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THE EFFECT OF ATTITUDES TOWARD WOMEN MANAGERS ON WORK  
ENGAGEMENT AND ORGANIZATIONAL COMMITMENT IN TURKEY

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The Effect of Attitudes Towards Women Managers on Work Engagement and  
Organizational Commitment in Turkey

Türkiye'de Kadın Yöneticilere Yönelik Tutumların İşe Adanmışlık ve Örgütsel  
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## **LIST OF ABBREVIATIONS**

<b>IV</b>	Independent variable
<b>DV</b>	Dependent variable
<b>ATWoM</b>	Attitudes toward women managers
<b>RRB</b>	Relational Role Behavior
<b>TRB</b>	Task Role Behavior
<b>WEWM</b>	Work ethic of women manager
<b>OC</b>	Organizational commitment
<b>AC</b>	Affective commitment
<b>NC</b>	Normative commitment
<b>CC</b>	Continuance commitment
<b>WE</b>	Work engagement
<b>KMO</b>	Kaiser-Mayer-Olkin

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## **ABSTRACT**

The main aim of the study is to investigate the effect of employee attitudes toward women managers on both organizational commitment and work engagement on a sample of white-collar employees. In this relationship, work engagement is expected to function as a mediator between attitudes toward women managers (ATWOM) and organizational commitment, and gender is expected to moderate the effect of attitudes toward women managers and employee engagement. This study investigates the mediating and moderating mechanisms among the variables by using the attitudes toward women managers (ATWOM) (Aycan, 2012), work engagement (Schaufeli and Bakker, (2003) and organizational commitment scales (Allen and Mayer, 1990). The sample included 193 participants from different companies and sectors. In addition to the main variables, a sociodemographic data form was administered to collect demographic information.

Attitudes toward women managers was found to significantly correlate with organizational commitment and work engagement. The mediation effect of work engagement was partially confirmed for the relationship between organizational commitment and attitudes toward women managers. Furthermore, mediated moderation and moderator analyses to test the moderation effect of gender did not reveal any gender moderation effect on the relationships.

The main conclusion drawn from the study is that employees' attitudes toward women managers significantly predicts employees' organizational commitment and work engagement regardless of the employee's gender.

*Keywords:* attitudes toward woman manager, organizational commitment, work engagement, gender

## ÖZET

Çalışmanın temel amacı, çalışanların kadın yöneticiye yönelik tutumlarının örgütsel bağlılık ve işe bağlılık üzerindeki etkisini araştırmaktır. Temel amacın yanı sıra, kadın yöneticiye yönelik tutumlar ile örgütsel bağlılık arasındaki ilişkide işe adanmışlık düzenleyici etkisini ve toplumsal cinsiyet düzenleyici etkisini bulmak çalışmanın diğer amaçlarıdır. Amaca ulaşmak için kadın yöneticiye yönelik tutum ölçeği, işe bağlılık ölçeği ve örgütsel bağlılık ölçeği kullanılarak farklı şirket ve sektörlerden 193 katılımcıya ulaşılmıştır. Katılımcıların kişisel bilgilerini toplamak için ölçeklerin yanı sıra sosyodemografik form katılımcılarla paylaşılmıştır.

Kadın yönetici cevaplarına yönelik tutumlar, katılımcıların örgütsel bağlılıkları ve işe bağlılıkları ile ilişkilendirilmiştir. Aynı zamanda işe adanmışlık aracı etkisi ve çalışanların cinsiyet düzenleyici etkisi incelenmiştir. Çalışma, kadınlara yönelik tüm tutumların örgütsel bağlılık boyutlarının çoğu ve işe bağlılık ile ilişkili olduğunu ortaya çıkarmıştır. Bununla birlikte, doğrusal regresyon analizi, işe adanmışlık aracı etkisinin yalnızca önemli ölçüde ilişkili örgütsel bağlılık boyutları ile kadın yöneticilere yönelik tutumlar arasında olduğunu ve aracılık etkisinin çoğunlukla kısmi olduğunu ortaya koymuştur. Ayrıca, moderatör aracılık eden regresyon ve moderatör analizi, cinsiyetin ilişkiler üzerinde herhangi bir moderatör etkisinin olmadığını göstermiştir.

Çalışma, çalışanların kadın yöneticilere yönelik tutumları olumluysa, çalışanın cinsiyetinden bağımsız olarak çalışanların örgütsel bağlılık ve işe bağlılık değerlerinin de olumlu etkilendiğini göstermiştir.

*Keywords:* kadın yöneticilere yönelik tutum, örgütsel bağlılık, işe bağlılık, cinsiyet

## INTRODUCTION

The world is changing, and developments in the business landscape are shaping how organizations tackle diversity. In the last two decades, awareness and sensitivity toward diversity in the work environment has improved. However, some of the most significant issues concerning gender are still prevalent in the workplace. Due to the primacy of this issue, gender-related themes ranging from gender role perceptions to discriminatory and destructive practices that surface in organizations are investigated in various outlets.

Gender equality has been a concern for both scholars and practitioners in the 21st century and is significantly underrepresented in many segments of society (Wienclaw, 2011). With the beginning of the industrial revolution, women entered the workforce to work in factories or ateliers. The issue related to gender inequality started to become visible in the work environment. Even if the beginning of the process was fast, it was sometimes slowed down. "The progress women made in the 1970s and 1980s in accessing positions of power and authority slowed considerably in the 1990s" (Stainback & Tomaskovic-Devey, 2012). The main reason women's labor force slowed down compared to earlier decades is that women wanted the same opportunities and equal rights as men and a chance to work on what they wanted. They wanted to have the same jobs as writers, scientists, and artists, as men and improve themselves. However, there will not have been readily accepted by men. Virginia Woolf mentioned this inequality in her book, *A Room of One's Own* "It would have been impossible, completely and entirely, for any woman to have written the plays of Shakespeare in the age of Shakespeare" and explained the time's conditions. When Virginia wrote the book, the date was 1929. Almost 100 years have passed on this date, but some conditions could not be improved yet. For example, many women cannot hold senior management positions because of their gender alone. When the top-level managers' genders are looked at in Fortune 500 companies, while there were only 7 women CEOs

in 2002, the number is 74 in 2022, which is higher than in June 2021 (41 women CEOs). These numbers look like the good news, but it is not enough to say this is terrific news. Because even if this is the highest figure ever, it is equal to 15 percent in total at Fortune 500 companies. When the other inequalities or opportunity differences are observed, according to the Pew Research Center survey of Parker and Funk in 2017; 42% of women said that they encountered gender discrimination in the work environment, 25% of women said that they earned less than men doing the same job, %7 were denied a promotion and 15% received less support from senior leaders compared to man's gotten support.

As such, gender discrimination is rampant worldwide, and the women workforce in Turkey also suffers from that. To elaborate, based on the survey done in Turkey, even though the women population is almost half of the entire population, the women employee participation in business life (women workforce) is low. According to the household labor force survey, In 2020, the rate of employed people aged 15 and over in Turkey was 42.8%, while 26.3% for women and 59.8% for men (TUIK, 2022). The 2021 Gender Gap Report data shows a women workforce of 10.44 million and a men workforce of 21.21 million in Turkey. These two studies show that the attending women in the work environment in Turkey are slightly less than half of the men. Additionally, based on PwC 2021 "gender and wage equality in working life" research, while women earn 20% less than men worldwide, this rate is 15.6% in Turkey.

It has been noted that these differences increased between women and men employees when the subcategories of the jobs were scrutinized. For example, according to the 2013 Turkish Statistical Institute data, the percentage of women high-level managers, women judges, women professors, and women police officers were found as 9.3%, 36.3%, 28.2%, and 5.5 %, respectively, in Turkey (Emeksizoglu, 2016). Moreover, according to the results of the household labor force survey (TUIK, 2021), while the rate of women in senior and middle management positions in companies was 14.4% in 2012, it became 19.3% in 2020. The gap is predominantly observed in the managerial and prestigious positions as these roles are "conflicting" with society's

expectations of women, maternal roles, or housekeeping (Davidson & Burke, 2011). Since "psychologists define attitudes as a learned tendency to evaluate things in a certain way a learned tendency to evaluate things in a certain way" (Cherry, 2021), those life events, beliefs, expectations, and cultures develop an attitude toward women managers.

From this point of view, I aim to comprehensively understand how employee attitudes toward women managers in the workplace affect the level of commitment and work engagement to the organization in Turkey. Besides the main of the study, whether the employee genders play a role in attitudes toward women managers is aimed to understand. The validated organizational commitment (OC), work engagement (UWES), and attitudes toward women managers (ATWoM) surveys will be used to realize all effects and relationships. The survey answers will be evaluated profoundly and carefully, and the results and method for getting the results will be explained in the method part of the study.

## **CHAPTER 1: LITERATURE REVIEW**

### **1.1 ATTITUDES TOWARD WOMAN**

Since attitudes toward people are shaped based-on the gender, the definition of gender comes to the fore in society. At the first sight, the definition of gender is thought to be equal to the meaning of sex. However, the definitions of gender and sex are quite different than each other. The terms are defined into many studies. Eckert and McConnell-Ginet (2003) define the sex and gender terms: "Gender is not something we are born with and not something we have, but something we do (West & Zimmerman ,1987) – something we perform (Butler, 1990)". "Sex is a biological categorization based primarily on reproductive potential, whereas gender is the social elaboration of biological sex. Sex is based on a combination of anatomical, endocrinal, and chromosomal features." Moreover, While Newman (2018) defines sex as the biological differences between men and women, such as genitalia and genetic

differences, "gender is referred to as the social differences between women and men, as opposed to sex, which is the biological differences between women and men (Acker, 1992; Banihani, Lewis & Syed, 2013)." When the World Health Organization's definition about "sex" and "gender" is looked, it has been seen the relevant, similar explanations with the other studies. The WHO defines the "sex" as "the different biological and physiological characteristics of men and women, such as reproductive organs, chromosomes, hormones" and "gender" as "the socially constructed characteristics of women and men – such as norms, roles, and relationships of and between groups of women and men. It varies from society to society and can be changed. The concept of gender includes five important elements: relational, hierarchical, historical, contextual, and institutional. While most people are born either men or women, they are taught appropriate norms and behaviors – including how they should interact with others of the same or opposite sex within households, communities, and workplaces." In short, the definition of sex is fixed, and the meaning is the same for everyone, but the definition of gender is not set since it may change according to cultural, social roles, or behaviors. Therefore, a variety of definitions and contents can be observed in different cultures/societies. Ely and Padavic point out the situation and mention that "gender is changeable and content and meaning of the gender differ from one place to another and over time." In the 1930s, Margaret Mead tried to discover how temperamental differences between the sexes were culturally determined rather than innate. She brought a new perspective to gender definition and said gender roles could be changed according to the culture and society. She found that every culture and society have its men and women behaviors according to the society and culture's gender expectations. For instance, while men can be so dominant, aggressive, and seeking power and position, women can be dependent on men and less responsible in the colony X. However, the roles and responsibilities may differ in another colony Y. In the colony Y, both men and women can be gentle and cooperative. In short, Margaret Mead defends that gender roles take form according to society and culture.

This idea and perception are also valid and seen in today's world and the work environment. When the numbers of women and men workers are counted in the companies, it is seen that there is a considerable discrepancy between the numbers, that is even increasing in the high-level positions (LeanIng.Org and McKinsey (2016)). Moreover, for some roles and positions, a general opinion in the society already persists as to which gender that position belongs to. These biases are rooted from the norms and culture of society. Talcott Pearsons's sex-role theory says that men's and women's roles are defined as a breadwinner and wives, respectively. According to the theory, while men should be in the labor force and a breadwinner role, the women (wife of the men) should stay at home, care for the children, and do housework like cleaning the house. Also, Pearsons believed that children were socialized to develop specific gender-specific attributes. Pearsons' attributes are for girls: "expressive (being sensitive to others' feelings and emotional)" and for boys: "instrumental" (being independent, leader and competitive.) As a result of the theory, the gender-specific roles are defined at an early age, and women and men position in the work environment based on those biases.

The other theory is Eagly's social role theory; Eagly's social role theory argues that the gendered division of labor and stereotypical social expectations produce gender roles (Eagly, 1987). According to this theory, there are two types of roles. 1-Communal Role: Roles assigned with women are generally associated with expressions of care and sensuality related to home. 2- Agentic Role: It is a role related to independence and assertiveness and operating in public spaces and is associated with men. When cultures promote gender stereotypes and establish robust expectations based on these stereotypes, the behavior of the adults growing up in this population strongly influenced by gender roles (Eagly, 1987).

When the meaning of the attitude is defined in the Cambridge Dictionary, it is seen that it means a feeling or thought about something or someone or behavior that results from it. In addition, when its meaning in psychology is investigated, it is seen that defined the word attitude is like that given in Cambridge Dictionary. Kendra

Cherry (2021) defines "attitudes" as feelings, beliefs, and behaviors toward a particular object, person, thing, or event. In short, if it is accepted that a person always thinks, always has an emotion (mood), and acts, we can say that this person has an attitude for everything at any time and everywhere. Moreover, the attitude can be explicit or implicit. If the attitudes are at the conscious level and accessible to self-report, then those attitudes are defined as straightforward attitudes. However, if the attitudes are at the unconscious level, involuntarily formed, and are typically not directly aware by humans, it is called implicit attitudes. These attitudes are affected by factors or stimuli such as experience, social roles & norms, classical & operant conditions, and observing people in the environment. Suppose that the attitude is evaluated in terms of gender, in the light of the mentioned factors. In that case, the person's gender attitudes are identified based on; the person's own experience about gender, exposed gender social roles and norms, based on the gender classical (automatic or unconscious learning) & operant conditions (rewards and punishments learning methods for behaviors) and observation of other people behaviors and attitudes toward gender. According to Van Der Horst (2014), "Attitudes toward gender" refers to the views held by individuals regarding the roles which men and women should play in a society. According to some societal emotions, thoughts, and behaviors, humans may feel being under pressure to adopt specific roles (Şimsek, 2020). Since the family is the most important stone of society in society, it is the most important environment in which gender is first learned and shaped (Erol, 2008). Women and men are perceived and positioned differently, not because of their sex-specific anatomy but based on society's view and culture. For this reason, each gender has its roles and responsibilities (Bozdemir & Özcan, 2011). Cüceloğlu (2005) argues that the social norms of the society determine the roles of the individual in society. Additionally, the gender theory supports the idea that "the gender refers to the categories of social expectations, roles, and behaviors, feminine and masculine" (Jule, 2014).

Erol (2008) describes the perception of gender and its reinforcing connections with each other through two factors. The first is "men and women's function." The

second is "the socialization process that operates based on gender positions formed according to these production functions." In addition, these two factors differentiated femininity and masculinity not only in terms of gender but also in terms of abilities, tendencies, perceptions, and priorities (Erol, 2008). This differentiation also explains the differences in gender attitudes toward women in the workplace. The perception that women should stay at home more, or the women's primary roles and responsibilities are taking care of the children, especially because women are fertile, is an obstacle for women trying to gain a place and rise in working life. "In the past, a woman was expected to leave the formal workforce when she married to fulfill her role as wife, mother, and caregiver" (Ghalam, 1984). These attitudes or perceptions also affect the number of women who work and hold managerial and senior positions. According to the 2016 LeanIng.Org and McKinsey Women in the Workplace study, women are still underrepresented at all levels of the work environment: Women are at 46% Organization Level, 37% Managerial, 33% Manager, 46% Organization Level, 29% Vice President, 24% Senior Vice President, 19% C Suite position. The higher the level of the position is, the lesser the number women are hired for this position, while this is the opposite for men. However, although the above-mentioned theories and experiences show that the attitudes and perceptions toward women in the workforce are not improved or acceptable, the real numbers represent some exceptions and improvements. Nevertheless, such improvements may be deceptive as they may be related to the Tokenism theory. The Tokenism is the practice of recruiting or training small groups to make an impression by giving the appearance of racial or gender equality in a workplace or educational area (Kanter, 1977). Kanter mentions that when the number of women is low, women cease to be individuals and become a part of categorizations. Being a part of a categorization represents a minority and exposes woman to social and occupational stresses. Also, as the number of women increases, women lose their icon status, resulting in a positive social dynamic that helps motivate, train, and recruit women workers. Therefore, according to tokenism theory, women's

numbers are higher in the workplace or lower in C+ positions because minorities feel less powerful and different than others.

### **1.1.1 Attitudes Toward Women in Turkey**

There are some differences between the men's and women's workplaces and tasks in the mind and reality. For example, while men are thought to work in factories, and their tasks are matched with physical jobs or intellectual jobs like politics, science, and literature, women are considered to work at home and strive to raise children, do house cleaning, and to cook (Aydin & Aytac, 2020). Although the workplaces and tasks have changed and improved over the years, there are still huge gaps between men and women. This situation is seen everywhere globally, even in the most advanced countries. Turkey is one of the countries suffering from the gap. However, when the position of Turkey is compared to other countries, it has been seen that Turkey is behind many countries. According to the Global Gap Gender Report 2021, Turkey's, by falling 3 rows back compared to last year, rank and score in all 156 countries are equal to 133 and 0.638, respectively. For instance, only 38.5% of women participate in the labor market in Turkey, translating to a gender gap of 50%. Bugay, Delevi, & Mullet (2021) indicate that North Americans and Western Europeans generally have less traditional perspectives regarding women than Turks.

The working environment and job descriptions of women in Turkey began to change in the 19th century (Yaraman, 2001). It is seen that the working environments of women dealing with carpet and wool weaving, which was only seen as an extension of housework in the Ottoman period, changed during the intense war periods of the Ottoman Empire. During the war period, women tailored the clothes of soldiers, and did nursing and nursing jobs in war zones to take care of the wounded. With the establishment of the Republic of Turkey, women started to work in newly established factories, and it is seen that they take part in fields such as art, literature, and the press (Aydin & Aydaç, 2020). "Women entered the working life for the first time in 1843

with the midwifery education they received at the School of Medicine. They took part in working life as wage workers in 1897, as civil servants in 1913, and as tradesmen in 1914. Along with these developments, after the proclamation of the Republic, new job opportunities were offered to women with the legal regulations regarding education and working life (Aytaç et al., 2018)" (Aydın & Aydaç, 2020). However, despite the improvements, when household chores are mentioned, the first thoughts refer to women; on the other hand, women's job roles like managerial positions or supervisor positions encounter some biases. One of the reasons for those biases is that a manager's definition matches masculinity, objectivity, and authority. These skills do not match with women because, according to the traditional perspective, women have the essential personal characteristic features like weakness, fragileness, and being too emotional (Güney, Gohar, Kılıç Akıncı, & Akıncı, 2006). The studies of Owen and Taylor (1993) and Arikan (1997) have some specific examples to indicate the situation. They found that people think/believe that in Turkey:

- "Women are unsuitable for top managerial positions because they are too emotional and lack some qualities necessary for managerial positions such as aggressiveness, risk-taking, and decisiveness.
- Women managers have self-confidence problems.
- Women managers are not motivated by power needs but affiliation motives.
- Women executives are not well-educated and experienced in undertaking managerial responsibilities."

Considering whether these thoughts and beliefs are believed more by women or men in Turkey, some of the studies show that women expressed less traditional views than men (Bugay, Delevi, & Mullet, 2021), and "Men exhibited fewer positive attitudes toward women managers than did women" (Sakalli & Beydogan, 2002; Aycan, 2004). The other one found the opposite result and mentioned that while men and women have both negative attitudes toward women managers, men's attitudes toward women managers were more positive than that women's attitudes (Güney, Gohar, Kılıç Akıncı, & Akıncı, 2006). Those kinds of attitudes differences can be

observed since the attitudes can change according to the culture, beliefs, and experience.

In short, people, regardless of gender, who have traditional views like supporting patriarchy, sexism, and gender influence tend to have negative attitudes toward women joining the work environment in Turkey.

## **1.2. ORGANIZATIONAL COMMITMENT**

Organizational commitment is defined as "a psychological state that (a) characterizes the relationship of employees with the organization and (b) influences their decision to maintain or continue their membership in the organization" (Meyer & Allen, 1991). It is known that employees with organizational commitment are more productive in their organizations and are less inclined to leave (Meyer & Allen, 1991). In addition, individuals with normative commitment always feel obliged to stay in the organization due to this obligation, and high organizational commitment will contribute to better organizational performance (Irefin & Mechanic, 2014; İmamoğlu et al., 2019). Organizational commitment has gained greater importance as pressures of increasing competition and the pandemic created more strain on organizations. Organizational commitment has been the subject of much research in recent decades. It is essential to examine it both from the angles of employees and employers (Yousef, 2016) because organizational commitment contributes to the well-being of employees and enhances the company. Companies need employees with a high organizational commitment to earn more and produce continuously and better.

Moreover, according to Aydoğdu and Aşıkil (2011), positive behaviors increase when employees are committed to the organization, and with greater engagement comes higher productivity, which benefits the organization. Organizational commitment is also well documented to harm turnover intentions (Yousef, 2016; Aydoğdu & Aşıkil, 2011). In short, as the employee's dedication to

the organization increases, the employee's productivity and benefit to the organization increases, while the tendency to leave the job decreases.

Organizational commitment can increase even if unexpected situations like pandemics. The study by Anugrah and Priyambodo (2021) shows that work-from-home employees' organizational commitment is higher than estimated during the pandemic. The lower organizational commitment assumption is that while there were many unexpected and increasingly unstable situations during the pandemic, the companies' cultures have changed (working from home and flexible working hours). Also, many companies encountered financial difficulties. They did not access raw stuff, the delivery system did not work efficiently, or the currency could not be kept stable during the pandemic. Yılmazkuday (2020) explains the situation experienced during this pandemic by saying that many enterprises suffer financial difficulties, and almost all companies borrow from banks as part of their business. For all these reasons, employees with high organizational commitment are needed. When the organizational commitment between the genders is examined, studies show that the gender difference does not influence organizational commitment. A few examples from previous studies: gender does not affect organizational commitment (Kónya et al., 2016), there is no significant difference in the organizational commitment levels of employees based on gender (Abdullah & Ramay, 2012), and no significant difference between the three dimensions of organizational commitment and Gender (Ariffin & Ha, 2014).

Meyer defines these three dimensions/ components of organizational commitment and Allen (1991) as a reflection of "Affective Commitment", "Continuance Commitment", and "Normative Commitment" to maintaining employment in an organization.

***Affective Commitment:*** While Sheldon says that affective commitment is "an orientation toward the organization, which links or attaches the person's identity to the organization," Meyer and Allen (1991) describe an affective commitment as an emotional attachment of employees to and feeling identified involved with the organization. The employee who has a practical commitment to the organization works

not just for himself but also for the organization without any pressure (Meyer & Allen, 1991). With the affective commitment, employees do not leave their company thanks to their emotional attachment and personal employment relationship, complying with the organization's aims and values (Beck & Wilson, 2000). Additionally, they think they are part of the organization; thus, leaving the company implies betrayal. Even if they have better opportunities or are not fully satisfied with their jobs, they tend to stay in their current organization because of their affective commitment and belonging (Gellatly, 2006).

Furthermore, they believe that their jobs and organizations are rewarding them. In short, practical commitment is positive emotion for the employees' organizations. Employees work more satisfied and motivated with those emotional commitments and are more loyal than those without practical commitment to the company. Human Resource Management International Digest journal writes those different organizational activities may be the reason for different effects based on gender differences. Soloan (2017) studied "Gender Differences in Commitment to State Employment: The Role of Coworker Relationships." She proved her hypotheses about the gender differences in commitment and the role of coworker relationships in the study. The hypotheses are "Compared with men, women will report higher affective commitment to state employment" and "Coworker support will mediate the relationship between gender and affective commitment to state employment."

Moreover, previous studies conclude that women are more committed when the work environment is supportive and involves high involvement in human resource management (HRM) practices. In contrast, men attach more outstanding value to autonomy. In short, it is understood that affective commitment might be affected by an employee's gender, and it might increase job performance, work engagement, and loyalty.

***Continuance Commitment:*** Continuance commitment is defined by Meyer and Allen (1997) as "awareness of the costs associated with leaving the organization. "This cost includes the salary and the costs of leaving, such as the loss of coworkers and

friends, loss of a pension, leaving the comfort zone, and loss of familiar surroundings. Even if the employee has better and more valuable opportunities in the new organization, they avoid taking risks because it is unknown. Additionally, the employee internally believes that the cost of leaving will be higher than the gains in the new organization. As a result, such beliefs prevent the employee from leaving the company. To give a more concrete example, the employee with a continuance commitment might say, "My current salary and benefits get me a nice house in a nice neighborhood," or "I may not find kinship friends at another institution," or "I have a comfort zone here, and I do not have to work hard because I do not have to work hard. I know that I work less and make more money than my hours." In short, continuance commitment can be summarized as the employee's relationship with the organization based on assessing the economic benefits, such as an instrumental commitment to the organization (Beck & Wilson, 2000).

Organizational employees commit to an organization because of the positive extrinsic rewards obtained through the effort-bargain without identifying with the organization's goals and values. Meyer and Allen (1991) also state that "employees whose primary link to the organization is based on a continuance commitment continue because they need it." Thus, Affective Commitment is the "want" level, while Continuance Engagement is the "need" level. These terms, "want" and "need," explain the difference between the two commitment dimensions. For example, the employee may be dissatisfied with his job or organization but continues to work because the employee must stay because of the monetary benefits associated with the attendance dimension (Meyer & Allen, 1997). However, the situation is different at the level of affective commitment because the employee believes that he is a part of the company, and the employee does not consider any personal interests while working there. Therefore, while emotional commitment increases job engagement and performance, the same cannot be stated for continuance commitment. Besides, once the two are compared, the continuance commitment appears to be the lowest level of commitment in the framework of organizational commitment.

***Normative Commitment:*** Normative commitment is defined by Meyer and Allen (1997) as "a feeling of obligation to continue working." The employees with normative commitment think they should stay in the organization because they have responsibilities, obligations, and duties. These responsibilities and obligations can be fed by the organization's rewarding mechanism/system, culture, and investments, such as employee training and professional development. For example, the employee with high normative commitment tends to use sentences such as "I should stay with the organization because my boss/organization helped me a lot when I was sick" or "my manager acted like a mentor." My organization has given me much training, so I need to stay with the organization."

Besides responsibility, the employee feels loyalty and tries to do "right" and "moral" things for the organization and his colleagues (Wiener, 1982) because employees are committed to the organization for moral reasons (Iverson & Buttigieg, 1999). While deciding whether to stay in the organization, the employee also considers the consequences of leaving to the organization and his colleagues and tries to prevent possible harmful effects to everyone. If the employee decides to resign, he may feel guilty because he believes that the pressure on other colleagues will increase when the employee leaves, as the overall knowledge and experience also decrease. For that reason, the employee decides to stay in the organization. Moreover, "the normative committed employee remains in an organization because he or she is perceived as morally right, regardless of the status or satisfaction the organization has provided over the years (Messner, 2013)" (Al-Jabari & Gazzevi, 2019). While affective commitment is the "want" level. Continuance engagement is the "need" level, normative commitment is the "should" level. These level differences show the main difference between commitments.

Briefly, the "Meyer and Allen's Three-Component Model of Commitment" (Meyer & Allen, 1991) shows that three forms of commitment (affective, continuance, and normative) are not only related to each other but also are related to job involvement, job satisfaction, and occupational commitment. "All three forms of commitment related

negatively to withdrawal cognition and turnover, and affective commitment had the strongest and most good correlations with organization-relevant (attendance, performance, and organizational citizenship behavior) and employee-relevant (stress and work-family conflict) outcomes. The normative commitment was also associated with desirable outcomes, albeit not as strongly. Continuance commitment was unrelated or related negatively to these outcomes. Comparisons of studies conducted within and outside" (Meyer, Stanley, Herscovitch & Topolnytsky, 2002). Moreover, the literature and the research show that organizational commitment significantly correlated with work engagement (Khalid & Khalid, 2015.)

### **1.3. WORK ENGAGEMENT**

Work engagement is a famous and popular term in both business and academia. "The term first appeared in the 1990s, and over 200 scientific publications have appeared on the subject" (Schaufeli, 2012). Since it does not have clear and robust definitions, work engagement has different aspects. However, almost all definitions are close to each other and discuss the same emerging psychological concept in positive psychology, which is quite the opposite of job burnout. The first view comes from Maslach and Leiter (1997), who characterized engagement as energy, involvement, and efficacy, also the three dimensions of burnout. In a burnout condition, an individual feels exhaustion instead of energy, cynicism instead of involvement, and ineffectiveness instead of efficacy (Maslach & Leiter, 1997). According to this, the opposite pattern scores of these three dimensions of the "Maslach Burnout Inventory" could be used to work engagement. Work Engagement is "a positive, fulfilling, affective-motivational state of work-related well-being" (Bakker, Schaufeli, Leiter, & Taris, 2008) and a positive, affective-motivational state of high energy combined with high levels of dedication and a strong focus on work (Schaufeli & Bakker, 2010). Although it is a new concept, it is significant for companies because companies want to be more productive and functional thanks to valuable employees engaged with their

work physically, emotionally, or cognitively (Strom, Sears, & Kelly, 2014). The engagement is not dependent on an entity, event, person, or attitudes; instead, it is a permanent and personal event; that describes an emotional/cognitive state that is constantly felt (Alarcon & Edwards, 2010). Therefore, job engagement defines positive experiences and emotions related to job behaviors. "...a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption" (Schaufeli, Salanova, González-Romá, & Bakker, 2002). Vigor is about being energetic and mentally resilient during work and putting effort even when there are hurdles. Dedication refers to the level of involvement in work and feeling significant, inspirational, and challenged at work. Finally, the absorption is concentrating fully and joyfully at work and misjudging the passage of time, so it is hard to detach oneself from work since work engagement is characterized by vigor, dedication, and absorption and could be measured by using UWES (Utrecht Work Engagement Scale), which is a validated self-report instrument used by Schaufeli and Bakker (2003) to measure work engagement in many countries across the world.

Regarding the efficiency of human resources, considered the essential power of 21st-century organizations, the importance of workers is increasing. It is frequently emphasized in the positive corporate movement literature (Burke, 2009). Engaged and committed employees have a high level of enthusiasm and concentration toward their work due to their increased energy. Companies can have more productive and moderate working environments thanks to work engagement and organizational commitment.

#### **1.4. THE PURPOSE AND THE HYPOTHESES OF THE STUDY**

This study aims to investigate gender-based effects on employees' attitudes toward women managers on organizational commitment and work engagement in Turkey. There are significant studies about attitudes toward women managers in the literature. The studies show that there is an attitudes effect on women managers in the work environment: 'Attitudes Toward Women Employees (Bass, Krusell &

Alexander, 1971)', 'Attitudes Toward Women Leaders (Uğurlu & Hovandaroglu, 2011), and 'Attitudes Toward Women Managers (Aycan et al., 2012)'. Those attitudes and attitudes differences are fed by gender differences because, according to the gender theory looking at masculinity and femininity as assets of mutually created characteristics shaping the lives of men and women, and "the term gender refers to the categories of social expectations, roles, and behaviors, feminine and masculine (i.e., what is nurtured)" (Jule, 2014). In addition, Pearsons' sex role theory sharply splits the women's and men's work based on the nuclear family modal. Women should be in the wife role and stay at home, while men should be in the breadwinner role and work outside. Besides sex roles, Eagly (1987) mentions that there are some social roles (communal and agentic) in the society in her social role theory. According to the social roles, men are independent and assertive (agentic), while women are emotional about others' feelings and sensitive to house-related jobs (communal). Sandra Bem says that gender attitudes come from childhood cognitively. When the children learn those attitudes from their family, culture, and social environment, they put the gender roles, types, and attitudes toward gender into the schemas. Hence, they live under this gender schema. In short, she defines in her schema theory that gender results from the norm of culture (Bem, 1981). Since women started to destroy the abovementioned social structures and norms and attend to the work environment, those attitudes began to be observed in the work environment in different forms. For example, Harvard Business School explains the situation by referring to the research paper when gender discrimination is not about gender (2018) which says, "employers favor men not because they are prejudiced against women, but because they have the perception that men perform better on average at certain tasks." Based on this, it can be understood that some attitudes toward women workers, whatever their position in the companies.

Aycan (2009) researched and validated the attitudes toward women managers in Turkey, so she designed the ATWoM scale to check the gender attitudes effect toward women managers. As mentioned, attitudes toward women managers shape organizational commitment and work engagement. "The results of the reviewed

literature demonstrated that both the impact of work engagement on organizational commitment and the impact of organizational commitment on work engagement were statistically significant” (Kim, Kim, Woo, Park, Jo, Park & Lim, 2017). As both terms (work engagement and organizational commitment) relate to employee well-being and provide competitive advantages to organizations in areas of human performance, such as job performance and turnover intention, numerous empirical studies have shown that employee work engagement influences organizational desired outcomes (e.g., business, and financial), performance, productivity, innovative work behavior, commitment, turnover intention, and customer satisfaction) (Kim, Kim, Woo, Park, Jo, Park & Lim, 2017). The outcomes of attitudes toward women are positive and negative. Increasing productivity, affecting employees’ innovative work behavior, creating a positive work environment, and being open for feedback for self-improvement, etc., can be counted as positive outcomes during the high number of turnovers. Low job performance, less employee well-being, and less commitment can be a negative outcome of the effects. Also, the work engagement theory posits that engaged employees have a positive attitude, characterized by boundless vitality, energy, and a will to work, and invest effort. Engagement is a positive, affective-cognitive state of supreme satisfaction” (Kodden, 2020). For that reason, I was questioning

Research Question: *“Is there an effect on employee attitudes toward women managers in Turkey on their work engagement and organizational commitment?”*.

Besides the main research question, I aim to understand to what extent employee attitudes toward women managers in Turkey affect organizational commitment through work engagement and to what extent does gender affect this indirect relationship between employee attitudes toward women managers in Turkey and organizational commitment through work engagement?

“Work engagement and organizational commitment are among the most studied topics in a range of fields, including human resource development (HRD) and organization development (OD)” (Kim, Kim, Woo, Park, Jo, Park & Lim, 2017). Because Kim and his friends are directly linked with the most necessary parts of the

work environment for employees to work more efficiently, they feel good while working and improve the organization. It has been found that “perceived gender discrimination directly influences work attitudes. Employees who perceive sexist policies and practices in their organizations are found to have low job satisfaction and organizational commitment (Channar, Abbassi & Ujan, 2011; Ensher, Grant-Vallone & Donaldson, 2001).” For that reason, we claim that the attitudes toward women should be positive in the work environment to decrease the effect of learned social norms and sexist’s perceptions and reduce the gender differences in hierarchical roles. With those improvements and positive attitudes toward women, the levels of the employees’ work engagement and organizational commitment have the potential to increase.

Hypothesis 1a: *There is a positive relationship between employee attitudes toward women managers and work engagement in Turkey.*

Hypothesis 1b: *There is a positive relationship between employee attitudes toward women managers and organizational commitment in Turkey.*

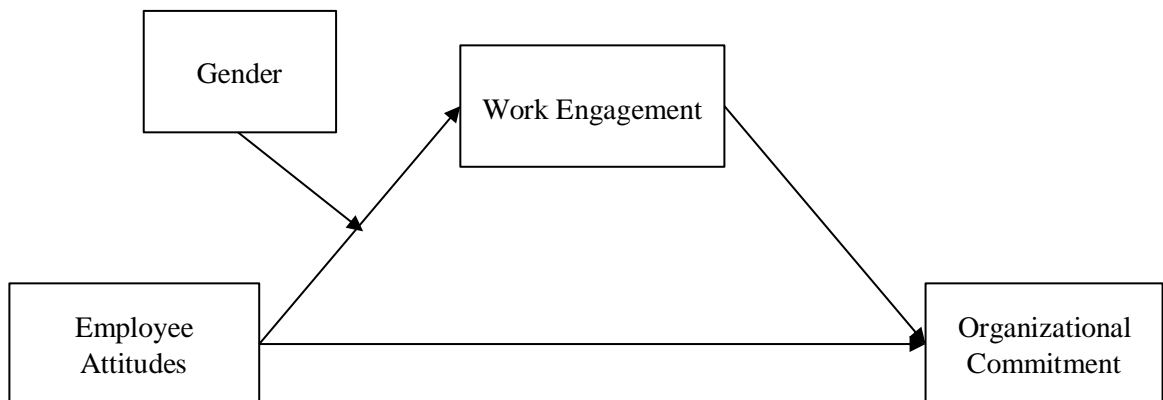
When the literature was examined to find out the effects of work commitment on organizational commitment, it was found that work commitment played a mediating role in organizational commitment in different situations. For example, while Albdour and Altarawneh (2014), in their study with 294 front-line employees from the Jordanian banking sector, found that job engagement and organizational commitment are positively related to the affective and normative components of organizational commitment, some studies have shown that work engagement is negatively related with continuance commitment (Kim, Kim, Woo, Park, Jo, Park & Lim, 2017). It has been estimated in the current study that all dimensions of organizational commitment are positively related to work engagement. Moreover, it was predicted that work engagement has a mediating role between attitudes toward women managers and organizational commitment.

Hypothesis 2: *Work engagement will mediate the relationship between attitudes toward women managers and organizational commitment.*

Some of the studies in Turkey show that women expressed less traditional views than men (Bugay, Delevi, & Mullet, 2021), and "Men exhibited fewer positive attitudes toward women managers than did women" (Sakalli & Beydogan, 2002; Aycan, 2004). The other one found the opposite result and mentioned that while men and women have both negative attitudes toward women managers, men's attitudes toward women managers were more positive than that women's attitudes (Güney, Gohar, Kılıç Akıncı, & Akıncı, 2006). Those kinds of attitudes differences can be observed since the attitudes can change according to the culture, beliefs, and experience. For that reason, to understand whether there is a gender effect on attitudes toward women managers and effect on organizational commitment and work engagement or not, I state that:

Hypothesis 3: *Gender will moderate the indirect relationship between employee attitudes toward women managers in Turkey and organizational commitment through work engagement such that women employees will have stronger positive attitudes toward women managers, which will subsequently increase organizational commitment through work engagement than men employees.*

**Figure 1: Research Model**



Since the study was designed during the COVID-19 pandemic, employee's engagement and commitment levels may have been affected by the new working schemes resulting from the pandemic. A new era of remote work has started (According to Mercer Turkey's research, it is stated that in the post-Corona period, 95 percent of companies have switched to the remote working model, especially in the head offices). Many workplaces are closed (at least temporary), business models are changed, the global economy is affected (GDP rates were decreased in 2019 and 2020), and many employees become unemployed (The unemployment rate in Turkey reached 14% in mid-2020 (Sertkay, B. and Baş, S., 2021). All these changes brought along gender-based pandemic conditions. The McKenzie analysis shows that women's jobs are 19 percent more at risk than men's because women are disproportionately represented in sectors negatively affected by the COVID-19 crisis. McKenzie, in its "COVID-19 and gender equality: Countering the regressive effects" article in 2020, estimates that 4.5 percent of women's employment is at risk in the pandemic globally, compared with 3.8 percent of men's employment. Moreover, according to the McKenzie calculation, women make up 39 percent of global employment but account for 54 percent of overall job losses.

Moreover, "The pandemic has generally created challenges for women's advancement. More women than men have lost their jobs. More women than men are in essential jobs that expose them to infection and psychological stress. Women have had more work disruption than men because of increases in childcare and other responsibilities." Given the closure of schools and childcare facilities and long-standing gender inequalities in unpaid work, women bear most of the burden in the home (Rožman, Sternad Zabukovšek, Bobek & Tominc, 2021). For that reason, some pandemic questions are added to the demographic survey to understand if there is a pandemic-gendered effect on organizational commitment and work engagement.

## **CHAPTER 2: METHOD**

### **2.1. DESIGN AND PROCEDURE**

The studied dataset was made available online via Survey Monkey. The participants are a part of the workforce who reside and work as white-collar employees in large-sized companies. Since the participants are working in Turkey and the research was conducted in Turkey, the language of the survey was chosen as Turkish. In order to determine which demographic questions were appropriate for the present study, the questions found by researching on the internet were asked to a small experimental group, and feedback was received. Having sociodemographic questionnaires (sociodemographic data form) being decided, the other three scales were combined to form the main questionnaire of the study. The last version of the survey was shared with the small experimental group to understand its quality. Based on the feedbacks, some parts of the questions were changed, and the survey-on-Survey Monkey was sent to the participants to fill in.

### **2.2. PARTICIPANTS (SAMPLE) AND DATA**

A convenient sampling strategy was used to collect the data. The data was collected from different organizations in Turkey a single time from March to May 2022. This research was conducted with participants who voluntarily agreed to share information with the researchers. Before collecting data from a participant, the participant's permission (consent) was obtained at the beginning of the survey. If the participant did not permit collecting the data, the second part of the survey was not shown to the participant.

Moreover, approval was obtained from Bilgi University Ethics Committee to begin data collection for the current study. 'Online survey forms were prepared via Survey Monkey. The survey comprises 5 forms, including the abovementioned consent

form in the beginning. Only the consent form requires information that is mandatory to be filled out. A participant who gives the consent can access the following forms of the survey, which contain the main questionnaire. The first form of the survey is about demographic questions, the second form of the survey is the "Item Utrecht Work Engagement Scale (UWES-9)", and the third form is the "Organizational Commitment Scale." Furthermore, the final form is the "Attitudes toward Women Managers (ATWoM)." Once the entire survey is completed, a thank you message is displayed to the participants for their contribution to the study.

In short, the survey contains 54 questions and approximately takes 7 or 9 minutes for the participants. The participants who attended the survey are full-time employees and hold non-managerial or mid-level managerial positions in large-size companies. The survey was advertised through e-mail and social media platforms, including LinkedIn, Instagram, and WhatsApp, to reach a broader and more diverse sample. Moreover, each participant who initiated the survey is given 15 days to finalize the survey. The researcher and supervisor collectively evaluated the collected data to serve the scientific research in question. Forty-five days of data collection resulted in 207 participants who properly finalized the survey. However, among 207 participants, 193 participants worked with at least one woman manager during their work life. Therefore, the outcome of the surveys of these 193 (131 women, 59 men, and 3 other) participants (employees) are evaluated in the study.

Moreover, since only 188 out of 193 participants answered the age question in the survey, the total age mean was calculated as 35.82 ( $\sigma=9.4$ ). Hence, the women employees' age mean is 36.13 ( $\sigma=9.001$ ), the men employees' age means are 35.58 ( $\sigma=10.452$ ), while the general age mean is 35.82 ( $\sigma=9.440$ ).

The mean of the active working life of the participants was calculated and found to be 12.976. Moreover, based on the participants' declaration, 24.6% of the employees have been in business for less than five years, and 8.02% of participants have been actively involved in business life for 30 or more years. While 163 (84.5%) of the 193

employees participating in the survey were working with at least one-woman manager at their current workplace, it was seen that 140 employees (72.5%) have worked with at least one-woman manager at their previous workplaces.

Moreover, when employees' work models were analyzed before and after the pandemic, it was found that, before the pandemic, 71.5 % of the employees were working from an office, 14.5 % of the participants were working as a hybrid, and only 14% were working from home. Based on the survey results, even if the percentage of working from home changed after the pandemic, increasing to 17.1%, a noticeable increase was observed in the hybrid model. The number of employees in the hybrid model increased from 21.8% to 35.8% after the pandemic. Moreover, 46.6% of employees' working styles were unchanged during the pandemic.

Lastly, when organizational commitments were compared before and after the pandemic, it was observed that the commitment ratings decreased, and the participants tended to be less engaged with their companies.

### **2.3. MEASURE**

The study survey is composed of three scales, "Item Utrecht Work Engagement Scale (UWES-9)", "Organizational Commitment Scale (OCS)," and "Attitudes toward Women Managers (ATWoM). Besides three scales, the sociodemographic questionnaires were added to the survey to get the demographic information from the participants based on participants' gender, age, the active working year, business sector, and working model's before and after the pandemic. The details and purpose of sociodemographic data form and all scales are explained below.

#### **2.3.1 Sociodemographic Data Form**

The Sociodemographic Data Form consists of 15 questions that determine the demographic characteristics of participants (volunteers). The questions are designed to understand the participant's personal information, such as active working year, business

sector, and current and previous manager's gender. Additionally, several questions related to pandemics have been added to this section, like working model's before & after the pandemic, as it is believed that pandemics may impact organizational commitment and work engagement. The survey consists of open-ended and multiple-choice questions (see appendix M and N).

### **2.3.2 Dependent Variable: Organizational Commitment Scale**

The three-dimensional (affective, continuance, and normative commitment) organizational commitment scale, developed by Allen and Mayer (1990), was used in this study. Firstly, the original survey was designed with 24 questions in English, but later, it was adjusted to 18. The Turkish version of the survey, translated into Turkish and validated by Abidin Dagli, Zakir Elcicek, and Bunyamin Han in 2018, was used in the present study. The questions are equally divided into three dimensions. Each dimension includes 6 items and 7 levels of agreement. Their level of agreement with each statement on a 7-point Likert scale ranged from 1 ("strong disagreement") to 7 ("strong agreement"). For all items, participants rated their organizational commitment scale by answering questions: such that "I would be very happy to spend the rest of my career in this organization," "I believe I have too few options to consider leaving this organization," "I would not leave my organization right now because of my sense of obligation to it" and "I would feel guilty if I left this organization now." Factor analysis was applied before calculating the reliability of each dimension of the scale. Based on the factor analysis results, 4 items ("This organization has a great deal of personal meaning for me", "This organization deserves my loyalty," and "One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice" and "Right now, staying with my job at this organization is a matter of necessity as much as desire.") were removed from the survey due to decreasing the Alpha Cronbach. The remaining 14 items of the scale were loaded well on three factors, ranging from .53 to .86. While factor analysis was completed,

reliability analysis was checked with the remaining questions. The scale's reliability refers to the instrument tool's consistency and stability, which is represented by Alpha Cronbach (Creswell, 2010). Alfa Cronbach's value below 0.6 is considered low, and above 0.6 is considered acceptable index and high reliability. Moreover, if the Alpha Cronbach is in the range between 0.8 and 1.0, it is considered very good (Daud, Khidzir, Ismail & Abdullah, 2018). As a result, the scale had sufficient reliability concerning Cronbach's  $\alpha = .828$ . Moreover, items were grouped based on the factor analysis result, and their reliabilities were analyzed separately. It has been noted that all dimensions were sufficiently reliable: Affective Commitment Cronbach's  $\alpha = .848$ , Continuance Commitment Cronbach's  $\alpha = .816$ , Normative Commitment Cronbach's  $\alpha = .81$ .

**Table 2.1 Reliability Statistics of Organizational Commitment**

	Cronbach's Alpha	Mean	Variance	Std. Deviation	N
Organizational Commitment	.828	57.01	205.33	14329	14
Affective Commitment	.848	26.10	69.340	8.327	6
Normative Commitment	.812	23.83	64.459	8.029	6
Continuance Commitment	.816	7.08	10.376	3.221	2

**Table 2.2 Organizational Commitment Rotated Component Matrix**

	Component		
	1	2	3
Bu kuruluşa gönül borcu hissediyorum.	.786		
Kuruluşuma çok şey borçluyum.	.771		
Kuruluşumdan şimdi ayrılısam kendimi suçlu hissedirim.	.713		
Şu anda kuruluşumdan ayrılmak istediğime karar versem, hayatımın çoğu alt üst olur.	.655		

İstesem de, Őu anda kuruluŐumdan ayrılmak benim iin ok zor olurdu.	.634	
Benim iin avantajlı da olsa, kuruluŐumdan Őu anda ayrılmamanın dođru olmadığını hissediyorum.	.533	
Bu kuruluŐun meselelerini gerekten de kendi meselelerim gibi hissediyorum.	.520	.612
Bu kuruluŐa kendimi “duygusal olarak bađlı” hissetmiyorum.		.831
KuruluŐuma karŐı gl bir aitik hissim yok.		.784
Kurumumda kalma zorunluluđu hissetmiyorum.		.776
Meslek hayatımın kalan kısmını bu kuruluŐta geirmek beni ok mutlu eder.	.469	.679
Kendimi kuruluŐumda “ailenin bir parası” gibi hissetmiyorum.		.636
Bu kuruluŐu bırakmayı dŐunemeyeceđim kadar az seeneđim olduđunu dŐunyorum.		.889
Bu kuruluŐtan ayrılmamanın az sayıdaki olumsuz sonularından biri alternatif kıtlıđı olurdu.		.866

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### **2.3.3 Independent Variable: Attitudes toward Women Managers (ATWoM) Scale**

Zeynep Aycan, Yonca Berkman, Mahmut Bayazi, and Hale Bolak Boratav (2011) designed the ATWoM to measure employee attitudes toward woman managers. While answering the questions, the participants were asked to think about the women manager they worked with and mark the most appropriate choice in line with their views. The survey includes 27 questions, and 14 out of the 27 questions are reverse questions. Moreover, the respondents rated their level of agreement with each statement on a 7-point Likert scale ranging from 1 (“strong disagreement”) to 7 (“strong agreement”). For all items, the method is the same: “In general, women managers . . . “. Sample items were “. . . are good listeners”, “. . . are tolerant with their employees”, “. . . act emotionally in decision making” and “. . . are lost in detail.” (Aycan, Beyazit, Berkman & Boratay, 2012) (See appendix 3). Moreover, the survey was developed in Turkish, and the original version was used in the present study.

The scale contains three factors which are Task Role Behaviors (TRB), including 14 items; Relational Role Behaviors (RRB), including 9 items; and Work Ethic (WE), including 4 items. However, when factor analysis was applied, it revealed that 27 items loaded well on three factors, with scores ranging from .50 to 8.27. Since 3 relational role behavior items decreased the Cronbach’s Alpha value, “engage in office politics to pursue self-centered interests or goals,” “cannot approach work events objectively,” and “often do not behave professionally when dealing with people,” these questions were removed from the scale. With 24 questions and 3 factors, the reliability (Alpha Cronbach value) of the ATWOM was calculated as  $\alpha=.916$ . Moreover, the Alpha Cronbach value of ATWoM’s dimensions was calculated separately. According to Creswell (2010), all dimensions were found reliable: the task role behavior Cronbach's  $\alpha=.875$ , the relational role behavior Cronbach’s  $\alpha=.937$ , and the work ethic of woman manager Cronbach's  $\alpha=.652$ .

**Table 2.3 Reliability Statistics of ATWoM**

	Cronbach's Alpha	Mean	Variance	Std. Deviation	N
ATWoM	.923	119.6	455865	21351	24
Relational Role Behaviour	.937	44.42	107.522	10.369	9
Work Ethic Woman Manager	.652	20.68	14.164	3.763	4
Task Role Behaviour	.873	54.09	133.545	11.556	11

**Table 2.4 ATWoM Rotated Component Matrix**

	Component		
	1	2	3
Çalışanların yaşadıkları sıkıntıları anlayışla karşılarlar.	.827		
Çalışanların hissettiklerini anlayabilir ve ona göre davranırlar.	.827		
Rahat iletişim kurulur.	.826		
Çalışanların karşılaşılabilecekleri zorlukları anlar ve onlara destek olurlar.	.818		
Çalışanlarının istek ve sorunlarını zamanında hissederler.	.813		
Problemler karşısında çalışanlarına güler yüzle yardımcı olurlar.	.784		
Sosyal yönleri kuvvetlidir	.761		

Çalışanları ile nasıl konuşmaları gerektiğini bilirler.	.741	
Duygusallığı profesyonelliklerini arttırır.	.523	
Detaylara odaklandıkları için sonuca ulaşmaları zaman alır.		.752
Sorunlar karşısında dinamik değildirler, pasif kalırlar.		.695
Olaylara genel bakamaz, detaylarda kaybolurlar.		.669
Özel hayatlarındaki sorumluluklar nedeniyle işlerine odaklanamazlar.		.640
Üzerinde aile sorumlulukları olduğu için iş hayatlarını ön planda tutamazlar.		.638
İşleri başkalarına delege etmekte zorlanırlar.		.614
Karar alırken duygusal davranırlar.		.600
Gerektiğinde sert olmakta zorlanırlar.		.584
Zorluklarla baş etmekte sıkıntı çekerler.		.541
Karar alırken aceleci davranırlar		.533
Ödün vermemeleri gereken noktalarda ödün verirler.		.513
Özel hayatlarından fedakârlık ederek işlerine asılırlar.		.715
Çok çalışırlar.		.711
Düzenlidirler.		.528
İşlerin yürüdüğünden emin olmak için çalışanlarını takip eder ve sorgularlar.		.500

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#### **2.3.4 Mediating Variable: 9-Item Utrecht Work Engagement Scale (UWES-9)**

The 9-Item Utrecht Work Engagement Scale (UWES-9) was used to measure work engagement. Schaufeli and Bakker (2003) designed and validated it as a self-report instrument. The scale was used by many researchers in many countries, including China (Yi-Wen & Yi-Qun, 2005), Finland (Hakanen, 2002), Greece (Xanthopoulou, Bakker, Demerouti, & Kantas, in press), Japan (Shimazu et al., 2008), South Africa (Storm & Rothmann, 2003), Spain (Schaufeli et al., 2002), the Netherlands (Schaufeli & Bakker, 2003; Schaufeli et al., 2002) and Turkey (Güler, Çetin, & Basım, 2019). The original survey consisted of 24 questions, and the questions were designed to measure vigor, dedication, and absorption. However, after two psychometric evaluations, 15 non-functional elements were removed by Schaufeli and Bakker (2004). The shortest and final version of the UWES with 9 questions was designed based on including the scales of vigor, dedication, and absorption. The survey was originally developed in English but translated into Turkish by Enver Ozalp to apply in Turkey.

In this study, the Turkish version of UWES-9 scale was used to evaluate the participants' work engagement rates. Since one dedication question was forgotten to add to the present survey, 8 organizational commitment questions were asked to the participants. To check the reliability of the scale, factor analysis was applied. As a result of the factor analysis, it was noted that one of the questions, "I get carried away when I am working," sharply decreased the Alpha Cronbach value. Therefore, the question was removed from the scale, and a new factor analysis was applied. The factor analysis revealed that all items (7 items) loaded well on one factor in sufficient reliability with Alpha Cronbach's  $\alpha = .888$ .

**Table 2.5 Reliability Statistics of WE**

	Cronbach's Alpha	Mean	Variance	Std. Deviation	N
Work Engagement	888	28.4	42418	6513	7

**Table 2.6 Work Engagement Rotated Component Matrix<sup>a</sup>**

a. Only one component was extracted. The solution cannot be rotated.

## **CHAPTER 3: RESULT**

### **3.1 RESULT**

This study aimed to analyze the effect of employee attitudes toward women managers on work engagement and organizational commitment in Turkey. The research model positioned work engagement as a mediator in this relationship. Three main questions were sought to be answered: Is there a positive relationship between employee attitudes toward women managers in Turkey and work engagement? Is there a positive relationship between employee attitudes toward women managers in Turkey and organizational commitment? Furthermore, will work engagement mediate the relationship between attitudes toward women managers and organizational commitment? In addition, this study, investigated the question: “to what extent do employee attitudes toward women managers in Turkey affect organizational commitment through work engagement, and to what extent does gender affect this indirect relationship between employee attitudes toward women managers in Turkey and organizational commitment through work engagement?”

### 3.1.1. Primary Analysis

Before starting the analysis, whether any scores were outside the data set range was checked. No such error was found. The outliers were studied using a stem and leaf plot, and some outliers were identified, however none of them were deleted.

For all variables and their sub-dimensions, multicollinearity statistics were checked. None of the variables had problematic multicollinearity scores. While all variables' tolerance was less than .71, the Statistics VIF values were less than 4.1. The normality assumption was checked by the normal probability plot of the regression standardized residuals and visualizing histograms, and there was no assumption violation. Moreover, since the population was less than 200, Shapiro-Wilk statistic results were checked. All the significant values of the Shapiro-Wilk were greater than 0.05, so the data was normally distributed.

**Table 3.1 Tests of Normality**

	Shapiro-Wilk		
	Statistic	df	Sig.
Affective Commitment	.982	193	.02
Normative Commitment	.987	193	.08
Continuance Commitment	.986	193	.05
Work Engagement	.987	193	.10
Organizational Commitment	.986	193	.06

\*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

### 3.1.2. Descriptive Statistics

Means, the minimum and maximum values, standard deviations, and correlations of the investigated data are presented in the table 3.2.

**Table 3.2 Correlation Relationship Between Variables**

	<i>M</i>	Min	Max	<i>SD</i>	1	2	3	4	5	6
Relational Role Behaviour	4.93	1.22	7.00	1.16						
Work Ethic Woman Manager	5.15	2.00	7.00	.96	.551**					
Task Role Behaviour	4.93	2.09	7.00	1.05	.529**	.375**				
Affective Commitment	4.34	1.00	7.00	1.39	.341**	.322**	.194**			
Normative Commitment	3.93	1.00	7.00	1.40	.148*	.244**	-.002	.395**		
Continuance Commitment	3.65	1.00	6.40	1.25	-.044	.135	-.171*	.074	.485**	
Work Engagement	4.05	1.71	6.00	.93	.276**	.245**	.241**	.552**	.263**	.071

*Note.*  $N=193$ . \*\*\*  $p<.001$ , \*\*  $p<.01$ , \*  $p<.05$

Based on the correlations which are shown in the table, except for the continuance commitment variable, the independent variable, relational role behavior, had a positive correlation with other variables, which were also significant at the level

of 1% ( $r=.01$ ) or %5 ( $r=.05$ ). Relational role behavior negatively correlated with the continuance commitment, which was not statistically significant at 1% ( $r=-.044$ ,  $p=.54 > .01$ ). The independent variable, the work ethic of woman managers, had a positive and significant correlation with the variables except for the continuance commitment variable. It had a positive relationship, but the relationship was not statistically significant at the level of 1% ( $r=.135$ ,  $p=.06 > .01$ ). The last independent variable, task role behavior, had a significant positive relationship with the other variables except for normative commitment. The task role behavior and the normative commitment were in a negative association that was not statistically significant at 1% ( $r=-.002$ ,  $p=.98 > .01$ ). The dependent variable, affective commitment, was a significant positive relationship with normative commitment and work engagement variables. Still, its relationship with continuance commitment was positive but not statistically significant at the level of 1% ( $r=.074$ ,  $p=.31 > .01$ ). The normative commitment was statistically significant and positively correlated with continuance commitment and work engagement. In conclusion, the correlation table shows that the mediating variable, work engagement, had a significant positive correlation with all variables except continuance commitment ( $r=.071$ ,  $p=.33 > .01$ ).

### **3.1.2.1. Moderated Mediation Analysis**

Model 7 on SPSS's conducted model was used to test whether gender moderates the indirect relationship between employee attitudes toward women managers and organizational commitment through work engagement in Turkey. However, the results were not found as predicted; the model showed that gender does not moderate the indirect relationship in this study. Table 3.3 displays moderated mediation analysis of every dimension of ATWoM (independent variable) and organizational commitment (dependent variable). As the table shows, there is no statistically significant relationship with gender moderator, and all  $p$  values are higher than .05.

**Table 3.3 Full Model: Moderated Mediation Analysis Prediction of WE**

	coeff	se	<i>t</i>	<i>p</i>	LLCI	ULCI
Model 1						
Relational role behavior on work engagement	.171	.132	1.296	.196	-.089	.430
Moderation of gender	-.650	.734	-.886	.377	-2.097	.797
Work engagement on affective commitment	.739	.090	8.231	.000	.562	.916
Direct effect	.245	.079	3.101	.002	.089	.401
Model 2						
Relational role behavior on work engagement	.171	.132	1.296	.196	-.089	.430
Moderation of gender	-.650	.734	-.886	.377	-2.097	.797
Work engagement on normative commitment	.361	.114	3.179	.002	.137	.586
Direct effect	.099	.101	.985	.326	-.100	.298
Model 3						
Relational role behavior on work engagement	.171	.132	1.296	.196	-.089	.430
Moderation of gender	-.650	.734	-.886	.377	-2.097	.797
Work engagement on continuance commitment	.122	.110	1.107	.270	-0.96	.340
Direct effect	-.075	.086	-.876	.382	-.244	.094

Model 4

---

Work ethic of women manager on work engagement	.227	.136	1.668	.097	-.042	.496
Moderation of gender	-.175	.150	-1.168	.244	-.470	.120
Work engagement on affective commitment	.751	.093	8.031	.000	.566	.935
Direct effect	.274	.093	2.943	.004	.090	.458

---

Model 5

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Work ethic of women manager on work engagement	.227	.136	1.668	.097	-.042	.496
Moderation of gender	-.175	.150	-1.168	.244	-.470	.120
Work engagement on normative commitment	.325	.109	2.974	.003	.109	.541
Direct effect	.266	.106	2.520	.013	.058	.475

---

Model 6

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Work ethic of women manager on work engagement	.227	.136	1.668	.097	-.042	.496
Moderation of gender	-.175	.150	-1.168	.244	-.470	.120
Work engagement on continuance commitment	.055	.114	.486	.628	-.169	.279
Direct effect	.156	.100	1.567	.119	-.040	.353

---

Model 7

Task role behavior on work engagement	.182	.118	1544	.124	-.051	.415
Moderation of gender	-.185	.153	-1207	.229	-.488	.117
Work engagement on affective commitment	.800	.094	8545	.000	.615	.984
Direct effect	.90	.093	.966	.335	-.094	.274
Model 8						
Task role behavior on work engagement	.182	.118	1544	.124	-.051	.415
Moderation of gender	-.185	.153	-1207	.229	-.488	.117
Work engagement on normative commitment	.421	.112	3763	.000	.200	.641
Direct effect	-.097	.113	-.858	.392	-.321	.126
Model 9						
Task role behavior on work engagement	.182	.118	1544	.124	-.051	.415
Moderation of gender	-.185	.153	-1207	.229	-.488	.117
Work engagement on continuance commitment	.161	.106	1519	.130	-.048	.371
Direct effect	-.251	.096	-2606	.010	-.440	-.061

Additionally, conditional indirect effect of ATWoM variable on organizational commitment at values of the gender moderator was checked and it was seen that zero is within the CI this indicates that there is no significant moderating effect of gender on ATWoM on the indirect effect via Work engagement. (Hayes, 2015).

**Table 3.4 Full Model: Moderator Analysis, Conditional Indirect Effect of X On Y At Values of The Moderator**

	Moderator: Gender	<i>Effect</i>	<i>se</i>	LLCI	ULCI
Work	Relational role behavior on affective				
Engagement	commitment	.069	.099	-.123	.268
Work	Relational role behavior on normative				
Engagement	commitment	.034	.050	-.070	.136
Work	Relational role behavior on continuance				
Engagement	commitment	.011	.023	-.034	.062
Work	Work ethic of women manager on affective				
Engagement	commitment	.006	.114	-.231	.221
Work	Work ethic of women manager on normative				
Engagement	commitment	.002	.051	-.094	.117
Work	Work ethic of women manager on continuance				
Engagement	commitment	.000	.019	-.034	.046
Work					
Engagement	Task role behavior on affective commitment	.067	.112	-.146	.298
Work					
Engagement	Task role behavior on normative commitment	.035	.061	-.083	.164

Work	Task	role	behavior	on	continuance				
Engagement	commitment					.014	.026	-.041	.069

Furthermore, for the deep investigation of the gender's moderator effect on ATWoM and WE, a moderation analysis via process model 1 was checked. All dimensions of ATWoM were checked for the relationship with WE one by one in the effect of the gender moderator. However, like moderated mediating analysis result, the moderator statistically significant effect on ATWoM and work engagement was not found (Appendix C1).

- Model 1: The moderator gender did not impact the relationship between RRB and WE  $p=.399$

- Model 2: The moderator gender did not impact the relationship between WEWM and WE  $p=.935$

- Model 3: The moderator-gender did not impact the relationship between TRB and WE  $p=.520$

Besides that, the gender possible moderator effect on other variables' relationships was checked, and it was found that there is no gender-moderator effect on the relationship between work engagement and organizational commitment. All interactions were insignificant (Appendix C2).

- Model 1: The moderator-gender did not impact the relationship between WE and AC  $p=.3445$

- Model 2: The moderator-gender did not impact the relationship between WE and NC  $p=.3839$

- Model 3: The moderator gender did not impact the relationship between WE and CC  $p=.661$

Lastly, the moderator impact of gender was checked on ATWoM and OC. Except for the relationship between TRB and AC, the model revealed that moderator gender did not have a statistically significant impact on organizational commitment toward ATWoM (Appendix C3).

- Model 1: The moderator gender did not impact the relationship between TRB and NC  $p=.38056$

- Model 2: The moderator gender did not impact the relationship between TRB and CC  $p=.6805$

- Model 3: Since  $p=.0156 < .05$ , the gender moderation effect was taking place, and the effect of gender on TRB and AC is the difference between men and women. The effect of perceiving TRB on AC depends on the gender of the employees. More specifically, as TRB increased by one unit in the present study, the difference in AC between men and women increased by .4753. By probing the significant interaction, it was found that the effect of TRB on AC was significant only among women, not among men. In brief, experiencing a high level of TRB increases only women employees' intentions to affective commitment, not men'.

**Table 3.5 Gender Categorical Moderator Interactions**

Gender	Effect	se	t	<i>p</i>	LLCI	ULCI
.0000	-.0034	.1490	-.0231	.9816	-.2974	.2905
1.0000	.4719	.1275	3.7019	.0003	.2204	.7233

In conclusion, gender was not found to moderate the indirect relationship between employee attitudes toward women managers and organizational commitment through work engagement in Turkey.

### 3.1.2.2. Regression Analysis

Based on the correlation results, linear regression analyses were run to test the hypotheses. Since independent and dependent variables had three different dimensions, six regression analyses (models) were applied to understand the relationship between the dimensions of ATWoM and organizational commitment, during work engagement played the mediating role.

The first model indicated the effect of the relational role behavior (IV) on normative commitment (DV) while work engagement (WE) was in a mediating position. Linear regression analysis showed that relational role behavior (RRB) explained 1.7 % of the variance in normative commitment (NC), which was statically significant  $F(1, 191) = 4.307; p = .039$ . Moreover, the model showed that the relational role behavior and work engagement explained 6.6% of the variance in normative commitment, which was statically significant  $F(2, 190) = 7.743; p = .<001$ . While the effect of RRB had the Beta value ( $\beta$  (standardized) = .148;  $t=2.075; p=.039$ ), WE had a mediating effect with the Beta value ( $\beta$  (standardized) = .240;  $t=3.310; p=.001$ ). With mediating effect of WE, the Beta value of RRB was decreased to .066, and the RRB was changed as a statistically non-significant ( $p=.259$ ). In conclusion, the first model showed that WE had a mediating effect between RRB and NC.

The second model indicated the effect of the relational role behavior (IV) on affective commitment (DV) while work engagement (WE) was in a partially mediating position. Linear regression analysis showed that relational role behavior (RRB) explained 11 % of the variance in affective commitment (AC), which was statically significant  $F(1, 191) = 25.184; p = <.001$ . Moreover, the model showed that the relational role behavior and work engagement explained 33% of the variance in affective commitment, which was statically significant  $F(2, 190) = 49.766; p = <.001$ . While the effect of RRB had the Beta value ( $\beta$  (standardized) = .34;  $t=5.018; p=<.001$ ), the effect of WE had the Beta value was ( $\beta$  (standardized) = .496;  $t=8.112; p=<.001$ ).

The model showed that WE had a partial mediating effect on the relationship between RRB and AC. With the partially mediating effect of WE, the Beta value of RRB was decreased to .137, but even if the RRB's *p-value* was increased, it remained significant ( $p < .001$ ).

The third and fourth models are related to task role behavior (TRB) (IV): the third one was the relationship between TRB and AC (DV) with WE, and the fourth one was the relationship between TRB and CC (DV) with WE. Linear regression analysis showed that TRB explained 3.3 % of the variance in AC, which was statically significant  $F(1, 191) = 7.487; p = .007$ . Moreover, the model showed that the TRB and work engagement explained 30% of the variance in AC which was statically significant  $F(2, 190) = 42.521; p < .001$ . While the effect of TRB had the Beta value ( $\beta$  (standardized) = .194;  $t = 2.736; p = .007$ ), WE had a mediating effect with the Beta value ( $\beta$  (standardized) = .537;  $t = 8.641; p < .001$ ). With mediating effect of WE, the Beta value of RRB was decreased to .065, and the RRB's *p-value* was changed to a statistically non-significant ( $p = .296$ ). In conclusion, the third model showed that WE had a mediating effect between TRB and AC. However, when the fourth model was checked, it was seen that WE was playing a partially mediating role because when TRB had the Beta value ( $\beta$  (standardized) = -.171;  $t = -2.4; p = .017$ ), WE had a partially mediating effect with the Beta value ( $\beta$  (standardized) = .119;  $t = 1.634; p = .104$ ). With mediating effect of WE, the Beta value of RRB was decreased to -.200, and the RRB's *p-value* was changed a statistically more significant ( $p = .007$ ).

The fifth and sixth models are related to the work ethic of women managers (WEWM) (IV): the fifth one was the relationship between WEWM and AC (DV) with WE, and the sixth one was the relationship between WEWM and NC (DV) with WE. For both models, linear regression analysis showed that WE mediated the relationships. In the fifth model, WEWM explained 9.9 % of the variance in AC, which was statically significant  $F(1, 191) = 22.080; p < .001$ . Moreover, the model showed that the

WEWM and work engagement explained 33.5% of the variance in AC which was statically significant  $F(2, 190) = 49.06; p = <.001$ . While the effect of WEWM had the Beta value ( $\beta$  (standardized)) = .332;  $t=4.699; p = <.001$ , WE had a partially mediating effect with the Beta value ( $\beta$  (standardized)) = .504;  $t=8.3; p = <.001$ . With the partially mediating effect of WE, the Beta value of WEWM was decreased to .198, and the WEWM's p-value was changed to a statistically less significant ( $p=.001$ ). In the fifth model, the same partially mediating effect was seen. WEWM explained 5.4 % of the variance in NC, which was statically significant  $F(1, 191) = 12.055; p = <.001$ . Moreover, the model showed that the WEWM and work engagement explained 9.4 % of the variance in NC, which was statically significant  $F(2, 190) = 10.94; p = <.001$ . While the effect of WEWM had the Beta value ( $\beta$  (standardized)) = .244;  $t=3.72; p = <.001$ , WE had a partially mediating effect with the Beta value ( $\beta$  (standardized)) = .216;  $t=3.5; p=.003$ . With the partially mediating effect of WE, the Beta value of WEWM was decreased to .191, and the WEWM's p-value was changed to a statistically less significant ( $p=.008$ ).

**Table 3.6 Regression Analysis**

<i>Source of Variation (Model 1 - Dependent Variable: NC)</i>	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>
Regression (Predictors: (Constant), RRB)	1	8.265	8.265	4.307	.039b
Residual	191	366.568	1.919		
Regression (Predictors: (Constant), RRB, WE)	2	28.249	14.124	7.743	<.001c
Residual	190	346.585	1.824		
Total	192	374.833			
<i>Source of Variation (Model 2 - Dependent Variable: AC)</i>					
Regression (Predictors: (Constant), RRB)	1	42.860	42.860	25.184	<.001b
Residual	191	325.050	1.702		
Regression (Predictors: (Constant), RRB, WE)	2	126.476	63.238	49.766	<.001c
Residual	190	241.433	1.271		
Total	192	367.909			
<i>Source of Variation (Model 3 - Dependent Variable: AC)</i>					
Regression (Predictors: (Constant), TRB)	1	13.878	13.878	7.487	.007b
Residual	191	354.031	1.854		
Regression (Predictors: (Constant), TRB, WE)	2	113.757	56.878	42.521	<.001c

Residual	190	254.152	1.338		
Total	192	367.909			

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*Source of Variation (Model 4 - Dependent Variable: CC)*

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Regression (Predictors: (Constant), TRB)	1	8.839	8.839	5.759	.017b
Residual	191	293.159	1.535		
Regression (Predictors: (Constant), TRB, WE)	2	12.902	6.451	4.240	.016c
Residual	190	289.097	1.522		
Total	192	301.999			

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*Source of Variation (Model 5 - Dependent Variable: AC)*

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Regression (Predictors: (Constant), WEWM)	1	38.124	38.124	22.080	<.001b
Residual	191	329.785	1.727		
Regression (Predictors: (Constant), WEWM, WE)	2	125.873	62.937	49.406	<.001c
Residual	190	242.036	1.274		
Total	192	367.909			

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*Source of Variation (Model 6 - Dependent Variable: NC)*

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Regression (Predictors: (Constant), WEWM)	1	22.253	22.253	12.055	<.001b
Residual	191	352.581	1.846		
Regression (Predictors: (Constant), WEWM, WE)	2	38.708	19.354	10.940	<.001c
Residual	190	336.126	1.769		

Total

192

374.833

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### 3.1.2.3. Hypotheses Testing

The first hypothesis was designed to predict a positive relationship between employee attitudes toward women managers and work engagement in Turkey. For that reason, two sub-hypotheses were designed. The first part of hypothesis 1 is hypothesis 1a: *There is a positive relationship between employee attitudes toward women managers and work engagement in Turkey.* The prediction was confirmed by correlation analysis. All dimensions of the ATWoM are significantly and positively correlated with work engagement. Meanwhile, the correlation between ATWoM and WE were compared, and the highest correlation was seen between the dimensions of relational role behavior and work engagement. Therefore, the first hypothesis was supported. The second part of hypothesis 1 is hypothesis 1b: *There is a positive relationship between employee attitudes toward women managers and organizational commitment in Turkey.* Since ATWoM and organizational commitment have three dimensions, all dimensions were checked one by one. As a result of the control, correlation analysis revealed that affective commitment (AC) and all ATWoM's dimensions (relational role behavior (RRB), work ethic of woman manager (WEWM), and task role behavior (TRB)) have a statistically significant and positive relationship. This means that if the employee has positive attitudes toward their own women manager, the employee work engagement is high. Additionally, although normative commitment (NC) has a statistically significant and positive relationship with RRB and WEWM, a significant relationship between NC and TRB is not found. Finally, correlation control was made between the continuance commitment (CC) of organizational engagement and the dimensions of ATWoM, and it was seen that there was a statistically significant relationship only for CC and TRB. However, this relationship is negative, not positive, and not the strongest ( $\beta$  (standardized) = -.171), as in the hypothesis.

Therefore, during the time, while the hypothesis was supported for the positive relationship between AC and all ATWoM's dimensions, NC and RRB & WEWM, it was not supported for the other dimensions (NC and TRB, CC, and all dimensions of ATWoM). In conclusion, the second part of the first hypothesis was partially supported.

The second hypothesis was that *Work engagement will mediate the relationship between attitudes toward women managers and organizational commitment*. This prediction was partially confirmed by correlation and regression analysis. According to the analysis, work engagement was positively correlated with organizational commitment (except for the continuance commitment dimension) and ATWoM. However, since all OC dimensions are not correlated with ATWoM, WE did not play mediating role in every scenario. In the end, the second hypothesis was partially supported for specific relationships. The WE mediating roles are shown below based on the regression table results:

- WE mediated the relationship between TRB and AC,
- WE partially mediated the relationship between TRB and CC,
- WE partially mediated the relationship between RRB and AC,
- WE mediated the relationship between RRB and NC,
- WE partially mediated the relationship between WEWM and AC,
- WE partially mediated the relationship between WEWM and NC,

The third hypothesis was *that gender will moderate the indirect relationship between employee attitudes toward women managers in Turkey and organizational commitment through work engagement such that women employees will have stronger positive attitudes toward women managers, which will subsequently increase organizational commitment through work engagement than men employees*. This prediction was not confirmed by regression analysis. Based on the analysis results, gender would not moderate the indirect relationship between employee attitudes

toward women managers in Turkey and organizational commitment through work engagement. For that reason, it is impossible to say women employees have stronger positive attitudes toward women managers, which will subsequently increase organizational commitment through work engagement than men employees. However, gender moderation has only a statistically significant and positive relationship between task role behavior and affective commitment. When the results were analyzed in the categorical details, it was noted that experiencing a high level of TRB increases only women employees' intentions to affective commitment, not men's. Since the gender moderation effect was observed only on one of the relationship dimensions out of fifteen, the third hypothesis was not supported and was rejected.

## **CHAPTER 4: DISCUSSION**

### **4.1. DISCUSSION**

Attitudes refer to our opinions, beliefs, and feelings about aspects of our environment. Attitudes are shaped by many factors like the society, culture, social norms, family, and personal beliefs. Attitudes also shape people's actions; for example, attitudes toward women managers shape the work environment, employee behavior, and organizational culture. Developing a culture of positivity in the workplace can help the workforce not only get things done faster but better. Workforce performance largely depends on individuals' relationships with others, as well as with their superiors. Positive energy turns work into fun, so employees not only enjoy their work but also find their goals easily attainable. When the workforce is happy, enjoys their work, and is satisfied with their workplace, the product is increased motivation, better performance, and ultimately better quality of service for customers. The organization benefits from a positive attitude in the workplace, as satisfied customers recommend the brand to their friends, thereby increasing the number of customers, increasing sales volume, and ultimately increasing profitability (Fallah, 2017). Past research shows that there are certain attitudes toward women in the workplace. In general, women are

perceived as passive, subjective, dependent, and lacking such attributes as leadership ability, ambition, and competitiveness (Broverman, Vogel, Broverman, Clarkson & Rosenkrantz, 1972) (Terborg, Peters & Ilgen, 1977). Some people believe that women should stay home and care for their children. Moreover, they think that since women are too emotional to be in the work environment, they are unfit for managerial positions (Terborg, Peters & Ilgen, 1977). Although it is thought that these attitudes will only be seen in underdeveloped countries today, they are actually seen everywhere, in every country (Güney, Gohar, Kılıç Akıncı, & Akıncı, 2006). The lights of that information and perceptions, the attitudes toward women managers, and the effects on organizational commitment and work engagement in Turkey have been wondered. For that reason, the study was conducted to understand the current employees' attitudes toward women managers (ATWoM) and its effect/relationship on organizational commitment and work engagement in Turkey.

It was predicted that employees' attitudes toward women managers had a positive relationship on organizational commitment and work engagement. This prediction was based on the thought that the employee's positive attitudes in the working environment increase employee's motivation, job satisfaction, work quality & productivity, and performance (Fallah, 2017). In a similar logic, it was predicted to increase an employee's work engagement. Previous studies have shown that organizational commitments' outcomes have been positively affected by employee work engagement (Kim, Kim, Woo, Park, Jo, Park & Lim, 2017). In the current study, the prediction of a positive relationship between employee attitudes toward women managers (with every dimension) and work engagement in Turkey, was supported.

However, it has been found that since some dimensions of attitudes toward women managers and organizational commitment are unrelated. The relationships between continuance commitment and relational role behavior and work ethics of women managers have not found support in the current study. Moreover, a positive

relationship was predicted for task role behavior and continuance commitment, but it was seen that the relationship was a weak negative relationship. This means that the relational role behavior and work ethics of women managers do not predict an employee's need to continue working for their organization and if the task role behavior increases continuance commitment decrease.

Since continuance commitment concerns employee benefits and costs like salary, compensation, and experience; it is not about one's relationships in the work environment or their sense of obligations. Additionally, the relationship is not related to the continuance commitment, because the continuance commitment is a bit more self-interested and has nothing to do with the dedication of the employee while the others are related to more dedication. In parallel, the reason for the negative relationship may be that the employee's duties, responsibilities, and achievement goals increase without any compensatory value, and the employee's commitment decreases concerning the feeling that he does not receive a tangible reward for his work after a while (a bonus or salary increase). Meyer, Stanley, Herscovitch, and Topolnytsky (2002) show that organizational citizenship behavior is positively associated with affective ( $p = 0.32$ ) and normative ( $p = 0.24$ ) commitment, while there is almost no relationship with commitment. So, employee work attitudes are even more strongly associated with organizational citizenship behaviors (which are not primarily part of one's job but are valuable to the organization, such as helping new employees or volunteering during the processing time) (Kumari, 2019). As a result, this can be the explanation for the current study's unrelated and negative relationship.

Lastly, while the relationships are found between normative commitment and relational role base and work ethics of women managers, the relationship does not exist for task role behavior. Normative commitment includes items that focus on the feelings of moral obligations of an individual. The displays of task role behaviors of one's manager does not activate an employee's commitment to their organization via moral

obligations. This may be tied to the conceptual focus of these dimensions. Tasks and responsibilities are related to the job itself and this variable is about the perception of how well a women manager is handling these task related behaviors. However normative commitment focuses on an attitude towards the organization and not the successful completions of tasks and responsibilities. Therefore, the two variables seem to have different foci.

Many empirical studies revealed (e.g., Hansen, Byrne, & Kiersch, 2014; Hallberg & Schaufeli, 2006; Huynh, Metzer, & Winefield, 2012; Kanste, 2011) that the effect of work engagement on organizational commitment is statistically significant. This means that if the employees' work engagement level is increased, with this increase, their organizational commitment is also increased in the same way. For that reason, the mediator effect of work engagement on the relationship between attitudes toward women managers and organizational commitment was predicted. According to the results of this study, except for continuance commitment, the other organizational commitment dimensions were positively and statistically significant in relationship with work engagement. The relationship between work engagement and continuance commitment was not found in the present study, although some empirical studies show that continuance commitment and work engagement are negatively related. Since the continuance commitment is related to an employee's recognition of leaving the organization's cost (Miralam & Nazneen, 2017), it can be utilized as the opposite of affective commitment. Meyer and Allen (1991) suggest that "Employees who want to belong to the organization (affective commitment) might be more likely than those who need to belong (continuance commitment) to exert effort on behalf of the organization." In the light of these suggestions, it can be concluded that there is no relationship between continuance commitment and work engagement since emotional commitment has the strongest relationship with work engagement in this study. In addition, since one of the continuance commitment questions was excluded from the scale because it lowered the Cronbach Alpha. Besides, two of the remaining five questions were loaded

on the normative commitment scale. Thus, the remaining two questions for continuance commitment might not have been sufficient to measure the continuance commitment level of the participants. The questions loaded to the normative questions are "It would be very hard for me to leave my job at this organization right now even if I wanted to" and "Too much of my life would be disrupted if I leave my organization." While these two questions are primarily related to continuance commitment, current study participants may have considered them as normative commitment questions because the questions are related to the results of quitting the job. Participants may have interpreted these questions as harming their current organization and colleagues due to their loyalty. As a result, those who feel loyal and morally and morally indebted to institutions may have shifted these questions to the normative commitment scale due to the fact that normative commitment is to do "right" and "moral" things for the organization and his colleagues (Wiener, 1982). Kariyer.net General Manager Fatih Uysal, emphasizing that the concept of loyalty is associated with age in Turkey, states that as the age of the employee increases, normative commitment is seen at a higher level. In addition, Baysal and Paksoy's (1999) study between age & seniority and normative commitment shows that there is a relationship between these two values. Considering the demographic data of this study (mean age of employees is 36 and average of current company working years is 7), the loading of two continuance commitment questions into the normative commitment scale can be explained in this way. As a result, the prediction of this study is supported by the literature and previous studies according to the positive and significant relationship between organizational commitment and work engagement.

Additionally, continuance commitment has resulted in lower job performance (Meyer et al., 1989)." The present study results revealed that affective commitment played a more contribution role than normative commitment in increasing work engagement because its correlation value was higher. Since the continuance commitment did not have a significant relationship with work engagement, the second

higher effect belongs to normative commitment. In conclusion, the second prediction (hypothesis) was supported partially.

Although past research presents negative results for the women employee attitudes toward women manager, it was estimated that women employees have stronger positive attitudes toward women managers, which subsequently increases organizational commitment through work engagement than men employees in this study. Some examples of past research: employee does not prefer to work with women supervisor/manager in general (Kahn-Hut, Daniels & Colvard, 1982, p. 241); without gender differences, all employees have more positive attitudes toward men compared to women in managerial positions (Ezell, Odewahn & Sherman, 1980), and according to the recent US nationally representative survey, women supervisors are preferred less than men supervisors (Eagly & Carli, 2003). As a result of the study analysis, it was found that the gender difference did not have a moderating effect. Although this result does not support the study's hypothesis, it also does not support previous studies.

In the current study, when the attitudes of women and men were examined, it was seen that men's RRB perception was lower than women's RRB perception. Women think women have a stronger RRB, while men think women have a lower RRB. This difference was found only for RRB. No significant difference was found for other dimensions. This finding is a significant result when considering the idea that a woman's place is at home. In addition, it supports the estimated hypothesis, albeit small. Because, considering that women are exposed to common pain and discrimination, it is thought that they should support each other, and so relational role behavior should be higher (Appendix D).

The effect of the pandemic on working patterns of employees was also taken into consideration in the current study. The remote work options offered employees were thought to influence their work engagement and organizational commitment levels. Therefore, the effect of remote work on attitudes towards women managers was

tested and was found to have no significant effect (Appendix E). The reason can be that although a pandemic is an unexcepted situation and affects all people's mental health at some point, it is not strong enough to change employees' attitudes which are coming from deeper such as from childhood, learning from family or society.

As a result of the analysis, it was found that the gender difference did not have a moderating effect. Although this result does not support the study's hypothesis, it also does not support previous studies.

#### **4.1.1. Future Research**

Although this study did not successfully reveal the gender mediation effect, the relationship between work commitment and organizational commitment depending on the employee gender of the employee can be examined through the attitudes toward women managers in future studies. To better understand the work engagement mediating effect, the hypothesis might be researched again with a high number of populations.

Also, the effects of attitudes toward women managers on organizations should be further examined because there are not enough resources in this area. In addition, normative commitment is the least studied commitment type and has been associated with employee personal loyalty norms. In the following studies, organizational commitment research can be done on the results of normative commitment.

## **CONCLUSION**

The purpose of the study was to investigate the effect of employee attitudes toward women managers on organizational commitment and work engagement. Besides, the primary purpose, finding the work engagement moderator effect on the relationship between attitudes toward women managers and organizational commitment and the gender moderator effect were other aims of the study. To achieve

the goals, all dimensions of the variables were checked one by one, and the results were explained in that detail. The study showed that attitudes toward women managers positively correlate with work engagement and organizational commitment. While work engagement was partially mediating in the relationship between attitudes toward women managers and organizational commitment, it has been found that gender did not have any moderator impact on the relationships.

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## APPENDICES

### APPENDIX A – DESCRIPTIVE STATISTICS

	N	Min	Max	M	Std
Gender?	193	0	2	.71	.488
Yaşınız?	188	22	64	35.82	9.440
Kaç yıldır aktif çalışma hayatındasınız?	188	.0	46.0	12.949	96.801
Mevcut işyeriniz hangi sektörde yer almaktadır?	193	1	9	7.02	2.441
Mevcut işinizde direk bağlı olduğunuz yönetici kaçtır?	189	0	15	2.48	1.912
Pandemi dönemi öncesinde şirketinize ne kadar ait hissediyordunuz?	192	1	5	3.54	1.161
Pandemi dönemi sonrasında (şu anda) şirketiniz kadar bağlı / ait hissediyordunuz?	193	1	5	3.42	1.162
N	183				

**APPENDIX B – DESCRIPTIVE STATISTICS (SKEWNESS AND KURTOSIS)**

	N	Min	Max	Mean	Std. Deviation	Skewness		Kurtosis	
						Statistic	Std. Error	Statistic	Std. Error
Relational Role Behaviour	193	1.22	7.00	4.937	11.554	-.699	.175	.503	.348
Work Ethic Woman Manag	193	2.00	7.00	5.159	.9585	-.328	.175	.240	.348
Task Role Behaviour	193	2.09	7.00	4.926	10.472	-.125	.175	-.553	.348
Affective Commitment	193	1.00	7.00	4.350	13.843	-.159	.175	-.380	.348
Normative Commitment	193	1.00	7.00	3.931	13.972	-.034	.175	-.531	.348
Continuance Commitment	193	1.00	6.40	3.646	12.542	-.061	.175	-.565	.348
Work Engagement	193	1.71	6.00	4.060	.9290	-.232	.175	-.315	.348
Valid N (listwise)	193								

**APPENDIX C – GENDER MODERATION ANALYSIS TABLES**

**APPENDIX C1: Moderation Analysis – IV: ATWoM, DV: Work Engagement**

	coeff	se	<i>t</i>	<i>p</i>	LLCI	ULCI
Model 1						
Relational Role Behaviour	.237	.056	4.199	.000	.126	.348
Gender	-.190	.135	-1.410	.160	-.457	.076
Relational Role Behavior * Gender	.093	.110	.845	.399	-.124	.310
Model 2						
Work Ethics of Woman Manager	.243	.068	3.558	.000	.108	.377
Gender	-.175	.135	-1.290	.199	-.442	.092
Work Ethics of Woman Manager * Gender	.008	.136	.057	.955	-.261	.276
Model 3						
Task Role Behaviour	.231	.065	3.580	.000	.104	.358
Gender	-.185	.134	-1.381	.169	-.450	.079
Task Role Behaviour * Gender	.080	.125	.644	.520	-.166	.326

**APPENDIX C2: Moderation Analysis – IV: WE, DV: Organizational Commitment**

	coeff	se	<i>t</i>	<i>p</i>	LLCI	ULCI
<b>Model 1 - AC</b>						
Work Engagement	.6560	.1456	4.5065	.0000	.3688	.9431
Gender	.1287	.1743	.7382	.4613	-.2125	.4725
Work Engagement * Gender	.1468	.1549	.9478	.3445	-.1587	.4523
<b>Model 2 - NC</b>						
Work Engagement	.2419	.1702	1.4219	.1567	.0937	.5776
Gender	-.0755	.2038	-.3704	.7115	-.3774	.3265
Work Engagement * Gender	.1580	.1810	.8728	.3839	-.1991	.5151
<b>Model 3 - CC</b>						
Work Engagement	.084	.092	.911	.363	-.097	.265
Gender	-.030	.189	-.157	.875	-.404	.344
Work Engagement * Gender	.074	.168	.439	.661	-.258	.406

**APPENDIX C3: Moderation Analysis - IV: ATWoM, DV: Organizational Commitment**

	coeff	se	t	p	LLCI	ULCI
Model 1 - AC						
Work Ethics of Woman Manager	.5211	.1611	3.2354	.0014	.2034	.8388
Gender	-.0889	.1978	-.4491	.6539	-.4791	.3014
Work Ethics of Woman Manager * Gender	-.1082	.1906	-.5677	.5709	-.4841	.2677
Model 2 - NC						
Work Ethics of Woman Manager	.2883	.1662	1.7342	.0845	-.0396	.6161
Gender	-.1864	.2042	-.9131	.3623	-.5892	.2163
Work Ethics of Woman Manager * Gender	.0840	.1967	.4269	.6699	-.3040	.4719
Model 3 - CC						
Work Ethics of Woman Manager	.1434	.1528	.9383	.3493	-.1581	.4448
Gender	-.0691	.1877	-.3681	.7132	-.4394	.3012
Work Ethics of Woman Manager * Gender	.0399	.1808	.2209	.8254	-.3168	.3967
Model 4 - AC						
Relational Role Behaviour	.488	.095	5.114	.000	.300	.676
Gender	-.099	.198	-.502	.616	-.490	.291
Relational Role Behavior * Gender	.162	.186	.868	.387	-.206	.529

Model 5 - NC

Relational Role Behaviour	.2406	.1646	1.4617	.1455	-.0841	.5653
Gender	-.2196	.2102	-10447	.2975	-.6341	.1950
Relational Role Behavior * Gender	-.0332	.1980	-.1674	.8672	-.4237	.3574

Model 6 - CC

Relational Role Behaviour	.1389	.1486	.9348	.3511	-.1542	.4321
Gender	-.1035	.1898	-.5452	.5863	-.4778	.2709
Relational Role Behavior * Gender	-.2919	.1788	-16327	.1042	-.6446	.0608

Model 7 - AC

Task Role Behaviour	-.0034	.1490	-.0231	.9816	-.2974	.2905
Gender	-.0419	.2001	-.2092	.8345	-.4367	.3529
Task Role Behaviour * Gender	.4753	.1947	2.4408	.0156	.0912	.8594

Model 8 - NC

Task Role Behaviour	-.1172	.1551	-.7556	.4509	-.4232	.1888
Gender	-.1527	.2083	-.7331	.4644	-.5636	.2582
Task Role Behaviour * Gender	.2082	.2027	1.0273	.3056	-.1916	.6080

Model 9 - CC

Task Role Behaviour	-.1707	.1377	-12398	.2166	-.4424	.1009
Gender	-.0266	.1849	-.1439	.8858	-.3914	.3382

**APPENDIX D - DIFFERENCES BETWEEN WOMEN AND MEN ON ATWOM, OC AND WE**

	Men		Women		<i>df</i>	<i>t</i>	<i>p</i>	Cohen's <i>d</i>
	M	SD	M	SD				
Relational role behavior	46.855	125.880	50.734	108.540	188	-2.167	.032	-.340
Work ethics of women managers	50.353	101.228	52.360	.92791	188	-1.341	.182	-.210
Task role behavior	47.874	123.760	49.907	.95772	188	-1.233	.219	-.193
Affective commitment	42.887	137.182	44.135	138.465	188	-.576	.565	-.090
Normative commitment	40.085	135.901	39.192	140.713	188	.409	.683	.064
Continuance commitment	36.746	114.102	36.397	128.648	188	.179	.858	.028
Work engagement	40.823	.90747	40.923	.90828	188	-.070	.944	-.011
Task Role Behaviour * Gender		-.0742	.1799	-.4124		.6805	-.4292	.2807

**APPENDIX E - DIFFERENCES BETWEEN WORKING FROM HOME DURING PANDEMIC ON ATWOM, OC AND WE**

	Yes		No		<i>df</i>	<i>t</i>	<i>p</i>	Cohen's <i>d</i>
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>				
Relational role behavior	49.251	114.183	49.945	123.579	191	-.314	.754	-.060
Work ethics of women managers	51.729	.93446	50.934	108.088	191	.433	.666	.083
Task role behavior	49.343	104.349	48.876	108.037	191	.233	.816	.044
Affective commitment	43.752	143.394	42.273	112.332	191	.558	.578	.107
Normative commitment	39.438	142.042	38.712	129.772	191	.271	.787	.052
Continuance commitment	36.213	124.337	37.636	131.857	191	-.593	.554	-.113
Work engagement	40.452	.90774	41.299	103.840	191	-.476	.635	-.091
Pandemi dönemi öncesinde şirketinize ne kadar bağlı / ait hissediyordunuz?	3.56	1.159	3.47	1.191	190	.388	.698	.075
Pandemi dönemi sonrasında (şu anda)	3.42	1.184	3.45	1.063	191	-.161	.872	-.031

řirketinize ne kadar baęlı / ait hissediyordunuz?

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## APPENDIX F – TURKISH VERSION OF ORGANIZATIONAL COMMITMENT

### Örgütsel Bağlılık Ölçeği (Allen and Mayer (1990))

Aşağıdaki cümleler kişilerin çalıştıkları kuruluş hakkında çeşitli duygu ve fikirlerini yansıtmaktadır. Lütfen bu cümlelere ŞU ANDA ÇALIŞTIĞINIZ KURULUŞ açısından ne ölçüde katıldığınızı belirtiniz. Her soru için, katılım derecenizi belirten en iyi tanımlayan sayıyı (1'den 7'ya kadar) işaretleyerek belirtiniz.

	1- Kesinlikle Katılmıyorum	2- Katılmıyorum	3- Biraz Katılıyorum	4- Ne Katılıyorum Ne Katılmıyorum	5- Biraz Katılıyorum	6- Oldukça Katılıyorum	7- Kesinlikle Katılıyorum
1. Meslek hayatımın kalan kısmını bu kuruluşta geçirmek beni çok mutlu eder.							
2. Bu kuruluşun meselelerini gerçekten de kendi meselelerim gibi hissediyorum.							
3. Kendimi kuruluşumda “ailenin bir parçası” gibi hissetmiyorum.							
4. Bu kuruluşta kendimi “duygusal olarak bağlı” hissetmiyorum.							
5. Bu kuruluşun benim için çok kişisel (özel) bir anlamı var.							
6. Kuruluşuma karşı güçlü bir aitlik hissim yok.							

7. İstesem de, Őu anda kuruluşumdan ayrılmak benim için çok zor olurdu.							
8. Őu anda kuruluşumdan ayrılmak istediđime karar versem, hayatımın çođu alt üst olur.							
9. Őu anda kuruluşumda kalmam mecburiyetten.							
10. Bu kuruluşu bırakmayı düşünemeyeceđim kadar az seçeneđim olduđunu düşünüyorum							
11. Bu kuruluştan ayrılmanın az sayıdaki olumsuz sonuçlarından biri alternatif kıtlıđı olurdu.							
12. Eđer bu kuruluşu kendimden bu kadar çok vermiŐ olmasaydım, başka yerde çalışmayı düşünebilirdim.							
13. Kuruluşuma karşı güçlü bir aitlik hissim yok.							
14. Benim için avantajlı da olsa, kuruluşumdan Őu anda ayrılmanın dođru olmadığını hissediyorum.							
15. Kuruluşumdan Őimdi ayrılısam kendimi suçlu hissedirim.							
16. Bu kuruluş benim sadakatimi hak ediyor.							
17. Bu kuruluşu gönül borcu hissediyorum.							
18. Kuruluşuma çok Őey borçluyum.							

**APPENDIX G – ENGLISH VERSION OF ORGANIZATIONAL COMMITMENT**

**Organizational Commitment Scale (Allen and Mayer (1990))**

The following sentences reflect people's various feelings and ideas about the organization they work for. Please indicate to what extent you agree with these statements in terms of the ORGANIZATION YOU WORK FOR. For each question, mark the number (1 to 7) that best describes your level of participation.

	1- Strongly Disagree	2- Disagree	3- Somewhat Disagree	4- Neither agree nor Disagree	5- Somewhat Agree	6- Agree	7- Strongly Agree
1.I would be very happy to spend the rest of my career in this organization							
2.I feel as if this organization's problems are my own.							
3.I do not feel like “part of my family” at this organization (R)							
4.I do not feel “emotionally attached” to this organization (R).							
5.This organization has a great deal of personal meaning for me.							
6.I do not feel a strong sense of belonging to this organization (R)							
7.It would be very hard for me to leave my job at this organization right now even if I wanted to.							

8. Too much of my life would be disrupted if I leave my organization							
9. Right now, staying with my job at this organization is a matter of necessity as much as desire.							
10. I believe I have too few options to consider leaving this organization.							
11. One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternatives elsewhere.							
12. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice							
13. I do not feel any obligation to remain with my organization (R).							
14. Even if it were to my advantage, I do not feel it would be right to leave.							
15. I would feel guilty if I left this organization now.							
16. This organization deserves my loyalty.							
17. I would not leave my organization right now because of my sense of obligation to it.							
18. I owe a great deal to this organization.							

## APPENDIX H – TURKISH VERSION OF ATWOM

### ATWOM (Aycan et. Al., 2012)

Aşağıda sorular çalıştığınız kadın yöneticilere dair tutum ve düşüncelerinizi anlamak için listelenmiş ifadeler yer almaktadır. Birlikte çalıştığınız kadın yöneticiyi, aşağıdaki ifadeler doğrultusunda, görüşünüze en uygun seçeneği işaretleyerek değerlendiriniz.

	1- Kesinlikle Katılmıyorum	2- Katılmıyorum	3- Biraz Katılıyorum	4- Ne Katılıyorum Ne Katılmıyorum	5- Biraz Katılıyorum	6- Oldukça Katılıyorum	7- Kesinlikle Katılıyorum
1. Zorluklarla baş etmekte sıkıntı çekerler.							
2. Problemler karşısında çalışanlarına güler yüzle yardımcı olurlar.							
3. Çalışanların karşılaşılabilecekleri zorlukları anlar ve onlara destek olurlar.							
4. Olaylara objektif yaklaşamazlar							
5. Çalışanların hissettiklerini anlayabilir ve ona göre davranırlar.							

6. Olaylara genel bakamaz, detaylarda kaybolurlar							
7. Çok çalışırlar							
8. Özel hayatlarındaki sorumluluklar nedeniyle işlerine odaklanamazlar.							
9. Çalışanların yaşadıkları sıkıntıları anlayışla karşılarlar							
10. Sorunlar karşısında dinamik değildirlen, pasif kalırlar.							
11. Karar alırken duygusal davranırlar							
12. Çalışanları ile nasıl konuşmaları gerektiğini bilirler.							
13. İnsan ilişkilerinde profesyonel davranamazlar.							
14. Özel hayatlarından fedakârlık ederek işlerine asılırlar.							
15. Düzenlidirler							
16. Ödün vermemeleri gereken noktalarda ödün verirler.							
17. Detaylara odaklandıkları için sonuca ulaşmaları zaman alır.							

18. Üzerinde aile sorumlulukları olduğu için iş hayatlarını ön planda tutamazlar.							
19. Rahat iletişim kurulur							
20. Çalışanlarının istek ve sorunlarını zamanında hissederler							
21. Karar alırken aceleci davranırlar							
22. Sosyal yönleri kuvvetlidir							
23. İşleri başkalarına delege etmekte zorlanırlar.							
24. İşlerin yürüdüğünden emin olmak için çalışanlarını takip eder ve sorgularlar.							
25. Gerektiğinde sert olmakta zorlanırlar.							
26. Kendi çıkarları doğrultusunda politik davranırlar.							
27. Duygusallığı profesyonelliklerini arttırır.							

**APPENDIX I – ENGLISH VERSION OF ATWOM**

**ATWOM (Aycañ et. Al., 2012)**

Please indicate the extent to which you agree with each statement by writing the appropriate number from the following scale in the blanks. In general, my woman manager/s:

	1- Strongly Disagree	2- Disagree	3- Somewhat Disagree	4- Neither agree nor Disagree	5- Somewhat Agree	6- Agree	7- Strongly Agree
1. have trouble overcoming challenges. (R)							
2. help employees happily in the face of problems							
3. anticipate employees' problems and provide support							
4. cannot approach work events objectively. (R)							
5. empathize with employees' feelings and behave accordingly.							
6. cannot see things from a global perspective; get lost in details. (R)							
7. work very hard							
8. often do not focus on their work due to nonwork responsibilities. (R)							
9. are understanding of employees' problems.							
10. do not take an active stance in the face of the problem; they remain passive. (R)							

11. act emotionally while making decisions. (R)							
12. know how to talk with their employees.							
13. often do not behave professionally when dealing with people. (R)							
14. pursue their work at the expense of their personal lives							
15. are orderly and organized.							
16. give concessions when they are not supposed to. (R)							
17. take time to produce results because they pay too much attention to details. (R)							
18. cannot give priority to their work lives because of their family responsibilities. (R)							
19. are easy to communicate with.							
20. sense employees' problems and needs promptly.							
21. rush into decisions. (R)							
22. re socially competent							
23. have difficulty delegating tasks to others. (R)							
24. monitor and guide employees to make sure that things run smoothly.							
25. have trouble being thorough when necessary. (R)							
26. engage in office politics to pursue self-centered interests or goals. (R)							
27. possess emotional sensitivity that enhances their professionalism.							

## APPENDIX J – TURKISH VERSION OF UTRECHT WORK ENGAGEMENT

### Utretch İşe Adanmışlık Ölçeğini (UWES) (Schaufeli and Bakker (2003))

Aşağıdaki 9 ifade, işte nasıl hissettiğinizle ilgilidir. Lütfen her ifadeyi dikkatlice okuyun ve işinizle ilgili böyle hissedip hissetmediğinize karar verin. Bu duyguyu hiç yaşamadıysanız, ifadeden sonraki boşlukta '0' (sıfır)'ı işaretleyin. Bu duyguyu yaşadysanız, ne sıklıkta hissettiğinizi, bu şekilde ne sıklıkta hissettiğinizi en iyi tanımlayan sayıyı (1'den 6'ya kadar) işaretleyerek belirtin.

	1- Neredeyse Hiç	2- Nadiren	3- Bazen	4- Sık sık	5- Çok Sık	6- Her zaman
1. İşimi yaparken kendimi çok enerjik hissederim						
2. İşimi yaparken kendimi güçlü ve dinç hissederim						
3. Sabah uyandığımda işe gitme isteği duyuyorum						
4. İşim konusunda hevesliyim						
5. İşim bana ilham veriyor						
6. Yaptığım işten gurur duyarım						
7. Yoğun bir şekilde çalışırken kendimi mutlu hissederim						
8. İşe gömülmüş durumdayım						
9. Çalışırken kendimden geçerim						

**APPENDIX K – ENGLISH VERSION OF UTRECHT WORK ENGAGEMENT**

**Utrecht Work Engagement Scale (UWES) (Schaufeli and Bakker (2003))**

The following 9 statements are about how you feel at work. Please, read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the '0' (zero) in the space after the statement. If you have had this feeling, indicate how often you feel it by crossing the number (from 1 to 6) that best describes how frequently you feel that way.

	1- Almost Never	2- Rarely	3- Sometimes	4- Often	5- Very Often	6- Always
1. At my work, I feel bursting with energy						
2. At my job, I feel strong and vigorous						
3. When I get up in the morning, I feel like going to work						
4. I am enthusiastic about my job						
5. My job inspires me						
6. I am proud of the work that I do						
7. I feel happy when I am working intensely						
8. I am immersed in my work						
9. I get carried away when I'm working						

**APPENDIX M – TURKISH VERSION OF SOCIODEMOGRAPHIC DATA  
FORM**

**SOSYODEMOGRAFİK ÖZELLİKLER FORMU**

1	Cinsiyetiniz?	
2	Yaşınız?	
3	Kaç yıldır aktif çalışma hayatındasınız?	
4	Şu anda çalıştığınız iş yerinden önce başka yerde çalıştınız mı?	
5	(5. Soruya “evet” denildiyse) Mevcut işinizden önce çalıştığınız yerdeki yöneticilerinizden en az biri kadın mıydı?	
6	Mevcut işinizde kaç yıldır çalışıyorsunuz? (Mevcut işyerimizde bir yıldan az süredir çalışıyorsanız 0 yazabilirsiniz.)	
7	Mevcut işyeriniz hangi sektörde yer almaktadır?	
8	Diğer (lütfen mevcut işyeriniz sektör bilgisini belirtiniz)	
9	Mevcut işyerinizde hangi departmana bağlı olarak çalışıyorsunuz?	
10	Diğer (lütfen belirtin)	
11	Mevcut işinizde direk bağlı olduğunuz yönetici sayısı kaçtır?	
12	Mevcut işinizde en az bir kadın yöneticiye bağlı olarak çalışıyor musunuz?	
13	Kadın Yönetici ile çalışanlar	
14	Pandemi dönemi öncesinde çalışma modeliniz aşağıdakilerden hangisidir?	
15	Pandemi döneminde şirketiniz uzaktan çalışma yönetimine geçti mi?	
16	Pandemi dönemi sonrasında (şu anda) çalışma modeliniz aşağıdakilerden hangisidir?	
17	Pandemi dönemi öncesinde şirketinize ne kadar bağlı / ait hissediyordunuz?	
18	Pandemi dönemi sonrasında (şu anda) şirketinize ne kadar bağlı / ait hissediyordunuz?	

**APPENDIX N – ENGLISH VERSION OF SOCIODEMOGRAPHIC DATA  
FORM**

1	Gender?	
2	Age?	
3	How many years have you been in active working life?	
4	Have you worked elsewhere before your current job?	
5	(If you answered “yes” to Question 5) Was at least one of your managers at the place you worked before your current job a woman?	
6	How many years have you been working in your current job? (You can write 0 if you have been working at our current workplace for less than a year.)	
7	In which sector is your current workplace located?	
8	Other (please specify your current workplace and sector information)	
9	In which department do you work in your current workplace?	
10	Other (please specify)	
11	How many managers are you directly affiliated with in your current job?	
12	Do you work for at least one women manager in your current job?	
13	Those who work with a Women Manager	
14	Which of the following is your working model before the pandemic period?	
15	Has your company switched to remote working management during the pandemic period?	
16	Which of the following is your working model (currently) after the pandemic period?	
17	How connected/belonged to your company before the pandemic period?	
18	How connected/belonging to your company did you (currently) feel after the pandemic period?	

**APPENDIX O – INFORMED CONSENT FORM IN TURKISH**  
**BİLGİLENDİRİLMİŞ VE GÖNÜLLÜ ONAM FORMU**

Değerli katılımcı,

Bu anket formları İstanbul Bilgi Üniversitesi Sosyal Bilimler Enstitüsü Endüstriyel/Örgütsel Psikoloji Yüksek Lisans Programı tarafından yürütülmekte ve tez çalışması adına yapılacak olan “*Kadın yöneticinin cinsiyetinin çalışan tutumuna bağlı olarak işe bağlılık ve örgütsel bağlılık üzerindeki etkisi*” adlı araştırmanın uygulama kısmına veri toplamak amacıyla hazırlanmıştır. Toplanan veriler araştırmacı tarafından yalnızca söz konusu bilimsel araştırmaya hizmet edecek şekilde, toplu olarak değerlendirilecektir. Vereceğiniz tüm bilgiler gizli tutulacak, hiçbir kimse ve/veya kuruluşa verilmeyecektir. Araştırmada yer alan soruların katılımcılar açısından olumsuz etkileri olması beklenmemektedir. Araştırmaya katılımınız tamamen isteğe bağlıdır. Araştırmaya katılmanız halinde aşağıda yer alan ‘Yukarıdaki çalışmanın amacını ve içeriğini belirten bildiriye okudum, anladım ve araştırmaya katılmayı kabul ediyorum.’ kısmı açılacaktır. O kısma ‘Evet’ diyerek çalışmaya başlayabilirsiniz.

Anketi tamamlamak yaklaşık on beş dakikanızı alacaktır. Lütfen soruları cevaplamadan önce her bölüme ilişkin açıklamaları dikkatlice okuyunuz. Sorulara yanıt verirken kendi fikrinizi en iyi yansıtan seçeneği işaretleyiniz. Verilerin doğru toplanması ve yapılacak istatistik analizlerinin geçerli olması bakımından ankette hiçbir sorunun boş bırakılmamasını önemle rica ederim.

Anketlere ayracağınız zaman ve göstereceğiniz özenden dolayı şimdiden teşekkür ederim.

Her türlü sorunuz için anket sahibi Begüm Kepez’e ya da Başak Uçanok Tan’a (danışman) aşağıdaki iletişim kanallarından ulaşabilirsiniz.

Begüm Kepez / e-mail: bkepez@ku.edu.tr - 0554 659 81 99 -- Basak UçanokTan / e-mail basak.ucanok@bilgi.edu.tr - 0532 342 22 12

**Katılımdaki Riskler ve Gizlilik:** Gizliliğin ihlali konusunda minimum seviyede risk mevcuttur. Bu çalışmada her türlü kişisel bilgi gizlilik tutulacaktır.

**Araştırmadan Çekilme Şansı:** Bu araştırmaya katılım gönüllülüğe bağlıdır. Bu araştırmaya katılımdan herhangi bir zamanda vazgeçebilirsiniz.

**APPENDIX P – INFORMED CONSENT FORM IN ENGLISH**  
**INFORMED CONSENT FORM**

Dear participant,

These questionnaires are conducted by the Industrial / Organizational Psychology Graduate Program of the Institute of Social Sciences of Istanbul Bilgi University. These questionnaires are prepared to collect data for the application part of the thesis which is called “The effect of woman managers on work engagement and organizational commitment based on employee attitudes”. The collected data will be evaluated collectively by the researcher in a way that will only serve the scientific research in question. All the information you provide will be kept confidential and will not be given to any person and/or organization. The questions in the research are not expected to have adverse effects on the participants. Your participation in the research is completely voluntary. If you participate in the research, the section "I have read and understood the statement stating the purpose and content of the above study and I agree to participate in the research" will be opened. You can start working by saying 'Yes' to that part.

It will take you about fifteen minutes to complete the survey. Please read the explanations for each section carefully before answering the questions. When answering the questions, mark the option that best reflects your opinion. I kindly request that no questions be left blank in the survey to collect the data correctly and to ensure that the statistical analyzes to be made are valid.

Thank you in advance for your time and attention to the surveys.

For all your questions, you can reach Begüm Kepez or Başak Tan Uçanok (advisor), the owner of the survey, through the following communication channels.

Begüm Kepez / e-mail: [bkepez@ku.edu.tr](mailto:bkepez@ku.edu.tr) - 0554 659 81 99 -- Basak UçanokTan / e-mail [basak.ucanok@bilgi.edu.tr](mailto:basak.ucanok@bilgi.edu.tr) - 0532 342 22 12

**Risks in Participation and Confidentiality:** There is a minimum possible risk of breach of confidentiality. All personal information will be kept confidential in this study.

**Opportunity to Withdraw from Research:** Participation in this research is voluntary. You can opt-out of participation in this research at any time.

## **ETHICS BOARD APPROVAL**

Ethics Board Approval is available in the printed version of this dissertation.