

## **Women Managers in Turkey: Is it going towards a Dual Gender?**

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### **Abstract**

*The main purpose of this research is to examine whether women employees who hold managerial positions in Turkey, experience any difficulty because of the contradictory gender role demands stemming from their private and professional lives. Secondly, this research aims to understand the dynamics lying behind gender role related problems- such as; increasing number of workloads, contradictory expectations of both private and work spheres- of women managers in Turkey. Lastly, another quest of this research is to discover the link or gap between values of business world and gender role expectations of women from the women's point of view. Since 1990's, there is a tremendous increase in the participation of women to employment in Turkey. This fact can be seen as a positive progress in terms of liberation and increase of women's economic power and diminishing the gap between genders in terms of rights and freedom. However, it is clear that women have to pass through tough stages in order to find a place in both social and economic life (Hewlett, 2002). Through the difficult career journey, women have to make more sacrifices than man in their personal lives. In order to have a place among "man's club" in the business world, women have to wear an extra clothe. It can be observed that women employee and especially the ones who hold top-managerial positions, have to become more "masculine" to gain managerial positions and even to hold that position (Korabik and Ayman: 1989). Aiming to test the research questions of this study, in-depth interviews are conducted with 10 women managers in Istanbul, Turkey. Interviews are conducted from January to May, 2014. Data were audio-recorded and transcribed verbatim. At the end of the data collection, data were decoded and analyzed using open coding method. Open coding method is used to analyze the data gathered via in-depth interviews. As a result, it is found that women managers are being subject to an experience that can be called "a shift towards dual gender". Turkish women managers share the problem of performing contradictory gender role expectations within different spheres of their lives. What's more, although business world is still seen as men's club, participants pointed out the fact that today, soft skills such as problem solving, conflict management, interpersonal relations and time management are more important than any time. According to the statement of the participants, soft skills are mostly attributed to women traits by Turkish society as many other societies all around the world, thus more women leaders will be on top of many companies in near future.*

### **1. Introduction**

Gender can be defined as an identity which is attributed to individuals by the society (Giddens: 2002). Unlike biological sex, gender is not possessed by nature; it is learned by the members of a society through their socialization process. According to this socialization process and values of the society, men and women have different gender characteristics.

After the establishment of Republic in 1923, Turkey has started to integrate a modernization period. Yet, today we can still observe many traditional values and practices in Turkish society. Those values that govern individual's daily lives also determine gender roles. The main problematic of this study is to understand whether women managers in Turkey experience any cultural and gender related problems while performing their gender roles. Furthermore, another concern of the study to clarify the main reasons and consequences of gender role related problems- such as; increasing number of workloads, contradictory expectations of both private and work spheres- of women managers in Turkey. Moreover, analyzing the transformation of gender characteristics, challenges women employees face and the sacrifices they have to make are other issues which will be handled in this study.

On the second part of the study theoretical sketch is drawn. Following the theoretical framework, in the methodology section, the empirical study and the findings explained. Lastly, discussion is held within the framework of the findings.

## **2. Theoretical Sketch/ Gender Stereotypes and Women Employment**

Household Labor Force Survey (HHIA) data compiled by TurkStat show a rise in women's employment in Turkey, over the period 2009-2012, by 24.5% (Appendix, Table 1). Women's participation to employment has been interpreted by many people, as the liberalization of women due to their economic independence. Economic independence has been seen as a crucial determinant of women liberalization which also in turn provides equality between men and women in both public and private spheres. Besides the growing number of women employment in Turkey, it is also observed that the number of women managers is increasing day by day. Even though the numbers of women managers are increasing, it is a fact that women have to pass through more challenges than men (Hewlett: 2002). In their tough career journey, women have to gone through the experience of becoming "masculine" (which can also be defined as "the masculinization of women") (Korabik and Ayman: 1989). Additionally, women managers have to make more sacrifices in their personal lives than men do. Although, Turkey has established its modern, secular republic 91 years ago, there are still so many traditional and religious habits and values that govern people's daily lives. Women are still expected to get married at a specific age and have children after on. The majority of domestic works are still undertaken by women regardless of their marital status. Findings of a recent research in Turkey as shown that, women have to work outside the house and also continue to carry out their traditional domestic duties ( Kalaycıoğlu and Çarkoğlu: 2012).

To understand the evolution of work organization and employment relations in terms of gender, we should examine the progress since the industrial revolution. At the ends of 18th Century, industrial revolution did not only alter the way people produce, but also the way people live. Starting from early 1900's, Fordism as the paradigm of mass production has created a new social and cultural climate (Harvey: 1990). Contrary to the feudal production and organization of daily life, individualization and urbanized nucleus family were seen as the dominant and governing values of industrialized urban life. During 19<sup>th</sup> Century and in the first half of 20<sup>th</sup> Century, parallel to the fast industrialization in North Atlantic, urban spaces, which are social spheres of consumer focused nucleus family has evolved as a result of social stratification based on factory production (Sancar:2012). This paradigm shift in production organization not only led to spatial and social transformations but also changed the gender roles. According to the two sphere doctrines, which is developed by Brannon, men's and women's interests are different by nature; women are caring and emphatic by nature, on the other hand, man collect food and responsible from security and protection. Men are naturally in the need to be dominant, powerful and to have authority (Brannon: 1976).

Modernization project which was the cultural formation of the Enlightenment Ideology in 18<sup>th</sup> has been experienced in Turkey, by the establishment of Republic in 1923. However, Republican Revolution was held by civilian-bureaucrats and military wing contrary to the civilian modernization revolution that was held in Continent Europe. Turkish Republican State has structured both the public and private spheres of citizens. Gender roles and spheres were also rebuilt by the new nation state; Sancar has explained this new formation as "Men build state, women built family" (Sancar: 2012). Although modernization and secularization has altered women gender roles, the affects of Islam morality act still as a dominant regulator in the society. As a result, primary roles of women were motherhood as the founder and protector of patriarchal family. The outliers were blamed to be "selfish women" (Altan-Olcay: 2009). Even though modernization breakthrough pulled the women labor towards the market, traditional values such as "collectivism" and "family" were still at the core of societal life. Today, nothing has changed so much; according to the findings of a research which was conducted in 2010, % 71 of participants believe that women should be in charge of domestic duties whereas % 60 of the participants stated that men should help to women with domestic works ( Çaha: 2010).

### **2.1. Women Employment in Turkey**

In Turkey, between the years 1950-1960, the amount of women entering the labor market was still low compared to that of men. In the above period, Turkey has made a major breakthrough in service sector. However, between those years, the rate of women participation to labor market was still low when compared to that of men. Traditional roles and paternalistic relations inside the family were the main causes of this disparity.

In those years, service sector was much more prestigious than industrial sector, thus women were preferably choosing to get employed in service sector. Starting from 1970's, there is a tremendous increase in women employment due to unemployment, poor conditions in urban places and rising urban culture.

In Turkey, a protective and import-substitution industrialization strategy was followed during the period before 1980. However, as a result of the developments in the world economies, and in particular, the increasing tendency to liberalization of financial markets, outward-oriented and export promotion policies were applied in accordance with the Decisions of January 24, 1980 (Doruk, Kardaşlar and Kandır:2013). “ *It is observed that since 1970s and 1980s there is an increase in the female participation to working life in Turkey which is coined with the term of ‘feminization of employment’.* (Buğra and Yakut-Çakar: 2010) *However, this pseudo-increase in the female work participation is limited rather to the informal jobs. In other words, the given job opportunities to women outside the agriculture in the labor market is intensified in the informal sector which is unrecorded and far from having the social insurance opportunity. It can be mentioned that the informal jobs provided for women are heavily restricted to the only particular areas of economic life like manufacturing*” (Buğra and Yakut-Çakar: 2010).

Outward-oriented economy politics caused a decline in manufacturing sector and in turn new employment policies such as decreasing shift numbers and increasing numbers of unpaid vacations and layoffs were practiced. Neoliberalism is not only an economic ideology but also a bucket of values such as; competitiveness, individualism, competitive entrepreneurship, rationality (Heywood: 2002). Although women employment was increased mostly for informal jobs and manufacturing sector (Buğra and Yakut-Çakar: 2012), the numbers of women entering the labor markets in Turkey since 1980's cannot be underestimated. However, neoliberalism doesn't embrace values which are mostly attributed to women, such as, care, self-sacrifice, co-dependency, collectivism, collective work (Bourdieu: 2000). In one hand, the growing markets need both men and women employees to produce goods and services, on the other hand feminine values are excluded from the system. This dilemma is latent yet vital for women, since it is difficult for them to cope with the demands of both private and professional spheres. Today, traditional gender roles still have a huge impact over women's lives. On the other hand, with the increasing number of women employees in labor markets, system creates new slogans such as “I can both have a child and career”. Due to the facts mentioned above, primary concern of this study is to reveal whether women employees experience any tension because of the different gender role expectation from work and private spheres. Additionally, in case of existence of such problem, it is worth examining the coping methods which women employees develop for those challenging times. Starting from the gender role and business world axis, one should clarify the business world values.

## **2.2. Gender Values Governing Business World in the Neo-Liberal Era**

In her studies, Acker (1990) pointed out the significance of gendered process in business organizations. Even though many says that, organizations are gender neutral Acker (1990) believes that “*organizations are one arena on which cultural images of gender are invented and reproduced*”. She also put forward some assumptions which reveal that organizations are not gender neutral. Among those assumptions, one of them is directly related with the research question of this study. She argues that “*some aspects of individual gender identity, perhaps particularly masculinity, are also products of organizational processes and pressures*” (Acker: 1990). Acker discuss theories which constitute the belief that the organizations are gender free. Liberal theory claims that if one would appear as a universal figure, individual should be disembodied. To represent a universal individual, one should get rid of all his/her bodily attributes which is a product of a singular sex or gender or even culture (Pateman:1986). As a result, organizations existing in liberal market system are meant to be gender free. However, it is not the case in reality for women. Pateman enounces that, both the universal individual and universal worker are constructed from a male body and thus his identity is always masculine (Pateman: 1988). According to her, exclusion and marginalization of women is twofold; both from social and economic/work sphere. In this sense, women have to become like a man, if they want to achieve the qualities of a “real worker”. From this stance, we can argue about today's basic gender role attributions to women with managerial positions. Quotes like “play like a man, win like a woman”, “should women have to act like men to get ahead”, “act like a lady, think like a man”, “do women need to act like men to be successful managers?”. As stated in his book “Korean Women Managers and Corporate Culture”, Renshaw (2011) shed a light on the challenges that women managers and employees face in the organizations. He underlined that women should act like a man to be dominant in the organizational context. When women first started to enter labor force in United States, they mostly wear masculine-type of clothes- sharply tailored lines and broad shoulder pads.

The reward for those women was seen as pseudo –man (Renshaw: 2011). This so called adaptation tactic, was mostly used by women employees who wanted to climb up to the top of the organizations. Whatsmore, according to the research which was conducted by Olive O’Neil with 132 business school graduates using survey technique, certain women high in masculinity traits defined as aggressiveness, assertiveness and confidence were also good at self-monitoring ( O’Neil and O’Reilly:2011). According to the results of the study, masculine women who were high self-monitors did quite well in their professional lives. Getting promotion is one of the most important indicators of professional life. In this sense, the results of the study showed that self-monitoring masculine women received 1.5 times as many promotions as feminine women, regardless of whether those women were high or low self-monitors. "There is no evidence that 'acting like a lady' does anything except make women better liked," O'Neill said. "Women with ultra feminine traits, in fact, are still seen as less competent in traditional managerial settings.

As described above, modern capitalist markets have some core values which are mostly attributed to man. However, today, markets emphasize the importance of soft skills beside hard skills which are mostly technical and learned skills. Soft skills are related with interaction with co-workers, work ethic and critical thinking whereas unlike soft skills, hard skills are quantified and recognized more easily. Hard skills are mostly learned skills and they help employees make direct programs, plan event or project. Soft skills are intangible skills which are difficult to measure and most of the times these skills are called people skills (Perkins: 2011). Today, the thing women executives bring to table is the ability to use their feminine skills to manage people. Relational intelligence, emotional intelligence, holistic perspective, inclusion, empathy and intuition are among those feminine skills. It is difficult to say that such skills are exclusively held by women. “*But, on average, they are more developed in women, and women are generally more willing to use them*” (Regine: 2011).

As a result, women’s marginalized characteristics such s –emotional intelligence, empathy, caring- are the most wanted and valuable assets of employees and mostly executives. This new paradigm might be a coping intervention for those women who experience “play like a man at work and be a real women at home” dilemma. Unlike USA and Europe, traditional gender roles still govern individual’s both professional and personal lives in Turkey. Statistics from USA driven by Sylvia Ann Hewlett reveals that %40 of women with ultra careers ages 41-55 are childless. Moreover, 33 % of high achieving career women ages 41-55 are childless and 57% are unmarried. In USA, women don’t have a brilliant professional career and a personal life at the same time. But the case for countries like Turkey is different than USA. Although the age women get married has been increased, the traditional gender roles force women to get marry and to have a child. This fact brings forward the gender related strains that women experience in their dual sphere lives.

### 3. Method

In this study, grounded theory method is used to enlighten the research questions. Rather than beginning with a hypothesis, the first step is data collection, through a variety of methods. From the data collected, the key points are marked with a series of *codes*, which are extracted from the text. The codes are grouped into similar *concepts* in order to make the data more workable. From these concepts, *categories* are formed, which are the basis for the creation of a *theory*, or a reverse engineered hypothesis. As a result, further studies can be conducted to test hypothesizes that might be derived out of this study. Both quantitative and qualitative method would be best approach for further studies ([http://en.wikipedia.org/wiki/Grounded\\_theory](http://en.wikipedia.org/wiki/Grounded_theory))

Qualitative research design is chosen for this study as data revealing the gender role related experiences of women managers are lacking. In-depth interviews are conducted from January to May, 2014. Interviews are performed with 10 women managers working in Istanbul and employed at different sectors. **Convenience sampling method is used.** The data which is obtained by the interviews are analyzed using open coding method (Martin and Turner, 1986). Open coding, that is mostly followed by axial and selective coding is a method for distinction concepts and categories in the data, which will form the basic units of the analysis. Open coding refers to the initial phase of the coding process in the grounded theory approach to qualitative research (generating theory from data) espoused by Ansem Strauss and Juliet Corbin (1998). They call this initial stage of data analysis open coding because they view the process as the “opening up” of the text in order to uncover ideas and meanings it holds. The process of open coding begins with the collection of raw data (e.g., interviews, field notes, art, reports, and diaries). The intent of open coding is to break down the data into segments in order to interpret them. By doing so, some abstract concepts can be found in concrete data (Schatzman and Strauss: 1973).

The second stage of the coding is called axial coding step, in which the researcher identify the relationships between the existing codes. At the last stage of the coding, researcher conduct selective coding where he/she figure out the core variable that includes all of the data. In this final stage, researcher creates substantive theory form “core” categories. A category which integrated all other categories is created via selective coding (Strauss and Corbin; 1998).

Since grounded theory aims to find out the embedded theory in data, it is worth examining the qualitative data gathered via in-depth interviews with women managers.

**Table 1: Demographics of Participants**

Participant No	Age	Education	Sector	Occupation	Position	Marital Status
1	29	Graduate	Finance	Audit	Assistant Manager	Single
2	51	Graduate	Service	Personal and Institutional Coaching	Manager	Married
3	57	Graduate	Service/Education	Academician	Rectorate	Married
4	44	Undergrad	Production	Paper Industry	Manager	Single
5	48	Undergrad	Finance	Personal Development	Manager Coach	Divorced
6	50	Undergrad	Finance	Bank	Sales/Marketing	Married
7	49	Undergrad	Service	Credit Card Sales	Manager	Divorced
8	36	Graduate	Education	Lecturer	Head of Department	Single
9	62	Undergraduate	Health	Pharmacist	Manager	Married
10	49	Undergraduate	Food	Marketing	Marketing Director	Single

### 3.1. Data Collection

Interviews were conducted by the author at different locations of Istanbul. Since all of the participants were employed women that had to spare some time for the interviews, locations were chosen by them according to the proximity of the places.

### 3.2. Data Analysis

The main research question of this study is to clarify whether women employees experience any difficulty because of the contradictory gender role demands of profession and private (feminine/traditional) spheres and if so, whether there is a construction of a dual gender role frame for women. Within the framework of the main research problem, some sub –questions are created and used in in-depth interviews. Data gathered from the interviews were analyzed using open coding. Through open coding, some concepts are determined. The explanation of these concepts is done under properties column. Each concept is supported by the words of participants. In the second and third stage, axial and selective coding was conducted. Lastly, some hypothesizes are derived mostly based upon the conclusions of axial and selective coding. Below, there are the conclusions derived by open coding process.

**RQ.1. Did you have to make any sacrifices and experience any difficulty through your career path up to this managerial position?**

**Table 2**

<b>CONCEPTS DERIVED</b>	<b>PROPERTIES</b>	<b>EXAMPLES OF PARTICIPANTS' ANSWERS</b>
Luck	Private life which went in harmony with Professional life	"I am lucky to have such a husband"
Spouse (Husband)	Spouse support	"My husband has never restrained me; he always supported me with my career"
Domestic servant	Paid	" my mom and paid domestic servant looked after my kid"
Work-life balance	To have a balance between demands of both private and professional life	"I have never experienced any conflict between my private life and work life roles. I always supported my women colleagues about their private/family lives. I believe that work life feeds the private life. You learn new things at work and it is quite fine to have a family which you can share your new experiences. Women should never left outside the work life. Being a good mother doesn't mean to sit at home and to look after your child. To love your child and to show your love is the most important thing. I would be very unhappy if I had sacrificed my work life for my private life. I had support from my family during the time I raised my child.
Private life suspended	Women suspend their lives because of working conditions and work hours.	"we are working till late hours. It is impossible to have an affair. You can only build a relationship with someone from the company. This thing happens in our company. Women who quit the company got married immediately. If two people working our company get married, one of them quits. It is very difficult to work with at this tempo and have a healthy marriage".

**RQ.2. According to your opinion, what are the values that govern today's business world?**

**Table 3**

<b>OPEN CODING</b>	<b>PROPERTIES</b>	<b>EXAMPLES OF PARTICIPANTS' ANSWERS</b>
Men's club	A masculine environment	"They have their own language, own manly jokes; they never let in to their men's club"
Competition	Competitions	"there is a fierce competition in business world"
Soft skills	Empathy, problem solving, teamwork	"today, to understand employees and to act according to their needs is more important than any time"

**RQ. 3. Do you believe that women employees have to make sacrifices in terms of their personalities in order to reach managerial positions?**

**Table 4**

<b>OPEN CODING</b>	<b>PROPERTIES</b>	<b>EXAMPLES' OF PARTICIPANTS' ANSWERS</b>
Strong personalities	A label for those who don't make any sacrifices in terms of their personalities	"I am what I am "
Mask	Sometimes, women managers have to wear masks in business environments.	"I used to participate to meetings putting a mask on my face, an in time, it began to bother me. I started to lose my self-esteem. "
Integrity/unity	Different identities, masks and attitudes in work life and personal life disrupts and destroys women.	"Actually, human being is a whole. How can we act in different manners with different identities in different spheres of our lives!?"
Emotional	Women's ability to give birth makes them more protective, more emotional and more emphatic.	"Since women are more sensitive than men, they can become more humanist and soft managers".
Rational	Organizations are rational units.	"at the end of the day, business organizations have very rational objectives".
Existence	Conditions to survive/exist in business world.	"I never sacrificed my personality in order to survive in business world. I quit my job in one minute although I had been working there for 12 years. I built up my career not only for myself, but also for those who follow me. The bank which I have been working at was sold, all the positions were changed. I had many brilliant offers yet I was going to be downgraded. I didn't accept the offers thus it would be a disappointment for those who follow me. Moreover, accepting a downgraded position would hurt me a lot. I didn't know what to do when I quit but I did quit".
Different identities	Different identities at private and professional spheres.	"For the last 10 years, I have been working with a soft personality. At meetings. I do not only talk about business but also humanist things. Actually, this is also a mask that I wear. I recognized that, I could not say "no" to people in order to make them happy. I recognized that I was not being honest to myself by doing so. I used to believe that, a person should have very good relationships with others; he/she should try to make other people happy with gifts and etc. But I realized that, it is something I just figured out. Now, I'm through with it and I feel freer and more me".
To recognize the authority	In the organizational hierarchy, subordinates recognition of their supervisor's authority and power	"I am tougher at work and less emotional. Seniors listen to what I say when I am less emotional .I had to be tougher when my I got promotion. I started to realize that I become a person without tolerance and a person who is more aggressive in my daily life. This I call; occupational deformation"

**RQ. 4 How can you define the market values and what are your main motivations while working?****Table 5**

<b>OPEN CODING</b>	<b>PROPERTIES</b>	<b>EXAMPLES OF PARTICIPANTS' ANSWERS</b>
Motivation of women	Women are more motivated by inner drives than outer incentives.	"Working is worship to me. I would be very unhappy in a world that I do not work".
Soft skills	Empathy, problem solving, conflict management, team work, time management.	"Today, markets need the soft affect of feminine values".
Happiness	Happiness of the employee.	"For me, not to be unhappy is not enough, I want to be happy".
Self-actualization	Internal motivation such as self-actualization is more important than external motivation factors.	"For me, freedom means self-actualization. I want to help others with their self-actualization".
Values of market/business world.	Masculine values govern business world. Business world is a male-dominated sphere.	"Mostly, masculine energy is used in the business world.

**RQ. 5. Do you think that there is a conflict between work life values and gender roles attributed to the women?****Table 6**

<b>OPEN CODING</b>	<b>PROPERTIES</b>	<b>EXAMPLES OF PARTICIPANTS' ANSWERS</b>
Masculine values	Organizations existing in capitalist system are competitive, rational and result/output oriented.	"Today, masculine energy is used in business world".
Conflict between roles	From the perspective of women, there is a difference between the roles of business sphere private sphere. Bu This difference causes a conflict between roles.	"Business world requires more masculine values. I use a masculine energy at work yet I have to switch to a more feminine energy when I go home. This is something really difficult for me. It is hard to keep the balance. Women are strong enough to have these different energies however it is difficult to keep the balance and to switch quickly to a totally different energy.



**RQ. 6. How do you consider work life values; as feminine or as masculine values?****Table 7**

<b>OPEN CODING</b>	<b>PROPERTIES</b>	<b>EXAMPLES OF PARTICIPANTS' ANSWERS</b>
Masculine values	There are some features/traits attributed to men.	“work life is covered with masculine values; success, logic, ambition”.
Manager model	Attitudes and behaviors of women managers.	“I am not a masculine woman, neither I am a vamp one.. But, everyone would want to see a good looking person around. I also want to see spruce people at the work place. When I see a spruce, well groomed woman at work, I always tell her how good she is looking At the beginning, people found this odd.”.
Feminine trend	Today, soft skills mostly similar to feminine traits became more important.	“Attributions of work life are masculine values. However, I never question a woman employee about her managerial status; but there are so many dumb men at workplace. Women managers are more confident with themselves. Women become more themselves as they have seniority in business world and as they get older. With seniority and experience, women start to establish the balance, hence they understand that acting masculine is nor a necessity to survive in business world. Women are more relaxed as they are more experienced. I believe that, there will come a time when we won't have to suppress our feminine features/traits. Today, feminine traits are coming into prominence.
Problems of working together	Problems that are experienced by women and men while working together.	“At first, men prefer women who are not found of women rights or who don't have a feminist stance. Then, they look for ways to suppress those women. Men don't like feminist stance”
Different positions	At the organizations; some tasks need more rational and logical intelligence and some need more emotional intelligence.	“Women have superior features yet we are more emotional. Some positions need emotions and some need more rationality. Some tasks require more acumen rather than emotional intelligence”. If you want to become a CEO of a large company, you have to leave our feminine features behind. I do not know if it is something good to leave our feminine features behind. “she” inside the women like to nurture and raise. Men like to broaden the existing conditions.
Feminine energy	The ideology asserts that, feminine is creative and the basis of all existence.	“Social intelligence is important in today's business world. Today, having some competencies of employees are not sufficient; the way employees communicate with social life is also vital. To be successful in life, you have to listen your heart, not brain. You should motivate yourself with the things that really make you happy. Feminine energy is the basis energy. Everything comes out of feminine energy. If you one to be a leader at business world, first, you should be the leader of your own life.
Transition from masculine energy to feminine energy.	Transition from masculine features such as competition, logic to feminine features such as creativity, caring, love, That is something expected from working women. .	It is very difficult to switch to feminine energy after acting masculine at work. After acting like a superman at work, it is very hard to play the loving wife and caring mother at home. Men want a wife who cooks, look after kids. It is an ancient mother figure that comes from older times. This is our generation's mother figure. It is really difficult to keep, to transform and to balance these different energies inside Men also want sexy women. But, how can we be sexy women after a tiring and masculine work day. We are not robots which can switch from one role to another. Men are more simple more plain. They only have one switch. Women have more than one switch. In fact, it is more difficult to deal with women.

**Table 8: Axial and Selective Coding**

OPEN CODING	AXIAL CODING	SELECTIVE CODING
<b>RQ1.</b> For working women, carrying out their family life depends mostly on the attitude of their husband (helping with domestic work; or the opportunity to get help for domestic works.	Believing that the men's attitudes with helping domestic works matter.	Having a family and career at the same time mostly depend on the men's attitude about giving hand for domestic works.
Women employees believe that, today they have to suspend their personnel lives for their careers.	Private and work life are difficult to handle together	
<b>RQ2.</b> Women employees believe that, business world is a competitive arena which is mostly dominated by men	Trying to survive in a male dominated competitive environment	Trying the change the male dominated business world by pointing out the importance of soft skills
Today, business world need soft skills as well.	Believing the importance of soft skills.	
<b>RQ3.</b> For surviving in a male dominated business environment, women have to wear masks sometimes. They are experiencing a challenge about being themselves and acting as if they are someone different	Acting in manly manner.	Trying to find coping methods to survive in business world.
Women employees see themselves as emotional beings whereas; organizations are called to be rational units. This is a problem of existence for women in business context.	Trying to survive in a rational environment as emotional beings.	
<b>RQ4.</b> Women employees stated that, women are mostly internally motivated. Women managers try to make people around themselves happy.	Giving more emphasis to internal motivators than external ones.	Wanting to point out the importance of internal motivation and soft skills.
According to women managers' experiences, mostly masculine energy and masculine values are used in business world. However, soft skills are more important than ever before.	Believing that they work in a masculine environment.	
<b>RQ5.</b> Women managers believe that there is a conflict and tension between .Women have to perform contradictory roles at work and at home	Feeling the tension of contradictory gender role demands	Want to have a balance and consistency among social roles they play.
<b>RQ.6</b> Women managers who had a role model or life coach during their career developments see this as an excellent opportunity for them.	Support of a role model is seen valuable for career development.	Looking for a balance among different roles
Women managers believe that it is difficult to work with men. They feel excluded.	Believing that men have their men's club at work settings	
Finding it difficult to switch from one role to another.	Having difficulty to balance different role expectations which are quiet contradictory.	

## 6. Conclusion and Discussion

Open coding of the data reveals that women who hold managerial positions see business world still as men's club which reveals a fact that today business world is still running with masculine values. However, according to the participants statements, more soft skills -which are mostly attributed to women in many societies- such as empathy, conflict resolution, problem solving are at the heart of many operations at work places. The importance of emotional intelligence has been a reality of both business and scholar world for 20 years.

This fact may be a messenger of a new type of leadership which is similar to servant leadership. On the other hand, it is clearly seen that women managers have to go through a conflicting performances in their daily lives. Different gender role expectations of work and private spheres make them feel under stress, depressed and unhappy. This problem can be solved by emphasizing the importance of soft skills which is very vital asset for organizations. Two significant results of this study are that women who are employed for any type of managerial position complain from the contradictory gender role expectations of different life spheres. It is obvious that, today business world needs more feminine leaders and more of those soft skills to motivate and to keep people in their organizations. Women employees who are high achievers feel as if they are stuck in between two different spheres; professional life and personal life.

Today's successful companies are aware of the importance of soft skills and different leadership styles such as servant leadership. In this sense, this new era can be a good opportunity for women to get rid of their conflicting identities which are established by differentiating gender roles.

Today, there is a tremendous increase in women employment ratios in both developed and developing countries all around the world. In social welfare states women employees receive care assistance-child care, elderly care-form public institutions. On the other hand a regulatory approach is different model is applied in European Union countries. Those regulatory practices enables part time work, tele-working options or organization of working time such as night work and annualized hours which opens up the opportunity to implement annualized hour schemes in order to adapt to changes in demand (Plantenga and Remery:2009)

In Turkey, for the last 10 years, there have been legal regulations which provide an opportunity for women to enter labor markets. On the other hand, new work organizations such as flexible work claim to provide "flexicurity" for the employees. However, work organizations such as part-time work, job sharing and outsourcing provide security only to flexibility. Because of the traditional gender roles, these new applications are not effective for establishing work-life balance to the women.

Today, companies are making huge investments for managerial skills training programs. In these modules, conflict management, strategic management, time management, motivation skills are among the topics. Additionally to these subjects, soft skills such as problem solving, emotional intelligence, team work skills, leadership, and personal development are on the top of training agendas. In traditional societies like Turkey, soft skills are attributed mostly to women. Emotional side of human being is seen as the characteristics of women. Thus, today's organizations have a lot to learn from women employees in terms of management practices. Both governmental and private institutions should work to provide opportunities for women employees to cope with the dual gender roles and extra burden which stems from entering the labor markets.

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## Appendix 1

**Table 1**

**Change in Sectoral Composition of Women's Employment**

	Total	Agriculture	Industry	Services
<b>2009</b>	5871	2446	901	2524
<b>% Share</b>	100.0	41.7	15.3	43.0
<b>2012</b>	7309	2872	1088	3349
<b>% Share</b>	100.0	39.2	14.9	45.8

Source: TurkStat, Household Labour Survey, <http://tuikapp.tuik.gov.tr/tsgucuapp/tsgucu.zul>. accessed 12.05.2013.