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**ÖRGÜTSEL DAVRANIŞ ÇALIŞMALARI
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**JOURNAL OF ORGANIZATIONAL
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Research Article/ Araştırma Makalesi**DO MULTIPLE ROLE PLAYING FROM COMPONENTS OF
GLASS CEILING INFLUENCE JOB PERFORMANCE?****CAM TAVAN SENDROMUNUN BİLEŞENLERİNDEN ÇOKLU ROL
ÜSTLENME İŞ PERFORMANSINI ETKİLER Mİ?****Assoc. Prof. Dr. Müslüme AKYÜZ**

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ABSTRACT

The aim of the study was to determine the effect of multiple role playing, which is one of the components of glass ceiling syndrome, on job performance. Within the framework of this purpose, the data of the research were collected with the contributions of 224 nurses providing health services in Malatya. Data analysis was done with the help of SPSS 17 program. In the study, frequency analysis, reliability and validity analysis of the scales to determine the internal consistency of the factors, correlation analyzes to determine the relationships between the variables in the research model, and regression analysis to test the hypothesis of the research were used. Individuals with a high perception of multiple role playing may show behaviors that provide negative outputs such as a decrease in job performance in the organizations they may in, as they become prone to obtaining negative outputs. The results of the study also support this argument. It is possible to say that the results obtained are compatible with other studies in the literature.

Keywords: Glass ceiling, multiple role playing, job performance.

ÖZET

Çalışma, cam tavan sendromunun bileşenlerinden birisi olan çoklu rol üstlenmenin iş performansına etkisini belirlemek amacıyla yapılmıştır. Bu amaç çerçevesinde araştırmanın verileri Malatya ilinde sağlık hizmeti sunan 224 hemşirenin katkıları ile toplanmıştır. Verilerin analizi SPSS 22 programı yardımıyla yapılmıştır. Çalışmada frekans analizi, ölçeklerin faktörlerin iç tutarlılıklarını belirlemeye yönelik güvenilirlik ve geçerlilik analizi, araştırma modelinde yer alan değişkenler arasındaki ilişkileri tespit etmeye yönelik korelasyon analizleri ve araştırmanın hipotezini test etmek için ise regresyon analizi kullanılmıştır. Çoklu rol üstlenme algısı yüksek olan birey, negatif çıktıların elde edilmesi yönünde eğilimli hale geldiğinden bulundukları örgütlerde iş performansının düşmesi gibi olumsuz çıktılar sağlayan davranışlar gösterebilirler. Yapılan çalışmanın sonuçları da bu savı desteklemektedir. Elde edilen sonuçların literatürdeki diğer çalışmalarla uyumlu olduğunu söylemek mümkündür.

Anahtar Kelimeler: Cam tavan sendromu, çoklu rol üstlenme, iş performansı.

1. Introduction

Today's world is changing more rapidly than ever before, and working life is also affected by this change. One of these changes is that women become visible in working life (Özer and Biçerli, 2003: 62). However, due to the existence of a male-dominated structure in working life, women's rights to enter different management positions are restricted (Oakley, 2000; Adams, Gupta, Haughton, & Leeth, 2007). The invisible and unexpressed obstacles that hinder the advancement of women regardless of their success and merit join together to form the “glass ceiling” (Acker, 2009: 200; Korkmaz, 2014: 1). Many studies emphasize that glass ceiling applications have many negative effects on organizational and individual outcomes, and it is suggested that the concept of glass ceiling is an important determinant in the initiation, maintenance and completion of behaviors that have negative effects on female employees.

When the literature on the glass ceiling is examined, it is seen that the factors that affect the formation of the perception in question are taken with different dimensions in different studies. In this study, the view that includes a multiple structure has been adopted. According to this view, glass ceiling; It consists of multi role playing, women's personal preference perception, organizational culture and policies, inability to participate in informal communication networks, lack of guidance, occupational discrimination, stereotypes (Karaca, 2007). In this study, aim to examine the possible effect of multiple role playing (women assuming the roles of working women, spouses, mothers) in job performance among seven components of the glass ceiling. It is expected that the research model will contribute to the literature, since there are limited studies in the domestic and foreign literature measuring the effect of multiple role playing on job performance.

2. Conceptual Framework

2.1. The Concept Multiple Rol Playing

Multi role playing, which is one of a components of the way to the glass ceiling formation, is defined in the literature as "two important main management structures instead of one" (Naz, Fazal & Khan, 2017). Assuming that the role is double-hierarchical according to the multiple role theory (Perry-Jenkins, Repetti & Crouter, 2000: 989); It states that managing different roles has priority over other roles (Thoits, 1992: 237). According to multiple role theory, women maintain a pace of life as working women, spouses and mothers. For this reason, a third role, that is, the role of working women, is added to the role of working outside the home, wife and mother for women. Women, who must maintain both their roles in the family and their roles in business life, find themselves in a number of conflicts (Adak, 2007; Akpınar Sposito, 2013: 492-49). These conflicts usually arise from the inability to allocate time, conflict of different roles with each other, and different duties and responsibilities (Yang, Chen, Choi & Zou2000; Fu & Shaffer, 2001: 503).

Both the role of mother, the role of companion and the responsibilities of the job are on the woman. The pressure it creates causes conflict between family and work areas (Brinkerhoff, 1984). Women must show more to achieve this multiple. It is inevitable for the individual to experience conflict if the roles between concurrent work and family do not match. The reason for this conflict is not the incompetence of the individual, but minus the requirements of the role. Considering family responsibilities even in the workplace has causes negative effects on the business life (Güler, 2005: 76). The woman's multiple roles



as a working woman, wife and mother, because it leads to conflict. Considering family responsibilities even in the workplace has causes negative effects on business life (Greenhaus and Beutell, 1985: 78).

2.2. Job Performance Concept

The concept of performance, which has become increasingly important in the process from the treatment of management as a science to today's competitive business life, has been a phenomenon that is considered important by many researchers in all periods (Şimşek, 2006: 183). Although performance is considered separately on an organizational and employee basis, employee performance and organizational performance interact with each other. While basic criteria such as efficiency, productivity, and competence form the basis for evaluating the performance of an organization, the same criteria apply to employee job performance. Therefore, since the success of the organization has been depends on the success of the employees, it is impossible to consider the performance of the organization separately from the employee performance (Akgemci, 2008: 478). In this study, the job performance dimension of performance has been examined.

“All activities and behavior controlled by employees who ontribute to the organization's achievement of its goals” (Rotundo & Sackett, 2002: 67), "quantitative or qualitative contributions of employees to business goals” (Celep, 2010), “performing a job over a certain period of time, with a certain use of resources” (Eren & Hayatoğlu, 2011), job performance, defined as, is one of the key concepts that helps organizations achieves their goals (Bevan, 2012). Job performance is affected by various elements arising from the personal situation and characteristics of the employee in one dimension (Akdemir, 2004: 16), while the other dimension is affected by the structure of organizations. While business performance is high in organizations with leaders who support and guide employees (Ozler, 2013: 95), the decrease in cooperation in the business environment and the deterioration of their relations reduce business performance (Yetkin, 2008).

2.3. Multiple Role Playing and Job Performance Interaction

As a result of the reflection of the biological characteristics of men and women on gender, that is, because of the perception of gender, the understanding of "public sphere belongs to men and private sphere belongs to a woman" has taken its place in social life. This situation was parallel to working life, the work and social status of men were determined, whereas the social status of women was determined not by their place in working life, but by their roles in the family (Savcı, 2000: 145). As in many countries of the world, the most important duty of women in our country is motherhood and accompaniment (İçli & Gönüllü, 2001). However, despite this common belief in patriarchal societies, women entering the working life must carry out the roles of traditional housewife, wife, mother and child on the one hand, and roles related to their work on the other. Working women; She feels under pressure to be a good mother, good wife, good housewife, good business woman and keep up with all the jobs 197 and as a result of these pressures, she may wear out emotionally by experiencing conflicts from time to time (Çiftçi, 2006: 2). Therefore, the fact that female employees show more power to balance their family and work life causes stress and low performance, the intention to leave the job and even to leave the working life completely (Zeng, 2011: 321). When the glass ceiling literature is examined, although there is a lot of theoretical information about the concept of multi role playing, which is one of the important



components of the glass ceiling and which is the focal point of this study, the number of field studies supporting this result remains limited. According to the research of Ragins, Townsend, Mattis (1998), which is one of these rare studies, it was concluded that the phenomenon of multiple role playing negatively affects the performance of 94 percent of female managers. According to the results of the study conducted by Dombeck (2012) in Taiwan, it has been shown that employees who experience multiple role playing experience job performance, especially lack of motivation and job dissatisfaction. The results of Çelik (2013) 's study with 200 educators in Turkey determined the indirect and direct effects of multi role playing ambiguity on job performance. In the effect of multiple role playing on job performance, the full mediating role of emotional exhaustion was also determined.

In this study, the effect of multi role playing, which is a components of the glass ceiling, which hinders the development of female employees and their career goals, on job performance was examined.

H1: Multiple role playing affects job performance.

3. Method of Research

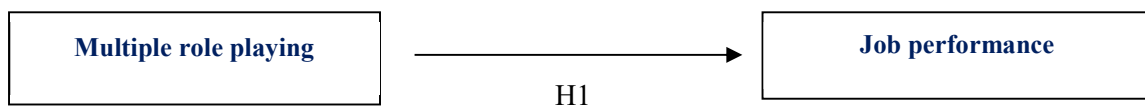
3.1. Aim and Model of Research

Since the 1980s, in the world and Turkey, along with technological, economic and social change, despite an increase in the number of women employees and productivity, the same rate was not achieved in the number of senior managers and leaders. When the reasons of the obstacles for women to come to higher levels are examined, it is seen that the most prominent obstacle is glass ceiling syndrome. This situation brings with it the increase in studies related to the concept. (Barutçugil, 2002: 16)

As stated in the theory section of the study, the obstacles that are defined as “glass ceiling” prevent women managers from reaching their top management positions. These obstacles may arise from a number of individual, organizational and social factors. In this context, in this study, it is aimed to determined whether multiple role playing of these components exists in the health service sector, and then to examine the impact of multiple role playing that prevents women from rising to senior managementpositions on job performance level. The research model created in the study considering of the hypothesis developed from this perspective is given in Figure 1.

Figure 1

Research Model



3.2. Data Collection Tools

The data needed for the aim of the study were collected via a questionnaire. Two different scales were used to measure the dependent and independent variables in the research model. A 5-point Likert-type scale was used in the scales as “1 (I strongly disagree and 5) I strongly agree”. The questionnaire formed within the scope of the research consists of three sections



and contains 42 statements. However, in this study, only the expressions in dimensions of the multiple role playing of “Glass Syndrome Scale” were utilized.

3.2.1. Personal Information Form

This section includes 5 open-ended questions including gender, age, marital status, educational background and duration of professional experience to determine the demographic characteristics of employees.

3.2.2. Glass Ceiling Syndrome Scale

During the research process, the questionnaire questions developed by Ayşe Karaca (2007) in her thesis titled “Career Barriers in Women Managers; An Applied Research on Glass Ceiling Syndrome”, prepared at the Institute of Social Sciences, Selçuk University, were used to measure the perception of glass ceiling. The scale consisting of 38 questions refers to 7 sub-dimensions: multiple role playing, perceptions of personal preference, organizational culture and policies, informal communication networks, lack of guidance, professional discrimination, stereotyped biases. In this study, the multiple role playing among these structures forming glass ceiling is examined.

In the scope of the study, exploratory factor analysis was applied to multiple role playing dimension of the glass ceiling scale. As a result of exploratory factor analysis, it was found that the data were in compliance with the seven-factor structure of the scale. It was found that factor loads were between 0.68 and 0.86. In this study, the reliability level of the multiple role playing scale in terms of α was determined as 0.91.

3.2.3. Job Performance Scale

The “Job Performance” scale, which was first developed by Kirkman and Rosen (1999) and then by Sigler and Pearson (2000), was used to measure job performance in employees. Turkish adaptation of the scale was made by Çöl (2008). The scale consists of 4 items and has a single sub-dimension.

As a result of the exploratory factor analysis conducted for the job performance scale, when the item loads of the determined factors are examined, it is seen that the item loads vary between 0.62 and 0.91. In this study, the reliability level of the job performance scale in terms of α was determined as 0.91.

3.3. Statistical Techniques Used in Research

The data in the study were analyzed with the help of SPSS 22.0 (Statistical Package for the Social Sciences) program and the findings obtained were interpreted and evaluated. In the study, it was used that frequency and percentage distribution for the demographic characteristics, reliability analyzes and validity (factor structures) to determine the internal consistency of the factors of scales used in research, correlation analyzes to determine the relationships between the variables in the research model and regression analyses to test hypotheses.

3.4. Sample

The study field of the research is the health sector where multiple professional disciplines and nonprofessional employees operate and multiple occupational groups work side by side. From this perspective nurses providing health services in Malatya constitute the



population of the study. Since it was impossible to reach the whole of the population due to time and cost constraints, the convenience sampling method was chosen as the sampling method and 300 questionnaires were distributed to the employees. Considering the necessity of the sample to represent the population well, it was tried reaching the participants with different demographic characteristics as much as possible. However, 258 of these questionnaires were returned and 224 questionnaires were used in total due to incomplete fillings.

In Table 1, the demographic characteristics of the employees will be evaluated according to five variables. These variables are respectively gender, age, marital status, working time and educational background.

Table 1

Socio-Demographic Distribution of Participants

Parameters		Number	%	Parameters		Number	%
Gender	Female	224	100	Marital Status	Married	137	61,1
	Male	-	-		Single	87	38,9
Age	20-25	15	6,6	Working Time	0-5	47	20,9
	26-30	29	12,9		6-10	32	14,2
	31-35	47	20,9		11-15	56	25,2
	36-40	57	25,4		16-20	50	22,3
	41-45	41	18,3		20 +	39	17,4
	46-50	26	11,6	Educational Background	College	58	25,9
	50 +	9	4,3		Bachelor's Degree	127	56,7
					Masters Degree	39	17,4

According to Table 1, all of the nurses participating in the study consisted of women. When the marital status of the nurses is examined, it is seen that 61.1% are married and when the data on the educational background of nurses are examined, it is seen that 56.7% of them have bachelor's degree. When it is evaluated in terms of total working years, the rate of those who have a working time between 11 and 15 years is 25.2%.

4. Testing of Hypotheses

4.1. Descriptive Statistics and Correlation Analysis

With the data obtained in the research; firstly, the arithmetic mean and standard deviations were found related to multiple role playing and job performance, which is a sub-dimensions of the glass ceiling syndrome and a variables of the study. Afterwards, correlation analysis was performed to determine the relationships between the variables. Standard deviation and correlation values obtained as a result of this analysis are given in Table 2.

Table 2

Descriptive Statistics and Correlation Analysis

Variables	\bar{x}	S.S.	1	2
Multiple role playing	3,55	0.49	1	-.335**
Job performance	2,40	0,43		1

** Statistical significance levels are $p < 0.01$ ** and $n = 224$.

Multiple role playing an average of employees is $3.55 \pm .49$; The average of job performance scale is $2.40 \pm .43$. When the results obtained from the data are examined, it is seen that the employees' perception of multiple role playing is high. The results obtained



from the correlation analysis to reveal the relationship between multiple role playing and job performance by testing the model of the study are that there is a significant relationship between the variables. There is a moderate and negative ($r = -.335$) relationship ($r = .733$) between multiple role playing and job performance.

4.2. Regression Analysis

Table 3

The effect of multiple role playing on job performance: Results of regression analysis

Independent variables	Dependent variable	R ²	F	p	β	t
Multiple Role Playing	Job performance	0,17	51,19	0,000	-0,32	-5,13

Table 3 shows the results of the regression analysis to determine the effect of multiple role playing on job performance. According to the table, multiple role playing explains 17% of the total variance in job performance. Thus, Hypothesis 1 was supported ($p < .05$). Since the effect of multiple role playing on job performance is negative ($\beta = -.32$), it can be said that the level of job performance of the employees decreases as the perception of multiple role playing increases (hypothesis 1 accepted).

5. Conclusion and Discussion

In order for a woman to fulfill her individual and social functions and responsibilities, she should be healthy and have a good social status to protect her health. However, according to the report of the World Economic Forum (2020) (www3.weforum.org), Turkey ranks 130th among 153 countries in gender equality. Inequality between men and women still continues today in many areas such as education, health, politics, income distribution and gender. Considering that an important element of these parameters is the practices of discrimination between genders, this study examines the interaction between multiple role playing structure and job performance, which is one of the important components of the glass ceiling, which is a special form of discrimination. For this purpose, a research has been conducted on nurses who provide health services in Malatya, and in this direction, data have been collected and the relationships in question have been tried to be revealed.



As a result of the study, the following findings were reached,

- When looking on the average of multiple role playing, which is a component of the glass ceiling perception of healthcare providers, it can be interpreted as “this result is an indicator that women have a perception of glass ceiling” (3,55). This result can be shown as the intense working hours of the health sector, heavy and paced working conditions and the fact that the working conditions of nurses require more sacrifice compared to other healthcare workers.
- In the analysis conducted to test the research model and hypotheses, the role of multiple role playing has a significant effect on job performance (H1 Accepted, $p < .05$). These results coincide with the information in the glass ceiling literature and the results of other studies. The family and child-rearing responsibilities of women may negatively affect their working lives, as the family and child-rearing responsibilities of women have negative effects on the role assigned to women within the framework of social beliefs, and this situation may prevent them from becoming a manager. Simultaneous pressure of both mother and wife and working woman roles can cause a

conflict between the family and career of the female manager, and in this context, the performance of women in their jobs can be affected by this situation.

Negative perceptions such as playing multiple role playing may pave the way for some negative changes in organizations both individually and organizationally. The negative perceptions experienced by the individual may negatively affect the feelings of the employees toward the organizations they are in and may decrease the work performance of the employees by becoming a problem that threatens the efficiency of the organization. With the study, it has been supported by studies that the multiple role playing, which is a components of the glass ceiling and that is the subject of this study, is a problem that continues its importance at the individual, organizational and social level. For this reason, it would be appropriate for both practitioners and researchers to realize the multiple role playing and the negative impact it may cause and carry out the necessary studies on this subject. In this direction;

- It would be appropriate for the practitioners to conduct researches to determine the presence of multiple role playing, determine what types of behavior trigger multiple role playing, and take measures such as making arrangements to reduce overtime and overwork. In addition, defining the roles of employees more clearly, standardizing success evaluation systems, adopting participatory management approach, creating suitable working environments for employees, establishing a subordinate-superior relationship system based on open communication are examples of some other measures that can be taken.
- As in all field studies, this research has some limitations The main limitation of the study is that it was conducted only with a sample of nurses working in Malatya. Therefore, the evaluations to be made remain in a limited area. Such studies are also needed in different sectors to create a holistic perspective on the subject. For this reason, it would be beneficial to conduct similar studies in different sectors and with different variables to provide a general framework.



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