gender discrimination	3.54	1.09				1	-.038	.241**	-.058	.421**	.-.182**	-.113*	-.083	-.117*	-.135**
5-Career advancement factors	2.70	.71					1	.292**	.385**	-.004	.228**	.351**	.340**	.187**	.227**
6-Family life	3.30	.90						1	.135**	.209**	-.087**	.054	.036	-.043	.041
7-Self-confidence	2.70	.89							1	-.157**	.384**	.444**	.397**	.347**	.280**
8-Stereotyped prejudices	3.33	1.24								1	-.178**	-.142**	-.104**	-.192**	-.098
9-Determination	1.95	.65									1	.753**	.667**	.651**	.545**
10-Risk-taking	2.20	.81										1	.661**	.604**	.499**
11-Self-efficacy	1.76	.62											1	.494**	.397**
12-Overcoming	1.75	.68												1	.474**
13-Environmental communication	2.16	.85													1
Significance level p**<.01															

There was a positive and medium level relationship between social relations with female colleagues and gender discrimination (r= .329, p< .01), while a negative (r= -.138, p< .01) and low level of significant relationship wad identified between social relations with female colleagues and environmental communication. A positive and medium level (r=.367, r= 375, p<.01) relationship was noted between career-oriented life and management approach with career advancement factors. Besides, a positive and medium level (r= .421, p<.01) relationship was determined between gender discrimination and stereotyped prejudices. There was also found a positive and medium level correlation (r=.351, p<.01) between career advancement factors and risk-taking; moreover, there was a positive and medium level relationship between self-confidence and risk-taking (r=.444, r<.01).

Testing the Research Model

The research model was tested through use of Lisrel 8.70. This research holds criteria proven with reliability among the fit criteria. These criteria are; $\chi 2$ Criterion, Goodness of Fit Index-GFI, Normed Fit Index-NFI, Non-Normed Fit Index-NNFI, Root Mean Square Error of

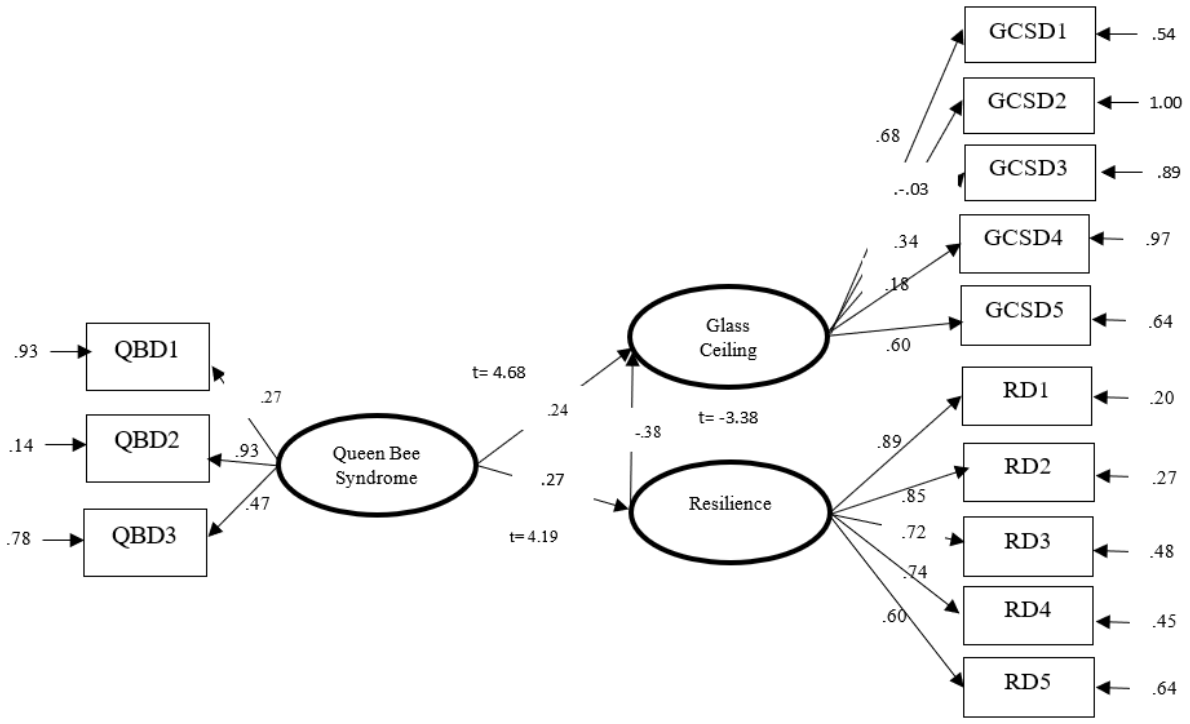
Approximation-RMSEA, Comparative Fit Index-CFI. During the process of testing the model, the theoretical model was initially tested; however, the first model started to be modified step by step since the fitting criteria were unacceptable. This process is shown in Table 9.

Table 9. Fit Criteria for Measurement Models

Proposed Model	RMSEA	df	χ2 / sd	GFI	CFI	NFI	NNFI (TLI)
Model1	.136	62	7.9	.83	.84	.82	.80
Model2	.109	51	5.4	.89	.89	.87	.86
Model3	.091	41	4.1	.92	.93	.91	.90
Model4	.089	32	4.0	.94	.94	.92	.92

The theoretical model was named as Model1 (Figure 2). The first model presented in Figure 1, Model 1 was structured by including three latent variables GLASS CEILING, QUEEN BEE and RESILIENCE and 13 indicator variables and the analysis was performed. As shown in Table 9, the values were found as following: RMSEA=.136 ≥ .08, GFI= .83 < .90, CFI=.84 <.90, NFI=.82 < .90, NNFI=.80 < .90.Upon analyzing the fitting criteria and reference values given in Table 9, although some criteria indicated acceptable fit or good fit, many other criteria were found not to fit the model well. Therefore, the fitting criteria and correction indexes were examined and Model 2 was predicted by removing the dimension of*career advancementfactors* whoseerror variance value was high.

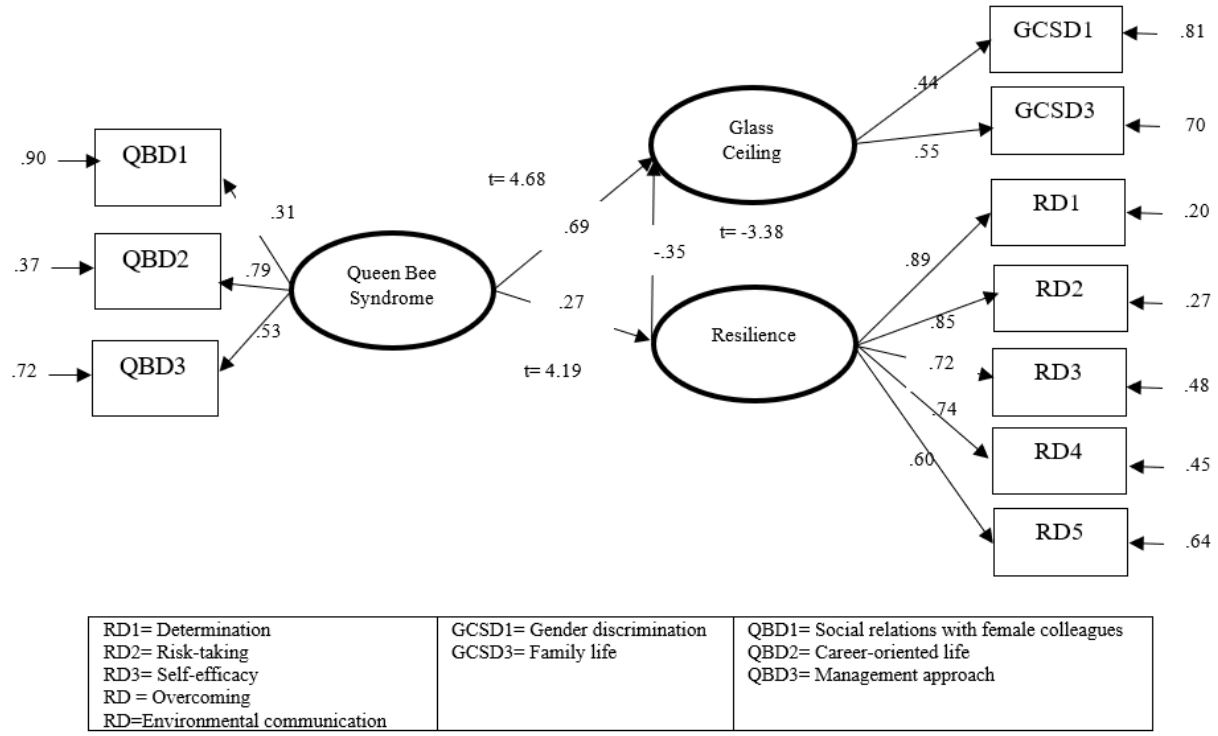
When the fit criteria obtained for Model 2 estimated with three latent variables and 12 indicator variables were examined, a better model was obtained and the values improved (RMSEA= .109, GFI= .89, CFI= .89, NFI= .87, NNFI= .86), but not within the acceptable range. Therefore, the self-confidence dimension was excluded since the error variance value was high, and Model3 was obtained. Considering the results of Model 3 (RMSEA= .091, GFI= .92, CFI= .93, NFI= .91, NNFI= .90), the fitting values were determined to improve but they were not acceptable values.



RD1= Determination RD2= Risk-taking RD3= Self-efficacy RD = Overcoming RD=Environmental communication	GCSD1= Gender discrimination GCSD2= Career advancement factors GCSD3= Family life GCSD4= Self-confidence GCSD5= Stereotyped prejudices	QBD1=Social relations with female colleagues QBD2=Career-oriented life QBD3=Management approach

Figure 2. Standardized Model1

The analysis was lastly conducted in order to select the most suitable model, and the dimension of stereotyped prejudices with high error variance value was omitted. Thus, Model4 consisting of three latent and 10 indicator variables was obtained. Table illustrates that Model4 has an acceptable fit for all criteria (RMSEA= .089, GFI= .94, CFI= .94, NFI= .92, NNFI= .92). After the completion of model development process, Model4 was accepted as the ultimate measurement tool. Figure 3 shows Model 4.



RD1= Determination RD2= Risk-taking RD3= Self-efficacy RD = Overcoming RD=Environmental communication	GCSD1= Gender discrimination GCSD3= Family life	QBD1= Social relations with female colleagues QBD2= Career-oriented life QBD3= Management approach

Figure 2. Standardized Model 4 (Confirmatory Factor Analysis Model)

Model 4 developed through confirmatory factor analysis model indicated that the highest factor load value (.79) belonged to the dimension of career-oriented life in queen bee syndrome, while social relations with female colleagues had the lowest factor load value (.31). It is likely that female teachers associate queen bee syndrome with career-oriented life at a higher level. In other words, female teachers believed that the more career-oriented women live, the more likely it is to experience queen bee syndrome.Although glass ceiling holds five dimensions, Model 4 only has two dimensions. Three of the dimensions of the glass ceiling (career advancement factors, self-confidence and stereotyped prejudices) were not associated with queen bee syndrome and resilience. That is, female teachers associated the dimensions of gender discrimination and family life in terms of the relationship between queen bee syndrome, resilience and glass ceiling. The fact that the factor load values of these two dimensions are close to each other suggests the similarity of the barriers.

As for the resilience scale, the dimension of determination was determined to have the highest factor load value (.89), which was followed by the risk-taking dimension (.85). In addition, the dimension of environmental communication, which is the fifth dimension of resilience scale, had the lowest factor load (.60) value. Based on the findings, female teachers coined the resilient women as those who are highly determined and who can take risks and overcome challenges, who have self-efficacy and a relatively lower level of environmental communication compared to the

other dimensions. The fit indices of Model 4 (Figure 3) were found as such: ki square values ($\chi 2$ = 128.36), degree of freedom (sd = 32, p = .000 <.05), $\chi 2$ / sd = 4.0) and RMSEA = 0.089. The fit indices of the model were obtained as NFI = .92, GFI= .94, AGFI= .89, CFI= .94, RMR= 0.067, SRMR= 0.076ve NNFI= .92.

Figure 3 reveals a direct relationship between queen bee syndrome, glass ceiling and resilience. As can be observed in Model4, there was a high level (t= 4.68) relationship between queen bee syndrome and glass ceiling (β = .69), while a low level, positive and significant (t= 4.19) relation between queen bee syndrome and resilience (β = 0.27). Therefore, the hypothesis of H1 (H_{1a}, H_{1c}) and H2 (H_{2a}, H_{2b}, H_{2c}, H_{2d}, H_{2e}) were accepted. However, the relationship between queen bee syndrome and glass ceiling was found to be higher than the relationship between queen bee syndrome and resilience.

Namely, female teachers were of the view that the glass ceiling increases as women's queen bee syndrome increases. In a way, women use the disadvantage of being a woman as an obstacle against women. Likewise, Model4 showed a low level (β =-. 35) (t=-3.38) negative and significant relationship between resilience and glass ceiling. Hence, the hypothesis H3 (H_{3a}, H_{3b}, H_{3c}, H_{3d}, H_{3e}, H_{3f}) was also accepted. It may be wise to say that the glass ceiling decreases as resilience increases. In short, female teachers assumed that as the women's resilience increases, they will reduce the glass ceiling barrier. Table 9 shows the evaluation of the research hypotheses.

Table 9. Evaluation of Research Hypotheses

Hypotheses		
H_{1a}- Accept	H_{2a}- Accept	H_{3a}- Accept
H_{1b} - Reject	H_{2b} - Accept	H_{3b} - Accept
H_{1c} - Accept	H_{2c} - Accept	H_{3c}- Accept
H_{1d} - Reject	H_{2d} - Accept	H_{3d} - Accept
H_{1e} - Reject	H_{2e} - Accept	H_{3e} - Accept

According to Table 9, $H1_b$, $H1_d$ and $H1_e$ hypotheses were rejected and other hypotheses were accepted. Hereby, a relationship was identified between queen bee syndrome, glass ceiling and resilience. It was found a strong and positive relationship between queen bee syndrome and glass ceiling; a low and positive relationbetween queen bee syndrome and resilience; a low and negative relationship between resilience and glass ceiling.

Discussions and Results

It is likely to mention the presence of women's queen bee syndrome and glass ceiling. Structural reforms are needed in the organizations with a view to breaking the glass ceiling and preventing the queen bee syndrome. Therefore, resilience may contribute as a powerful factor to women's becoming executives in working life. Since resilience does not come from birth, it is

possible to unveil it with various factors such as body, brain, mind and family relations (Masten, Best & Garmezy, 1990).Thus, women can be informed about resilience to empower women against glass ceiling and queen bee syndrome. As this research revealed that there was no solidarity behavior among women, and there was a strong and positive relationship between queen bee syndrome and glass ceiling.

In a study conducted to seek how the women in the position of executives or assistant executives in the 1000 richest companies in the USA dismantled the glass ceiling; women were identified to perform the best performance, that men in the environment adopt a professional working style in which they can behave more comfortably, they perform duties not only in one field but in different fields throughout their business life, and they make use of the views and recommendations of a guide or consultant (Belle, Townsend, & Mattis, 1998). McCarthy (2001) stated that the factors such as competence, achieving results, developing strong relationships and endurance are critically vital for women to break the glass ceiling and climb up the stairs. In fact, McCarthy (2001) mentioned that resilient women may break the glass ceiling. The finding of this research regarding the negative relationship between resilience and glass ceiling confirms McCarthy's (2001) finding. Thus, resilient women are more likely to break the glass ceiling.

Besides, this research indicated that gender discrimination and family life were effective in breaking the glass ceiling. Similar findings were found in the study conducted by Tüzel (2014) with female administrators working in primary schools. The researcherprovedthat although female teachers do not accept the traditional roles expected from women in the family, they have to cope with the traditional roles and responsibilities imposed on women in their daily lives.The overall view of the studies conducted on the problems women experienced in their careers (Tüzel, 2014; Kahraman, 2010; Yılmaz et al., 2009; İlkkaracan, 1998) is that Turkey's patriarchal structure is actually not accepted by women but it is a phenomenon imposed on women by men.

The model developed in the present research shows that resilience increases as queen bee syndrome increases. Resilience is the ability to adapt when faced with significant life stressors, disaster, trauma and challenges (Newman, 2005). Resilience refers to an active process by which there is an expectation of being able to withstand or cope with a difficulty. This makes sense that womenhaving problems with other women experiencing the queen bee syndrome exhibits resilient behavior. In a way, women reduce the glass ceiling barrier directly by showing the ability to successfully deal with stressful life events. This model reveals this situation.Kanter (1993) stated that women can become allies of minority members of the organization and develop support networks that increase and facilitate their career advancement as activities that form the basis of

solidarity among women in the workplace. However, in a study conducted by Mattis (1993), women in the workplaceare reluctant to be recognized as representatives of other women, instead, they want to be come into prominence by their own abilities.

Rindfleish (2000) found that even though women progressed and acknowledged that there were barriers in the process, they did not agree on these barriers and did not have any sense of responsibility for changing or eliminating them, and thus there were no efforts to open up opportunities for women in organizations. Mavin, Grandy & Williams (2014) stated that these negative intra-gender relations between women can be explained by women's marginalization, resistance, intra-gender competition, female misogyny and doing of gender well and differently within the masculine symbolic order.

Further studies should focus on women at all levels to raise awareness of the impact women have on other women. Furthermore, the issue discussed here proves the need to re-focus future research on women in organizations. This research is worth identifying gender-based systems, gender cultures, and the present management system and implementations.This article provides evidence of the oppression of women and the challenges women face in their interactions with women. This article has significant impacts on a better understanding of gender and dynamics especially in developing countries such as Turkey. The experiences of professional women in developing countries have not been fully researched. This research also contributes to this field. Further studies should concentrate on the consequences of intra-gender micro-aggression among women.

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