

The Effect Of Queen Bee Syndrome On Commitment And Productivity In Five-Star Hospitality Businesses In Antalya*

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Abstract

Thanks to the hospitality businesses that form the basis of the tourism sector, significant gains are provided to the national economies. As in every sector, various factors affect the management of organizations, the realization of their activities, and the effectiveness and efficiency of their employees in the hospitality sector. The problems faced by women during their participation in working life and during their careers in their organizations may cause negative behaviors in themselves and in their working lives. The queen bee syndrome, which is used for female managers, refers to the negative behaviors of female managers towards female employees working under them and their desire to be the only one in the management level. It is thought that the queen bee syndrome may have various effects on women's employment, career planning, commitment to their jobs and organizations, and their performance within the organization in labor-intensive hospitality businesses. This view constitutes the basis of the research. In the light of the information obtained within the framework of the basis and purpose of the research, the suggestions developed for the explanation and improvement of organizational behaviors in hospitality businesses constitute the importance of the research. Within the scope of the purpose and importance of the research, the perception of the queen bee syndrome by female employees in five-star hospitality businesses operating in Antalya, Türkiye's most popular tourist destination, and the effects of this situation on their organizational commitment and productivity were determined. In the data collection process of the research, survey technique, which is one of the quantitative research methods, was utilized. Within the framework of the data obtained from 475 female employees, various analyses, especially correlation and regression, were applied to determine the effects of queen bee syndrome on organizational commitment and productivity. As a result of the research, it was concluded that the queen bee syndrome perceived by female employees negatively affects their organizational commitment and productivity.

Keywords: Hospitality Businesses, Queen Bee Syndrome, Organizational Commitment, Organizational Productivity.

1. INTRODUCTION

It is not always easy for women to join business life, to accept themselves to the organization they are affiliated with and to continue their careers there. It is thought that women's attitudes may change during the work process and they may exhibit different attitudes in order to continue their existence in the organization (Chesler & Cole, 1995; Powell & Butterfield, 2017). Women's entry into business life can be influenced by various desires such as providing additional income and economic freedom for their families, the desire to feel useful, personal satisfaction and job satisfaction (Luthar, 1996; Akşit Aşık, 2014). Queen bee syndrome was first identified as a result of research conducted by Graham L. Stanies, Carol Tavis and Toby Epstein Jayarante (Blau & DeVaro, 2007). In 1973, the three researchers compiled data from surveys of more than 20,000 women and published a report in the "Psychology Today" magazine, and the "Queen Bee Syndrome" took its place in the literature (Mavin, 2006; Ellemers et al., 2012; Cevher & Öztürk, 2015).

Queen bee syndrome can be defined as the intimidation policies that women apply to other female employees who work as subordinates after reaching a managerial position (Akdöl & Menteş, 2017). The syndrome made in naming the syndrome is extremely meaningful. Queen bees; bees, which are always studied by example with their hard work and production systems, do not hesitate to put their own lives on the line to meet and protect

* This article is based on the doctoral dissertation entitled "The Effect of Queen Bee Syndrome on Commitment and Productivity in Five-Star Hospitality Businesses in Antalya", which was completed in 2022 by Onur ÇELEN under the supervision of Prof. Dr. Muharrem TUNA at Ankara Hacı Bayram Veli University Institute of Postgraduate Education, Department of Tourism Management.

the needs of only one bee in their hives, where they perform various tasks at a certain level and within a certain hierarchy, in addition to the work they are responsible for (Kanter, 1977; Ely, 1994; Mavin, 2008). A woman who is empowered in the queen bee syndrome sees the women who are her subordinates in a more critical way and may be against them and exhibit negative behaviors towards them (Blau & DeVaro, 2007). This is used to explain the stereotype (gender stereotypes in society) of women managers who discriminate or discriminate against their female colleagues (Karakuş, 2014; Bugdol & Pokrzywa, 2019). The syndrome describes a queen bee who may be successful in her career but does not allow or accept other women to do the same (Terborg, 1977). The syndrome also refers to the reflexes of powerful and successful women managers who do not use the position and power that their success has given them in professional life for the women managers who may come after them (Camussi & Lecardi, 2005; Faniko et al., 2016). Those who are in control in business life are not willing to share their control and power with others. According to Er and Adıgüzel (2015), "power" is a concept that is not sustainable and can be lost. In this context, those who hold power are aware that their status is not on solid foundations. They think that their status, which they have placed at the center of their lives, is a threat to other people's lives. In groups where the queen bee syndrome is actively felt, people feel worthless, and there is a decrease in their commitment to work and productivity (Aydın Tükeltürk & Şahin Perçin, 2008; Bulgan, 2016; Ngan & Litwin, 2019). Developing commitment in organizations is directly related to the quality of the organizational environment. Establishing trust-based relationships in organizations creates employees who are emotionally attached to their organizations, who can define themselves within their organizations, who are satisfied with their jobs, who do not think of leaving the organization and who see the success of the organization as their own success. Especially in service businesses, the quality of the product produced, the organizational productivity of employees, the quality of the relationship between employees and between employees and the organization can be affected (Çubukçu & Tarakçıoğlu, 2010). Since productivity in terms of organizations is based on employee trust, increasing trust throughout the organization can affect productivity. Therefore, trust among employees should be ensured fairly (Wintrobe & Breton, 1986). Especially in five-star hospitality businesses, which form the basis of the labor-intensive sector, this situation has a negative impact on the quality and quality of the goods and services offered.

Regardless of the type of business and field of activity, people in all organizations have reflected their feelings that they perceive in line with organizational practices to their work by putting them into action, both for reasons arising from the events they encounter and experience outside of work and their personality traits (Keleş, 2014). Therefore, it is extremely important to comprehensively investigate the effects of the attitudes of women who are employees and managers in the hospitality sector towards their genders, which they perceive as a threat to them, their desire to establish superiority, that is, the queen bee syndrome, on the organizational commitment and organizational productivity of other female employees (Bulgan, 2016; Ngan & Litwin, 2019). In this context, the main purpose of the research is to determine the effects of queen bee syndrome on organizational commitment and organizational productivity in five-star hospitality companies.

2. THEORETICAL BACKGROUND

Various problems experienced in business life can emerge with different reflections in the behavior of employees. It can also be expressed as the misconception that especially executive women carry out management activities by ignoring the women they work with (Karakuş, 2014; Koca, 2016). The queen bee syndrome for women managers is influenced by the behaviors that women managers will do to eliminate their potential competitors in order to keep their privileged status (Fairhurst, 1986). For example, women are expected to be in solidarity as fellow women. When they are on the same level in work and other settings, instead of solidarity, they may turn into "queen bees" against each other (Arvatea et al., 2018: 535). According to Taşdelen Baş (2020), the "queen bee syndrome" is the misconception that women are self-referential; *"women managers think, how I got to this position, anyone can get to this position. There is no need to make a special effort."* In the queen bee syndrome, it is believed that being the "only woman" in top management is a sign of success and privilege.

Queen bee syndrome is a concept typically used to explain why behavior patterns among powerful women occur, but it can also be explained as women in powerful positions exhibiting the same gender norms and behaviors as men (Staines et al., 1973; Penner et al., 2012). According to Powell (1982) the queen bee syndrome is defined as women carrying their own emotions and concerns into the work environment. Dahlerup (1988) stated that the queen bee syndrome causes women to be left alone by their same sex partners in business life, in other words,

to remain a minority in business life. Queen bee syndrome, also referred to as pink harassment in the literature, is also considered as a reflection of glass ceiling syndrome (Örücü et al., 2007).

Tanrısevdi (2015) explains the queen bee syndrome as “the behaviors exhibited consciously and/or unconsciously by executive women who cannot digest the private lives, family structures, physical characteristics and work performance of the women working under them”. Kenan & Çamur (2021) define the queen bee syndrome as the distant behaviors of female managers, who can reach top positions in organizations where employees are predominantly men, towards their fellow women in the work environment. According to Ellemers et al. (2004) the queen bee syndrome is not only about gender stereotypes and people ignoring the potential of women and men. It can also result in a biased assessment of actual achievements. For example, it suggests that women's success in their positions depends on luck and that women can resort to all kinds of ways to take their place. It can be said that one of the biggest negative aspects of the queen bee syndrome is that it directly affects the careers of female employees (Meriçelli, 2017).

The occurrence of the queen bee syndrome is related to the fact that queen bee women continue to identify with women of the same status who have managed to overcome negative stereotypes by achieving high status or leadership positions. Women suffering from this syndrome manifest themselves in the legitimization of the gender hierarchy that is characteristic of them, in the denial of the discrimination women face, in the refusal to support public policies aimed at combating these inequalities (i.e. affirmative action policies, i.e. preferential treatment of individuals belonging to groups considered to be disadvantaged), and in the promotion of a meritocratic ideology in which individuals are promoted according to their merit (ability, hard work, effort, skill, intelligence and virtue) and not according to their social origin (Esnard & Grangeiro, 2024). The obstacle in front of the career causes women exposed to queen bee syndrome to see the environment they are in as unfair. Therefore, it is very likely that female employees experience insecurity due to the related situation (Konaklıoğlu, 2014). According to Derks et al., (2016), female employees who leave their jobs due to queen bee syndrome can plan new careers by entering different lines of work. This situation can be accepted as an indicator of women's desire to take part in working life in some way. However, when female employees feel that they will face the problem of not being promoted to the top level again, the idea of acting in accordance with gender roles may prevail.

Female managers who expose their employees to queen bee syndrome may engage in various negative behaviors in the work environment. Women who exhibit these behaviors prefer to distance themselves from their own gender within the group. This behavior stems from criticizing women who are not in managerial positions. With this behavior, women managers can damage the character of women at lower levels. However, female managers do not behave in such a way towards women who have similar problems while coming to managerial positions like themselves (Ellemers et al., 2004; Mavin, 2006; Mavin, 2008; Derks, 2011a; Derks et al., 2011b; Cevher & Öztürk, 2015; Derks et al., 2015; Öztürk & Cevher, 2015; İmamoğlu Akman & Akman, 2016; Derks, 2016; Faniko et al., 2016; Sobczak, 2018; Cushman, 2019; Baykal et al., 2020; Apaydın et al., 2021; Faniko et al., 2021). Research on the effects of gender structures and representation at different organizational levels lends support to the queen bee phenomenon and shows that women led by other women report negative experiences. For example, a study using a large sample of 1800 US working adults interviewed by telephone shows that women working with a male supervisor report higher levels of well-being (i.e., fewer negative physical symptoms and less distress) compared to women working with a female supervisor or working in gender-mixed supervisory contexts (i.e., with a male and a female supervisor). In contrast, men reported the highest levels of well-being when working with a gender-mixed senior team (Kark et al., 2023).

According to Reichers (1985) the main problematic of researchers who study organizational commitment is: “*what is it that employees in organizations are committed to?*”. The general answer to this question is “*employees in organizations are committed to the organization as a whole*”. The concept that emerges from these answers is the concept of “organizational commitment”. Since the 1970s, organizational commitment has become an important concept in organizational research and in understanding employee behavior in organizations. It reflects the extent to which employees identify with the organization and the extent to which they are engaged with its goals (Bahrami et al., 2016). According to Kaplan & Öğüt (2012), a number of organizational and personal elements must come together for organizational commitment to occur. The desired integration between employees and the organization, ensuring the adaptation of new employees, increasing the effectiveness of existing employees and ensuring organizational continuity are some of these elements. Organizational commitment includes the

tendency to stay in the organization and loyalty components. Loyalty has a direct or indirect effect on employees' expectations, values, staying and leaving the organization. Because loyalty is based on a sense of duty and responsibility. Employees with high loyalty have a low tendency to leave the organization. The tendency to stay in the organization is also closely related to the employee's perception as a member of the organization. While employees tend to stay in the organization, they may consider both their own and the organization's interests (Uygur, 2007).

In business life, the costs of employees to organizations are not only their wages. The contributions and values of employees do not only consist of the jobs in their job descriptions. By recognizing this value, employers have made efforts to attract and retain qualified human resources in order to gain competitive advantage for themselves and their businesses. It is known that employees who are committed to their organizations are more productive and their commitment reduces their intention to perform various negative actions (Demir & Öztürk, 2011). There are various studies on which attitudes people adopt and how they behave in organizational contexts (Polat & Meyda, 2011: 153). According to Demir et al. (2008) it is an important requirement to continuously increase the skills and knowledge of employees. Through development and training activities, it can be ensured that employees increase their level of knowledge and gain competence and thus acquire high level skills. As a result, many personal and organizational benefits can be achieved, such as high motivation, self-monitoring, increased job satisfaction and organizational commitment, increased personal self-confidence and sense of importance, increased productivity and reduced work accidents.

According to Ng (2015) employees who are psychologically attached to an organization are more satisfied and productive, which increases their loyalty to their organizations. In organizations with high levels of commitment, higher production capacity of goods and services can be realized at the macro level. Thanks to the increased production capacity, the multiplier effect in the country's economy can increase the level of welfare in the society (İbicioğlu, 2000). According to Bolat & Bolat (2008) the social, psychological and material gains provided by organizations are effective in employees' commitment to their organizations. Therefore, since they do not want to lose these factors, their commitment to the organization is seen as a necessity; commitment can be realized when there is harmony between attitudes and behaviors. The behaviors of the employees should be precise and clear, attitudes and behaviors that cannot be reversed once they are done, that are performed voluntarily and in a social environment directly affect organizational commitment. The transformation of organizational commitment from a unidimensional element to a multidimensional element started with the approaches of Allen & Meyer (1990) and Meyer & Allen (1991) (Wasti, 2005; Çavuş & Gürdoğan, 2008). Among the scales developed, the three-dimensional approach developed by Allen & Meyer (1990) is generally accepted (Özkutku et al., 2008; Jackson et al., 2013; Sürücü & Maşlakçı, 2018). Allen & Meyer's (1990) approach consists of affective commitment, continuance commitment and normative commitment. This model is considered to be highly effective in explaining the organizational commitment of employees (Ketchand & Strawser, 2001).

According to Wei & Taormina (2011) employee productivity is important for human resource management as well as for the overall performance of the organization. Productivity plays a critical role in the survival and competitiveness of organizations. The reason why increasing employee productivity has a critical role for organizations is that highly productive employees can have a positive impact on the performance of the organization (Özbozkurt, 2019). Recognizing that organizational efficiency lies in the trade-off between input costs (i.e. reducing recruitment costs, reducing absenteeism) and output value (i.e. increasing the quality or quantity of outputs), researchers have developed multivariate models to understand how individuals respond to adverse situations. Relevant models include work environments encompassing environmental satisfaction, perceived privacy and work performance. Despite this long history, media coverage of office environments in the years immediately preceding the pandemic makes it clear that the evidence and their implementation did not result in satisfactory or healthy work environments (Masoudinejad & Veitch, 2023).

According to Garda (2011) strong communication channels within the organization increase the self-esteem of employees. The increase in employees' self-esteem has positive effects on their lives. In this way, the success of employees and organizations can increase. Productivity can be shaped depending on the perceptions of the employees in the organization. Lack of incentives and motivation within the organization, lack of achievability of organizational goals, inability to get along with supervisors and the idea that the organization takes advantage of the employee can negatively affect organizational productivity (Erden Ayhün, 2013; Özer, 2017). According to Muscarella & Vetsuypens (1990) another important factor in increasing organizational productivity is that

managers pay attention to the culture and structure of the organization when selecting employees. According to Aktaş et al. (2011) organizational effectiveness, which is defined in various dimensions to measure organizational effectiveness in the literature, has been operationalized with efficiency, quality, adaptability-readiness, knowledge management-communication, growth, planning-target setting, human resources development, stability-control. According to Eren (2002) it can be a guide in testing productivity in organizations, controlling quality and quantity, determining the level of service to be provided, preparing budgets and plans, determining achievements and determining the success criteria of employees. According to Camelia et al. (2019) when organizational productivity and organizational culture are implemented together in hospitality businesses, it becomes easier to prevent discrimination among employees within the organization. In addition, thanks to organizational efficiency, it is possible for employees in the organization to strengthen their communication outside the organization and develop closer relationships with each other. According to Yu & Lee (2009) performance and efficiency can guide the quality, content and scope of services offered to tourists for hospitality businesses. Organizational efficiency in hospitality businesses can ensure that the inputs, processes, outputs, markets and environmental characteristics of the hospitality business are aligned with business objectives.

3. METHOD

3.1. Population and Sample

Determining the number of samples that can represent the population size in the research constitutes another important detail. In this framework, in order to determine the total number of female employees working in five-star hospitality businesses operating in the Antalya destination, the officials of the Antalya Provincial Directorate of Culture and Tourism and the officials of the Mediterranean Association of Touristic Hoteliers and Operators were interviewed, but no complete and official statistical information could be accessed. In addition, during the data collection period of this research (July-October 2021), it could not be determined how many female employees were employed in five-star hospitality businesses in the relevant destination due to pandemic, labor turnover, etc. It is important for the reliability of the research that every element in a given population has an equal chance of being selected and that all individuals have an equal chance of entering the sample (Ural & Kılıç, 2005). In this study, simple random sampling method, which is one of the probability-based sampling methods, was used by paying attention to this issue in determining the individuals to be included in the sample. In order to ensure an acceptable sample size (384 respondents) for the population size, a total of 540 traditional questionnaires, partially administered by the researcher, were administered to female employees in the hospitality businesses operating in the relevant destination. However, 41 of the returned questionnaires were excluded from the evaluation due to coding the same answer to each question and leaving more than 50% of the answer coding blank in 24 questionnaires. In the evaluation part of the research, 475 questionnaires were included and the return rate of the questionnaires was realized as 88%.

3.2. Data Collection Process and Scales

Previous results and data on the effects of the queen bee syndrome experienced by female employees in hospitality businesses on their organizational commitment and productivity played an important role in the creation of the research model. The research model was adapted from the statements and dimensions in the studies of Meyer et al. (1993); Çetin Gürkan (2006); İmamoğlu Akman & Akman (2016); Kocaçal (2016); Çelen & Tuna (2021). Accordingly, 35 statements related to queen bee syndrome were included in the Support Dimension (SC), Structure Dimension (SCI) and Competence Dimension (CE); 18 statements related to organizational commitment were included in the Emotional Commitment Dimensions (ECD), Continuance Commitment Dimensions (COC) and Normative Commitment Dimensions (NCD); and 16 statements related to organizational efficiency were included in the Organizational Efficiency (OPR) dimensions and included in the analyses. In addition, within the scope of the related analyses, it is aimed to measure the effects of variables related to the queen bee syndrome experienced by female employees in hospitality businesses on their organizational commitment and productivity and to reveal the relationships between the dimensions.

The studies of Meyer et al. (1993); Çetin Gürkan (2006); İmamoğlu Akman & Akman (2016); Kocaçal (2016); Çelen & Tuna (2021) were utilized in determining the Likert scale statements that make up the research questionnaire. The scale used in the research has been tested in different studies by related authors and researchers. Some of the statements in the original organizational commitment scale were reinterpreted due to the loss of meaning due to translation and sample characteristics. In this framework, it is possible to say that the

scale has appropriate validity for the research topic. In the first part of the questionnaire form, which was created on the basis of the research literature and hypotheses, in order to determine the demographic characteristics of the participants, it was asked whether the women working in hospitality businesses are currently working under a female manager, whether they have worked under a female manager before, age, education level, workplace management style, department worked, position worked, working time in the business, The respondents were asked to select the appropriate answer options from the questions related to their perspectives on women as managers in hospitality enterprises, whether they find men or women successful as managers in hospitality enterprises, whether they find men or women easier as managers in hospitality enterprises, whether women managers in hospitality enterprises hinder women employees, and their level of support for the presence of more than one woman manager in hospitality enterprises. For the 69 Likert-type statements in the second part of the questionnaire form, the participants were given a five-point Likert-type response option ranging from “Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree”. Information about the statements is given in Table 1. The form “(-)” was placed next to the reverse-ended statements in the scales.

Table 1. Expressions Regarding Female Employees’ Evaluations of Queen Bee Syndrome, Organizational Commitment and Organizational Productivity

Queen Bee Syndrome Statements
Support Dimension
I express my problems more easily to female managers (-)
Female managers are empathetic and understand my problems (-)
Female managers are more moderate towards the people they are close to.
Female managers can be effective in my coming to work. (-)
I support my female managers in matters where I have opinions and ideas (-)
There may be a competitive environment in departments with more than one female manager.
There may be power conflicts in departments with more than one female manager.
Female managers may be reluctant to support female subordinates.
I do not want to support women managers in my workplace.
My perspective on women managers is close to “Women undermine women”.
Structure Dimension
Female managers pay attention to details (-)
Female managers have a higher sense of responsibility.
Female managers are aesthetic and beautify the work environment. (-)
Women managers express their thoughts openly.
Female managers are emotional.
Female managers do not gossip (-)
Women managers are generally not kind to their female subordinates.
Women managers may be jealous.
Women managers can sometimes be vindictive.
Women managers can sometimes be selfish.
Women managers can be prejudiced.
Female managers may make unfounded accusations against their subordinates.
Female managers may personalize work-related issues.
Female managers may exhibit hurtful behaviors towards their subordinates.
Female managers may have a tendency to oppress their subordinates.
Female managers may exhibit behaviors like male managers.
Female managers and subordinates do not want women to be promoted and move up.
Competence Dimension
Female managers can provide authority in the work environment. (-)
Female managers are adequate in solving problems in the work environment (-)
Women managers' communication skills in the work environment may not be sufficient.
Women managers do not have sufficient experience in management.
Women managers may keep their emotions in front of their logic.

Women managers are not planned and programmed.
Female managers are not competent in their jobs.
Female managers cannot reach the same level of competence as male managers.
Organizational Commitment Statements
Emotional Commitment
I would be happy to spend the rest of my career in this organization.
I really feel the problems of this organization as my own problems.
I do not have a strong sense of belonging to my organization.
I do not feel “emotionally attached” to this organization (-)
I do not feel like “part of the family” in my organization (-)
This organization has a special meaning for me.
Continuance Commitment
At the moment, staying in this organization is more of a necessity for me than a desire.
Right now, it is very difficult for me to leave this organization, even if I wanted to.
If I decided now that I wanted to leave my job, many things in my life would be turned upside down.
I feel that I have too few alternatives to afford to leave this organization.
If I had not contributed so much of myself in this organization, I might have considered working elsewhere.
One of the negative consequences of leaving this organization is the lack of possible alternatives. (-)
Normative Commitment
I do not feel obliged to work with my current managers.
I do not think it is right to leave my organization, even if it is in my interest.
I would feel guilty if I left my organization now.
This organization deserves my loyalty.
I could not leave my organization right away because I have a responsibility to the people who work here.
I owe a lot to my organization.
Organizational Productivity Statements
My willingness to work is usually high.
I think my job performance is very good.
I think I am useful to the organization I work for.
I think I have sufficient competence in the task we have undertaken.
There are many things that concern me in my daily work life.
I sometimes put off until tomorrow what I need to do today. (-)
I've gone days, weeks, even months without touching anything because I couldn't pull myself together. (-)
My work can only be completed by working at an intense pace during working hours.
I experience time pressure in fulfilling orders and instructions. (-)
Sometimes I take on too much work.
I work in a very tense atmosphere. (-)
My work is usually trouble-free.
I go to work reluctantly in the morning. (-)
When I have free time during working hours, I usually like to sit and daydream. (-)
Sometimes I spend days without doing anything. (-)
I usually work in a state of great nervous tension. (-)

3.3. Data Analysis

As a result of the research, the data set obtained from the questionnaire forms was included in the analysis in the Statistical Package for the Social Science (SPSS 24) statistical data program, which is widely used in social sciences studies. The data on demographic variables and characteristics of female employees obtained from the research questionnaire were analyzed with percentage and frequency values. Frequency analysis in the SPSS program helps to express the frequency and percentage distributions of variables in separate tables. It also contributes to the calculation and graphing of descriptive statistics such as mode, median, mean and standard deviation (Ural & Kılıç, 2005: 151). After the frequency analysis, the reliability of the Likert-type statements in the scale was analyzed. Cronbach's Alpha coefficient was used in the reliability analysis of the variables.

Cronbach's Alpha shows the agreement value based on the correlation between the statements. Cronbach's Alpha value also shows the reliability level of the questions under the factor in total. In cases where this value is 0.70 and above, the research scale is considered reliable (Durmuş et al., 2010). In order to test the construct validity and reliability of the questionnaire created within the scope of the research, a pilot test was conducted with the participation of 66 female employees working in hospitality businesses in Antalya destination during May-June 2021. The Alpha value of the test was determined as 0.9311. This result indicates that the questionnaire is a reliable data collection tool. In this study, in order to ensure the content validity of the questionnaire, the questionnaire form was examined by experts and competent people. In terms of construct validity, criteria such as content validity, Alpha coefficient, explanatory and confirmatory factor analyses, convergence, divergence and unidimensionality must be fulfilled. The questionnaire was finalized and applied to female employees based on the feedback obtained as a result of other basic tests, especially content validity.

4. FINDINGS

4.1. Demographic Findings

When the results of the frequency analysis applied to determine the sampling characteristics of the research are analyzed in Table 2. it is seen that 331 out of 475 female employees are between the ages of 31-45 (69.68%). 186 out of 475 female employees have a bachelor's degree (39.15%). 246 out of 475 female employees work in international chain hospitality businesses (51.79%). When the departments where female employees work are examined; it is understood that 133 of them are employed in the housekeeping department (28.1%). When the positions of 475 female employees in the businesses where they work are analyzed, it is seen that 189 of them work as lower level employees (39.78%). When 475 participants' working period in the business is analyzed, it is determined that 231 of them have been working in the same hospitality business for 0-5 years (48,63%).

Table 2. Demographic Characteristics of Participants (n=475)

Demographic Characteristics		Number (n)	Percentage (%)
Age	Between 16-30 Years	99	20,85
	Between 31-45 Years	331	69,68
	46 Years and Over	45	9,47
Education Level	High School and Below	144	30,32
	Associate degree	78	16,42
	License	186	39,15
	Postgraduate	67	14,11
Workplace Management System	National Chain	135	28,42
	International Chain	246	51,79
	Independent	94	19,79
Department	Front Office	46	9,68
	Housekeeping	133	28,1
	Food and Bavarege	36	7,58
	Kitchen	71	14,94
	Public Relations	43	9,06
	Human Resources	62	13,05
	Guest Relations	60	12,63
	Sales Marketing	24	5,05
Position	Lower Level Employee	189	39,78
	Mid-level Employee	45	9,47
	Senior Level Employee	32	6,73
	Lower Level Manager	38	8,1
	Mid-Level Manager	51	10,74
	Top Level Manager	56	11,78
	Intern	64	13,49
Duration of Employment	0-5 Years	231	48,63
	6-10 Years	95	20,0
	11-15 Years	88	18,52

16 Years and Over	61	12,85
Total	475	100

4.2. Evaluations of Female Employees Participating in the Study on Female Managers

When Table 3. is examined, when the results of the frequency analysis applied to determine the evaluations of female employees regarding female managers are analyzed, it is seen that 241 out of 475 female employees work under a female manager (50.73%), 256 employees have worked under a female manager before (53.89%), 271 employees have a negative view of women being managers (57%, 05), 306 respondents found men more successful as managers (64.42%), 324 respondents found it easier to work with male managers (68.21%), 267 respondents thought that female managers hindered female employees (56.21%) and 278 respondents negatively evaluated having more than one female employee in an hospitality organization (58.52%).

Table 3. Female Employees' Evaluations of Female Managers (n=475)

Demographic Characteristics		Number (n)	Percentage (%)
Working Under A Female Manager	Yes	241	50,73
	No	234	49,27
Previously Working Under A Female Manager	Yes	256	53,89
	No	219	46,11
Perspectives on Women as Managers	Yes	256	53,89
	No	219	46,11
Who is More Successful as A Manager	Yes	256	53,89
	No	219	46,11
Which one is easier to work with	Positive	204	42,95
	Negative	271	57,05
do Female Managers Hinder Female Employees?	Positive	204	42,95
	Negative	271	57,05
Perspectives on More Than One Female Employee in an Organization	Men	306	64,42
	Women	169	35,58
Demographic Characteristics			
Working Under A Female Manager	Male Manager	324	68,21
	Female Manager	151	31,79
Previously Working Under A Female Manager	Male Manager	324	68,21
	Female Manager	151	31,79
Perspectives on Women as Managers	Yes	267	56,21
	No	208	43,79
Who is More Successful as A Manager	Yes	267	56,21
	No	208	43,79
Which One is Easier to Work with	Positive	197	41,48
	Negative	278	58,52
Total		475	100

4.3. Findings Related to Factor Analysis

In research, factor analysis is applied in order to reduce the number of statements in the research and to facilitate the comprehensibility of the scale by identifying the basic expressions or factors grouped among a large number of statements observed or examined. Through the analysis, it is ensured that each basic factor obtained in a subject or scale consisting of different dimensions represents different dimensions related to the subject. In other words, it is accepted that the statements forming a factor measure the same dimension of the subject (Ural & Kılıç, 2005: 253). When applying factor analysis, two techniques are utilized: explanatory and confirmatory factor analysis. In confirmatory factor analysis, the researcher tries to test the accuracy of a previously determined relationship. In exploratory factor analysis, which is also used in this study, the researcher tries to reveal the possible relationship in case the researcher has no idea about the relationship between the variables related to the subject (Altunışık et al., 2007: 224). With factor analysis, Kaiser-Meyer-Olkin (KMO) and Barlett's Test of Sphericity values are obtained. Barlett's Test shows the level of relationship required between the statements for factor analysis ($p < 0.05$). Likewise, KMO Sampling Adequacy is used to decide whether the correlation between the statements is sufficient for factor analysis. KMO value occurs between 0-1 and it is desirable for KMO to take a value of 1 or close to 1 in scientific research. The acceptable lower limit for KMO sampling adequacy is 0.50. Generally accepted KMO values; 0.80 and above are interpreted as excellent, 0.70-0.80 as good, 0.60-0.70 as fair, 0.50-0.60 as bad and less than 0.50 as unacceptable (Durmuş et al., 2010: 79-80).

As a result of the explanatory factor analysis applied in this research; the KMO value of the queen bee syndrome scale was found to be .832 and the Barlett's Test of Sphericity was found to be 3411.758 at the sig. (p)= 0,000 significance level, the KMO value of the queen bee syndrome scale was found to be ,832 and the result of Barlett's Test was 3411,758; the KMO value of the organizational commitment scale was found to be ,858 and the result

of Barlett's Test was 2896,152; and the KMO value of the organizational productivity scale was found to be ,887 and the result of Barlett's Test was 3681,025. This ratio level shows that the sample size is sufficient and appropriate for factor analysis. Considering the 475 samples included in the study, it is necessary to examine the factor loadings to reach a conclusion at 0.05 significance level. According to Table 4, the dimension explains 28.665 of the total variance and the reliability coefficient of the dimension is 0.824. In the dimension, the statement "female managers may be reluctant to support their subordinates" has the highest factor loading and the highest value (0.756), while "I express my problems more comfortably to female managers" has the lowest factor loading (0.556) and the lowest value within the dimension. A variable having a factor loading of 0.3 indicates that the variance explained by the factor is approximately 9%. The variance at this level is significantly important. In a scientific study, factor loadings of 0.30-0.59 are considered medium level, and 0.60 and above are considered high level magnitudes (Büyüköztürk, 2002: 473-474).

In the study, the validity of the factor analysis can be increased both in terms of factor loadings and by excluding propositions with small coefficients (communalities). As a result of these two procedures, it was decided to remove five of the 35 statements in the queen bee syndrome scale. As a result of these two procedures, it was decided to remove five of the 35 statements in the queen bee syndrome scale. These statements and the dimensions they belong to are as follows:

- Support Dimension: "I would not want to support women managers in my workplace."
- Support Dimension: "My perspective on women managers is close to "women undermine women"."
- Structure Dimension: "Female managers may have a tendency to oppress their subordinates."
- Structure Dimension: "Female managers may exhibit behaviors like male managers."
- Structure Dimension: "Female managers do not want their subordinates to be promoted and promoted by women."

Table 4. Factor Analysis Results of The Scale on Female Employees' Evaluation of Queen Bee Syndrome (n= 475)

Research Statements	(SC)	(SCI)	(CE)	A.M. (\bar{x})
Female managers may be reluctant to support female subordinates.	,756			4,48
Women managers are empathetic and understand my problems.	,744			4,04
Female managers are more moderate towards the people they are close to.	,739			4,45
Female managers can be influential in my coming to work.	,727			4,44
I support my female managers in matters where I have ideas and opinions.	,689			4,17
In departments where there is more than one female manager, there may be,	,641			4,29
a competitive environment.				
There may be power conflict in departments where there is more than one,	,602			4,54
female manager.				
Female managers may be reluctant to support female subordinates.	,589			4,26
I express my problems to women managers more easily.	,556			4,47
Female managers are aesthetic and beautify the work environment	,731			4,02
Female managers are generally not kind to their female subordinates.	,718			3,91
Women managers may be jealous	,702			4,20
Women managers can sometimes be vindictive.	,689			4,05
Female managers express their thoughts openly	,674			3,85
Female managers are emotional	,661			3,73
Female managers do not gossip.	,644			4,06
Women managers can sometimes be selfish.	,632			4,48
Women managers can be prejudiced	,621			4,04
Female managers may exhibit hurtful behavior towards their subordinates.	,606			4,45
Female managers are aesthetic and beautify the work environment	,566			4,44
Female managers are generally not kind to their female subordinates.	,507			4,38
Female managers' communication skills in the work environment may not be sufficient.			,768	4,14
Female managers are competent in solving problems in the work environment.			,743	4,20

Female managers cannot reach the same level of competence as male managers.				,717	4,50	
Female managers do not have sufficient experience in management.				,665	4,43	
Female managers may keep their emotions in front of their logic.				,603	4,26	
Female managers are not planned and programmed.				,578	4,49	
Women managers are not competent in their jobs.				,551	4,00	
Female managers can provide authority in the work environment.				,544	4,49	
Cronbach Alpha Values of Factors				,824	,798	,896
Explained Variance Values of Factors (%)				28,665	24,341	15,878
Total Variance Explained (%)				68,884		
KMO Sampling Measurement Adequacy				,832		
Barlett's Test Value				3411,758		
Sig. p Value				,000		

SC; Support Dimension, *SCI*; Structure Dimension, *CE*; Competence Dimension

Table 5 shows that the dimension explains 27.675 of the total variance and the reliability coefficient of the dimension is 0.901. In the dimension, the statement “I do not feel ‘emotionally attached’ to this organization” has the highest factor load and the highest value (0.786), while the statement “I do not feel like a ‘part of the family’ in my organization” has the lowest factor load (0.698) and the lowest value in the dimension.

As a result of the factor analysis applied to the organizational commitment scale, it was decided to remove three of the 18 statements both in terms of factor loadings and by excluding propositions with small coefficients (communalities). These statements and the dimensions they belong to are as follows:

➤ Emotional Commitment Dimension: “This organization has a special meaning for me.”

➤ Emotional Commitment Dimension: “If I had not contributed so much of myself in this organization, I might consider working elsewhere.”

➤ Normative Commitment Dimension: “I could not leave my organization immediately because I have a responsibility to the people who work here.”

As a result of the factor analysis, three dimensions consisting of 15 propositions with eigenvalues greater than 1 were identified. These dimensions explain 72.634% of the total variance. The 15 statements determined as a result of the explanatory factor analysis and the three dimensions in which these statements are collected constitute the organizational commitment scale. The dimensions of the scale are named as Emotional Commitment Dimension (ECD), Continuance Commitment Dimension (COC) and Normative Commitment Dimension (NCD).

Table 5. Factor Analysis Results of The Scale Related to Organizational Commitment Evaluations of Female Employees (n=475)

Research Statements	(ECD)	(COC)	(NCD)	A.M. (\bar{x})
I do not feel “emotionally attached” to this organization.	,786			4,38
I would be happy to spend the rest of my career in this organization.	,771			3,98
I really feel the problems of this organization as my own problems.	,748			3,78
I do not have a strong sense of belonging to my organization.	,711			4,44
I do not feel “part of the family” in my organization.	,698			4,47
At the moment, staying in this organization is more of a necessity for me than a desire.		,753		4,34
That I have so few alternatives that I cannot afford to leave this organization		,714		4,01
I feel		,668		4,20
It is very difficult for me to leave this organization now, even if I wanted to.		,634		4,05
If I decide now that I want to leave my job, many things in my life would be turned upside down.		,596		3,85
One of the negative consequences of leaving this organization is the lack of possible alternatives.			,729	4,24

I do not feel obliged to work with my current managers.	,706	3,89
I do not think it is right to leave my organization even if it is in my best interest.	,669	4,00
I would feel guilty if I leave my organization now.	,641	3,92
This organization deserves my loyalty.	,614	4,02
Cronbach Alpha Values of Factors	,901	,885 ,824
Explained Variance Values of Factors (%)	27,675	25,357 19,602
Total Variance Explained (%)	72,634	
KMO Sampling Measurement Adequacy	,858	
Barlett's Test Value	2896,152	
Sig. p Value	,000	

ECD; Emotional Commitment Dimension, *COC*; Continuance Commitment Dimension, *NCD*; Normative Commitment Dimension.

According to Table 6, as a result of the factor analysis, a single dimension consisting of 12 propositions with eigenvalues greater than 1 was identified. This dimension explains 54.124% of the total variance and the reliability coefficient of the dimension was realized as 0.856. The 12 statements determined as a result of the explanatory factor analysis and the dimension in which these statements are collected constitute the organizational productivity scale. The dimension of the relevant scale is named as Organizational Productivity Dimension (OPR).

Table 6. The Scale Related to the Organizational Productivity Evaluations of Female Employees Factor Analysis Results (n=475)

Research Statements	(OPR)	A.M. (\bar{x})
My work is usually trouble-free.	,766	4,24
My willingness to work is generally high.	,741	4,14
I think my work performance is very good.	,737	4,10
I think I am useful to the organization I work for.	,709	4,02
I think I have sufficient competence in the task we have undertaken.	,691	4,41
There are many issues that concern me in my daily work life.	,678	4,11
I sometimes leave the work I need to do today until tomorrow.	,651	3,98
There are days, weeks or even months when I cannot pull myself together.	,618	3,90
The work I do can only be completed by working at an intense pace during working hours.	,592	4,00
I experience time pressure in fulfilling orders and instructions.	,577	4,10
Sometimes I take on too much work.	,559	4,00
I work in a very tense atmosphere.	,544	4,24
Cronbach Alpha Value of the Factor	,856	
Explained Variance Value of the Factor (%)	54,124	
Total Variance Explained (%)	54,124	
KMO Sampling Measurement Adequacy	,887	
Barlett's Test Value	3681,025	
Sig. p Value	,000	

OPR; Organizational Productivity

4.3. Hypothesis Test Results

4.3.1. Correlation Analysis Results and Hypotheses

Correlation analysis is a test to measure the degree of relationship between two variables measured at the interval and ratio level. In order for this test to give reliable results, the data must have metric properties. Correlation analysis deals with the linear part of the relationship between variables and the relationship coefficient calculated as a result of correlation analysis is denoted by r . The r value can take values in the range of -1 - +1. A coefficient value close to +1 indicates an excellent relationship between variables (Altunışık et al., 2007: 199-200). In this framework, hypotheses 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12 and 13 were subjected to correlation analysis in order to determine the relationship between the queen bee syndrome dimensions perceived/experienced by the

women working in the hospitality enterprises included in the research and their organizational commitment and organizational productivity levels. Table 7 shows that there are statistically significant and positive correlations between queen bee syndrome dimensions and organizational commitment and productivity of female employees. Accordingly Table 7., there are moderate, positive and significant relationships between female employees' evaluations of SC and SCI ($r = ,408^{**}$) and CE ($r = ,514^{**}$); moderate, negative and significant relationships between ECD ($r = ,545^{**}$) and NCD ($r = ,489^{**}$); and high, negative and significant relationships between COC ($r = ,612^{**}$) and OPR ($r = ,654^{**}$). There are moderate, positive and significant relationships between female employees' evaluations of SCI and SC ($r = ,408^{**}$) and CE ($r = ,389^{**}$); moderate, negative and significant relationships between ECD ($r = ,441^{**}$), COC ($r = ,456^{**}$) and NCD ($r = ,398^{**}$); and high, negative and significant relationships between OPR ($r = ,587^{**}$). There were moderate, positive and significant relationships between female employees' evaluations of CE and SCI ($r = ,389^{**}$) and COC ($r = ,470^{**}$); moderate, negative and significant relationships between NCD ($r = ,398^{**}$) and OPR ($r = ,482^{**}$); high, positive and significant relationships with SC ($r = ,514^{**}$); and high, negative and significant relationships with ECD ($r = ,542^{**}$). There were moderate, positive and significant relationships between female employees' evaluations of ECD and SCI ($r = ,441^{**}$), COC ($r = ,456^{**}$) and NCD ($r = ,424^{**}$) and high, positive and significant relationships with SC ($r = ,545^{**}$), CE ($r = ,542^{**}$) and OPR ($r = ,513^{**}$). There were moderate, positive and significant relationships between female employees' evaluations of COC and SCI ($r = ,456^{**}$), CE ($r = ,470^{**}$), ECD ($r = ,456^{**}$) and NCD ($r = ,392^{**}$), and high, positive and significant relationships with SC ($r = ,612^{**}$) and OPR ($r = ,568^{**}$).

Moderate, positive and significant relationships were found between female employees' evaluations of NCD and SC ($r = ,489^{**}$), SCI ($r = ,398^{**}$), CE ($r = ,413^{**}$), ECD ($r = ,424^{**}$), COC ($r = ,392^{**}$) and OPR ($r = ,490^{**}$). Moderate, positive and significant relationships were found between CE ($r = ,482^{**}$) and NCD ($r = ,490^{**}$) and high, positive and significant relationships were found between SC ($r = ,654^{**}$), SCI ($r = ,587^{**}$), ECD ($r = ,513^{**}$) and COC ($r = ,568^{**}$). Within the framework of the results, it has been concluded that there is a relationship between the dimensions of queen bee syndrome perceived/experienced by female employees in hospitality businesses and their organizational commitment and productivity, and that this relationship is directly related to the negative or positive perception/experience of queen bee syndrome.

Table 7. Correlation Analysis of Queen Bee Syndrome, Organizational Commitment and Organizational Productivity Levels of Female Employees

	SC	SCI	CE	ECD	COC	NCD	OPR
SC	1	,408**	,514**	,545**	,612**	,489**	,654**
SCI	,408**	1	,389**	,441**	,456**	,398**	,587**
CE	,514**	,389**	1	,542**	,470**	,413**	,482**
ECD	,545**	,441**	,542**	1	,456**	,424**	,513**
COC	,612**	,456**	,470**	,456**	1	,392**	,568**
NCD	,489**	,398**	,413**	,424**	,392**	1	,490**
OPR	,654**	,587**	,482**	,513**	,568**	,490**	1

SC; Support Dimension, *SCI*; Structure Dimension, *CE*; Competence Dimension, *ECD*; Emotional Commitment Dimension, *COC*; Continuance Commitment Dimension, *NCD*; Normative Commitment Dimension, *OPR*; Organizational Productivity.

4.3.2. Regression Analysis Results and Hypotheses

Regression analysis is based on explaining the relationship between a dependent variable and independent variables that are assumed to have an effect on this variable with a statistical model. While there is one dependent and one independent variable in simple regression analysis, there is one dependent and more than one independent variable in multiple regression analysis. However, there is a linear relationship between variables in both analyses (Ural & Kılıç, 2005: 225). In the evaluation of regression analysis results, Beta value shows the relative propositions in the relationship between independent variables and dependent variables, p-value ($p < 0.05$) shows the significance level of the variable and VIF value shows whether high correlation in the relationship between variables will cause a problem in terms of testing. A VIF value below 10 is considered as a sign that there is no problem (Durmuş et al., 2010).

In this framework, hypotheses 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 26 and 26 were subjected to regression analysis in order to determine the effect of queen bee syndrome dimensions perceived/experienced by female employees working in hospitality enterprises on their organizational commitment and productivity and also the

effect of organizational commitment of female employees on their organizational productivity. Table 8 shows that the regression model for determining the dimensions of queen bee syndrome, organizational commitment and organizational productivity evaluation is significant as a whole ($F = 21,468$; $p < 0,05$). It is seen that the VIF values of the independent variables are below 10. These results show that there is not a high correlation between the variables that would affect the analysis. According to the results of the analysis, female employees' affective commitment among the dimensions of organizational commitment at the level of SC (24%), SCI (27%) and CE (13%); continuance commitment among the dimensions of organizational commitment at the level of SC (21%), SCI (24%) and CE (16%) among the dimensions of queen bee syndrome; SC (28%), SCI (23%) and CE (14%) among the queen bee syndrome dimensions; and organizational productivity is explained by SC (22%), SCI (23%) and CE (15%) among the queen bee syndrome dimensions. In addition, COC (28%), ECD (24%) and NCD (17%) explain the organizational productivity of female employees at the level of organizational commitment dimensions.

When the significance levels of beta values were examined, it was found that all dimensions of queen bee syndrome negatively and significantly affected the organizational commitment and productivity of female employees. Accordingly, SC dimension (-,320), SCI dimension (-,225) and CE dimension (-,365) affect emotional commitment of female employees; SC dimension (-,398), SCI dimension (-,331) and CE dimension (-,410) affect continuance commitment of female employees; normative commitment of female employees at the level of SC dimension (-,421), SCI dimension (-,325) and CE dimension (-,356); and organizational productivity of female employees at the level of SC dimension (-,421), SCI dimension (-,405) and CE dimension (-,387). On the other hand, as a result of the regression test, it was determined that the organizational productivity of female employees was positively and highly affected by the organizational commitment dimensions. It has been determined that COC dimension (.514), ECD dimension (.566) and NCD dimension (.548) of organizational commitment dimensions affect the organizational productivity of female employees working in hospitality businesses. When evaluated within the framework of all these results, it was concluded that the dimensions of queen bee syndrome perceived/experienced by women working in hospitality enterprises negatively affect their organizational commitment and productivity; on the other hand, their organizational commitment positively and significantly affects their organizational productivity.

Table 8. Regression Analysis of Female Employees' Queen Bee Syndrome, Organizational Commitment and Organizational Productivity Levels

	Dimensions	Beta	t	P	r ²	F	VIF
ECD	SC	-,324	,148	,000	,244	14,468	3,089
	SCI	-,225	,311	,000	,278	10,825	2,201
	CE	-,365	,178	,008	,135	9,875	1,447
COC	SC	-,398	,289	,000	,214	11,125	3,245
	SCI	-,331	,011	,038	,245	7,364	2,111
	CE	-,410	,078	,029	,163	6,897	2,185
NCD	SC	-,421	,149	,000	,287	9,348	4,023
	SCI	-,325	,673	,045	,239	10,132	3,850
	CE	-,356	,748	,012	,140	11,324	1,447
OPR	SC	-,421	,458	,000	,228	9,848	4,023
	SCI	-,405	,105	,009	,234	8,362	2,850
	CE	-,387	,098	,000	,157	5,126	1,447
OPR	COC	,514	,899	,000	,281	4,786	3,245
	ECD	,566	,148	,028	,244	8,367	2,111
	NCD	,548	,085	,000	,179	7,249	3,185

SC; Support Dimension, *SCI*; Structure Dimension, *CE*; Competence Dimension, *ECD*; Emotional Commitment Dimension, *COC*; Continuance Commitment Dimension, *NCD*; Normative Commitment Dimension, *OPR*; Organizational Productivity.

The acceptance and rejection of the hypotheses determined within the scope of the research are given in Table 9.

Table 9. Hypothesis Test Results

No	Hypothesis	Result
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H ₁	There is a significant relationship between the perceived support dimension and emotional commitment of female employees in hospitality organizations.	<i>Acceptance</i>
H ₂	There is a significant relationship between the perceived support dimension and continuance commitment of female employees in hospitality businesses.	<i>Acceptance</i>
H ₃	There is a significant relationship between the perceived support dimension and normative commitment of female employees in hospitality businesses.	<i>Acceptance</i>
H ₄	There is a significant relationship between the support dimension perceived by female employees in hospitality businesses and their organizational productivity.	<i>Acceptance</i>
H ₅	There is a significant relationship between the perceived structure dimension and affective commitment of female employees in hospitality businesses.	<i>Acceptance</i>
H ₆	There is a significant relationship between the structure dimension perceived by female employees in hospitality businesses and their continuance commitment.	<i>Acceptance</i>
H ₇	There is a significant relationship between the structure dimension perceived by female employees in hospitality organizations and their normative commitment.	<i>Acceptance</i>
H ₈	There is a significant relationship between the structure dimension perceived by female employees in hospitality businesses and their organizational productivity.	<i>Acceptance</i>
H ₉	There is a significant relationship between the perceived competence dimension of female employees in hospitality businesses and their affective commitment.	<i>Acceptance</i>
H ₁₀	There is a significant relationship between the perceived competence dimension and continuance commitment of female employees in hospitality businesses.	<i>Acceptance</i>
H ₁₁	There is a significant relationship between the perceived competence dimension and normative commitment of female employees in hospitality businesses.	<i>Acceptance</i>
H ₁₂	There is a significant relationship between the competence dimension perceived by female employees in hospitality businesses and their organizational productivity.	<i>Acceptance</i>
H ₁₃	There is a significant relationship between organizational commitment perceived by female employees in hospitality businesses and their organizational productivity.	<i>Acceptance</i>
H ₁₄	The support dimension perceived by female employees in hospitality businesses affects their emotional commitment.	<i>Acceptance</i>
H ₁₅	The perceived support dimension of female employees in hospitality businesses affects their continuance commitment.	<i>Acceptance</i>
H ₁₆	The perceived support dimension of female employees in hospitality businesses affects their normative commitment.	<i>Acceptance</i>
H ₁₇	The perceived support dimension of female employees in hospitality businesses affects their organizational productivity.	<i>Acceptance</i>
H ₁₈	The structure dimension perceived by female employees in hospitality businesses affects their affective commitment.	<i>Acceptance</i>
H ₁₉	The structure dimension perceived by female employees in hospitality businesses affects their continuance commitment.	<i>Acceptance</i>
H ₂₀	The structure dimension perceived by female employees in hospitality businesses affects their normative commitment.	<i>Acceptance</i>
H ₂₁	The structure dimension perceived by female employees in hospitality businesses affects their organizational efficiency.	<i>Acceptance</i>
H ₂₂	The dimension of competence perceived by female employees in hospitality businesses affects their affective commitment.	<i>Acceptance</i>
H ₂₃	The dimension of competence perceived by female employees in hospitality businesses affects their continuance commitment.	<i>Acceptance</i>
H ₂₄	The dimension of competence perceived by female employees in hospitality businesses affects their normative commitment.	<i>Acceptance</i>
H ₂₅	The dimension of competence perceived by female employees in hospitality businesses affects their organizational efficiency.	<i>Acceptance</i>
H ₂₆	Organizational commitment perceived by female employees in hospitality businesses	<i>Acceptance</i>

affects their organizational productivity.

5. RESULTS, DISCUSSION AND RECOMMENDATIONS

The queen bee syndrome used in the study consists of three dimensions (support, structure and competence) and this result is supported by the results of three quantitative studies (Çelen & Tuna, 2021; Ünal et al., 2022; Poyraz & Kılıç, 2023). It was concluded that the scale used to determine the perceptions of female employees on queen bee syndrome was reliable. Considering the results of the data set obtained within the scope of the research, it is understood that female employees under female managers find male managers more successful. This result is similar to the results of Cooper (1997), Çelen & Tuna (2021), Ünal et al. (2022), Poyraz & Kılıç (2023). According to the results obtained within the scope of the research, it was determined that there was a moderate and positive relationship between the three dimensions of queen bee syndrome. From this point of view, queen bee syndrome complements each other with its three dimensions. It is thought that being exposed to queen bee syndrome is effective in the fact that female employees find male managers more successful. In addition, the fact that female employees evaluate female managers as unsuccessful may also be a result of the fact that female managers suffer from queen bee syndrome. This situation may arise from the performance concerns of female managers, as in İmamoğlu Akman & Akman's (2016) study. It may also be a result of the feelings that women managers experience throughout their career processes. According to Ünal et al. (2022) there is a significant relationship between queen bee syndrome and glass ceiling syndrome. Therefore, it is thought that female managers may be uncomfortable with their managerial abilities being questioned and as a result, they exhibit queen bee behaviors and attitudes. According to Blau & DeVaro (2007) the performance of female employees may be negatively affected due to glass ceiling and queen bee syndrome. According to Cibbin & Leo (2022) female managers between the ages of 40-49 exhibit more masculine behaviors.

In the study, it is understood that the most repeated view in the support dimension of the queen bee syndrome scale is the statement “female managers may be reluctant to support female subordinates”. This result is similar to other studies in the literature (Lo, 2003; Ellemers et al., 2004; Mavin, 2008; Derks et al., 2011a; Sageer et al., 2012; Cibbin & Leo, 2022; Grangeiro et al., 2022; Xiong et al., 2022; Poyraz & Kılıç, 2023). In the support dimension, the least repeated proposition was found to be “I can express my problems more easily to women managers”. This is important in terms of showing that there is miscommunication between female managers and female employees. This result is similar to other studies in the literature (Mavin, 2008; Tanrıverdi & Kılıç, 2016; Cushman, 2019; Çelen & Tuna, 2021; Ünal et al., 2022; Poyraz & Kılıç, 2023). In the support dimension, the support perceptions of female employees between the ages of 16-30 from female managers were realized at a low level. It can be said that this situation shows the tendency of managers who are queen bees to engage in intimidation activities against their fellow women who are still at the beginning of their careers. Female employees aged 46 and above have the lowest average in the support dimension. This situation can be associated with the possibility of women who have been in the organization for a long time to rise to higher levels. According to Tanrıverdi & Kılıç (2016), it is stated that employees who do not receive support from their organizations experience alienation and suffer from miscommunication. According to Cushman (2019: 34-46) in organizations where the queen bee syndrome is felt, it is seen that female managers do not want to support educated and young female employees by exhibiting negative behaviors.

One of the propositions with a high mean in the structure dimension was found to be “female managers pay attention to details”. This shows that women managers want to emphasize their leadership and they are able to follow the work of their employees in detail. The least repeated proposition in the structure dimension is “female managers can make unfounded accusations against their subordinates”. The evaluations of female employees on this dimension are similar to some studies in the literature (Blau & DeVaro, 2007; Aydın Tükeltürk & Şahin Perçin, 2008; Derks et al., 2011b; Virick & Greer, 2012; Ellemers, 2014; Derks et al., 2015; Derks et al., 2016; Faniko et al., 2016; Harvey, 2018; Poyraz & Kılıç, 2023). According to Harvey (2018) organizational productivity can increase when women support each other.

In the competence dimension, “female managers' communication skills in the work environment may not be sufficient” is one of the propositions with the highest mean. In the same dimension, the least repeated proposition is “female managers can provide authority in the work environment.” is one of the propositions with the lowest mean. These results are similar to other studies in the literature (Tanrıverdi & Kılıç, 2016; Çelen & Tuna, 2021; Ünal et al., 2022; Poyraz & Kılıç, 2023). In this dimension, it is important in terms of showing that

the negative behaviors and attitudes exhibited by female managers cause female managers to fail in providing authority. This situation may cause female employees not to see their female managers as adequate (Anafarta et al., 2008; Ellemers et al., 2004; Adebayo & Udegbe, 2004: 516; Çelen & Tuna, 2021; Ünal et al., 2022; Poyraz & Kılıç, 2023; Tchindebet et al., 2024). Anafarta et al. (2008) stated in their research that the view that women's commitment to their organizations is low and that they cannot withstand difficulties is common in hospitality organizations. According to the research findings, it is seen that the organizational commitment of female employees in hospitality enterprises is at a low level. It is thought that the low level of emotional commitment perception of female employees, especially between the ages of 16-30, is due to the queen bee syndrome that they face at the beginning of their working life. Considering the negative effects of high employee turnover on business performance, efforts to increase the emotional commitment of female employees to the organization are extremely important. According to Koç (2009), emotional commitment is an indicator of a high degree of commitment to the organization. Therefore, with the high level of commitment of employees in this situation to the organization, it will be easier for their organizations to achieve their goals and objectives. The high level of organizational commitment of employees aged 46 and above may be related to their perception of themselves as managers or manager candidates.

It is understood that the employees express "staying in this organization is more of a necessity for me than a desire" in relation to their continuance commitment. The fact that this is the most repeated proposition in this dimension suggests that employees are able to do their jobs to a certain extent in the organizations they are affiliated with. In the same dimension, the least repeated proposition was "One of the negative consequences of leaving this organization is the lack of possible alternatives". Although the employees think that they can find alternative jobs when they leave the organization, it is thought that one of the reasons why they choose to stay in the organization, that is, continuance towards their jobs, may be due to their expectations of being rewarded for the efforts they have made for their organizations and the time they have spent. The fact that employees aged 46 and above have high continuance commitment is closely related to the fact that female employees are obliged to their jobs. Regarding normative commitment, it is understood that female employees state that they do not want to work with their current managers. It was also concluded that female employees do not feel indebted to the organization they are affiliated with. Considering that normative commitment is a moderate level of commitment, it is thought that employees do not feel committed to their organizations. Regarding organizational commitment, it is understood that especially employees aged 46 and above have high averages in all three commitment types. This may be related to the fact that they are managers or they see themselves as a strong candidate for management. It has been determined that there is a significant relationship between the educational level of female employees and their organizational commitment. Educated female employees have a high level of commitment to their organizations. This situation can be associated with the fact that female employees want to come to the upper level thanks to the education they receive. However, considering the significant relationship between the perceptions of queen bee syndrome and education level, the existence of the negative effects of queen bee syndrome can be understood. With regard to organizational commitment, the tendency of senior managers to be rewarded for their investments in their organizations is significant. Becker's (1960) view also supports this situation. According to Çekmecelioğlu (2006) affective commitment, normative commitment and job satisfaction positively affect employee performance. Therefore, low levels of organizational commitment may negatively affect women employees in the work environment.

One of the propositions that female employees perceive at a high level related to organizational efficiency is "I do not feel obliged to work with my current managers". It can be said that female employees try to display their performance despite being disturbed by various unethical behaviors. It can be said that especially female employees between the ages of 31-45 have a tendency to protect their productivity in order to be noticed and to maintain their existence in the organization. According to Aydın Tükeltürk & Şahin Perçin (2008) queen bee syndrome causes female employees to quit their jobs and decrease their productivity. This view is similar to the findings obtained within the scope of the research.

5.1. Recommendations

According to the findings of the research and other studies in the literature, recommendations for women managers, employees, businesses, educational institutions and future research are presented below.

Organizational commitment and organizational productivity of employees in organizations with queen bee syndrome can be negatively affected. The presence of queen bee syndrome in labor-intensive hospitality

businesses can cause tensions and various problems among employees. Therefore, it is extremely important to offer various suggestions to prevent women managers and employees in organizations from experiencing these situations. In this context, the following suggestions have been developed for women working in organizations.

1. According to the findings obtained within the scope of the research, it has been concluded that female employees in hospitality organizations do not receive the desired level of support from female managers. Therefore, it is extremely important for female managers to mentor their subordinate female employees. In addition, in-service training programs can be implemented to increase the productivity of female employees.

2. The realization of organizational goals and objectives is closely related to employees' commitment to their organizations and their productivity towards their organizations. Within the scope of the research, it is understood that the queen bee syndrome is effective in decreasing the organizational commitment and productivity of female employees in hospitality enterprises. Therefore, female managers should provide a peaceful and stress-free working environment for female employees in hospitality enterprises.

3. According to the information obtained within the scope of the research, it was concluded that queen bee syndrome is one of the reasons why female employees find male managers more successful. Female managers in hospitality businesses need to unite with their employees and exhibit more moderate behaviors in order to increase their belonging to the organization. In this way, the number of female employees in the sector can be increased and their chances of becoming managers can be increased.

4. According to the results obtained from the research, considering that female employees cannot express their various problems comfortably, it is important for managers to implement practices such as weekly meeting hours and morale dinners to increase employee motivation.

5. According to the findings of the research, although it can be accepted as a positive situation that female employees evaluate their jobs as problem-free, their high self-confidence suggests that it may cause various problems. In this context, it is extremely important for employees to be open to professional development and to improve themselves by following innovations related to their profession.

6. Considering the results of the research, the fact that female managers do not use various systems to catch the deficits of female subordinates and do not make performance evaluations according to various systems negatively affects the job satisfaction of female employees. Therefore, the performance of organizations can be increased when female managers make performance evaluations objectively.

7. According to the results of the research, considering that young female employees are more negatively affected by queen bee syndrome behaviors, career planning should be long-term. It is extremely important for women managers to be present in organizations for a long time and to support new employees. In this way, the future of the sector can be improved by training qualified employees and the quality of the goods and services offered can be increased.

8. According to the findings obtained within the scope of the research, it is seen that the productivity levels of women who work in the organization for a long time are high. Considering that women who have been working in the same organization for many years may have higher promotion opportunities, the risks that may cause them to be considered as potential queen bees increase. In order to eliminate these risks, women employees can be more successful when they become managers through information and awareness activities about queen bee syndrome.

9. According to the findings obtained within the scope of the research, it is understood that there is a close relationship between female employees' finding female managers unsuccessful and queen bee syndrome. However, considering that female employees may turn into queen bees as a result of their continuation in the organization, they should not exhibit such attitudes and behaviors when they become managers. Therefore, it is extremely important for female employees to take these situations into consideration in their career planning and to make positive contributions to the career planning of female employees working under them when they reach the managerial position.

10. According to the findings obtained from the research, it is thought that the high level of all three dimensions of organizational commitment of women who have been working in hospitality businesses for a long time is due to the multifaceted effects of the queen bee syndrome. For example, the fact that the emotional commitment dimension, which ensures high organizational commitment, is perceived at a high level in long-term employees can be explained by the desire of women working in the same organization for a long time to have the goal of becoming a manager. In this regard, it is necessary for all female employees in the organization to have high levels

of emotional commitment and for this to be achieved, managers should be constructive and make objective evaluations towards their subordinates.

One of the most important conditions for hospitality businesses to gain competitive advantage is to have a qualified workforce. Therefore, businesses need to implement some practices for their female managers and employees in order to ensure social equality and to achieve the goals and objectives of the organizations smoothly. The suggestions developed for businesses in this regard are listed below:

1. The equal number of male and female employees in hospitality businesses will prevent both social sensitivity and various syndromes. However, according to the findings obtained within the scope of the research, the fact that female employees find male managers more successful and do not support women to be managers prevents the above-mentioned view. Therefore, it is extremely important to provide psychological support and career training to female managers and employees.
2. It is thought that it would be beneficial for hospitality businesses to prioritize career development programs and even to implement special career plans for female employees. From the findings obtained within the scope of the research, it has been determined that educated female employees have higher perceptions of queen bee syndrome. In this case, career priority should be provided to educated female employees in hospitality businesses and career programs should be created and implemented. In enterprises where such training programs are already implemented, training programs can be revised according to negative situations such as queen bee syndrome on the careers of female employees.
3. Considering the research findings, it is understood that queen bee syndrome is perceived more in chain hospitality businesses. Considering that the conditions provided by such enterprises to their employees may be better, it is thought that it will be effective for female managers to see other female employees as a threat to them. This situation can be associated with the social status and power provided to women managers by chain enterprises. In order to reduce the negative effects of queen bee syndrome, it is thought that the negative effects of queen bee syndrome can be reduced by providing equal opportunities for managers and employees.
4. Considering the findings of the research, exposure of female employees to queen bee syndrome behaviors negatively affects their organizational commitment and productivity. As a result of this situation, female employees consider leaving their jobs. In order to eliminate the costs of this situation, it is necessary to ensure that the motivation of the current employees is high and a peaceful working environment is provided. In line with the stated objectives, it is thought that the implementation of performance-oriented promotion and career systems for female employees will be beneficial.
5. Considering that the data collection phase of the research was carried out in Antalya destination and the seasonality of tourism, the fact that most of the hospitality businesses in the destination are open at certain times of the year may require them to successfully achieve their goals as a result of their activities in a limited time. Therefore, in order to achieve the goals set in a limited time as desired and to ensure the continuity of the organizations, employees should be informed and the goals and objectives of the organizations should be clearly conveyed to the employees. In this context, it is of utmost importance that the goals are achievable, the productivity of the employees is increased and, above all, the commitment of the employees is high. In order to increase employees' commitment to their organizations, opinion sharing meetings can be organized. In this way, the issues that managers and employees are uncomfortable with can be learned and corrective measures can be taken.
6. Considering the findings obtained within the scope of the research, it is understood that women working in human resources and public relations departments are exposed to queen bee syndrome at a higher level, and their organizational commitment and organizational productivity are negatively affected. Considering that these two departments have important roles in both internal and external relations, it is thought that this situation will negatively affect the continuity of the organization and consumer satisfaction. Therefore, various improvements can be made according to the findings obtained by applying satisfaction surveys in which employees in the relevant departments can evaluate each other and their managers.
7. According to the findings obtained within the scope of the research, considering that female employees in hospitality businesses may not want to have more than one female manager in the organization due to queen bee syndrome, it is thought that women should be given priority in human resources activities with practices such as promotion, wages, etc. Thanks to these practices, organizational commitment and productivity of female employees can be increased.

8. It is necessary to encourage female employees under the leadership of the Ministry of Culture and Tourism for female employees in hospitality businesses and to create a sense of trust among female employees towards hospitality businesses.

9. According to the research findings, it is understood that female employees at the beginning of their careers are more exposed to queen bee syndrome. Therefore, this situation causes female employees not to adopt the goals and objectives of their organizations. In order for female employees to adopt organizational goals, it is extremely important to determine the presence of queen bee syndrome in the organization and to implement preventive actions.

10. In order to reduce the negative effects of queen bee syndrome behaviors and increase employee loyalty and productivity, external evaluation practices that can be considered as outsourcing can be used in hospitality businesses. In this way, the evaluation of the organization can be provided professionally and it may be possible to close other deficits of the organization through external evaluation.

Considering the composite structure of the tourism sector designed by combining goods and services such as hospitality, travel, transportation, food and beverage, entertainment, etc., and considering that the success of the sector and consumer evaluations can be realized in an integrated manner, it is thought that making various suggestions for future research will contribute to the literature and practice.

Women may face various obstacles in their participation and working processes in the tourism sector. However, considering the large number of businesses and branches of activity that make up the tourism sector, research can be conducted on the perceptions of queen bee syndrome, especially for female employees employed in airline companies. Research on the perceptions of queen bee syndrome can be conducted for Group A travel agencies that create and market touristic products. In addition, comparative analyses can be carried out by conducting research on female employees in smaller-scale hospitality businesses.

Queen bee syndrome does not only cause various effects on organizational commitment and productivity. Therefore, in future studies, researches that relate queen bee syndrome with organizational citizenship, organizational alienation, organizational citizenship, organizational cynicism, organizational silence, organizational identity, emotional labor, ethical leadership, etc. can be conducted. In addition to this suggestion, research based on qualitative and quantitative methods can be conducted to determine the causes of similar syndromes for women managers and employees.

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