The Interaction Between Five Factor Personality Traits And Glass Ceiling Perception

Beş Faktör Kişilik Özellikleri ve Cam Tavan Algısı Arasındaki Etkileşim

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Abstract

Especially after the Industrial Revolution, women who began to be involved more in business life can work with men in many sectors today. However, although developments until today enabled women to be more involved in the business sectors, they were not given the possibility of having equal career opportunities with men. Glass ceiling concept, which approaches this problem encountered by women in their career life with a different perspective, is the basic research topic of this study.

This paper focuses on glass ceiling perceptions of five-star hotel employees and it has the main purpose of analyzing the relationship between these perceptions and five factors personality traits. Based on this, the relationships between the employees' demographic characteristics and personal features, and their glass ceiling perceptions were studied. This study was conducted with 279 five-star hotel employees in Antalya. Descriptive research method of quantitative research methods was used in the study. As a result of the research, it was concluded that employees' glass ceiling perceptions significantly differed based on neuroticism personality trait, gender, department and experience in tourism sector.

Keywords: *Hotel Employees, Five Factor Personality Traits, Glass Ceiling Perception.*

Özet

Özellikle Sanayi Devrimi'nden sonra çalışma hayatında daha çok yer almaya başlayan kadınlar, günümüzde birçok sektörde erkekler ile birlikte görev yapmaktadırlar. Ancak günümüze kadar yaşanan gelişmeler, kadınların çalışma hayatına daha fazla dâhil olmasını sağlamasına rağmen erkekler ile eşit kariyer imkânlarına sahip olmalarına olanak vermemiştir. Kadınların kariyer hayatında karşılaştıkları bu probleme farklı bir bakış açısı ile yaklaşan cam tavan kavramı bu araştırmanın temel konusudur.

Bu araştırmada beş yıldızlı otel çalışanlarının cam tavan algılarına odaklanılmış ve bu algının beş faktör kişilik özellikleri ile ilişkilerini incelemek temel amaç olarak belirlenmiştir. Bu temel amaçla birlikte, çalışanların çeşitli demografik karakteristikleri ve kişilik özellikleri ile cam tavan algıları arasındaki ilişkiler de incelenmiştir. Araştırma Antalya'daki beş yıldızlı otellerde çalışan 279 kişi üzerinde yürütülmüştür. Araştırmada nicel araştırma yöntemlerinden, tanımlayıcı araştırma yöntemi kullanılmıştır. Araştırma sonucunda; çalışanların cam avan algılarının; nevrotizm kişilik özelliğine, cinsiyetlerine, çalıştıkları departmana ve turizm sektörü tecrübelerine özelliklerine göre anlamlı ölçüde farklılaştığı belirlenmiştir.

Anahtar Kelimeler: Otel Çalışanları, Beş Faktör Kişilik Özellikleri, Cam Tavan Algısı

Introduction

In the history of societies from early times to today, it is difficult to suggest that women who contribute to home economics in micro level and general economy in macro level have equal standards and advantages with men in their business life. The stereotypes of gender perception towards women, the traditional approaches of the role of women in the family and society, and particularly discriminatory practices are thought be among the causes of obstacles faced by women in their careers.

Although the share of women in employment today has increased considerably compared to the past, some occupations are perceived as men's or women's professions because of discriminative and disadvantageous positions of women in business life. While on one hand this flawed perception breeds falsely, on the other hand the same perception can force or leave women away from some professions. Yet, it is quite apparent that a profession or a sector cannot be dominated by a specific gender as long as they are provided with the same opportunities. Undoubtedly, there are countless factors that affect the perception on whether or not a profession or sector is suitable for women. With this in mind, one of the

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factors is thought to be personality traits. During its formation and development, personality is a concept which interacts with numerous environmental factors such as genetics, geography, climate, culture, family, social environment, society and value judgments. Similarly, personality is a phenomenon that also directs the perceptions and attitudes of individuals towards events. Therefore, it is estimated that personality traits is an active factor in the perceptions about women's roles in their careers.

Firstly, this study focused on glass ceiling perception, and the main aim of the study is to research and analyze the relationship between employees' glass ceiling perception and personality traits. In addition to this purpose, employees' glass ceiling perceptions and various demographic characteristics –as well as their personality traits- were investigated. The study was conducted with the five-star hotel employees in Antalya. There are two basic reasons of why hospitality industry employees were selected as the research topic and involved in the study implementation. The first reason is that although the number of female employees has reached a certain level in hospitality industry compared to many other sectors, the managerial positions are still dominated by male gender. Secondly, there was no previous study in literature conducted together about five factors personality traits and glass ceiling perceptions of employees working in hospitality industry. As a result of this study done with 279 employees of 17 five-star hotels in Antalya, it was found out that there was a statistically significant relationships between employees' glass ceiling perceptions and their neuroticism personality traits. Moreover, it was seen that employees' glass ceiling perceptions significantly differed based on their gender, department, and experience in tourism sector.

Conceptual Framework

The Latin term for "*personality*" is "*persona*" and refers to the theatrical masks worn by Roman actors to project their role in Greek dramas (Feist and Feist, 2009: 9). Personality that includes more than one person's outer appearance, the role they play, and the mask they wear (Schultz and Schultz, 2005: 10) emphasizes the continuity of the individual's distinctive features, thoughts, feelings, and behavior (Costa et al., 1995: 124). While Ewen (2003: 4) describes personality as significant and decisive aspect of behavior, Feldman (2011: 438) defines it as the pattern of permanent traits that involve consistency and authenticity of the individuals. The persistent nature and consistency of personality traits manifest themselves in the predictable tendencies of individuals who behave in similar forms in opposite situations and environments (Ones et al., 2005: 390).

Personality formation and development is affected by many factors including genetics (Bouchard and McGue, 2003: 18-37), family structure (Forman and Forman, 1981: 163), culture (Lazarus, 1963: 133), and birth order (Bouchard and Loehlin, 2001: 261). Researches in the literature (Atkinson et al., 2008: 459-485; Drummond McClure, 2005: 38-45; Funder, 2001: 199-203; Morgan, 1988: 311-318; Smith and Smith, 2005: 52-57) demonstrate that different theories were suggested in order to understand personality (Burger, 1993: 11). However in this study, "*five factors personality traits approach*" was basically focused due to the purpose of the research.

Traits approach started with the adjective studies of Galton (1884), Baumgarten (1933), and Allport and Odbert (1936) (De Fruyt et al., 2004: 207), and continued with Cattell's (1943) factor studies (John and Srivastava, 1999: 5-6). Personality traits studies have made a great deal of progress by Norman's (1963) ''*Adequate taxonomy of personality attributes*'' study (McCrae and John, 1992: 177), and Goldberg's (1982) studies (Goldberg, 1990: 1217-1228; Goldberg, 1992: 27). Starting their studies in 1978, McCrae and Costa finalized in 1992 and named it the five-factor model of personality (Costa and McCrae, 1997: 86-87).

Five factors personality traits that was based on *traits approach* expresses five distinct personality features involving; "extraversion, neuroticism, conscientiousness, agreeableness, and openness to experience" (Barthelemy and Lounsbury, 2009: 159; McCrae and Costa, 1987: 86-89; Nettle, 2006: 625-627; Witt et al., 2002:164).

"Extraversion", which is one of the dimensions of five factors personality traits, identifies individuals who are ambitious, competitive, spend time on social activities, likes travelling (Nettle, 2005: 370), adventurous, assertive, energetic, chatty and brave (Fleeson, et al., 2002: 1416). "Neuroticism", being the second dimension, describes individuals' conditions of being worried, angry, distracted, easily experiencing frustration and lack of confidence, and being prone to guilt and stress (Caspi et al., 2005: 457). "Conscientiousness" dimension that facilitates behavior towards mission and purpose (Benet-Martinez and John, 1998: 730) defines traits such as being tidy, determined, hardworking, punctual, careful, and self-disciplined (Costa et al., 1986: 641). "Agreeableness", which is the other dimension of personality, explains individuals' traits of being honest, empathic, docile, humble and sensitive minded (Costa et al., 1991: 888). Lastly, "*Openness to experience*" explains individuals' traits of being intelligent, creative, curious, authentic, open-minded and sensitive to art (Barrick and Mount, 1991: 5).

Having examined the studies conducted about five factors personality traits in business life, it is seen that there are a large number of topics covered with five factors personality traits including; job performance (Barrick and Mount, 1991: 7-23; Barrick et al., 2001: 11-26; Thoresen et al., 2004: 839-850), job performance at managerial level (Moutafi et al., 2007: 274-278), career satisfaction (Lounsbury et al., 2003: 290-304; Lounsbury et al., 2004: 397-403), and professional career success depending on gender variable (Gelissen and Graaf, 2006: 704-723).

In addition to the career success of individuals in business life, there are also some obstacles that prevent their progress in their careers. This study specifically centered on glass ceiling issue that is among these career obstacles and usually targets women. Glass ceiling concept, which has been struggling with a series of opportunity gap and anti-discrimination inspections since the 1970s (Connell, 2006: 837), is used to indicate that women see distinguished positions in business life, but there are invisible obstacles that lead to their inability to reach these positions (Davies-Netzley, 1998: 340). According to Morrison et al. (1987: 13), glass ceiling is not just a simple obstacle that hinder from women progressing in senior management just because "they are women" rather than women's inadequacies. Glass ceiling, which is mainly based on behavioral or organizational prejudices (Braddock and Bachelder, 1994: 6), is also a concept that symbolizes a

variety of barriers that minority groups, as well as women, are facing in their business promotions (Akpınar-Sposite, 2013: 489). Several studies conducted on the glass ceiling concept (Abidin et al., 2008: 160; Abidin et al, 2009: 39; Afza and Newaz, 2008: 85; Carli and Eagly, 2001: 630; Hu and Yun, 2008: 1; Longo and Straehley, 2008: 88; U.S. Glass Ceiling Commission, 1995: 4), show that there is generally a consensus that there are invisible or transparent obstacles for women in promoting in the managerial career opportunities.

When studies addressing the concept of glass ceiling, which keeps women in the working life away from the management levels, are examined, it is seen that there are different factors such as gender discrimination (Angle and Wissmann, 1981: 32; Hultin and Szulkin, 1999: 455-456), stereotypes (Fullagar et al., 2003: 94; Knutson and Schmidgall, 1999: 74), family and work life responsibilities (Greenhaus and Beutell, 1985: 76-82; Parasuraman and Simmers, 2001: 565), and organizational culture, policies and practices (Dimovski et al., 2010: 309-314; Vianen and Fischer, 2002: 316).

The literature indicates that individuals' glass ceiling perceptions were researched in a great number of studies and disciplines. There are studies conducted on female and male employees working in the UK's largest listed companies including the FTSE 100 and FTSE 250 indices (Wearing and Wearing, 2004: 355-371), American and Mexican female and male employees working in America's Kansas and Texas and Mexicas' Nuevo Leôn regions (Bennington et al., 2005: 1-8), female and male business owners in America (Mattis, 2004: 154-163), male and female employees in high-tech companies (Tai and Sims, 2005: 16-23), business master's degree graduates who have been on the labor market for at least two years (Simpson and Altman, 2000: 121-130), employees in the S&P CNX 500 (*India's broad-based stock exchange index*) in India and 150H-Share (*companies listed on the Hong Kong stock exchange*) in China (Jonge, 2014: 1-13), lower, middle and senior managers of almost all ministries and administrations of Norway (Storwik and Schone, 2008: 729-755), and executive-level women working in the private sector in Gampaha county of Sri Lanka (Bombuwela and Chamaru, 2013: 3-19). Moreover, there are a variety of studies which investigates glass ceiling obstacle in the context of tourism sector. Some studies were also done about women in hotel business in Singapore by Li and Leung (2001: 189-196), five-star hotel staff in Egypt by Kattara (2005: 238-251), executive women in lodging companies in Turkey by Anafarta et al., (2008: 111-137), employees in different businesses in the tourism sector by Boone et al., (2013: 230-239), and employees graduated from tourism-related colleges in the USA by Clevenger and Singh (2013: 376-399).

Conversely, there are few studies in the literature that deal with personality traits and glass ceiling perceptions of individuals together (Francescato et al., 2008: 182; Metz, 2004: 695-707; Sabaitier and Oppenheim, 2001: 145-156; Sen and Kaul, 2013: 460-462).

On the other hand, no study was found regarding whether there is a study in the literature that researches the relationship between five factors personality traits and glass ceiling perception in the context of tourism sector. Based on this gap, this study focused firstly on the relationships between hotel employees' personality traits and glass ceiling perceptions, and secondly on the relationships between the demographic characteristics and personal features of employees and their glass ceiling perceptions. In this respect, the hypothesis presented in Table 1 was tested in the study.

Table 1. Hypothesis of the Research

There are significant relationships between employees;	*(H1)* extraversion personality trait and glass ceiling perceptions.
	(H2) neuroticism personality trait and glass ceiling perceptions.
	(H3) agreeableness personality trait and glass ceiling perceptions.
	(H4) conscientiousness personality trait and glass ceiling perceptions.
	(H5) openness to experience personality trait and glass ceiling perceptions.
	(H6) demographic characteristics - personal features and glass ceiling perceptions.

Methodology

The main aim of this study is to analyze the relationships between five-star hotel employees' five factors personality traits and glass ceiling perceptions. At the same time, researching the relationships between employees' demographic characteristics and personality features, and glass ceiling perceptions is adopted as sub-objective. The first reason of why these two concepts and hospitality industry were selected as the implementation area in this study is that although the number of female employees are considerably higher, the managerial positions are still dominated by male gender. Secondly, no study was accessed that was conducted together about five factors personality traits and glass ceiling perceptions of employees working in hospitality industry.

The study population is consisted of five-star hotel employees in Kundu region of Antalya. According to official statistics from Antalya Provincial Directorate of Culture and Tourism, there were 21 five-star hotel at the time of the research in the area concerned. Since no official statistical data on the total number of employees in the hotels in the region is available, 4 randomly selected were reached and employee numbers were obtained, and it was determined that an average of 250 people worked in each hotel. It is estimated that this number is multiplied by the number of hotels, circa 5,250 individuals in the research population. According to Can (2013: 30), a sample that represents this large population in quantitative terms with a sampling error of 5% and a confidence level of 95% needs to consist of at least 240 individuals. In this regard, a complete inventory method was used without specifying any sampling method and a total of 900 surveys were sent to all the hotels. However, 4 hotels did not respond, and the remaining 17 hotels sent 500 completed questionnaires. Because a significant portion of the 500 surveys (221 surveys) were filled in a manner unsuitable for data analysis, the research

analysis was only conducted on the 279 questionnaire forms. Data from the questionnaires were analyzed using the SPSS 16.0 (Statistical Package for the Social Sciences) software program.

In this study, descriptive research method of quantitative research methods was used in accordance with the main and sub-objectives of the study. According to Ural and Kılıç (2011: 19), "descriptive researches are usually applied researches conducted to identify current issues considering the practical benefits."

Additionally, the questionnaire technique was used as a data collection technique in the study, and the participants were given a "*demographic characteristics and personal features*" form, a "*five factors personality traits scale*", and a "*glass ceiling perception scale*" in the implementation stage. *Demographic characteristics and personal features* form was prepared by the researchers and several closed-ended various demographic and personal questions were asked in this form. "*Five factors personality traits scale*" quoted from *doctoral dissertation* prepared by Gümüş (2009) was translated into Turkish by Alkan (2007) adhering to the original, and it was used in many studies in Turkey after validity and reliability tests. There are 44 items prepared in the *Five-Point Likert system (1:strongly disagree, 3:moderately agree, 5:strongly agree)* in this scale. *"Glass ceiling perception scale"*, on the other hand, was taken from master's thesis presented by Sezen (2008). There are 27 items prepared in the *Five-Point Likert system (1:strongly disagree, 3:moderately agree, 5:strongly agree)* in this scale.

Findings
Findings about Demographic Characteristics and Personal Features of Employees
The sample distribution in terms of demographic characteristics and personal features is as Table 2.

Table 2. Demographic Characteristics and Personal Features of the Sample

		n	%
Gender	Female	125	44,8
	Male	154	55,2
Age	≤ 20	34	12,2
	21-25	79	28,3
	26-30	70	25,1
	31-35	49	17,6
	36-40	28	10
	≥ 41	19	6,8
Marital status	Married	106	38
	Single	173	62
Education level	Primary-elemantary school	54	19,4
	High school	146	52,3
	College	51	18,3
	Bachelor's	27	9,7
	Postgraduate	1	0,4
Department	Front office	30	10,8
	Housekeeping	28	10
	Food & beverage	157	56,3
	Sales & marketing	14	5
	Accounting	19	6,8
	Human resources	20	7,2
	Other	11	3,9
Total experience in tourism industry	< 1 year	22	7,9
	1-3 years	69	24,7
	4-6 years	57	20,4
	7-9 years	59	21,1
	> 10 years	72	25,8
Work position (Status)	Executive	22	7,9
	Staff	257	92,1

When the employees' demographic characteristics and personal features are examined, it is seen that 55% of them are male, and 28% of them are aged between 21 and 25 with a great majority. When employees are analyzed in terms of their other features, it is inferred that 62% is single, 72% is at high school and below level of education, 56% of them work in food and beverage department -*which is one of the most crowded departments of hotels*-, one of every three employees (33%) have tourism sector experience for 3 years or shorter, and 92% of them are employed in staff status being the highest majority of all.

Findings about Scales and Hypotheses

Before the tests for the research hypotheses are conducted, various analysis were made on the validity and reliability of the scales used in this study. As a result of these analyzes, Cronbach's Alpha coefficient of reliability of the five factors personality traits scale was found to be 0,708 ($\alpha>0,70$). On the other hand, the reliability coefficient of glass ceiling scale is 0,717, but however it was determined that the two items in the scale had a negative effect on the reliability coefficient. After excluding these two items from the scale, the reliability analysis was re-executed and the final coefficient of reliability of the scale was found as 0,752 ($\alpha>0,70$).

After that, both two scales were subjected to Kaiser-Meyer-Olkin and Bartlett's test of sphecirity in terms of identifying their suitability for factor analysis, and both of them were found to be appropriate for exploratory factor analysis. Following this process, five factors personality traits scale was subjected to exploratory factor analysis with Varimax rotation. Based on this analysis, it was found out that some items had low communality values, while some other items lead to twelve-dimensions with meaningless factoring. By means of removing the items with low factor loadings and meaningless dimensions, the factors analysis was repeatedly executed. Consequently, it was seen that the remaining items on the scale gathered as five dimensions and the total variance explained was found as 53,048 ($p>0,50$).

Nine dimensions were obtained after the implementation of the exploratory factor analysis with Varimax rotation on glass ceiling scale. After the removal of the items with low factor loadings, the factor analysis was repeated and the final figures of glass ceiling scale are composed of 6 dimensions and the total variance explained value was found to be 65,712 ($p>0,50$). Following the factor analysis, the dimensions from both scales and the mean values of these dimensions are presented in Table 3.

Table 3. Dimensions from Both Scales and the Mean Values

Dimensions of Five Factors Personality Traits Scale	Mean
Extraversion (E)	3,44
Neuroticism (N)	2,92
Agreeableness (A)	3,70
Conscientiousness (C)	2,44
Openness to experience (OtE)	3,70
Dimensions of Glass Ceiling Scale	Mean
Gender discrimination (GD)	2,74
Stereotips (S)	2,31
Barriers from management (BfM)	3,22
Social life (SL)	3,12
Family life (FL)	3,35
Education (E)	3,22
Total	2,99

The dimensions obtained after the factor analysis were named according to the density of the meanings they contain. The semantic content of each dimension presented in Table 3 is briefly described below.

Dimensions obtained from five factors personality traits:

- *Extraversion dimension:* represents extrovert, social, active, ambitious, competitive personality traits.
- *Neuroticism dimension:* represents emotionally unstable, worried, angry, insecure personality traits.
- *Agreeableness dimension:* represents honest, empathic, docile and understanding personality traits.
- *Conscientiousness dimension:* represents tidy, diligent, reliable, disciplined and hardworking personality traits.
- *Openness to experience dimension:* represents open to innovation, open-minded, curious, creative and cultured personality traits.

Dimensions obtained from glass ceiling scale:

- *Gender discrimination dimension:* represents the perception about that women cannot adequately be given attention in business life, and they are discriminated on the topics of salary, subsidies, and social rights.
- *Stereotypes dimension:* represents the accepted negative perception of women's career skills in business.
- *Barriers from management dimension:* represents the perception about the obstacles stemming from senior management in women's career promotions.
- *Social life dimension:* represents the perception about the obstacles stemming from women's social circles and social life in their promotion in careers.
- *Family life dimension:* represents the perception about the obstacles stemming from the roles in family life in women's career promotions.
- *Education dimension:* represents the perception about the obstacles regarding the fact that women cannot benefit equally from the educational opportunities offered in business life compared to men.

As can be seen in Table 3, the personality trait which is observed in employed at the highest level is agreeableness ($\overline{\mathbf{X}}$: 3,70) and openness to experience ($\overline{\mathbf{X}}$: 3,70). Considering the nature of the work in the tourism sector and the demographic characteristics of employees, these results are thought to be meaningful. The fact that operations in the sector is based on team work requires a serious adaptability and teamwork ability. The fact that the works in the sector are largely based on mutual communication and mutual interaction with the guests makes it possible to know new people and cultures. This situation is considered to be consistent with the openness to experience personality trait. However, it is quite worrisome that the personality trait of conscientiousness has the lowest average ($\overline{\mathbf{X}}$: 2,44). Because of the fact that the works in the

sector are sub-segmented, require high specialization, and are mainly based on team-work, it is predicted that the values of the conscientiousness personality trait do not show a high average in the lower level employees.

When the glass ceiling perception of employees is examined in general, mean for glass ceiling perception in all employees was $\bar{X}$:2.99 (overall glass ceiling mean) and therefore it is seen that there is a moderate level of glass ceiling perception in all employees. When the glass ceiling perceptions of employees are examined based on dimension, the highest mean is with family life dimension ($\bar{X}$:3,35), and this is followed by barriers from management dimesion ($\bar{X}$: 3,22), while the lowest mean is with stereotypes ($\bar{X}$:2,31). One of the most striking findings of the research is that the family life dimension have the highest average of life skills, because this result lead to the fact that the glass ceiling perception is actually experienced with the beginning of family life. The most important dimension following the family life dimension is seen to be arising from the management.

Before testing the hypothesis of the research, both scales were subjected to normal distribution analysis using the Kolmogorov-Smirnov method to determine which types of hypothesis tests shall be used. The Kolmogorov-Smirnov test results, which are based on dimensions that constitute both scales, show that the data in both scales did not have normal distribution on the basis of dimensions, and therefore non-parametric methods were used in testing the hypothesis of the research.

Spearman correlation method was preferred in testing the first five hypotheses presented in Table 1, and the significance, level, and the direction of the relationship between every dimensions of employees' five factors personality traits and overall glass ceiling perceptions. In this way, it is aimed to investigate the interaction between each personality trait and glass ceiling perception. The findings from the analysis are presented in Table 4.

Table 4. The Correlations between Personality Traits and Glass Ceiling Perception

Dimensions	Correlation Coefficient (C. cf.) Significance (Sig.)	Glass Ceiling Perception
E	C. cf.	,117
	Sig.	,051
N	C. cf.	*,126*[*]
	Sig.	*,036*
A	C. cf.	,067
	Sig.	,265
C	C. cf.	,075
	Sig.	,213
OtE	C. cf.	,013
	Sig.	,830

As can be seen in Table 4, it can be concluded that as a result of Spearman correlation analysis, there is a significant (p:0,03; p<0,05) lower-level and positive relationship (r: 0,126) between only neuroticism dimension of five factors personality traits and overall glass ceiling perception, and it is understood that there are no significant relations between other personality traits and the glass ceiling perception. Based on this result, H1, H3, H4, and H5 hypotheses of the study were rejected, while H2 hypothesis was accepted. According to the result obtained for the H2 hypothesis, neuroticism personality trait is in correlation with glass ceiling perceptions. In other words, increase in neuroticism can lead to increase in glass ceiling perception even at low percentages, and increase in glass ceiling perceptions can result in increase in neuroticism personality trait.

In order to analyze the last hypothesis presented in Table 1 which is about the relationship between employees' demographic characteristics-personal features and overall glass ceiling perceptions, Mann Whitney-U and Kruskal Wallis-H tests of non-parametric methods were used. Only significant results of the conducted analyses are given below.

As a result of the analysis, it was concluded that employees' glass ceiling perceptions differ significantly based on their gender, department, and experience in tourism sector. The analysis results are presented collectively in Table 5.

Table 5. The Relationships between Gender, Department, Total Experience in Tourism Industry and Glass Ceiling Perceptions

Glass Ceiling Perception & Gender (Mann Whitney-U Test)	Gender	Mean Rank	Mann-Whitney U Value	Sig.
GD	Female	151,85	8144	*0,026*
	Male	130,38		
S	Female	112,79	6224	*0,000*
	Male	162,08		

FL	Female	127,17	8021,5	*0,016*
	Male	150,41		

Glass Ceiling Perception & Department (Kruskal Wallis-H Test)	Department	Mean Rank	Chi-Square Value	Sig.
GD	Front office	99,33	18,161	*0,006*
	Housekeeping	187,52		
	Food & beverage	138,36		
	Sales & marketing	153,68		
	Accounting	142,95		
	Human resources	132,95		
	Other	143,68		

Glass Ceiling Perception & Total Experience in Tourism Industry (Kruskal Wallis-H Test)	Total Experience in Tourism Industry	Mean Rank	Chi-Square Value	Sig.
BfM	< 1 year	134,16	14,07	*0,007*
	1-3 years	117,10		
	4-6 years	169,13		
	7-9 years	147,53		
	≥ 10 years	134,50		
E	< 1 year	119,55	12,171	*0,016*
	1-3 years	131,07		
	4-6 years	145,28		
	7-9 years	168,24		
	≥ 10 years	127,49		

Considering the relationship between the dimensions of employees' glass ceiling perceptions and their genders, it is seen that female employees' glass ceiling perceptions in gender discrimination (GD) dimension is higher, while this reaches the top for male employees in stereotypes (S) and family life (FL) dimension (*see Table 5*).

That female employees have higher perceptions about the gender discrimination dimension is thought to be rooted in that they face such situation in their careers more frequently. That male employees have higher perceptions about stereotypes is predicted to be based on adopting stereotypes in society more often. On the other hand, the fact that male employees have higher perceptions about family life dimension is thought to be deriving from learned roles of men regarding their positions in the family and their perspectives of women roles.

Considering employees' glass ceiling perceptions based on their departments, it is seen that there is a significant difference in gender discrimination dimension, and the highest perception in this dimension is observed in housekeeping department, while the lowest is in front office department. These results suggest that the gender discrimination, which is one of the dimensions of glass ceiling perception, occurs at the highest level in housekeeping department. That the housekeeping department's work is particularly concerned with cleaning and organizing, and these are perceived as "women work" in a social sense made this department where mostly female employees are employed. It is thought that this situation strengthens the perception of gender discrimination in employees. However, in the front office department, gender distribution is generally more balanced. It is known that in many hotels the number of men and women working in the front office department is closer to each other than the other departments. It is estimated that this situation positively affects the gender discrimination perception in front office department.

As can be seen in Table 5, it is observed that employees' glass ceiling perceptions are statistically significantly different according to the total experience in tourism industry. When the details are examined, employees with 4-6 years of working experience have the highest glass ceiling perception in barriers from management (BfM) dimension, while those with 1-3 years of working experience have the lowest glass ceiling perceptions. This clearly shows that the individuals do not have a strong perception about glass ceiling in their early years of work, but however they start to experience an increase in glass ceiling perception in the following years. However, it is more interesting to note that this perception starts to decline after long years of working experience, and this is thought to be stemming from adopting the occasion.

Considering the differences in the education (E) dimension, it is again seen that employees with less than 1 year of experience have the lowest glass ceiling perception, while employees with 7-9 years of experience have the highest level of perception. Based on this finding, employees with less than 1 year of sector experience think that women and men are given equal opportunities in vocational training, while employees with 7-9 years of industry experience adopt the most negative perceptions in this respect. When the analysis made within the framework of the experience in the tourism sector are examined collectively, it can be argued that those who have less than 3 years of experience are generally more optimistic about glass ceiling, but employees with 4-6 years and 7-9 years sector experience, who might be called as middle-career employees, have more negative evaluations. In both analysis, the fact the perceptions of employees who

have more than 10 years of experience in the sector have become more positive and it is estimated that this is because of the acceptance of the situation.

In the analysis conducted, it was concluded that employees' glass ceiling perceptions did not differ based on their age, marital status, educational level, and work position. This basically shows that employees with different age and marital status, various educational backgrounds, and different working positions have similar perceptions about glass ceiling.

Discussion and Conclusions

This study involves 279 employees of 17 five-star hotels in Antalya. When the employees are examined in terms of their demographic characteristics and personal features, it is seen that 55% are male, 66% are under 30, 62% are single, 72% are high school and below graduates, 56% work at food & beverage department, 74% have working experience in tourism sector for less than 10 years. On the other hand, a great majority of the employees –with 92%- work in the positions of staff. The fact that more than half of the employees are male, most of them are young and single, most of them have high school and below education level, most of them have less than 10 years of experience is considered to be consistent with the general labor force profile of the tourism sector.

When employees are examined for five factors personality traits, it is seen that the highest mean ($\bar{X}$:3,70) belongs to agreeableness and openness to experience personality traits. Considering the qualities of the both personality traits, they are found to be suitable for the working conditions in the sector. The fact that the works in the sector are largely based on division of labor and specialization, and mutual communication and mutual interaction with the guests and teammates makes it more understandable for employees to have personality traits of agreeableness and openness to experience. Similarly, in a study conducted by Kim et al., (2007: 426-427) on the employees in the branches of a chain hotel in the US, it was concluded that employees more likely had agreeableness personality trait. Moreover, in studies conducted by Tekin (2012: 186) on five-star hotel employees in Kemer, Antalya and by Tekin et al. (2012: 4628) on five-star hotel employees in Ankara, it was found out that the personality trait of openness to experience had the highest mean. On the other hand, the findings of this study differ from those of Pelit et al., (2013: 8-11) study conducted about the managers of five star hotels in Istanbul and Antalya. Pelit et al., (2013: 8-11) argued that conscientiousness had the highest mean and it was succeeded by extraversion personality trait.

One of the most important findings of the study is related to the employees' glass ceiling perception levels. Considering the general overview of their glass ceiling perceptions, it was found out that a moderate ($\bar{X}$:2,99) level of glass ceiling perception was existent in all employees. When glass ceiling perceptions are examined on the basis of dimensions, family life dimension had the highest mean ($\bar{X}$:3,35), which is followed by barriers from management ($\bar{X}$:3,22). This finding suggests that the origins of career barriers of female employees depend further on their role in family life. Considering the responsibilities that women employees have in their households as spouses and mothers in the family, it is understood that they are much more disadvantaged than male workers, and it is seen that this disadvantage continues in business life as well. In a similar way, Li and Leung (2001: 191-192) identified in their study of hotel establishments in Singapore that female employees perceived glass ceiling at moderate level ($\bar{X}$:2,50) and experienced the lack of family support and work-family conflict.

On the other hand, workers point out that the second major problem in the glass ceiling obstacle is the management. As in many sectors, managerial positions in the hospitality industry are generally dominated by male gender. This situation is not enough for female employees to empathize with the obstacles they face, and male managers cannot easily reach the awareness to understand the obstacles faced by women. Ng and Pine (2003: 90-94) found out in their study of hotel managers in Hong Kong that the lack of equity in promotions was detected as the second major obstacle in women's career success and promotion, and promotion inequality was found to be fourth major career obstacle for men. The appointment of promotions by senior management allows for the inclusion of this inequality in the upper management barriers. Ng and Pine's (2003) findings are thought to be supportive of the results of this paper.

In this study, five hypotheses were proposed to examine the relationship between the five factor personality traits and the glass ceiling perceptions, and only one of them (H2) was supported, and there was a low-level, positive and significant correlation between neuroticism personality trait and glass ceiling perception. This finding mainly suggests that increases in emotional instability, anxiety, resentment, lack of self-confidence result in increases in glass ceiling perception, and similarly increases in glass ceiling obstacles lead to increases in emotional instability, anxiety, resentment, lack of self-confidence.Neuroticism personality trait indicates a personality structure in which the emotional stability is weak. Individuals with this trait may show more sensitive responses in some cases. It is predicted that the result obtained in this study may be due to emotional sensitivity of person's current personality trait.In a study by Sen and Kaul (2013: 460-462) on women professionals in the information technology sector, similar findings were suggested noting that there was a positive correlational relationship between extraversion, neuroticism, conscientiousness personality traits and glass ceiling perceptions. Metz (2004: 698-705), on the other hand, associated the personality traits with ambition, masculinity, and adaptability, and argued significant relationships between these traits and work hours and training & development claiming that some personality traits indirectly affected women's promotion in their career. As a result of the analysis conducted in line with the H6 hypothesis of the research, it was found out that employees' glass ceiling perceptions significantly differed based on their gender, department, and experience in tourism sector. According to the findings, women's glass ceiling perceptions in gender discrimination dimension is higher than those of men. That women face gender discrimination in many stages of life from childhood is thought to be main cause of such finding. On the other hand, men's glass ceiling perceptions in stereotypes and family life dimension is higher than those of women. This is predicted to be stemming from male's learned roles in the family and their perspectives about the women's gender roles. However, in the study conducted

about this issue by Tai and Sims (2005: 19-20), a different finding was obtained and no difference in terms of perceived barriers to career promotion based on gender was found.

Additionally, employees' glass ceiling perceptions differ based on their departments. Study findings suggest that the highest glass ceiling perception in gender discrimination dimension is in housekeeping department, while the lowest perception is in front office department. The housekeeping in the hotels is a department where mainly room arrangement, room and general area cleaning, and laundry services are offered. These services are traditionally perceived as women's works, and mostly female employees work in this department in hotels thereby result in that the careers of the female employees in the hospitality sector are almost trapped in the housekeeping department. Similarly, in a study conducted in five-star hotels in Egypt by Kattara (2005: 243), it was found out that female employees mainly worked in housekeeping and marketing departments. In addition, in another study conducted by Mayuk (2013: 96) on hotels in İstanbul, a significant relationship between the professional status of women hospitality establishments and their departments was found, and a gender differentiation was detected based on the employment department.

In practice, this finding is thought to be reflected as glass ceiling perception in housekeeping department in this study. In a way supporting this idea, the gender discrimination perception in front office department was found to be have the lowest values. Front office is the department which is more advantageous for promoting to the senior posts compared to the other departments and female employees have the opportunity of being employed in this department as much as male employees. That the lowest glass ceiling perception was found in this department in this study is associated with this fact experienced in practice.

When employees' glass ceiling perceptions were examined based on their experience in tourism sector, employees with less than 3 years of experience had the most positive perceptions both in barriers from management and education dimensions, while the employees with 4-9 years of experience, who might be called as middle-career employees in business, had the most negative perceptions. However, the finding that glass ceiling perceptions of employees with more than 10 years of experience started to decline is quite striking. This suggests that the newly-employed in the tourism sector have more positive opinions on glass ceiling and that their perceptions increases in the following years and a situation of learned acceptance occurs in employees with more than 10 years of experience.

These findings are in agreement with the findings of the research conducted by Günden et al., (2012: 19) on hotel managers in Antalya and Muğla. Günden, et al., (2012: 19) claimed a significant relationship between employees' experience in tourism sector and the dimensions of gender discrimination, barriers from management, social life, family life, and education dimensions. Besides, Güzel (2009: 114) reached similar findings in the study conducted about the female employees working in hotels in Kuşadası, and suggested that there was a significant relationship between women's experience in tourism sector and work-based and general career barriers perceptions in their study Güzel (2009: 128-130).

Recommendations

Based on the results obtained from the research, the following suggestions were developed:

- All participants in the study are found to have moderate glass ceiling perception. It is regarded useful that especially the human resources departments should do extensive research to investigate the factors that cause this perception and develop strategies that will solve this problem.
- Based on all personality traits in the study, it is determined that the individuals with neuroticism personality trait have the highest level of glass ceiling perception. Individuals with neuroticism personality trait are more vulnerable to emotional issues. Therefore, they can be more affected by glass ceiling problem than most of the other problems. It is considered that specific support solutions and career planning developed by the human resources department for neurotic employees can be useful and effective.
- Based on the findings regarding employees' genders, it is found out that female employees have the highest level of glass ceiling perception. For this reason, it is necessary to give special importance to the career planning of female employees and to develop encouraging and supportive practices for female employees in promotion policies and working conditions.
- Glass ceiling is a problem that women face and are aware of in the tourism industry. The origins of this problem are based on gender perception. In order to change this perception, awareness raising activities should be carried out by the state and non-governmental organizations concerning about the role of women and the obstacles they face at every stage of life.
- Industry executives and human resource professionals in the tourism sector should be encouraged to implement incentive programs to remove obstacles for women, and special programs should be developed to train women executive candidates.
- Women in senior management positions in the tourism sector should support women working at lower levels and encourage them in career development.
- Further research should be encouraged in universities and research institutions to raise awareness about the disadvantages of female employees and to offer solutions.
- Women working in hospitality establishments should have opportunities to work in other departments outside the housekeeping department, and gender equality in each department should be ensured.
- Reviews based on employees' departments suggest that the housekeeping department has the highest level of glass ceiling perception. The housekeeping department is one of the departments where the number of female employees is the highest in hotel enterprises. That there is a high level of glass ceiling perception in a department dominated by female gender is estimated to stem from the glass ceiling perceptions of female employees. Thus,

the improvements to be made in favour of female employees' working conditions are considered to be positively reflected in the situation in this department.

- Regarding the reviews based on employees' experience in tourism sector, it is seen that employees with 4-9 years of experience have the highest level of glass ceiling perception. The fact that employees who can be regarded as in their mid-career in terms of the professional experience in tourism sector have high levels of perception is very thought-provoking. It is considered that the reasons of why there is such high levels of glass ceiling perception in this period should be researched by the human resources departments and the solution strategies should be developed.

Limitations of The Research and Implications for Future Researchers

The sample of this study is restricted to the employees of the five-star hotels operating in Antalya's Kundu region. The fact that most of the employees did not tend to participate in the study due to the length of the questionnaire forms is also among the limitations of the study. Moreover, that not all hotel managers could be contacted is another limitation of this research.

Since the findings of this study are limited to the sample of the study, future research is expected to provide more comprehensive knowledge on employees of hotels in other regions. In addition, it is thought that analyzing the relationships between personality traits and strategies for overcoming glass ceiling barriers on the executive level could be useful, and it might be valuable to focus more on ways to cope with glass ceiling obstacles.

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Genişletilmiş Özet

İnsanlık tarihi içerisinde kadınlar, uzunca bir süre ücretsiz olarak şekilde ev işlerinde görev alırlarken, sanayileşme ile birlikte meydana gelen birtakım gelişmeler, iş hayatına dahil olabilmelerine olanak sağlamıştır. Zaman içerisinde hemen hemen her sektörde kadın çalışanların sayılarında yaşanan artış, kadınların iş hayatında birçok kazanım elde etmesini sağlasa da bir takım engelleri de beraberinde getirmiştir. Çalışma hayatına dahil olan kadınlar, toplumun kendilerine sadece cinsiyetlerinden dolayı yüklemiş olduğu rol ve sorumluluklar nedeniyle çeşitli basmakalıp yargılarla ve engellerle karşılaşabilmektedirler. Dünyanın birçok ülkesinde; kadınlara çocukluktan itibaren aşılanan cinsiyet rolleri, erkek ve kadının yetiştirilme tarzlarının farklılığı, toplumsal cinsiyet algısı, kültür ve toplumsal değer yargıları gibi çeşitli faktörler, kadınların iş hayatında erkeklere nazaran hem daha dezavantajlı bir konumda kalmalarına neden olmuş, hem de yönetsel pozisyonlara erişmede erkek çalışanlar ile eşit avantajlara sahip olmalarına engel olmuştur. Kadınların sadece çalışma hayatında değil sosyal yaşantılarında da varlığını gösteren ve cinsiyet ayrımcılığına işaret eden engeller, konuyla ilgili literatürde "cam tavan" olarak da adlandırılmaktadır. Cam tavan, çalışma hayatındaki kadınların gelişmelerini ve yönetsel pozisyonlarda yer almalarını engelleyen, görünmeyen fakat uygulamalarda kendini hissettiren yapay engeller olarak tanımlanmaktadır. Birçok sektörde olduğu gibi turizm sektöründe de kadın çalışanlar cam tavan engeline maruz kalmaktadırlar. Turizm sektörü içerisinde yer alan otel işletmelerinde de hissedilen cam tavan engeli; kadın çalışanların örgütsel bağlılıklarının azalmasından işlerini bırakmalarına kadar birçok soruna neden olmaktadır. Buna bağlı olarak otel işletmelerinde görülen cam tavan engeli; verimliliğin, etkinliğin ve hizmet kalitesinin azalması gibi çok yönlü sorunları da beraberinde getirmektedir.

Otelcilik sektöründe de gözlenen cam tavan engelinin etraflıca tespit edilmesi büyük önem arz etmekle birlikte, çalışanların kişilik özelliklerinin belirlenmesinin de cam tavan probleminin kişilik özellikleri ile ilişkisini ve etkileşimini anlamaya, bu probleme çözüm yolları bulmaya katkı sağlayacağı düşünülmektedir. Çünkü kişilik, bireylerin algıları, düşünceleri, değerlendirmeleri ve eylemleri üzerinde etkili olan bir olgudur. Çalışanların cam tavan engeline yönelik algıları ile kişilik özellikleri arasında bir takım ilişkilerin olabileceği tahmin edilmekte, bu ilişkileri anlamaya yönelik bulguların cam tavan engeli ile baş edebilmeye ilave katkılar sunabileceği değerlendirilmektedir.

Araştırmada, öncelikle "kişilik" ve "cam tavan" kavramları açıklanmış, tanımlar, tespitler ve değerlendirmeler yurtiçinde ve yurtdışında yapılan çalışmalarla literatür taraması yoluyla desteklenmiştir. Araştırmada beş yıldızlı otel işletmeleri çalışanlarının beş faktör kişilik özellikleri ile cam tavan engeli algıları arasındaki ilişkileri tespit etmek temel amaç olarak belirlenmiştir. Ayrıca çalışanların çeşitli demografik karakteristikleri ve kişilik özellikleri ile cam tavan algıları arasındaki ilişkileri incelemek de araştırmanın alt amacı olarak belirlenmiştir. Araştırmanın amaçları doğrultusunda, 2014 yılı Antalya İl Kültür ve Turizm Müdürlüğü verilerinden, araştırmanın evrenini oluşturan Antalya Kundu bölgesinde faaliyet gösteren beş yıldızlı otel işletmelerinin sayısına ulaşılmış ve bu otellerin çalışanları üzerinde anket tekniği ile bir uygulama gerçekleştirilmiştir. Bu uygulama neticesinde, analizlere dahil edilecek nitelikte 279 anket elde edilmiştir. Çalışmada nicel araştırma yöntemlerinden tanımlayıcı araştırma yöntemi kullanılmış, veri analizinde de SPSS 16.0 paket programı vasıtasıyla nicel araştırma yöntemlerine uygun analiz biçimlerinden istifade edilmiştir.

Araştırma sonucunda; beş faktör kişilik özellikleri ile ilgili ifadelerin; "dışa dönüklük", "nevrotiklik", "uyumluluk", "sorumluluk" ve "deneyime açıklık" kişilik özellikleri şeklinde beş faktörde toplandığı görülmüştür. Cam tavan engeli ile ilgili ifadelerin ise; "cinsiyet ayrımcılığı", "stereotipler", "yönetimden kaynaklanan engeller", "sosyal hayat", "aile hayatı" ve "eğitim" olmak üzere altı faktör altında birleştiği görülmüştür. Araştırmanın amacına uygun olarak hazırlanan hipotezlerin analizleri için öncelikle Kolmogorov-Smirnov yöntemiyle normal dağılım testi yapılmıştır. Yapılan analiz sonucunda; ölçeklerdeki verilerin normal dağılım göstermemesi nedeniyle parametrik olmayan test yöntemleri tercih edilmiştir. Beş yıldızlı otel çalışanlarının beş faktör kişilik özellikleri ile cam tavan algıları arasındaki ilişkilerin yönünü ve şiddetini belirlemek amacıyla Spearman korelasyonu yönteminden faydalanılmıştır. Bu doğrultuda gerçekleştirilen analiz sonucunda, çalışanların nevrotiklik kişilik özelliği ile cam tavan algıları arasında anlamlı ilişkiler olduğu belirlenmiştir. Beş yıldızlı otel çalışanlarının cam tavan algılarının bazı demografik karakteristiklerine ve kişisel özelliklerine göre istatistiksel açıdan farklılaşıp farklılaşmadığını ortaya koyabilmek amacıyla parametrik olmayan test yöntemlerinden Mann Whitney-U ve Kruskal Wallis-H testleri kullanılmıştır. Analizler sonucunda, çalışanların cam tavan algıları ile bazı demografik karakteristikleri ve kişisel özellikleri arasında anlamlı ilişkiler olduğu ortaya bulgusuna ulaşılmıştır. Araştırma sonucunda, elde edilen bulgular yorumlanmış ve çeşitli öneriler geliştirilmeye çalışılmıştır.