



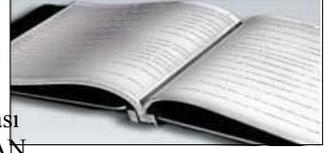
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AN APPLIED STUDY ON WOMEN MANAGERS WORKING IN TOURISM ENTERPRISES IN ANTALYA AND MUĞLA REGION CONCERNING GLASS CEILING ISSUE AND SYNDROME



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Abstract

Glass ceiling syndrome is the leading issue underestimating the women employees' skills and successes. Women managers face with various problems in tourism enterprises as well as in many other sectors. That is why glass ceiling issue is one of the issues with which women managers working hotel and tourism enterprises encounter. Glass ceiling obstacles to be seen in hotel enterprises not only hamper the contributions of women employees, but also affect efficiency and performance of the women employees in a multidimensional way. In our study, the issues concerning glass ceiling issue with which women managers working in tourism enterprises in Antalya and Muğla encounter are dealt with. LIKERT-scaled survey was used in implementation, by analyzing the data obtained from the survey through Statistics SPSS program. In this study, the issues women employees experiencing glass ceiling syndrome faced were assessed comparatively both for male and women managers. The same survey and questions were directed to both male and women employees.

Key Words: Women, Hotel, Tourism, Enterprises, Syndrome, Manager, Glass ceiling, Success, Motivation

CAM TAVAN SORUNU VE SENDROMUNA İLİŞKİN ANTALYA VE MUĞLA BÖLGESİNDE BULUNAN TURİZM İŞLETMELERİNDE ÇALIŞAN KADIN YÖNETİCİLERİN ÜZERİNDE UYGULAMALI BİR ÇALIŞMA

Öz

Cam tavan sendromu, kadın çalışanların yetenek ve başarılarını göz ardı eden sorunların başında gelmektedir. Birçok alanda olduğu gibi turizm işletmelerinde de kadın yöneticiler çok yönlü sorunlarla karşı karşıya kalmaktadır. Bu nedenle cam tavan sorunu otel işletmeleri ve turizm işletmelerinde çalışan kadın yöneticilerin yaşadığı sorunlardan

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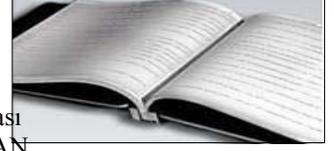
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birisidir. Otel işletmelerinde görülecek cam tavan engelleri, kadın çalışanların sağlayabilecekleri katkıları engellediği gibi, kadın çalışanların iş verim ve performansını da çok yönlü olarak etkilemektedir. Yaptığımız bu çalışmada, Antalya ve Muğla bölgesinde bulunan turizm işletmelerinde çalışan kadın yöneticilerin karşılaştıkları cam tavan engeline ilişkin sorunlar uygulamalı olarak ele alınmıştır. Uygulamada LİKERT ölçekli anket kullanılmış, anketten elde edilen veriler yine İstatistik SPSS programı ile analiz edilerek sonuç elde edilmiştir. Elde edilen sonuçlar doğrultusunda çalışma sonuç öneri şeklinde bitirilmiştir. Bu çalışmada, cam tavan sendromu yaşayan kadın çalışanların karşılaştıkları sorunlar hem kadın çalışanlar hem de erkek çalışan yöneticiler karşılaştırmalı olarak değerlendirilmiştir. Aynı anket ve sorular hem kadın çalışanlara hem de erkek çalışanlara yöneltilmiş ve karşılaştırma gerçekleştirilmiştir.

Anahtar Kelimeler: Kadın, Otel, Turizm, İşletme, Sendrom, Yönetici, Cam Tavan, Başarı, Motivasyon

INTRODUCTION

Glass ceiling issue is one of the obstacles women managers working in accommodation enterprises face with. The scope of this study is under the “Management Organization” title. The study was implemented in the concept of “Glass Ceiling Syndrome” which is a new perception type in management. The study implemented includes applications. The content of the application consists of likert-scaled survey. The survey was conducted on both male and women managers and employees. 54% of the people on which the survey was conducted were women, and 46% of them were male.

The hypothesis of the study

The main objective of this study is to examine the effects of demographic features in glass ceiling obstacles with which women managers working in accommodation enterprises face.

- **Hypothesis 1:** The attitudes towards women managers working in accommodation enterprises differ according to gender of the managers.
- **Hypothesis 2:** The attitudes towards women managers working in accommodation enterprises differ according to age of the managers.
- **Hypothesis 3:** The attitudes towards women managers working in accommodation enterprises differ according to education level of the managers.
- **Hypothesis 4:** The attitudes towards women managers working in accommodation enterprises differ according to tourism and hotel management education level of the managers.
- **Hypothesis 5:** The attitudes towards women managers working in accommodation enterprises differ according to position of the manager in the enterprise.
- **Hypothesis 6:** The attitudes towards women managers working in accommodation enterprises differ according to the number of the years the manager work in the enterprise.



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Methodology of the Study

The scope of our subject is under the “Management and Organization” title. A literature scan was carried out on the scope, content and limits of the subject to be studied. It has been found that the subject dealt with takes place within the “Glass Ceiling Syndrome which is a New Perception Type in Management” concept.

The methodology of this study has been determined as examination of the literature, determination of study sample, determination of the objectives and assumptions of the study, preparation of survey questions, distribution of the forms, coding of data on SPSS program coming to a conclusion by analyzing in accordance with data.

The Study Sample

Interviews was conducted by applying survey method on 149 women and male managers working in accommodation enterprises in the predetermined districts in Antalya and Muğla, and the primary data was obtained.

1. Glass ceiling obstacle in accommodation enterprises

Our brain tries to prove the opposite of a thing that it believes to be impossible. However, when it believes that it can achieve something, it begins to seek for a solution. Glass ceiling obstacle is a social issue in which a person personalizes himself. This issue deeply affects the life and working principles of the person concerned. Women employees and managers feel like they are in a bell jar at their workplaces as stated under this definition (Schward, 2007).

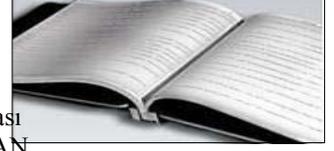
Some studies on the problems concerning glass ceiling obstacles are stated below. Some information concerning the studies and surveys on these issues are presented below.

Nacy Lockwood, 2004; In her article titled “The Glass Ceiling: Domestic and International Perceptions”, she pointed out very important issues on viewpoints regarding social status of women at their workplaces.

Mustafa Çelikten, 2004; In his article titled “Women in the position of Headmaster: Kayseri Example”, he made several analysis on the things to be realized for proportional examining of women in management, and he pointed out some studies.

Tülin Dalkiran & Fatma Gül Çetinel, 2008; In their article titled “Comparison of Attitudes of Male and Women Managers towards Gender Discrimination”, they enlightened our study by examining the relationship between the gender of hotel department managers in tourism sector and their attitudes towards gender discrimination. In another study,

Ayşe Karaca, 2007; In her thesis titled “Carrier Obstacles of Women Managers: An Applied Study on Glass Ceiling Syndrome”, it was remarkable that factors which prevent



women from getting high level positions and are called glass ceiling have been analyzed within a theoretical framework.

Ayşe Esmeray Yogun Ercen, 2008; In her thesis titled “Strategies of Women to Cross Glass Ceiling”, she stated some points for the most effective strategies women use in order to cross glass ceiling and to get management positions.

Bayram Sezen, 2008; In his thesis titled “Glass Ceiling Obstacle with which Women Employees Face in Organizations: A Research in Medium and Large Sized Hotel Enterprises”, he focused on dimensions of glass ceiling syndrome and negations occurring.

Nilgün Anafarta et al, 2008; In their articles titled “Ceiling Perception of Women in Accommodation Enterprises: A Research in Antalya Province”, they focused on issues in this topic by conducting a research on women managers in accommodation enterprises.

Edip Örucü et al., 2007; in their article titled “Glass Ceiling Syndrome and Obstacles with Which Woman Face in Reaching High Level Manager Positions: Balıkesir Province example”, they pointed out women managers and glass ceiling syndrome, and they also suggested some solutions by determining negations in this respect.

1.1 Women Employees and Women Managers

“The most important factor which determines the position of women in society in terms of politics and economy is their working life” (Aytaç, 1999: p. 27). Women playing an active role within working life cannot undertake the same active role in decision mechanisms. The reason for their not being within decision mechanism is political procedures. However, women employees have managed to make these political attitudes more moderate since then. Women managers try to break many social prejudices and continue their studies in this respect.

Women trying to promote to a manager position face with many problems concerning motivation, work performance and psychology. Therefore, the factors motivating and demotivating the success of women are significant. Proficiency of women in terms of experience and occupation in order them to promote to such a position as manager, chief is required to prevent inequalities to occur during appointments realized in management position.

In a study named “Women in Working Life” by Hynovitz & Schelhardt published on Wall Street Journal in 1986 glass ceiling issue was mentioned. Glass ceiling issues with which women working in medium and large-sized tourism enterprises in the position of manager face were mentioned abundantly and the work in question has been used as a source in different studies (Anafarta et al., 2008).

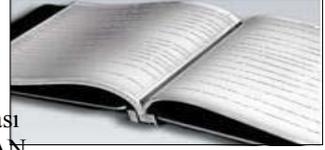


Figure 1: Life in bell jar

Source :www.nuveforum.net Access: 19.02.2011

1.1.1 The Importance of Working in terms of Woman

Working life has changed dramatically thanks to developments in technology in parallel with ever-increasing demands. Women who have got their share from this change and joint the working life faced many problems and attempts to find a solution has increased. Women used to be as a slave in the past now take place in technological land industrial life and make these sectors even more important. The number o women working as a manager is remarkable and today we see that they take place in such sectors as education, healthcare, production, food, and tourism.

Women beginning their working life as an unqualified employee generally have formed suitable ground for themselves in time. Women not having the vote and the right to hold office in the past can be within the management and at the highest level of management in many world countries. Women deprived from many rights especially education are considered as those who can only deal with households and work on agricultural fields, and who are not perceived as different from an object raising a child.

Eyüpoğlu, 1999, p.15; In his study, it is remarkable that he collected the working life and attempts of women under four different titles and groups economically and monetarily. When we analyze them,

- Women group who, despite being in an economical activity, cannot get any benefit or revenue in return,
- The group consisting of women who are not accepted as being in an economical activity and cannot get any financial benefit,
- The group consisting of women who work temporarily and disorganized in jobs accepted as marginal (Many of women in this group are those who are not restricted formally),
- The group of women who get paid for the job and activity they perform.



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The fact that women want to be within working life has resulted in gender discrimination due to being women. It is still not accepted in many countries that they improve and train themselves. And this proves that women who should be within working life are not in actually. One of the most important factors is rule of men. There are many problems women workers face, among them are political, judicial, economical, psychological problems, and health and violence. Restriction of their economical freedom and exposure to violence by their husbands or brothers may damage their mental health, and they may experience certain problems.

1.1.2 Work Force Industry and Working Women Portrait from Past to Present

The role of women moving from villages to cities has changed with city life since 1950s. It has given opportunities to women who worked in agricultural fields to take in charge as a worker in industry, expert and master. In our day, when women have become more a part of work force industry with changing economical and social structure, dimensions of women employment and social structure in Turkey should also be considered (Koray et al, 1999: p.10). Women's taking place in work force industry has also been reflected in working life.

Ozar, 1999, 157; In his study, it has been found that women are still expert in household, raising and caring a child. Such studies reveal the negations women face with in their working life. Many institutional enterprises hinder women manager and employees.

1.1.2.1 The Place and Importance of Women in History

Women play an important role in social life. Respect and value to a woman differ according to societies.

Connell, 1987; Kin comes from mother in matriarchal societies and heritage passes from mother to children. This situation brings together an inequality although there is no discrimination between male and women.

It is stated that although there are regional disparities between 1970-1990, the number of the labouring women increased all around the world. The rate of women employees in the work force increased from 35% to %39 in developed countries, from 24% to 29% in Latin America, from 12% to 17% in North Africa and West Asia; and remained same as 40% in East Asia and 35% in Southeast Asia. Economically, while the active women population is around 59% in Far East Asia, this rate is 50% in America, and approximately 40% in EU countries.” (Koray et al. 1999, p. 24).

1.1.3. Women and Work force Development in Turkey

Women force is registered as wageworker in our country as in the other countries. Together with the decrease in men work force, the need for women has increased, and the number of labouring women has improved.



Some legal arrangements realized following the foundation of the Republic has changed both the role and status of the woman in the society, and her situation in working life. These developments have contributed realization of significant steps towards woman's having the position she deserves.

1.1.4. Involvement of Women in the Work Force Market

Involvement of the women in the work force market has started with need of effort and work force in Turkey. In the First World War, the War of Independence and the Second World War, which are among the economic-origin factors, the number of the labouring women has gradually increased because of the reasons caused by the decrease in the number of the men. (Mardin, 2000, p. 14).

After 1950 in Turkey, it is possible to see that there are people who work in various sectors other than agriculture. It is Because of the rural depopulation, the number of the women who work in the industry sector has increased. (Koray et al. 1996: p. 16-17).

Involvement of the women in the work force caused cultural and social life in the society to become different. This situation brought about some differences in the thoughts of individuals who want to see women in closed places. (Koray et al., 1996, p. 16-17) The women who want to build a stable ground and status started to work, have education, and develop ideas which push them to the forefront when working in a multidimensional way. (Kocacık and Gökkaya, 2005: p. 196).

Today's society has provided legal rights devoted to the social and cultural values of women and studies aimed at developing these rights day by day. However, although these studies devoted to these legal rights are carried out in a legal framework in our country, it is not possible to say that they are applied and enforced. (Çolak and Kılıç, 2001: p. 7).

2. THE DEFINITION OF GLASS CEILING CONCEPT

The glass ceiling concept is defined as the obstacles faced by women who wish to have high statues in companies or non-profit organizations and struggle for having these statues. According to Uzun, the term of glass ceiling states the ambiguity of the problems faced. (Uzun 2005: p. 33). The term equivalence of glass ceiling concept is "*Glass Ceiling*" in English.

Glass ceiling characterizes the intangible, unovercomable obstacles that aim to stop their promotion regardless of their successes, and partaking between women and management. It is determined that these kind of obstacles cause that the people who have various skills required for enterprises' gaining competitive superiority cannot take office in management bodies, and that regardless of their characteristics, their skills which can contribute to the efficiency of the enterprises are not profited. (Aytaç, 1997, p. 27-28).



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Until today, the field where the discrimination against gender is emphasized most is promotion. It is seen that the reasons such as women's generally being employed in jobs which do not require any qualification, their education level's being insufficient, and their role and responsibilities in family life obstruct their promotion. (O'Mahony and Stilitoe, 2001). The discrimination in the promotion process is effective in the development of glass ceiling concept. Glass ceiling is defined as an unofficial promotion limit for women employees of organization. There are some abstentions on sending women employees to the training programs for promotion preparation, it is stated that the reason behind this situation is the prejudice that the basic information area of women employees are their homes and families. (Aycan, 1998, p.82-90).

Glass ceiling is caused by the fact that because there is no concrete support for the promotion of women employees, the process of gaining authority hardens, and today, as a concept, connotes gender discrimination in many organizations. (Jerris, 1999). It is stated that today, the effect of glass ceiling in our working life is one of the predominant problems, and blocks the promotion of women. (Ng and Chul, 2001).

According to another definition, glass ceiling refers to the situation in which women stuck at the mid-level of their career. Glass ceiling can also be defined as the intangible obstacles coming into existence as a result of behavioural and organizational prejudice preventing women from having management positions. (Tütek et al., 1998, p. 290).

2.1. The Characteristics of Glass Ceiling Concept

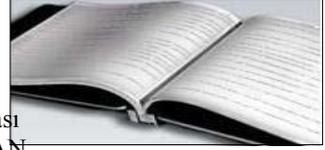
Emergence of glass ceiling phenomena draws attention to the mannish organizational culture. It is claimed that men dominating culture play a blocking role in women's careers. These situation bases on the norms and beliefs men depend on rather than women in organizations. (Annelies E. M. van Vianen, Angeta H. Fischer, p. 315). Because senior managers are mostly men and it is assumed that men stick to the mannish values rather than womanish values, it is argued that mannish norms and values probably prevail in the management cultures, and these mannish cultures constitutes one of the glass ceiling elements. (Annelies E. M. van Vianen, Agneta H. Fischer, p. 315).

According to Aycan, glass ceiling which is the biggest problem for women in their working life has three dimensions. These are;

1. The obstacles by man managers,
2. The obstacles by woman managers,
3. The obstacles by the person herself.

2.2. The Obstacles by Man Managers

The prejudices such as that women cannot do management jobs, they are not qualified in terms of personality, determination and enthusiasm, and men have difficulties in communication with the women can be counted as big obstacles on women's being manager. (Yaylacı, 2004; Örucü et al., p: 119).



2.3. The Obstacles by Woman Managers

Women managers may wish to be alone at the point they are, to stay alone and not support the women in hierarchy. The woman managers who exhibit those kinds of behaviours prevent the promotion of women whom they believe they do not struggle as much as they do. Also, They may even support man employees. This situation is named as ‘‘queen bee syndrome’’ in literature. In some researches carried out, it is stated that the idea depending on the fact that because of the attitude of woman managers, on the condition that manager of low-level woman employees is a man, they can promote faster and are not hampered. (Oswald and VanMatre, 1990).

2.2. The Obstacles by the Person Herself

When the obstacles by the person herself are evaluated in terms of career obstacles, these obstacles are not caused by the other people and external conditions, but the person herself. When the obstacles by the woman herself (Aycan 2001a; Örucü, Kılıç and Kılıç 2007, p. 119-120) and the elements causing person to constitute these obstacles are analyzed;

- Adopting social values without questioning,
- Failing to cope with the work-family conflict and subsequent guilt feelings,
- Not having the belief or chance of improving herself, changing her conditions,
- Feeling compelled to support the system because of the belief depending on that the system cannot be changed,
- Not preferring to promote their career,
- Not risking the requirements and responsibilities of promoting their career,
- Lack of self-confidence,
- Not knowing their own mind,
- Failing to answer where the place of woman is in their attitudes regarding gender roles.

2.5. Glass Ceiling Obstacle in Accommodation Enterprises

The glass ceiling syndrome in accommodation enterprises come to the fore as an intangible and insurmountable obstacle which hamper women employees to promote to management positions by ignoring their skills and successes. (David et al., p. 655-682).

Jackson (2000); In his research on glass ceiling perceptions of mid-level women managers; he searched the career obstacles of women in organizations, the initiatives they undertake on removing the obstacles and the opportunities they are offered in their career development.



2.6. The reasons of Glass Ceiling Obstacle In Accommodation Enterprises

It is observed in many companies that the employment of women who are important in terms of work force has turned into a requirement for the success of that company. It is determined that the roles and responsibilities of women in the family life limit the probability of their being promoted. (Kocacık and Gökkaya 2005, p. 209).

According to the ILO data; it is determined that there is an increase in the rate of women in management positions, the rate of increase is low, and it is not equal with the rate of men. As a result of the studies concerning the positions of women employees in business world, it is determined that in some countries the rate of increase is low or not existent, and there is a decrease in the rate of women managers in some countries. (www.ilo.org).

One of the most significant reasons of gender discrimination in business life is the role of woman provided by the society because of her biological differences. The obstacle for women to build a career in business life is the responsibility of family and childrearing. The participation of women in working life increases with their education level. The participation of women with a low level of education into working life is 17%; this rate is 74% when it comes to the high school and university graduates. (Eyüboğlu, Özar and Tanrıover 2000).

2.7. The results of Glass Ceiling Obstacle In Accommodation Enterprises

The Glass ceiling obstacle In accommodation enterprises can result in;

- Personal
- Organizational and
- Social consequences.

Because of the working conditions caused by gender differences, use and production of information with today's working perception, old traditional judgments and models, unequal conditions between men and women in working life and prejudicial approaches, the level of harmonization of women into working life is below the desired level. The fact that women are in working life, and they use their skills and intelligence in a fruitful way is important not only for themselves but also for companies and improvement in the society. Thus, the harmonization of women into working life has an importance. (Olaş, 2006, p. 54).

2.8. Individual Consequences of Glass Ceiling Obstacle In Accommodation Enterprises

Women managers who cannot integrate into the working life failing to do their part in a fruitful way can be counted as the individual consequences of glass ceiling obstacle in accommodation enterprises. Also women managers may have qualifications that may cause glass ceiling obstacle to result in some consequences.



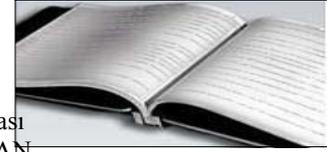
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The obstacles caused by individual factors can be listed as undertaking multiple roles, the personal preferences and perceptions of women, loss of motivation, decrease in commitment to the company, low job satisfaction, foreignisation to company, decrease in performance.

3. APPLICATION

3.1. Factor Analysis

Factor analysis is a method carried out to search the origin of relation between variables and to present them in a more meaningful and special way. (Eroğlu 2005: p.14).

Table 1. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0,709
Bartlett's Test of Sphericity	Approx. Chi-Square	1808,921
	Df	325
	Sig.	0,000

Alpha Coefficients of each question in the scale are given below.

3.2. Findings concerning leadership behaviour perceptions

In the research, the distribution of the factors of survey questions consists of 6 problems. These constitutes of;

- Gender discrimination; 13, 14, 15, 16, 17, 18, 20, 22,
- Negative prejudices against women; 12, 15, 21, 26,
- Obstacles caused by senior management; 8, 9, 19, 23, 24, 25,
- Social life; 2, 3, 10,
- Family Life; 1, 4, 11,
- Education; 5, 6, 7 problems.

Table 3. Findings concerning leadership behaviour perceptions

	Cronbach's Alpha if Item Deleted	Average	Standard deviation
Gender discrimination			
Women experience discrimination on payment, promotion and bonus	0,588	3,2886	1,16419
Fewer chances are given to women for being senior manager	0,585	2,6577	1,12569
Women managers are not paid regard so much by their inferiors	0,594	3,4765	1,08792
Women managers are not paid regard so much by their seniors.	0,590	3,6040	1,12598
In crisis periods, firstly women employees are dismissed.	0,584	3,4295	1,00844
Women can cope with the difficulties come together with the senior management positions.	0,630	2,2483	1,08370
In appointment to a management position, being a man is a motive to prefer.	0,569	2,9463	1,19563
Negative prejudices against women			
Being a woman does not constitute an obstacle for being a manager.	0,644	1,7114	,92485
Women employees try very hard to overcome their career obstacles.	0,570	2,4362	1,11089
Women are being employed in lower positions compared to their skills.	0,586	3,1409	1,04636



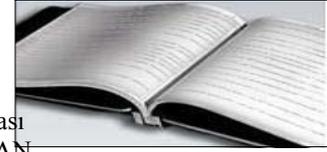
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Women managers do not want to take so many responsibilities.	0,604	3,6443	1,19726
Obstacles caused by senior management			
Women's showing a higher performance than men do is effective in their being manager.	0,583	2,6913	1,10832
The effect of women's having a good relation with their seniors is significant for their promotion.	0,581	2,7450	1,12198
Women managers struggle more than men managers do to be successful.	0,577	2,8523	1,21018
Even if there are women managers in the company, men managers are more effective in the decisions taken.	0,569	3,1745	1,07635
Women managers are as successful as men managers in communication.	0,622	1,7248	,86882
Women have difficulty in taking the decision of having the senior positions.	0,588	3,3356	1,11870
Social Life			
I think women managers cannot spend enough time with their families because of their job.	0,592	2,8188	1,07209
I think women managers cannot spend enough time with their families because of their job.	0,597	2,9262	1,19172
The social relations they have in the company have a great importance in their promotion.	0,599	2,4295	,90236
Family Life			
Women have difficulty in constituting a balance between business and family life.	0,611	3,4094	1,22482
The families of women managers support them on their career.	0,626	2,4430	,94713
Women's being married and having children negatively affect their career.	0,596	3,2752	1,14997
Education			
The education women managers have has the biggest share in their career.	0,611	2,2752	,93620
Women managers can promote to the positions they deserve thanks to the education they have.	0,629	2,4228	1,00795
In women's being manager, the role of in-service education is dramatic.	0,614	2,5839	,93071

3.3. Findings between Variables

When the correlation of relation between factors constituted in the research, it is determined that there is a high positive relation between negative prejudices against women and sub-factors of gender discrimination (r: 0,475), and between negative prejudices against women and the obstacles caused by senior management (r: 0,438), and between the obstacles caused by senior management and gender discrimination (r: 0,458), and between social life and the obstacles caused by senior management (r: 0,240), and between family life and social life (r: 0,556), and between family life and gender discrimination (r: -0,170).

Table 4. Correlation distribution between variables

		Gender discrimination	Negative prejudices against women	Obstacles caused by senior management	Social life	Family life	Education
Gender discrimination	r	1					
	p						
	N	149					
Negative prejudices	r	,475(**)	1				



against Women	p	,000					
	N	149	149				
Obstacles caused by senior management	r	,458(**)	,438(**)	1			
	p	,000	,000				
Social life	r	-,098	,017	,240(**)	1		
	p	,235	,841	,003			
Family Life	r	-,170(*)	-,043	,134	,556(**)	1	
	p	,039	,605	,103	,000		
Education	r	-,018	-,061	-,081	,007	-,087	1
	p	,827	,462	,327	,929	,289	
	N	149	149	149	149	149	149

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

3.1.7. Findings obtained as a result of Indifference Analysis

The relation between gender, education, age, their tourism education level, the school or institution they have this education, their position in the company, the number of the years they work in the tourism sector and leadership behaviour perceptions is examined, and according to the demographic characteristics, whether there are significant differences are checked by testing the indifference hypothesis. T test and anova analysis are used to obtain the results.

3.1.7.1. Gender

The hypothesis to determine whether gender shows a different approach against independent variables is constituted as follows.

H₀: There is no difference in the approach against variables according to gender.

H₁: There is difference in the approach against variables according to gender.

Our research was carried out on 149 managers. 54,4% (n=81) is women, 45,6% (n=68) is men out of 149 people.

Table 5. T test table for Gender factor

	Gender	N	Average	Standard deviation	t	p
Gender discrimination	Women	81	3,0582	,59837	-,797	,427
	Men	68	3,1345	,56169		
Negative prejudices against women	Women	81	2,7037	,50484	-,820	,414
	Men	68	2,7684	,44746		
Obstacles caused by senior management	Women	81	2,7922	,63494	,923	,358
	Men	68	2,7083	,43421		
Social Life	Women	81	2,9383	,81669	3,902	,000**
	Men	68	2,4706	,60740		
Family Life	Women	81	3,1893	,63670	2,948	,004*
	Men	68	2,8676	,69382		
Education	Women	81	2,5103	,60802	1,789	,076
	Men	68	2,3284	,62955		

*p<0,05; **p<0,000



The effect of gender factor on variables was analyzed, and shown on the Table. As shown on the table, a value below 0,5 in the significance level of gender status between social life lower dimension and family life lower dimension was appeared. As a result of this, H1 hypothesis was accepted for social life lower dimension and family life lower dimension.

3.1.7.2. Age

The hypotheses concerning whether there is any difference in the approaches to the independent variables according to age level of the people who take the survey are as follows.

H₀: There is no difference in the approach against variables according to age level.

H₁: There is difference in the approach against variables according to age level.

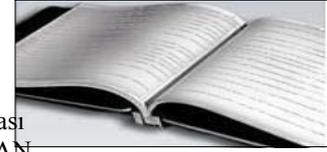
When the age level of the managers who participate in our research is examined; it is determined that of all the participants, 32,2% is between 31-35 years, 28,9% is between 26-30 years, 15,4% is between 21-25 years, 15,4% is between 36-40 years, 2,2% is between 31-35 years and 21-25 years, 7,4% is between 41-45 years, 0,7% is 50 and above 50 31-35 years of age.

Table 6. The ANOVA Results for Age Level Factor

		Total of squares	Df	Square of the average	F	p
Gender discrimination	Intergroup	4,623	5	,925	2,914	,015*
	Intragroup	45,374	143	,317		
	Total	49,997	148			
Negative prejudices against women	Intergroup	4,085	5	,817	3,911	,002*
	Intragroup	29,873	143	,209		
	Total	33,958	148			
Obstacles caused by senior management	Intergroup	2,852	5	,570	1,929	,093
	Intragroup	42,291	143	,296		
	Total	45,144	148			
Social life	Intergroup	7,374	5	1,475	2,677	,024*
	Intragroup	78,788	143	,551		
	Total	86,163	148			
Family life	Intergroup	4,676	5	,935	2,095	,069
	Intragroup	63,832	143	,446		
	Total	68,509	148			
Education	Intergroup	2,149	5	,430	1,113	,356
	Intragroup	55,202	143	,386		
	Total	57,351	148			

*p<0,05

When the table is examined, it is determined that there is a significant relation between age level and gender discrimination lower dimension, negative prejudices against women lower dimension and social life lower dimension. As a result of this, H1 hypothesis was accepted for negative prejudices against women lower dimension and social life lower dimension.



3.1.7.3. Marital Status

The hypotheses concerning whether there is any difference in the approaches to the independent variables according to marital status of the people who take the survey are as follows.

- H_0 : There is no difference in the approach against variables according to marital status.
 H_1 : There is difference in the approach against variables according to marital status.

It is determined that of the managers who participate in our survey, 53,7% is married, 45,6% is single, 0,7% is divorced.

Table 7. The ANOVA Results for Marital Status Factor

		Total of squares	Df	Square of average	F	p
Gender discrimination	Intra group	1,229	2	,615	1,840	,162
	Inter group	48,768	146	,334		
	Total	49,997	148			
Negative prejudices against women	Intra group	1,076	2	,538	2,388	,095
	Inter group	32,882	146	,225		
	Total	33,958	148			
Obstacles caused by senior management	Intra group	,916	2	,458	1,512	,224
	Inter group	44,228	146	,303		
	Total	45,144	148			
Social life	Intra group	4,356	2	2,178	3,887	,023*
	Inter group	81,807	146	,560		
	Total	86,163	148			
Family life	Intra group	1,119	2	,560	1,213	,300
	Inter group	67,389	146	,462		
	Total	68,509	148			
Education	Intra group	,852	2	,426	1,101	,335
	Inter group	56,499	146	,387		
	Total	57,351	148			

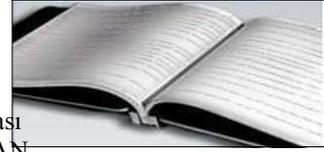
* $p < 0,05$

When the table is examined, it is determined that there is a significant relation between marital status and social life lower dimension and social life lower dimension. As a result of this, H_1 hypothesis was accepted for social life lower dimension.

3.1.7.4. Education Level

The hypotheses concerning whether there is any difference in the approaches to the independent variables according to education level of the people who take the survey are as follows.

- H_0 : There is no difference in the approach against variables according to education level.
 H_1 : There is difference in the approach against variables according to education level.



When the education level of the managers who participate in our survey, it is determined that of all the participants, 47% has bachelor degree, 37,6% has associate degree, 11,4% has high college education, 3,4% has postgraduate education, 0,7% has secondary school education.

Table 8. The ANOVA Results for Education Level Factor

		Total of squares	Df	Square of average	F	p
Gender discrimination	Intra group	3,653	4	,913	,913	,322
	Inter group	46,344	144	,322		
	Total	49,997	148			
Negative prejudices against women	Intra group	1,686	4	,422	1,881	,117
	Inter group	32,272	144	,224		
	Total	33,958	148			
Obstacles caused by senior management	Intra group	2,298	4	,574	1,931	,108
	Inter group	42,846	144	,298		
	Total	45,144	148			
Social life	Intra group	3,652	4	,913	1,593	,179
	Inter group	82,511	144	,573		
	Total	86,163	148			
Family life	Intra group	1,656	4	,414	,892	,471
	Inter group	66,853	144	,464		
	Total	68,509	148			
Education	Intra group	2,385	4	,596	1,562	,188
	Inter group	54,966	144	,382		
	Total	57,351	148			

When the table is examined, it is determined that there is no difference in the approaches to independent variables according to education level. As a result of this, H₀ hypothesis was accepted.

3.1.7.5. Tourism Education Level

The hypotheses concerning whether there is any difference in the approaches to the independent variables according to tourism education level of the people who take the survey are as follows.

H₀: There is no difference in the approach against variables according to tourism education level.

H₁: There is difference in the approach against variables according to tourism education level.

Table 9. T test results for tourism education level factor

		N	Average	Standart deviation	t	p
Gender discrimination	Yes	138	3,0497	,55413	-3,330	,001**
	No	11	3,6364	,66506		
Negative prejudices against women	Yes	138	2,6993	,46123	-3,155	,002**
	No	11	3,1591	,51566		



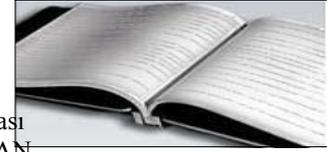
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Obstacles caused by senior management	Yes	138	2,7198	,53392	-2,728	,007**
	No	11	3,1818	,62563		
Social life	Yes	138	2,7005	,73747	-1,384	,168
	No	11	3,0303	1,02691		
Family life	Yes	138	3,0266	,66917	-1,013	,313
	No	11	3,2424	,81773		
Education	Yes	138	2,4517	,63782	1,705	,090
	No	11	2,1212	,22473		

**p<0,000

When the table is examined, it is determined that there is a significant relation between tourism education level and gender discrimination negative prejudices against women, and obstacles caused by senior management lower dimension. As a result of this, H₀ hypothesis was accepted for social life lower dimension for negative prejudices against women and obstacles caused by senior management lower dimension.

3.1.8. The School and/or Institution they have This Education

The hypotheses concerning whether there is any difference in the approaches to the independent variables according to the participants' school and/or institution they have this education are as follows.

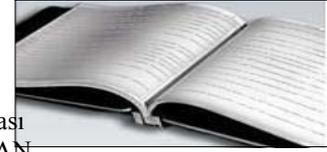
H₀: There is no difference in the approach against variables according to the school and/or institution they have this education.

H₁: There is difference in the approach against variables according to the school and/or institution they have this education.

When the managers' the school or institution they have this education are examined, it is determined that of all the managers, 92, and 6% has education in the field of tourism and hotel management, 7,4% has no education in this field. It is determined that of all the educated people, 39,6% has bachelor degree, 36,2% has associate degree.

Table 10. Anova test results for the factor of the school and/or institution they have education

		Total of squares	Df	Square of average	F	p
Gender discrimination	Intra group	6,288	5	1,258	4,114	,002*
	Inter group	43,709	143	,306		
	Total	49,997	148			
Negative prejudices against women	Intra group	3,010	5	,602	2,781	,020*
	Inter group	30,948	143	,216		
	Total	33,958	148			
Obstacles caused by senior management	Intra group	3,633	5	,727	2,503	,033*
	Inter group	41,511	143	,290		
	Total	45,144	148			
Social life	Intra group	6,878	5	1,376	2,481	,035*
	Inter group	79,285	143	,554		
	Total	86,163	148			



Family life	Intra group	3,630	5	,726	1,600	,164
	Inter group	64,879	143	,454		
	Total	68,509	148			
Education	Intra group	3,241	5	,648	1,713	,135
	Inter group	54,110	143	,378		
	Total	57,351	148			

When the table is examined, it is determined that there is significant relation between the school and/or institution they have the education and gender discrimination, negative prejudices against women, obstacles caused by senior management, and social life lower dimension. As a result of this, H₀ hypothesis was accepted for gender discrimination, negative prejudices against women, obstacles caused by senior management, and social life lower dimension.

3.1.9. The Position in the Company

The hypotheses concerning whether there is any difference in the approaches to the independent variables according to the participants' position in the company are as follows.

H₀: There is no difference in the approach against variables according to the position in the company.

H₁: There is difference in the approach against variables according to the position in the company.

When the managers' positions in the company are examined, it is determined that of all the managers, 55,7% is mid-level manager, 32,2% is junior manager, and 12,1% is senior manager.

Table 11. Anova Results for the Position in the Enterprise

		Total of squares	Df	Square of average	F	p
Gender discrimination	Intra group	,390	2	,195	,574	,565
	Inter group	49,607	146	,340		
	Total	49,997	148			
Negative prejudices against women	Intra group	,134	2	,067	,290	,749
	Inter group	33,824	146	,232		
	Total	33,958	148			
Obstacles caused by senior management	Intra group	,143	2	,072	,233	,793
	Inter group	45,000	146	,308		
	Total	45,144	148			
Social life	Intra group	,737	2	,369	,630	,534
	Inter group	85,425	146	,585		
	Total	86,163	148			
Family life	Intra group	,912	2	,456	,985	,376
	Inter group	67,596	146	,463		
	Total	68,509	148			
Education	Intra group	,041	2	,020	,052	,949
	Inter group	57,310	146	,393		



	Total	57,351	148			
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When the table is examined, it is determined that there is no difference in the approaches to independent variables according to their position in the company. As a result of this, H₀ hypothesis was accepted.

3.1.10. The Number of the years the managers work in the Tourism Sector

The hypotheses concerning whether there is any difference in the approaches to the independent variables according to the number of the years the managers work in the tourism sector are as follows.

H₀: There is no difference in the approach against variables according to the number of the years the managers work in the tourism sector.

H₁: There is difference in the approach against variables according to the number of the years the managers work in the tourism sector.

When the number of the years the managers work in the company are examined, it is determined that of all the managers, 35,6% is between 6-10 years, 30,9% is 11-15 years, 16,1% is below 5 years, and 12,8% is 16-20 years.

Table 12. Anova Results for the service length in Tourism Sector

		Total of squares	Df	Square of average	F	p
Gender discrimination	Intra group	3,392	4	,848	2,620	,037*
	Inter group	46,605	144	,324		
	Total	49,997	148			
Negative prejudices against women	Intra group	1,722	4	,431	1,923	,110
	Inter group	32,236	144	,224		
	Total	33,958	148			
Obstacles caused by senior management	Intra group	3,352	4	,838	2,887	,025*
	Inter group	41,792	144	,290		
	Total	45,144	148			
Social life	Intra group	15,395	4	3,849	7,832	,000*
	Inter group	70,768	144	,491		
	Total	86,163	148			
Family life	Intra group	6,364	4	1,591	3,687	,007*
	Inter group	62,145	144	,432		
	Total	68,509	148			
Education	Intra group	3,990	4	,998	2,692	,033*
	Inter group	53,361	144	,371		
	Total	57,351	148			

*p<0,05

When the table is examined, it is determined that there is significant relation between the position in this company and gender discrimination, obstacles caused by senior management, social life, family life lower dimension. As a result of this, H₀ hypothesis was accepted for the position in this company and gender discrimination, obstacles caused by senior management, social life, and family life lower dimension.



Table 20. The Findings of attitudes towards Women Employees in Accommodation Enterprises.

	I totally agree		I agree		I am neutral		I disagree		I strongly disagree	
	N	%	N	%	N	%	N	%	N	%
Career Obstacles										
Women have difficulty in constituting a balance between business and family life.	14	9,4	23	15,4	28	18,8	56	37,6	28	18,8
I think women managers cannot spend enough time with their families because of their job.	13	8,7	58	38,9	25	16,8	49	32,9	4	2,7
Women managers make concessions from their family life to promote in their career.	16	10,7	50	33,6	25	16,8	45	30,2	13	8,7
The families of the women managers support them on their career.	23	15,4	57	38,2	54	36,2	10	6,7	5	3,4
The education the women managers have has the most important share in their career.	24	16,1	81	54,4	28	18,8	11	7,4	5	3,4
Women managers can promote to the positions they deserve thanks to the education they have.	22	14,8	73	49,0	27	18,1	23	15,4	4	2,7
In women's being manager, the role of in-service education is dramatic.	8	5	77	51,7	40	26,8	17	11,4	7	4,7
In women's being manager, the role of their displaying a higher performance than men is dramatic.	19	12,8	57	38,3	31	20,8	35	23,5	7	4,7
The effect of women's having a good relation with their seniors is significant for their promotion.	17	11,4	57	38,3	31	20,8	35	23,5	9	6,0
The social relations they have in the company have a great importance in their promotion.	13	8,7	85	57,0	28	18,8	20	13,4	3	2,0
Women's being married and having children negatively affect their career.	10	6,7	33	22,1	32	21,5	54	36,2	20	13,4
Being a woman does not constitute an obstacle for being a manager.	77	51,7	48	32,2	18	12,1	2	1,3	4	2,7
Women experience discrimination on payment, promotion and bonus	12	8,1	27	18,1	38	25,5	50	33,6	22	14,8
For being a senior manager, women are given less opportunity than men.	18	12,1	63	42,3	31	20,8	26	17,4	11	7,4
Women employees try harder to overcome their career obstacles.	31	20,8	58	38,9	30	20,1	24	16,1	6	4,0
Women managers are not paid regard so much by their inferiors.	9	6,0	18	12,1	39	26,2	59	39,6	24	16,1
Women managers are not paid regard so much by their seniors.	10	6,7	15	10,1	30	20,1	63	42,3	31	20,8
In crisis periods, firstly women employees are dismissed.	5	3,4	28	18,8	28	18,8	74	49,7	14	9,4



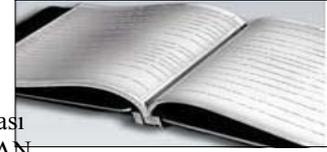
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Women managers try harder to overcome their career obstacles than men.	22	14,8	41	27,5	37	24,8	35	23,5	14	9,4
Women can cope with the difficulties come together with the senior management positions.	39	26,2	60	40,3	32	21,5	10	6,7	8	5,4
Women are being employed in lower positions compared to their skills.	6	4,0	38	25,5	50	33,6	39	26,2	16	10,7
In appointment to a management position, being a man is a motive to prefer.	21	14,1	33	22,1	42	28,2	39	26,2	14	9,4
Even if there are women managers in the company, men managers are more effective in the decisions taken.	7	4,7	44	29,5	24	16,1	64	43,0	10	6,7
Women managers are as successful as men managers in communication.	71	47,7	57	38,3	14	9,4	5	3,4	2	1,3
Women have difficulty in taking the decision of having the senior positions.	6	4,0	37	24,8	28	18,8	57	38,3	21	14,1
Women managers do not want to take so many responsibilities.	10	6,7	21	14,1	19	12,8	61	40,9	38	25,5

When the attitudes of managers towards women employees in accommodation enterprises are examined; it is determined that of all the managers, 37,6% disagree, 15,4% agree, with 'Women have difficulty in constituting a balance between business and family life.' statement, 38,9% agree with 'I think women managers cannot spend enough time with their families because of their job.' statement, 33,6% agree with 'Women managers make concessions from their family life to promote in their career.' statement, 38,2% agree with 'The families of the women managers support them on their career.' statement, 54,4% agree with 'The education the women managers have has the most important share in their career.' statement, 49% agree with 'Women managers can promote to the positions they deserve thanks to the education they have.' statement, 51,7% agree with 'In women's being manager, the role of in-service education is dramatic.' statement, 38,3% agree with 'In women's being manager, the role of their displaying a higher performance than men is dramatic.' statement, 38,3% agree with 'The effect of women's having a good relation with their seniors is significant for their promotion.' statement, 57% agree with 'The social relations they have in the company have a great importance in their promotion.' statement, 36,2% disagree with 'Women's being married and having children negatively affect their career.' statement, 51,7% totally agree with 'Being a woman does not constitute an obstacle for being a manager.' statement, 33,6% disagree with 'Women experience discrimination on payment, promotion and bonus.' statement, 42,3% agree with 'For being a senior manager, women are given less opportunity than men.' statement, 38,9% agree with 'Women employees try harder to overcome their career obstacles.' statement, 39,6% disagree with 'Women managers are not paid regard so much by their inferiors.' statement, 42,3% disagree with 'Women managers are not paid regard so much by their seniors.' statement, 49,7% disagree with 'In crisis periods, firstly women employees are dismissed.' statement, 27,5% agree 'Women managers try harder to overcome their career obstacles than men.' statement, 40,3% agree with 'Women can cope with the difficulties come together with the senior management positions.' statement, 33,6% are neutral against 'Women are being employed in lower positions compared to their skills.' statement, 28,2% are neutral against 'In appointment to a management position, being a man is a motive to prefer.' statement, 43% disagree with 'Even if there are women managers in the company, men managers are more effective in the decisions taken.' statement, 47,7% totally agree with 'Women managers are as successful as men managers in communication.' statement, 38,3% disagree with 'Women have difficulty in taking the decision of having the senior positions.' statement, 40,9% disagree with 'Women managers do not want to take so many responsibilities.' statement.



3.3. THE RESULTS OF THE HYPOTHESES OF THE RESEARCH

3.3.1. The attitudes towards managers in accommodation enterprises differ according to the gender of the managers

Hypothesis 1: The attitudes towards managers in accommodation enterprises differ according to the gender of the managers.

Table 21. T test Results to determine the gender effect in the attitudes towards managers in accommodation enterprises

Gender	N	Average	SS	t	p
Woman	81	2,8803	0,35559	1,884	0,061
Man	68	2,7794	0,28579		

T test was used to determine the effect of the gender of the managers to the attitudes towards managers in accommodation enterprises. As a result of the analysis, it is determined that the gender of the managers has no effect on the attitudes towards the managers in accommodation enterprises ($p>0,05$).

3.3.2. The attitudes towards managers in accommodation enterprises differ according to the age of the managers

Hypothesis 2: The status of the fact that attitudes towards managers in accommodation enterprises differ according to the age of the managers.

Table 22. Anova test Results to determine the age effect in the attitudes towards managers in accommodation enterprises

Age	N	Average	SS	F	p
21–25 years of age	23	3,0117	0,29324	4,148	0,002
26–30 years of age	43	2,8605	0,30827		
31–35 years of age	48	2,8165	0,28042		
36–40 years of age	23	2,8127	0,34621		
41–45 years of age	11	2,5175	0,41544		
Aged 51 and older	1	2,4615	.		

Anova test was used to determine the effect of the age of the managers to the attitudes towards managers in accommodation enterprises. As a result of the analysis, it is determined that the age of the managers is effective on the attitudes towards the managers in accommodation enterprises ($p>0,05$).

3.3.3. The attitudes towards managers in accommodation enterprises differ according to the education level of the managers

Hypothesis 3: The status of the fact that attitudes towards managers in accommodation enterprises differ according to the education level of the managers.

Table 23. Anova test Results to determine the effect of education level in the attitudes towards managers in accommodation enterprises

Education Level	N	Average	SS	F	p
Secondary School	1	3,5000	.	3,024	0,020
High School	17	2,7308	0,43853		
Associate Degree	56	2,8420	0,24684		
Bachelor Degree	70	2,8670	0,33922		
Post Graduate Degree	5	2,5077	0,29965		



Anova test was used to determine the effect of the education level of the managers to the attitudes towards managers in accommodation enterprises. As a result of the analysis, it is determined that the education level of the managers is effective on the attitudes towards the managers in accommodation enterprises ($p>0,05$).

3.3.4. The attitudes towards managers in accommodation enterprises differ according to the tourism and hotel management education level of the managers

Hypothesis 4: The attitudes towards managers in accommodation enterprises differ according to the tourism and hotel management education level of the managers.

Table 24. T test Result to determine the effect of education level on tourism and hotel management in the attitudes towards managers in accommodation enterprises

Education Level on Tourism and Hotel Management	N	Average	SS	t	p
Yes	138	2,8077	0,31239	-3,642	0,000
No	11	3,1678	0,35679		

t test was used to determine the effect of the tourism and hotel management education level of the managers to the attitudes towards managers in accommodation enterprises. As a result of the analysis, it is determined that the tourism and hotel management education level of the managers is effective on the attitudes towards the managers in accommodation enterprises ($p>0,05$).

3.3.4. The attitudes towards managers in accommodation enterprises differ according to the positions of the managers in the enterprise.

Hypothesis 5: The attitudes towards managers in accommodation enterprises differ according to the positions of the managers in the enterprise.

Table 25. Anova test results to determine the effect of the position of the manager in the enterprise in the attitudes towards managers in accommodation enterprises

The position in the enterprise	N	Average	SS	F	p
Senior Manager	18	2,7350	0,46788	1,224	0,291
Mid-Level Manager	83	2,8309	0,33546		
Junior Manager	48	2,8774	0,24178		

Anova test was used to determine the effect of the positions of the managers in the enterprise to the attitudes towards managers in accommodation enterprises. As a result of the analysis, it is determined that the position of the managers in the enterprise has no effect on the attitudes towards the managers in accommodation enterprises ($p>0,05$).

3.3.6. The attitudes towards managers in accommodation enterprises differ according to the number of the years the managers work for the enterprise.

Hypothesis 6: The attitudes towards managers in accommodation enterprises differ according to the number of the years the managers work for the enterprise.

Table 26. Anova test results to determine the effect of the length of service in the attitudes towards managers in accommodation enterprises

Length of Service	N	Average	SS	F	p	Difference between
5 years and less	24	2,9087	0,29982	6,788	0,000	1-5 2-4 2-5
Between 6–10 years	53	2,9550	0,36275			
Between 11–15 years	46	2,7834	0,22781			
Between 16–20 years	19	2,6619	0,21741			
Aged 20 and older	7	2,4670	0,47180			



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Anova test was used to determine the effect of the number of the years the managers work for the enterprise to the attitudes towards managers in accommodation enterprises. As a result of the analysis, it is determined that there is a significant difference between 5 and above 5 years of age, 6-10 and 16-20 years of age, 6-10 and 20 and above 20 years of age ($p>0,05$).

CONCLUSION and SUGGESTION

When the correlation of the relation between the factors constituted in the research was examined, it was determined that there are high positive relation between negative prejudices against women and gender discrimination lower factors, between negative prejudices against women and obstacles caused by senior management, between obstacles caused by senior management and gender discrimination, between social life and obstacles caused by senior management, and between family life and social, and there is low negative relation between family life and gender discrimination.

In the research, it was determined that there is significance between social life lower dimension of gender status and family life lower dimension. As a result of this, H1 hypothesis was accepted for social life lower dimension and family life lower dimension variables.

It was determined that there is a significant relation between age level and gender discrimination lower dimension, negative prejudices against women lower dimension and social life lower dimension. As a result of this, H1 hypothesis was accepted for gender discrimination lower dimension, negative prejudices against women lower dimension and social life lower dimension.

In the research, it was determined that there is significance between marital status and social life lower dimension and social life lower dimension. As a result of this, H1 hypothesis was accepted for social life lower dimension.

It was determined that there is no difference in attitudes towards independent variables according to education level. As a result, H0 hypothesis was accepted.

It was determined that there is a significant relation between tourism education level and gender discrimination, negative prejudices against women, obstacles caused by senior management lower dimension. As a result, H0 hypothesis was accepted for gender discrimination, negative prejudices against women, obstacles caused by senior management lower dimension.

It was determined that there is a significant relation between the school and/or institution they have their education and gender discrimination, negative prejudices against women, obstacles caused by senior management, social life lower dimension. As a result, H0 hypothesis was accepted for gender discrimination, negative prejudices against women, obstacles caused by senior management, social life lower dimension.

It was determined that there is no difference in attitudes towards independent variables according to the positions of the employees in the enterprise. As a result, H0 hypothesis was accepted.

It was determined that there is a significant relation between the position of the employees in the enterprise and gender discrimination, obstacles caused by senior management, social life, family life, education lower dimension. As a result, H0 hypothesis was accepted for gender discrimination, obstacles caused by senior management, social life, family life, education lower dimension.

It was determined that majority of the participants in our research are women, their age range is dominantly between 31-35, they are married, their education level is mostly at the level of bachelor degree, the tourism and hotel management education level of the managers is in the field of tourism and hotel management,



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most of the positions of the managers in the enterprise are mid-level positions, the number of the years which managers work in the tourism sector is between 6-10 years of age.

According to the Hypothesis 1 of our research, the attitudes towards managers in accommodation enterprises show no difference according to the gender of the managers.

According to the Hypothesis 2 of our research, the attitudes towards managers in accommodation enterprises differ according to the age of the managers.

According to the Hypothesis 3 of our research, the attitudes towards managers in accommodation enterprises differ according to the education of the managers.

According to the Hypothesis 4 of our research, the attitudes towards managers in accommodation enterprises differ according to the tourism and hotel management education level of the managers.

According to the Hypothesis 5 of our research, the attitudes towards managers in accommodation enterprises show no difference according to the position of the managers in the enterprise.

According to the Hypothesis 6 of our research, it is determined that there is a significant difference between 5 and above 5 years of age, 6-10 and 16-20 years of age, 6-10 and 20 and above 20 years of age.

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