

Research Report

Do women and racial minorities in Singapore hit the glass ceiling and does corporate training and development programs abolish it?

Date: 18th December 2015

Abstract

Corporate training, courses and development are perceived help employees to give more recognition, facilitate the upward career mobility and groom them to be future leaders or at least to meet with their full potential in the organization regardless of race/ethnicity or gender. However, often, they can see their way moving up to the top and but somehow or rather there is something that keeps them away to get there.

In Singapore, women take up only 9 percent of board seats, the survey revealed in comparison with United States and Australia, which is 12.2 percent and 15.1 percent respectively. The US Federal Glass Ceiling Commission's (1995) survey of senior level male managers in Fortune 1000 industrial and Fortune 500 service industries shows that almost 97 percent are of the dominant racial group.

There is an under-representation of these ethnic minority groups and females in the top management positions. A perceived lack of role models may further hamper the ambition of future business leaders from these groups. The most common attributers of the glass ceiling are gender stereotyping and subconscious discrimination. Many business leaders now realized that if the organization treats their employee well, fair and just without any discrimination practices, morale and productivity will shoot up. Glass ceiling needs to be eliminated as its existence keeps them from adapting to these conditions efficiently and effectively.

Key words: Glass ceiling, Singapore, corporate training, employee development programs, succession planning, mentors, subconscious employee segregation.

Table of Contents

SECTION 1: INTRODUCTION.....	1
1.1 The Glass Ceiling.....	1
1.2 The Research Problem and Question	1
1.3 The Research Objectives.....	2
1.4 The Significance and Purpose of the Study	3
1.5 Research Methodology Used	3
1.6 Research Findings	3
1.7 Organization of Study	3
SECTION 2: LITERATURE REVIEW.....	5
2.1 Introduction	5
2.2 What is a Glass Ceiling	5
2.3 Insights to Glass Ceiling	7
2.4 Factors Contributing to Glass Ceiling.....	8
2.4.1 Gender.....	9
2.4.2 Race and Ethnicity	10
2.5 Human Resource Management	11
2.5.1 Employee Motivation.....	11
2.5.2 Corporate Training and Courses	13
2.5.3 Employee Promotion	13
2.5.4 Succession Planning & Mentorship.....	14
2.6 Economic and Corporate Benefits.....	16
2.7 Theoretical Framework	17
2.8 Conclusion & Research Gap	18
SECTION 3: RESEARCH METHODOLOGY.....	19
3.1 Methodology	19
3.2 Research Model.....	19
3.3 Research Sampling Frame.....	21
3.4 Research Sampling Size	22
3.5 Data Sources and Collection Methods	22
3.6 Research Design.....	22
3.7 Research Timetable	25
SECTION 4: FINDINGS AND ANALYSIS.....	26

4.1	Introduction	26
4.2	Sample Characteristics	26
4.3	Data Analysis	28
4.3.1	Results for Corporate Culture	29
4.3.2	Results for Corporate Climate	30
4.3.3	Results for Corporate Practices.....	31
4.4	Discussion and Implications from the Results	32
SECTION 5: CONCLUSION		35
5.1	Introduction	35
5.2	Discussion	35
5.3	Recommendations of Future Research.....	36
Bibliography		37
Table 1 Questionnaires for survey - Participant’s Demographics		23
Table 2 Questionnaires for survey - Corporate Culture, Corporate Climate, and Corporate Practices		24
Table 3 Overall research timetable by key phases.....		25
Table 4 Respondent's Characteristics		27
Table 5 Research findings for questionnaires on Corporate Culture by frequency and percentage		29
Table 6 Research findings for questionnaires on Corporate Climate by frequency and percentage		31
Table 7 Research findings for questionnaires on Corporate Practices by frequency and percentage		32
Table 8 Summary of results and research objective		34
Figure 1 Two main factors of the Glass Ceiling		8
Figure 2 Proposed conceptual framework. (Self-Developed, 2016).....		17
Figure 3 Visual depiction of the research model adapted from Vlado Dimovski, Miha Skerlavaj and Mandy Mok (2010).....		20
Figure 4 Sampling Frames		21
Chart 1 Ethnic Composition of Singapore from Department of Statistic Singapore (2015) ...		21
Chart 2 Breakdown of female respondents for S2Q1		29

SECTION 1: INTRODUCTION

1.1 The Glass Ceiling

Corporate training, courses and development programs are perceived to help employees to give more recognition and facilitate the upward career mobility. However it is a question often asked if it really help to break that glass ceiling so that to each employee regardless of race/ethnicity and gender could spread out their wings and fly up that invisible corporate ladder. Women and ethnic/racial minorities have for years faced these same invisible, subtle, yet very real institutional barriers to promotions into upper management positions.

Women are still under-represented in higher management owing to the glass ceiling by giving examples from Parker and Fangeson (1994), Aguinis and Adams (1998), Davidson (1996), Uren (1999) and Wood and Lindorff (2001) on the occurrences and existence of glass ceiling worldwide despite the increased in the numbers of women both participating in the workforce and achieving management positions. Stereotyping, gender segregated and discrimination in the workplace is happening for women. Investigation from The [US] Federal Glass Ceiling Commission suggests beliefs, attitude as well as the social structures of the organization, contribute to the glass ceiling and according to Robbins and Coulter (2003)

While open discrimination has become socially and/or legally unacceptable, subtle discrimination has emerged as a new and soft tool to maintain power imbalances in society and the workplace by posing invisible barriers to minorities. “Challenging such processes of soft power might be especially difficult, because they are tightly linked to the power structures in society. So, it is questionable whether organizations can ever be freed of discrimination without structural change.” (Van Laer & Janssens, 2011).

1.2 The Research Problem and Question

There has not been much research to provide empirical materials on the existence of glass ceiling in Singapore and how corporate trainings, courses and development planning help shatter the glass ceiling. Thus there is a research gap and it begs the question “**Do women**

and racial minorities in Singapore hit the glass ceiling and does corporate training and development programs abolish it?”

The research will therefore seek to compare the findings in the research site to those in the literature review.

1.3 The Research Objectives

The objectives of this research are as follows;

1. **Gender, Ethnicity/Race** – To determine if gender and ethnicity/race the two main contributors to the Glass Ceiling.
2. **Mentor** – To investigate if there lack of mentoring for women and racial minorities which will guide and help them gain access to higher management.
3. **Corporate Training** - To evaluate if women and racial minorities do get sufficient development opportunities this can be used as a tool to shatter the glass ceiling to advance in the organization.
4. **Promotion** – To identify if using the tools such as Corporate Training and Mentors, the “glass ceiling” could be shattered and hence promotions and career advancement to upper management will be fair for women and racial/ethnic minorities.
5. **Morale and Performance** – To evaluate if morale and performance of women and racial minorities will increase if the glass ceiling is shattered or corporate training and development programs made available.

1.4 The Significance and Purpose of the Study

Studies on corporate class ceiling in Singapore are rare. Data collected for the research of this study will be analysed and used to find out if the existence of glass ceiling in Singapore is true or is it merely just a myth. Secondly to understand the factors contributing to glass ceiling and lastly to understand the relationship between Glass Ceiling, Gender and Ethnicity and how those relationships affect employee's morale and performance and how the tools such as Mentor and Corporate Training could be useful to penetrate through the glass ceiling.

1.5 Research Methodology Used

This is a descriptive study where employed adults regardless of industry are proposed as the sample for the study. Although glass ceiling is a well-known topic and a lot of research conducted on it, studies on it in this country is very limited. A quantitative approach will be undertaken to collect and analyse information on self-administered questionnaires with 5-point Likert scales that will be distributed via hardcopy and softcopy. Vlado Dimovski, Miha Skerlavaj and Mandy Mok (2010) suggested 3 environmental factors that contribute to glass ceiling. This study will adapt this framework as part of the research to answer the research question, objectives and test out the research hypotheses. Section three will elaborate more on the research methodology used for this study.

1.6 Research Findings

The research findings will be elaborated in chapter four. In summary, the main findings of this research show that corporate glass ceiling is does not exist in most corporations in Singapore. However, unfortunately it does exist. Analyses of the data also show that there is a lack of mentoring for women and racial / ethnic minorities and ability to break the glass ceiling boost productivity and morale.

1.7 Organization of Study

This research report is divided into 5 main sections. It set out with the introduction and relevant literature reviews which is then followed by research methodologies adapted from various academics. The report is crafted as follows:

Section 1: Introduction

This introductory section first introduces and explores the definitions and concept of glass ceiling which suggests invisible barrier that prevents someone from achieving further success. This establishes the need to further study the existence of glass ceiling in Singapore and if corporate training and development programs do abolish the principle of glass ceiling.

Section 2: Literature Review

This section identifies relevant literature related to glass ceiling. It will draw upon studies from management, organizational behaviour, business strategies perspective in relation to the glass ceiling and provide relevant comparisons for possible research parameters. The purpose of this chapter is also intended to direct in the formulation of the research framework and the construction of the questionnaire used in the survey for this research.

Section 3: Research Methodology

The research methodology and the applied research framework for this report based on the research framework adapted from Vlado Dimovski, Miha Skerlavaj and Mandy Mok (2010) is defined here. Information on the sample size selection, data collection process, questionnaire design as well as the overall research timetable will be elaborated in this section.

Section 4: Findings and Analysis

The key findings from the analysis of the data collected will be presented in this section. These results of the analysis will give a clearer suggestion if a glass ceiling exists in Singapore, and if corporate training and development programs do abolish the principle of glass ceiling and the relationship between glass ceiling and employees morale.

Section 5: Conclusion

This chapter will draw a conclusion to this research report will with the implications to the findings from the data analysis as well as the key points addressed. This conclusion will also provide recommendations for future study.

SECTION 2: LITERATURE REVIEW

2.1 Introduction

The main purpose of this literature review is to assess on how corporate courses, trainings or development programs may help employees to break through the glass ceiling and climb the corporate ladder. This literature review is also to provide review of selected academic writings on this subject.

Corporate courses, trainings and development programs are seen as a method of investing on employees to build up their capabilities and merits that may help professionally in their work and groom them to be future leaders or at least to meet with their full potential in the organization. They are perceived to influence employees to give more recognition and facilitate the upward career mobility positively as cited by Dekker, Grip & Heijke (2002). However it is a question often asked if it really help to break that glass ceiling so that to each employee regardless of race, ethnicity and gender could spread out their wings and fly up that invisible corporate ladder. Often, they can see their way moving up to the top and but somehow or rather there is something that keeps them away to get there.

Preparation through corporate trainings and employee development programs are invaluable. Knowledge makes one sharp and sets one apart from the rest;—there's no getting around it, but does it really help to break that glass ceiling so that to each employee regardless of race/ethnicity and gender could spread out their wings and fly up that invisible corporate ladder? Regardless of race or gender, all employees should be treated fairly and equally on career advancements.

This literature review has been organised to address the research question; **“Do women and racial minorities in Singapore hit the glass ceiling and does corporate training and development programs abolish it?”**

2.2 What is a Glass Ceiling

According to Nawaz & Afza (2008), the term glass ceiling first appeared in a presentation by two employees of Hewlett-Packard, Katherine Lawrence and Marianne Schreiber, in July 1979. The term gained wide attention in March 1986, when the Wall Street Journal published

the article: "The Glass Ceiling: Why Women Can't Seem to Break the Invisible Barrier that Blocks them from the Top Jobs." by Carol Hymowitz and Timothy D. Schellhardt.

More interestingly, according to the Federal Glass Ceiling Commission a glass ceiling is a term used to describe "the unseen, yet unbreakable barrier that keeps ethnic minorities and women from rising to the upper rungs of the corporate ladder, regardless of their qualifications or achievements". The Commission further suggests these barriers reflect "discrimination..a deep line of demarcation between those who prosper and those left behind." (Cotter, et al., 2001). Traditionally, a glass ceiling was used to describe the lack of opportunity in the workplace for women to advance their careers but now often used to describe an impassable barrier that keeps a certain group of individuals from advancing their careers regardless of their qualifications. K. Pendakur & R. Pendakur (2005) further stressed that although intuition might lead a researcher to look for glass ceilings only at the top of the conditional distribution, the imperfect nature of real-world data suggest that glass ceilings may manifest anywhere in the conditional distribution.

In theory, race or gender does not limit or prevent someone from being promoted, but they can see that the higher they are in the company, the more promotions, pay raises, and opportunities they should have. Instead of being able to achieve the same success as peers, those who encounter glass ceilings are stopped by invisible obstacles that prevent them from rising further. The glass ceiling is often unacknowledged but yet exists. It is not a tangible barrier that would be easily identified and however difficult to describe as it exists and persists in very subtle ways.

Sally A. Davies-Netzley (1998) mentioned, the glass ceiling metaphor has often been used to describe invisible "glass" barriers through which women can see positions of higher and better status but cannot reach them ("ceiling"). These barriers prevent large numbers of women and ethnic minorities from obtaining and securing the most powerful, prestigious, and highest-grossing jobs in the workforce. Moreover, this effect may make them feel they are not worthy to fill high-ranking positions or as if their bosses do not take them seriously or see them as potential candidates for advancement.

2.3 Insights to Glass Ceiling

According to a report released by Deloitte Global (2015), overall, women now hold 12 percent of seats worldwide with only 4 percent chairing boards. In Singapore, women take up only 9 percent of board seats, the survey revealed in comparison with United States and Australia, which is 12.2 percent and 15.1 percent respectively.

However, the percentage of women Singapore holding leadership positions in the boardroom is higher as compared to the United States, Australia and global percentage. Women make up 7 percent of board chairpersons in Singapore, while women make up 4 percent of board leaders globally and United States, Australia are 3.4 percent 5.6 percent respectively. (Deloitte, 2015)

Another report based on the latest research from the International Business Report (IBR) in 2013, women held 24 percent of senior management roles globally, a three point increase over the previous year. There has been a steady growth from 19 percent in 2004. The proportion of businesses employing women as CEOs has risen from 9 percent to 14 percent. Even though that we can see a steady small increase in the numbers of women rising in higher management, the aforementioned statistics clearly shown that women are still way underrepresented in higher management. The proportions of women in the managerial ranks, in particular, mid-lower to middle management has increased in almost all countries and women are demanding greater equality in the workplace. However women are still underrepresented in higher management owing to the glass ceiling (Demoski, et al., 2010).

Ethnic/racial minorities have also for years faced these same invisible, subtle, yet very real institutional barriers to promotions into upper management positions. The belief that minority groups reach organizational plateaus consisting of artificial barriers that derail them from senior management opportunities has been alternately termed "the brick wall." These barriers found in the structure of many organizations have often stymied the advancement of these minority groups in an organization.

The US Federal Glass Ceiling Commission's (1995) survey of senior level male managers in Fortune 1000 industrial and Fortune 500 service industries shows that almost 97 percent are white, 0.6 are African American, 0.3 percent are Asian, and 0.4 percent are Hispanic. African American men and women comprise less than 2.5 percent of total employment in the top jobs in the private sector.

There is an under-representation of these ethnic minority groups and females in the top management positions. A perceived lack of role models may further hamper the ambition of future business leaders from these groups. The most common attributers of the glass ceiling are gender stereotyping and subconscious discrimination. These two reasons are clear indicators of a very real glass ceiling that women and racial/ethnic minorities need to conquer (McCarthy & Burn, 2013).

2.4 Factors Contributing to Glass Ceiling

David Cotter and colleagues defined four distinctive characteristics that must be met to conclude that a *glass ceiling* exists. A glass ceiling inequality represents:

1. "A gender or racial difference that is not explained by other job-relevant characteristics of the employee."
2. "A gender or racial difference that is greater at higher levels of an outcome than at lower levels of an outcome."
3. "A gender or racial inequality in the chances of advancement into higher levels, not merely the proportions of each gender or race currently at those higher levels."
4. "A gender or racial inequality that increases over the course of a career."

There can be other several factors that contribute to glass ceiling. However, this literature review will focus only on 2 main factors; gender and ethnicity.

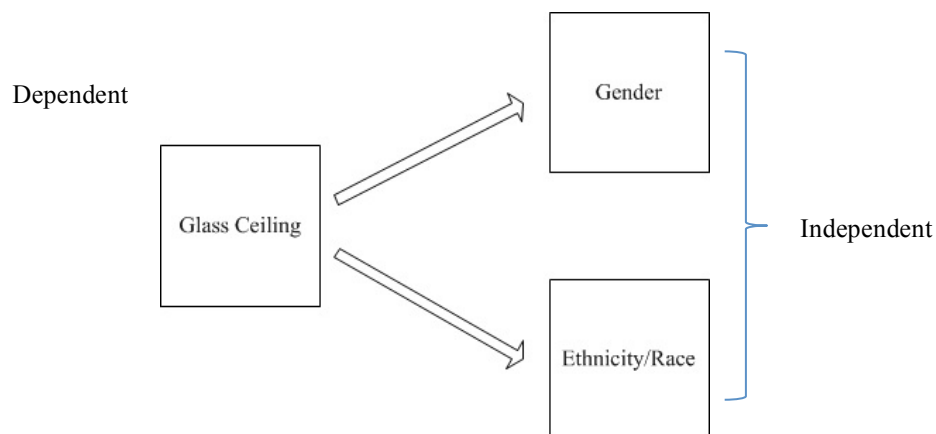


Figure 1 Two main factors of the Glass Ceiling
(Self-Develop, 2016)

2.4.1 Gender

Gender is an obvious basis for social categorization and gender stereotypes are the result. Research suggests that employers evaluate worker characteristics differently depending on the gender of the incumbent (Acker, 1990) (Reskin, 1988). For example, having a spouse or young children may signal stability in men but a potential work disruption in women (Rosenfeld, 1980). We rarely see women in big powerful position that is usually held by men with a specific expertise. This is a powerful factor that keeps woman from reaching their full potential no matter what kind of training, courses or expertise they have acquired. Women often stereotyped and perceived to be responsible of taking care of the family and children. Men are seen to be characterized to be independent, competitive, assertive and strong, while females are perceived to be caring, passive and emotional.

The world has witnessed over the past decades of women have increasingly entered managerial and professional occupations. However, in these occupational categories, women have lower earnings, authority, and advancement potential in comparison with men.

The gender gap pay survey from Greythorn (2014) was conducted, a substantial half of women in the Information Technology believe there is a few key reason to this;

1. A perception that;
 - Women will leave to go on maternity
 - Men can do a better job
 - Women has family commitment which restraint them from working long hours
2. Assertiveness
 - Men bargain harder
 - Men are less afraid/are more assertive when asking for higher salaries
3. Unconscious bias
 - Many senior roles are male and therefore there could exist an unconscious bias towards their own gender

Greythorn's survey of senior women in IT found that an overwhelming 84 percent of respondents think women made good managers. Key reasons were the attention to detail and the ability to listen and empathize. Despite this overwhelming majority believing females

make good managers, a surprising 37 percent still preferred a male boss, with the remainder stating either male or female (63 percent) and none preferring a female boss.

In a research conducted by Baxter and Wright (2000) which examined the effect of glass ceiling in United States, Sweden and Australia, the researchers found statistically gender gap in higher management positions in all three countries. According to Fierman (1990), less than 0.5 percent of the 4,012 highest paid managers in top companies in the United States are women, while less than 5 percent of senior management in the Fortune 500 corporations are women and minorities.

Another suggestion is that male managers have also been made known as the ‘gate keepers of the upper echelons of management’ (Duehr & Bono, 2006) and 66 percent of women would agree that being left out and having difficulty in accessing such informal networks is a major barrier to their progression to the most senior of positions (Catalyst and Opportunity Now, 2000). If women wish to join this elite group of executives it has been said that they must be able to demonstrate their ability to deliver more than the initial job description which could include the availability to socialize out of hours, presenting a potential issue for their domestic commitments. (McCarthy & Burn, 2013)

2.4.2 Race and Ethnicity

The context of labor market outcomes for ethnic minorities is another natural domain in which to consider glass ceilings. The glass ceiling is now understood to be an obstacle to racial/ethnic minorities as well. There has been many research conducted that suggest minorities are also victims to the glass ceiling. Generally we also use the phrase ‘glass ceiling’ to describe any process by which minorities are unable to access the highest paying jobs and best positions that might be suitable. Like women, minorities wait longer for promotions they do receive than is the case for dominating ethnicity.

In some organizations, the glass ceiling can be so obvious that when you look at the management team it consists mainly of the dominant racial group. In that kind of situation when a person from the racial minority group rises up to elite position, they are look up upon and hailed as to have brought pride to the group. Veerle Draulans (2003) suggests that the

persons in leadership position who belongs to a minority group, are looked at as representing the whole of (stereotypes ascribed to) the minority group. (Draulans, 2003)

While open discrimination has become socially and/or legally unacceptable, subtle discrimination has emerged as a new and soft tool to maintain power imbalances in society and the workplace by posing invisible barriers to minorities. “Challenging such processes of soft power might be especially difficult, because they are tightly linked to the power structures in society. So, it is questionable whether organizations can ever be freed of discrimination without structural change.” (Van Laer & Janssens, 2011)

2.5 Human Resource Management

“Individuals who spend maximum part of their day contributing towards the success of an organization are its most crucial resource. Employees can either make or break an organization, truly making them an organization’s lifeline.” (Management Study Guide, 2016) Employees are the most valuable resource in an organization.

Zehra Alakoc (2014) mentioned that according to Armstrong (2006, p.8), “the overall purpose of human resource management is to ensure that the organization is able to achieve success through people.” Also, he pointed out that “HRM strategies aim to support programs for improving organizational effectiveness by developing policies in such areas as knowledge management, talent management, and generally creating ‘a great place to work’.”

Human Resource Management (HRM) is involved and responsible in acquiring, motivating, cultivating, and retaining human capital. This also includes career planning and progression for the employees by training and development, compensation, etc. As important and often overlooked, the responsibility of HRM is to also ensure that, there are no threats of discrimination, segregation, inequalities and adopting a policy recognising merit and employee contribution, and condition for stability of employment with offering excellent growth opportunities to people who have the potential to rise.

2.5.1 Employee Motivation

It is always assumed that most employees are motivated to grow in the organization. It is only natural as time goes employees want more challenges, responsibilities, recognition and

advancement. There are many academic studies and theories such as McClelland (1961) theory of needs, Herzberg (1966, 1976) motivation-hygiene theory, and Maslow (1943) hierarchy of needs that supports this. It is the duty of the management in every organization to provide a pathway for employees who have such desires. Grooming potential employees to be future leaders in the organisation is an important and sometimes even critical for the survival of the corporation. Managers have the responsibility to motivate, train and groom potential leaders. Many suggest that it should be necessary making it their Key Performance Indicator (KPI) for a succession planning. The leadership training for succession must be made openly and fairly to all. To ensure the best talent are spotted and motivated to go to the top, biasness and stereotyping must be stopped. Such behaviours only further hamper the ambition of future business leaders. High potential employees earn the opportunity for advancement without any segregation of ethnicity or gender. This also ensures the retention of the best talents in the organization.

The Herzberg (1966) two-factor theory of motivation distinguishes between intrinsic motivation and extrinsic motivation which may be linked to job satisfaction and dissatisfaction. The theory further suggests that motivators are intrinsic factors whereas hygiene factors are extrinsic factors and are essential but do not necessarily motivate employees (Hennessey & Amabile, 2005). As a result, extrinsic motivation factors simply ensure that some external goal or some externally imposed constraint is met (Ryan & Deci, 2000).

Employee motivation is a factor that causes an employee to pursue work tasks or goals. It is what causes the employee to act in a certain way. There are two primary theories of motivation that are often used by employers: extrinsic motivation and intrinsic motivation. One extrinsic motivation factor includes the chance one might have for advancement within the organization. This could also include the opportunity to learn a new skill or trade. When the possibility or opportunity for growth is hindered due to barriers such as the glass ceiling this could have a negative effect on the satisfaction the employee feels with their job and position. Extrinsic de-motivator such as glass ceiling must be eliminated from the organization. Talented employees are the driving force of all organizations and so it is essential that organizations strive to motivate and hold on to the best employees (Kiruja & Elegwa, 2013).

2.5.2 Corporate Training and Courses

According to Sahinidis and Bouris (2008) as cited by Meyer and Allen (1991) training practices used by organizations may have an effect, direct or indirect on both employee motivation and organizational commitment. Furthermore, corporation must take into account that there can be a better employee management through an efficient motivation, recognition and personal development planning system and must be standardized across all employees. Opportunities should be more open and fair without any segregation of ethnicity or gender. Corporations must emphasize the need of upgrading employee's skills through corporate trainings and courses. The organization ought to encourage improvements and set the path for the personal skills development through training and potential, to stimulate employees to fulfill their tasks perfectly. In case of new employees, the organization must show support by investing in time and effort in training and development to groom the employee up.

Compared to employees in other organization who are left to seek out training opportunities on their own, employees with access to corporate training and development programs have the advantage. The investment in training that a company makes shows the employees they are valued. The training creates a conducive and supportive work environment. Employees may gain access to training they would not have otherwise known about or sought out themselves. Employees who feel appreciated and challenged through training opportunities may feel more satisfaction hence increasing level of motivation and performance toward their jobs.

2.5.3 Employee Promotion

Promotion is a career advancement process through which an employee of an organization is given a higher share of duties, a higher pay-scale or both (Anastasia, 2015). Advancement in rank or position in an organizational hierarchy system and change in title usually follows. Progression in ranks is not just beneficial for employees but is also extremely crucial for the organization or business owners. A survey from Globeforce (2011) show that recognition helps boost the morale of employees. Numerous studies suggest high morale drives positive behavior and work ethics of employees which in turn increases their productivity and hence improves upon the overall profits earned by the organization. Moreover, according to

Anastasia (2015) a promotion also improves and increases loyalty among the employees since they tend to feel a greater sense of belonging in the organization and start thinking and acting in its favor. This greatly enhances the retention of the skilled and talented employees and thus benefits the organization even further. By retaining top level employees, the organization prevents the need for head hunting for new talent and then grooming them all over again, thus saving time and money (Anastasia, 2015) . Performance evaluation and rewards allocation must be standardized. Opportunity for promotion should be more open and fair without any segregation of ethnicity or gender.

Identifying and how to identify an employee for promotion is a very important process. A proper promotion process for all employees must be enforced in the organization which is fair for all and biased for none. To make the promotion fair, in the measurement of job performance, one or several kinds of objective criteria such as personality, seniority, job efficiency should be constructed in order to measure the job performance (Lai, 2012). Other factors such as gender and race or ethnicity should not be considered. By having the entire objective criteria explicitly spelled out and fair promotion system in place, it further helps to shatter the glass ceiling.

2.5.4 Succession Planning & Mentorship

When the management of the organization decides to promote employees for their hard work, generally they are recognizing talents and are identifying future leaders. This identification of future leaders enables organization to groom employees for the future and makes them explore their skills and talent further (Anastasia, 2015). Grooming future leaders is extremely important for the organization and helps to improve the productivity and ensures the survival and business continuity of the organization. Organizations also need to develop their talent in order to compete in an ever diversifying global market.

As reported in the Succession Planning Benchmark Report (2006) “Few companies know how to do it right. Companies still struggle with creating a formal process aimed at identifying, developing and retaining high potential people within the organization.” (Aberdeen Group, 2006)

However as the aforementioned sections suggests, advancement and access to upper management may not be fair to all employees. There are a many studies and theories where

researches have suggested that can be used to help explain why women and racial minorities have difficulties reaching the upper management levels. There are theory suggests that women and racial minorities have a lack of mentors.

Mentors train, guide and teach their mentee useful strategies for advancement and achieving work objectives. They also provide emotional support and physiological confidence. Additionally, this also opens up chances and serves as a door for opportunities to be positively introduced to executives who make decisions on upper management positions. Having a mentor provides numerous advantages. The problem with mentoring is that it is a voluntary type of guidance where the relationships between mentors and mentee typically formed because both parties choose to establish a relationship. As per Harvard Business Review on an article “Why men still get more promotions than women” (2010), interestingly, not all mentoring are created equal, as it was discovered by. There is a special kind of relationship—called sponsorship—in which the mentor goes the extra mile beyond just giving feedback and advice and uses his or her influence with senior management to advocate for the mentee. “Our interviews and surveys alike suggest that high-potential women are over-mentored and under-sponsored relative to their male peers—and that they are not advancing in their organizations. Furthermore, without sponsorship, women not only are less likely than men to be appointed to top roles but may also be more reluctant to go for them.” (Harvard Business Review, 2010)

Due to the lacking number of women already established in executive positions, they tend to have limited access to valuable mentors. Male executives tend to stick with their own gender and racial ethnicity, ridiculous as it seems, it has been happening. Hence, due to the male workers dominance the higher management, hypothetically, lower status male employees will have more opportunity to work with mentors (Catalyst and Opportunity Now., 2000).

Succession planning for managers should be taken seriously and must be an integral part of HRM. As aforementioned, it should be made mandatory making it their Key Performance Indicator (KPI) for a succession planning. The leadership training for succession must be made openly and fairly to all.

2.6 Economic and Corporate Benefits

Breaking the glass ceiling is not just a matter of fair employment practices and merit based promotions, but an economic imperative that the glass ceiling be shattered. It matters to the bottom line for businesses and to the future economic stability of the country.

The U.S. Federal Glass Ceiling Commission (1995) reported that the glass ceiling is not only an egregious denial of social justice that affects two-thirds of the population, but a serious economic problem that takes a huge financial toll on American business. Smart business and equity demands that the glass ceiling to be destroyed. This barrier prevented large numbers of citizens from fully participating in the society. The economy has undergone intense changes: Markets have become internationally integrated (globalization). The creation and distribution of information have supplanted the production of goods. The composition of the workforce has radically changed.

Empirical evidence from independent research has proven that companies that take the effort in hiring and promoting minorities and women are more profitable. A study of the Standard and Poors 500 by Covenant Investment Management found that businesses committed to promoting minority and women workers had an average annualized return on investment of 18.3 percent over a five-year period, compared with only 7.9 percent for those with the most shatter-proof glass ceilings. (Federal Glass Ceiling Commission, 1995)

Many business leaders now realized that if the organization treats their employee well, fair and just without any discrimination practices, morale and productivity will shoot up. These are key organizational values which set the culture from within that set the attitude and behavior of employees to drive the results.

Rapid changes are noticeably taking place in the demographics of national consumer markets and the labor force, and the rapid globalization of the marketplace. Business leaders understand that these conditions will affect the ability of their organization to survive and prosper. To add on, empirical evidence shows that consumers and communities also respond favorably to businesses with good employment practices.

In today's world of increasingly diverse marketplace and international integration, corporations must be prepared to do business with customers, competitors and partners who are also increasingly diverse. Corporations that fully utilize diverse human resources at home

will be better prepared for the challenges involved in managing even more diverse workforces in the emerging global economy.

There is substantial research to show that organisations with gender diverse management teams perform far better. A report from McKinsey&Company (2011) review of 100 companies against the Organizational Health Index (OHI) found that companies with three or more women in top positions (on the executive committee or board) scored higher than their peers. In a similar vein, another report concluded that the “overall median proportion of female executives was 7.1 percent at successful companies and 3.1 percent at unsuccessful companies.

As suggested, fully utilizing the nation’s human capital would mean corporations will be doing a solid investment for themselves. It only makes sense for the glass ceiling to be eliminated as its existence keeps them from adapting to these conditions efficiently and effectively.

2.7 Theoretical Framework

Figure 2 is a visual depiction of the conceptual framework that is proposed for the current study.

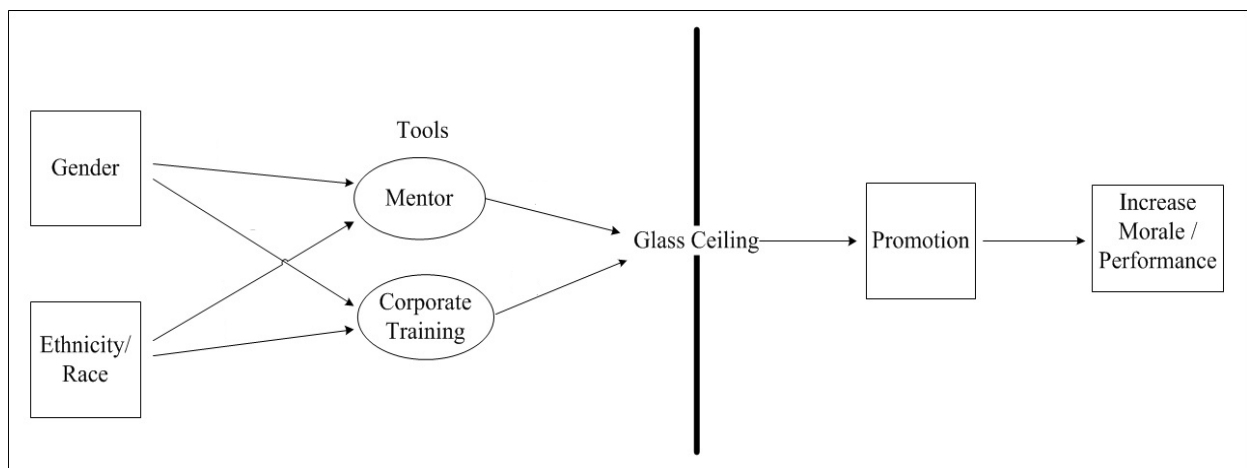


Figure 2 Proposed conceptual framework. (Self-Developed, 2016)

As conceptualize with the framework above, this study suggests that corporate training and mentoring can be used as an excellent tool to shatter the glass ceiling. There is a strong

relationship between Glass Ceiling, Gender and Ethnicity and how those relationships affect employee's morale and performance and how the tools such as Mentor and Corporate Training could be useful to penetrate through the glass ceiling.

2.8 Conclusion & Research Gap

The existence of glass ceiling is real and women and racial minority will have to work harder and climb more obstacles to reach upper management positions. While corporate training is useful, another possibility of getting through the glass ceiling is to find a mentor. Whether it is man or women, one should find someone in upper management that believes in them and that they can connect with on a mentoring level. Additionally, women who are able to climb the corporate ladder beyond middle management should offer their mentoring services to other women and the same goes for racial minorities. This is not meant that they are supposed to exercise discrimination or segregation, but what is meant here is that mentorship and career advancement should be fair and open to all who deserve it. Women and racial minorities in the upper management should play a role model in eliminating the glass ceiling.

Hypothetically mentorship and corporate training can and should be a tool for women and racial minorities to advance and penetrate through the glass ceiling. It is HRM's role to motivating, cultivating, and retaining human capital which also includes career progression planning through corporate training, courses, compensation, and benefits. It is also extremely important to ensure there are no discrimination, employee segregation, and inequalities within the organization. Unfortunately, organizations that do not promote women and minorities from other ethnic groups will suffer in this ever diversifying world and the rapid globalization of the marketplace.

However there has not been much research to provide empirical materials how corporate trainings, courses and development planning help shatter the glass ceiling. Thus there is a research gap and it begs the question **“Do women and racial minorities in Singapore hit the glass ceiling and does corporate training and development programs abolish it?”** The research will therefore seek to compare the findings in the research site to those in the literature review and according to the research objective set as aforementioned in section 1.3

SECTION 3: RESEARCH METHODOLOGY

3.1 Methodology

This is a descriptive study where employed adults regardless of industry are proposed as the sample for the study. Although glass ceiling is a well-known topic and a lot of research conducted on it, studies on it in this country is very limited. This chapter will explain in detail on the research methodology and the applied research framework. The research is aimed at achieving the research objectives and answering the research question aforementioned.

The research methodology used for this study is a descriptive research design where the study will rely on the survey as a mean of collecting data. A quantitative approach will be undertaken to collect and analyse information on self-administered questionnaires with 5-point Likert scales that will be distributed via hardcopy and softcopy. Data are collected in order to be subsequently analysed. Systematic collection of data requires careful selection of the participants studied and measurement of each variable in order to demonstrate validity.

3.2 Research Model

A primary research-study by conducting survey distributing self-administered questionnaires with 5-point Likert scales will be done as aforementioned. Based on previous study conducted by Vlado Dimovski, Miha Skerlavaj and Mandy Mok (2010) called “Is there a glass ceiling for female managers in Singapore”; According to the authors, suggested three environmental factors that contribute to glass ceiling. These three factors are *corporate culture*, *corporate climate*, and *corporate practices*.

Corporate culture

Refers to the values, beliefs, and norms shared by the organizational members, which govern how they behave towards each other and outsiders (Robbins & Coulter, 2003).

The corporate culture determines how the employees and management interact and handle outside business transactions. Often, **corporate culture** is implied, not expressly defined, and develops organically over time from the cumulative traits of the people the company hires

Organizational climate

Refers to the prevailing corporate perception on professional capabilities and commitment to their careers (Jackson, 2001) and it also includes negative attitudes that could result in unsupportive and discouraging work environments (Knuston & Schmidgall, 1999).

Corporate practices

Include training and development, networking and mentoring, flexible working hours, and other family-friendly initiatives (Knuston & Schmidgall, 1999) and are organizationally-directed experiences designed to improve employee competency levels and enhance organizational performance (Mondy, et al., 2002). Managerial advancement is positively related to human capital credentials.

This study will adapt this framework as part of the research to answer the research question, objectives and test out the hypotheses.

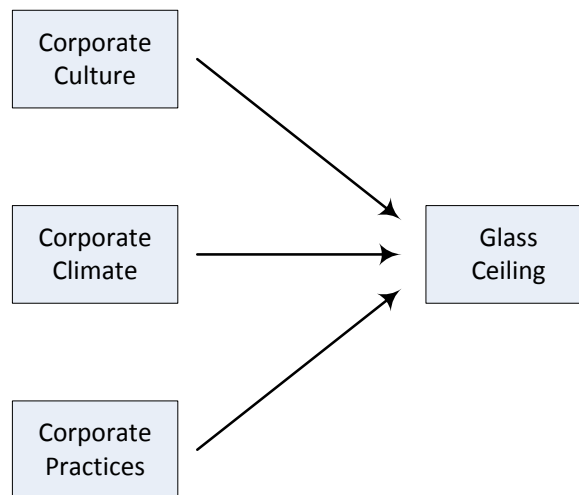


Figure 3 Visual depiction of the research model adapted from Vlado Dimovski, Miha Skerlavaj and Mandy Mok (2010)

3.3 Research Sampling Frame

The sampling frame is targeted and split in 2 main factors. The first factor is the gender which will consist of 2 subgroups; male and female. At least 50 participants must be of a female gender and 50 must be male. Second factor is the Race and Ethnic Group (RE) and consists of 3 subgroups. The Ethnic Composition in Singapore is made up of 3 major ethnic groups as affirmed by The Departments of Statistics (2015). Chinese made up 74.3 percent of the resident population in 2014, while the Malays constituted 13.3 percent and the Indians formed 9.1 percent (Chart 1.4). It is vital for this study to have samples from these 3 major groups with at least 25 participants from each group.

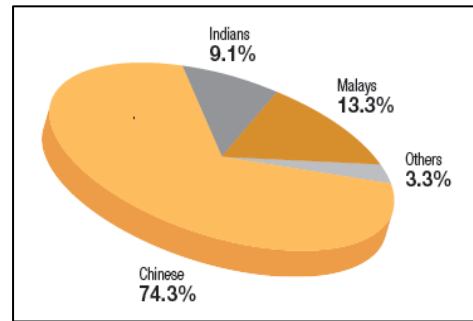


Chart 1 Ethnic Composition of Singapore from Department of Statistic Singapore (2015)

Other constraints are participant must be employed with an organization in Singapore, at least 21 years old , 5 years or more working experience and have been working in Singapore for at least 6 months.

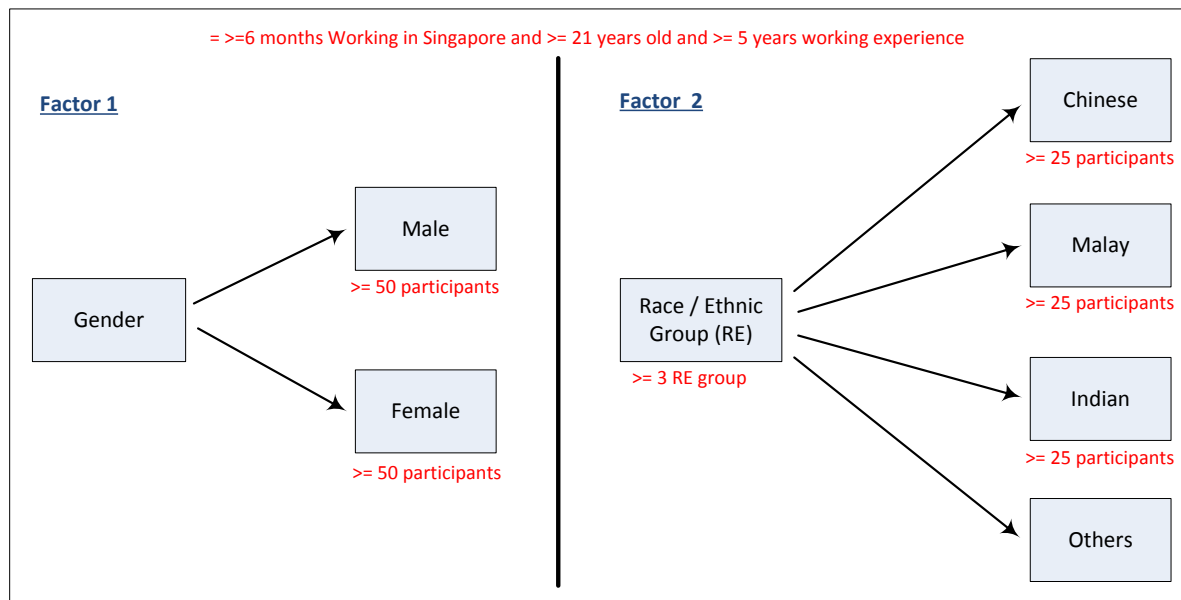


Figure 4 Sampling Frames

The quantitative data collected from the survey process requires analysis and interpretation so as to convert the data into more meaningful information. Analysis is crucial to add meaning to the data collected. The data gathered need to be co-related to the theory arising from the

literature review and the research objectives so as to comprehensively answer the research question. Using the points arising from the literature review, the data gathered was assessed and analysed before finally drawing up conclusions (Marchington & Wilkinson, 2005).

3.4 Research Sampling Size

A sample size of 250 is proposed and a minimum sample size completion of 120 is required. Non-probability convenience sampling and probability sampling methods were used in obtaining the data. The structured questionnaire is developed with 5-point Likert scales between 1 (strongly agree) and 5 (strongly disagree). However, due to time limitations and feasibility in obtaining the data, only 112 sample sizes was able to be collected.

3.5 Data Sources and Collection Methods

100 percent of the data sources will be on survey techniques using questionnaires. Survey questionnaires will be created online. 2 types of data collection techniques will be used. Firstly, for non-probability convenience sampling, the URL links of the survey will be sent out via email, social media and private messages. Secondly, for probability sampling, a face-to-face random approach on the streets to ‘cold’ respondents asking them to participate in the survey plus random approach to ‘cold’ respondents from respective groups in Social Media was also done.

3.6 Research Design

Survey techniques are applied to capture all the required data. The survey consists of two sections. The first table of the questionnaire will consist of relevant constructs to directly measure the demographics of the participants. The questions comprised of relevant demographic measures such as age, gender, ethnicity, marital status, years of working experience, job position and education level which will contribute to the research.

All questions related to the measurement of the dependent and independent variables will be mixed up throughout the questionnaire. The ‘glass ceiling’ could be reflected in corporate culture, corporate practices, and corporate climate. Samples of the questionnaires from studies adapted by Vlado Dimovski, Miha Skerlavaj and Mandy Mok (2010) will be used to

further research the glass ceiling in Singapore organization. Questionnaires in table 2 are designed to study the corporate culture, corporate practices, and corporate climate. All questionnaire is developed with 5-point Likert scales between 1 (strongly agree) and 5 (strongly disagree).

Table 1 Questionnaires for survey - Participant's Demographics

No	Variable	Items
S1Q1	Age	21-29
		30-39
		40-49
		50-59
		60 and above
	Sex	Male
		Female
S1Q2	Race/Ethnic Group	Chinese
		Malay
		Indian
		Others
S1Q3	Marital Status	Single
		Married
		Divorce
S1Q4	Education Level	Below post-secondary school qualification
		Post-secondary school qualification
		Bachelor degree
		Master degree
		PHD
S1Q5	Total Year of Working Experience	Less than 5 years
		5 - 10 years
		10 - 20 years
		20 - 30 years
		More than 30 years
S1Q6	Job position	Non-Management / Team Contributor
		Entry level Manager
		Middle Management
		Top Management

Table 2 Questionnaires for survey - Corporate Culture, Corporate Climate, and Corporate Practices

No	Measurement variables/Items
<i>Corporate culture</i>	
S2Q1	Your organization find It is difficult to assign tasks for you to go outstation or overseas because of your gender
S2Q2	Your organization find It is difficult to assign tasks for you to go outstation or overseas because of your race/ethnic group
S2Q3	Your organization finds some specific tasks can only be assigned to men.
S2Q4	Your organization find some specific tasks can only be assigned to a specific race/ethnic group
S2Q5	Promotion in your organization is regardless of gender or race / ethnic group to provide career satisfaction for employees
S2Q6	Promotion is based on merits and without biasness towards gender or race/ethnic group
S2Q7	You feel you are not promoted because of your gender
S2Q8	You feel you are not promoted because of your race / ethnic group
S2Q9	You feel you do not have sufficient career development program because of your gender
S2Q10	You feel you do not have sufficient career development program because of your racial / ethnic group
<i>Corporate climate</i>	
S3Q1	You think that you have been unfairly judged because of your gender
S3Q2	You think that you have been unfairly judged because of your race/ethnic group
S3Q3	Negative perceptions and stereotypes about women’s professional capabilities /or commitment constitute barriers to women’s advancement
S3Q4	Negative perceptions and stereotypes about racial minorities professional capabilities and/or commitment constitute barriers to their advancement
S3Q5	You believe the way you have been addressed at work by management and superiors has been influenced by negative attitudes towards you because of your gender
S3Q6	You believe the way you have been addressed at work by management and superiors has been influenced by negative attitudes towards you because of your race/ethnic group
S3Q7	You feel that you have to be extra well prepared for talking professionally to others in order to make them pay attention to what they say because of your gender
S3Q8	You feel that you have to be extra well prepared for talking professionally to others in order to make them pay attention to what they say because of your race/ethnic group
S3Q9	Racial and Ethnic minorities must be more accomplished and ‘pushy’ to be promoted
S3Q10	Women must be more accomplished and ‘pushy’ to be promoted
S3Q11	Promotion will boost your morale and productivity
S3Q12	Corporate training and courses will boost your morale and productivity
S3Q13	Corporate training and courses will help you in your promotion
S3Q14	Having a mentor will help you in your promotion
S3Q15	You will be more productive if you have a mentor
<i>Corporate practices</i>	
S4Q1	You are not promoted because of your gender
S4Q2	You are not promoted because of your race / ethnic group

S4Q3	You feel nobody want to mentor you because of your race / ethnic group
S4Q4	You feel nobody want to mentor you because of your gender
S4Q5	Women have fewer opportunities than men for professional development at work
S4Q6	Racial/ethnic minorities have fewer opportunities for professional development at work
S4Q7	A woman who experience difficulty at work have somebody or somewhere to turn to
S4Q8	A racial/ethnic minority who experience difficulty at work have somebody or somewhere to turn to
S4Q9	Women think men receive more organizational support and trust than women
S4Q10	Racial/ethnic minorities think other dominant race/ethnic group receive more organizational support and trust
S4Q11	Women receive enough organizational support in order to manage their professional work and their domestic responsibilities
S4Q12	Women think that they need more support than they currently receive to manage their 'double role'

3.7 Research Timetable

Table 3 below provides an overview on the research schedule for this study. The research began with a drafting of the research proposal followed by preparing the survey questionnaire and finalising the research proposal before commencement of data collection and analysis. Thereafter, results of the survey were analysed before the final report compilation, finalisation and submission on 18 November 2016.

Table 3 Overall research timetable by key phases

No	Items	Start Date	End Date
1	Draft research proposal	25/11/2015	08/11/2016
2	Draft research proposal, prepare questionnaires and finalise research proposal	09/11/2016	19/11/2016
3	Finalise questionnaire and begin data collection process	20/11/2016	22/02/2016
4	Data collection and analysis	23/02/2016	08/04/2016
5	Report compilation	26/03/2016	12/04/2016
6	Finalisation and submission	13/04/2016	18/11/2016

SECTION 4: FINDINGS AND ANALYSIS

4.1 Introduction

From March 2016 to April 2016, about 320 sets of questionnaires were distributed out through emails, private messages and social media to the respondents. , A face-to-face random approach on the streets to ‘cold’ respondents asking them to participate in the survey plus random approach to ‘cold’ respondents from respective groups in Social Media was also done.

All the surveys that were sent out to respondents through emails, private messages and social media are family members, friends, relatives, course/school mates, colleagues and ex-colleagues which they have been working or worked in Singapore for at least 6 months. Other ‘cold’ respondents which were approached on random for survey have been validated prior them answering the questionnaires. Disqualifying questions at the beginning of the survey (Section 1) will further weed out any respondents that do not meet main criteria.

Out of the 320 set that were sent out 67 sets of questionnaires were returned, which accounts for a 21.9 percent response rate. 45 respondents agreed to participate in the survey when approached randomly. 1 out of every 7 random people approached agreed to participate which accounts for a 14 percent response rate. After the data checking process, all 112 completed questionnaires were selected for data analysis purposes.

4.2 Sample Characteristics

The 112 sets of questionnaires were analysed for the respondents’ characteristics. Of the 112 respondents, 60 respondents (53.6%) are Male. The largest group of respondents, a total of 42 (37.5%), are Chinese, 31 respondents (27.7%) are Malay and 27 respondents (24.1%) are Indian.

23 respondents (20.5%) are in the age range of 21–29 years, 50 respondents (44.6%) are in the age range of 30–39 years, 23 respondents (20.5%) are in the age range of 40–49 years, 12

respondents (10.7%) are in the age range of 50–59 years and only 4 respondents (3.6%) are in the age range of 60 years and above.

Majority of the respondents (63.4%) are married, 35 respondents (31.3%) are still single, and only 6 respondents (5.4%) are divorced.

None of the respondents hold a PHD, 56 respondents (50%) hold a post-secondary school qualification and 48 respondents (42.9%) have a Bachelor’s Degree. Only 6 respondents (5.4%) have a masters’ degree and 2 respondents (1.8%) have a secondary school qualification or below.

A total of 59 respondents (52.7%), have 10 to 20 years of work experience, 25 respondents (22.3%) have 5 to 10 years of work experience, 21 respondents (18.8%) have 20 to 30 years of work experience and only 5 respondents (4.5%) have more than 30 years of work experience.

46 respondents (41.1%) holds an Entry Level Manager position while, only 1 respondents (0.9%) holds a Top Management position. 43 respondents (38.4%) is a Non-Management employee and 22 respondents (19.6%) are in Middle Management.

Table 4 Respondent's Characteristics

Variable	Items	Frequency	Percentage
Age	21-29	23	20.5
	30-39	50	44.6
	40-49	23	20.5
	50-59	12	10.7
	60 and above	4	3.6
Sex	Male	60	53.6
	Female	52	46.4
Race/Ethnic Group	Chinese	42	37.5
	Malay	31	27.7
	Indian	27	24.1
	Others	4	3.6
Marital Status	Single	35	31.3
	Married	71	63.4
	Divorce	6	5.4
Education Level			

Below post-secondary school qualification	2	1.8
Post-secondary school qualification	56	50
Bachelor's degree	48	42.9
Masters degree	6	5.4
PHD	0	0
Total Year of Working Experience		
Less than 5 years	2	1.8
5 - 10 years	25	22.3
10 - 20 years	59	52.7
20 - 30 years	21	18.8
More than 30 years	5	4.5
Job position		
Non-Management / Team Contributor	43	38.4
Entry level Manager	46	41.1
Middle Management	22	19.6
Top Management	1	0.9

4.3 Data Analysis

This study applied the questions primarily derived from the studies developed by Bergman and Hallberg (2002) which was then later conducted by Vlado Dimovski, Miha Skerlavaj and Mandy Mok (2010) called “Is there a glass ceiling for female managers in Singapore”. As suggested by by Vlado Dimovski, Miha Skerlavaj and Mandy Mok (2010), the first section of the questionnaire was designed to collect information regarding respondents’ characteristics. The second section was designed to collect respondents’ information regarding the culture of their organization. The third section was designed to collect respondents’ information regarding the impact of the organizational culture on their career development, while the fourth section addressed respondents’ perspectives on professional development opportunities and organizational support within their organizations.

In table 2 above, the questionnaires are crafted for corporate culture, corporate climate, and corporate practices. When measuring the items, we asked respondents about their degree of agreement or disagreement. A 5- point Likert scale between 1 (strongly agree) and 5 (strongly disagree) was used. The data obtained were analysed using Google Forms and MS Excel. Below are the results highlights of the questionnaires.

4.3.1 Results for Corporate Culture

These results suggests that 26 out of 52 female respondents (50%) disagree and 8 female (15.4%) respondents strongly disagree that it is difficult to assign tasks for women to go outstation or overseas. For this a total of 34 of 52 females respondents (65.4%) rejected the suggestion that it is difficult to assign tasks for women to go outstation or overseas.

(S2Q1) Your organization find It is difficult to assign tasks for you to go outstation or overseas because of your gender

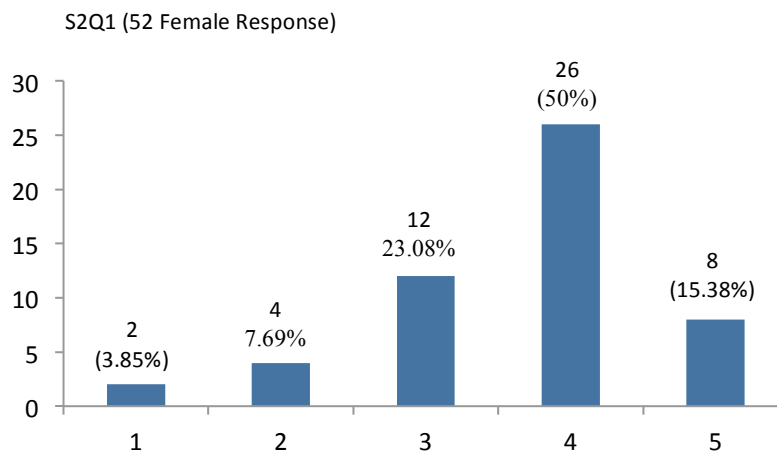


Chart 2 Breakdown of female respondents for S2Q1

A total of 43 respondents (38.4%) agree that organizations find some specific tasks can only be assigned to men and 44 respondents (39.3%) agree that organizations find some specific tasks can only be assigned to a specific race/ethnic group.

55 respondents (50%) agree that promotion in their organization is regardless of gender or race / ethnic group and 51 respondents (45.5%) agree that promotion is based on merits and without biasness towards gender or race/ethnic group.

The questionnaire results further suggests that most respondents disagree (52.7%) that they are not promoted because of their gender or because of their race / ethnic group (48.2%) nor have insufficient career development program because of their gender (51.8%) or because of their racial / ethnic group (48.2%).

Table 5 Research findings for questionnaires on Corporate Culture by frequency and percentage

<i>Corporate</i>	<i>Totally</i>	<i>Totally</i>
------------------	----------------	----------------

<i>culture</i>	<i>agree</i>				<i>disagree</i>
	1	2	3	4	5
S2Q1	2 (1.8%)	5 (4.5%)	23 (20.5%)	63 (56.3%)	19 (17%)
S2Q2	1 (0.9%)	4 (3.6%)	19 (17%)	63 (56.3%)	25 (22.3%)
S2Q3	14 (12.5%)	43 (38.4%)	27 (24.1%)	17 (15.2%)	11 (9.8%)
S2Q4	17 (15.2%)	44 (39.3%)	21 (18.8%)	18 (16.1%)	12 (10.7%)
S2Q5	30 (27.3%)	55(50%)	15(13.6%)	8(7.3%)	2(1.8%)
S2Q6	34 (30.4%)	51 (45.5%)	17 (15.2%)	6 (5.4%)	4 (3.6%)
S2Q7	2 (1.8%)	6 (5.4%)	25 (22.3%)	59 (52.7%)	20 (17.9%)
S2Q8	2 (1.8%)	5 (4.5%)	29 (25.9%)	54 (48.2%)	22 (19.6%)
S2Q9	1 (0.9%)	7 (6.3%)	23 (20.5%)	58 (51.8%)	23 (20.5%)
S2Q10	1 (0.9%)	4 (3.6%)	29 (25.9%)	54 (48.2%)	24 (21.4%)

4.3.2 Results for Corporate Climate

These results suggest that the respondents agree that they are judged fairly at their workplace. 69 respondents (58.9%) agree it that they have not been unfairly judged because of their gender and 57 respondents (50.9%) agree it that they have not been unfairly judged because of their race/ethnic group.

The findings also show that most respondents disagree on negative perceptions and stereotyping on women and racial minorities. 59 respondents (52.7%) agrees that negative perceptions and stereotypes about women’s and 57 respondents (50.9%) about racial minorities professional capabilities or commitment constitute barriers to women’s advancement and 57 respondents (50.9%).

Further results suggest show that 55 respondents (49.1%) disagrees that they have been addressed at work by management and superiors has been influenced by negative attitudes towards them because of their gender and 52 respondents (46.4%) by their race/ethnic group.

42 respondents (37.5%) disagrees they feel that because of their race/ethnic group and 46 respondents (41.1%) because of their gender have to be extra well prepared for talking professionally to others in order to make them pay attention to what they say because of their gender.

50 respondents (44.6%) disagree that racial and ethnic minorities must be more accomplished and ‘pushy’ to be promoted and 47 respondents (42%) disagree women must be more accomplished and ‘pushy’ to be promoted.

The results further suggest that 51 (45.5%) respondents agree that promotion will boost morale and productivity, 57 respondents (50.9%) agree corporate training and courses will boost their morale and productivity, 59 respondents (53.6%) agree corporate training and courses will help them in their promotion, 45 respondents (40.9%) agree having a mentor will help them in your promotion and 50 respondents (44.6%) agree they will be more productive if you have a mentor.

Table 6 Research findings for questionnaires on Corporate Climate by frequency and percentage

<i>Corporate climate</i>	<i>Totally agree</i>				<i>Totally disagree</i>
	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
S3Q1	1 (0.9%)	3 (2.7%)	22 (19.6%)	66 (58.9%)	20 (17.9%)
S3Q2	2 (1.8%)	4 (3.6%)	28 (25%)	57 (50.9%)	21 (18.8%)
S3Q3	21 (18.8%)	59 (52.7%)	13 (11.6%)	10 (8.9%)	9 (8%)
S3Q4	18 (16.1%)	57 (50.9%)	19 (17%)	10 (8.9%)	8 (7.1%)
S3Q5	1 (0.9%)	7 (6.3%)	28 (25%)	55 (49.1%)	21 (18.8%)
S3Q6	1 (0.9%)	4 (3.6%)	35 (31.3%)	52 (46.4%)	20 (17.9%)
S3Q7	1 (0.9%)	13 (11.6%)	37 (33%)	46 (41.1%)	15 (13.4%)
S3Q8	1 (0.9%)	16 (14.3%)	38 (33.9%)	42 (37.5%)	15 (13.4%)
S3Q9	3 (2.7%)	31 (27.7%)	50 (44.6%)	22 (19.6%)	6 (5.4%)
S3Q10	4 (3.6%)	41 (36.6%)	47 (42%)	13 (11.6%)	7 (6.3%)
S3Q11	25 (22.3%)	51 (45.5%)	32 (28.6%)	3 (2.7%)	1 (0.9%)
S3Q12	24 (21.4%)	57 (50.9%)	27 (24.1%)	3 (2.7%)	1 (0.9%)
S3Q13	24 (21.8%)	59 (53.6%)	21 (19.1%)	4 (3.6%)	2 (1.8%)
S3Q14	22 (20%)	45 (40.9%)	37 (33.6%)	5 (4.5%)	1 (0.9%)
S3Q15	23 (20.5%)	50 (44.6%)	32 (28.6%)	5 (4.5%)	2 (1.8%)

4.3.3 Results for Corporate Practices

The total result from 112 respondents shows that respondents generally disagree that they are not promoted because of their gender (58%) or because of their race / ethnic group (50.9%).

47 respondents (42%) also disagree that nobody wants to mentor you because of their race / ethnic group and 56 respondents (50%) disagree it is because of your gender.

45 respondents (40.2%) disagree that women have fewer opportunities than men for professional development at work and 46 respondents (41.1%) disagree that Racial/ethnic minorities have fewer opportunities for professional development at work.

However, respondents are neutral to both of the question that ‘Women who experience difficulties at work have somebody or somewhere to turn to, 56 respondents (50%) and ‘A racial/ethnic minority who experience difficulties at work have somebody or somewhere to turn to’, 56 respondents (50%).

Further neutral answers are seen from respondents are for the questions ‘Racial/ethnic minorities think other dominant race/ethnic group receive more organizational support and trust’, which accounts for 70 respondents (62.5%), ‘Women receive enough organizational support in order to manage their professional work and their domestic responsibilities’ , which accounts for 60 respondents (53.6%), and finally the question ‘Women think that they need more support than they currently receive to manage their ‘double role’, which accounts for 69 respondents (61.6%),

Table 7 Research findings for questionnaires on Corporate Practices by frequency and percentage

<i>Corporate practices</i>	<i>Totally agree</i>				<i>Totally disagree</i>
	1	2	3	4	5
S4Q1	2 (1.8%)	2 (1.8%)	24 (21.4%)	65 (58%)	19 (17%)
S4Q2	3 (2.7%)	2 (1.8%)	29 (25.9%)	57 (50.9%)	21 (18.8%)
S4Q3	1 (0.9%)	2 (1.8%)	39 (34.8%)	47 (42%)	23 (20.5%)
S4Q4	1 (0.9%)	3 (2.7%)	32 (28.6%)	56 (50%)	20 (17.9%)
S4Q5	2 (1.8%)	7 (6.3%)	37 (33%)	45 (40.2%)	21 (18.8%)
S4Q6	3 (2.7%)	3 (2.7%)	39 (34.8%)	46 (41.1%)	21 (18.8%)
S4Q7	8 (7.1%)	33 (29.5%)	51 (45.5%)	13 (11.6%)	7 (6.3%)
S4Q8	11 (9.8%)	30 (26.8%)	56 (50%)	10 (8.9%)	5 (4.5%)
S4Q9	3 (2.7%)	11 (9.8%)	69 (61.6%)	21 (18.8%)	8 (7.1%)
S4Q10	3 (2.7%)	7 (6.3%)	70 (62.5%)	28 (25%)	4 (3.6%)
S4Q11	8 (7.1%)	31 (27.7%)	60 (53.6%)	11 (9.8%)	2 (1.8%)
S4Q12	4 (3.6%)	18 (16.1%)	69 (61.6%)	16 (14.3%)	5 (4.5%)

4.4 Discussion and Implications from the Results

This research study examines in all levels the perception of the existence of a glass ceiling in Singapore organizations from the aspects of corporate culture, corporate climate, and corporate practices.

Based on the results found from the survey, most organizations in Singapore do not have difficulties assigning tasks for women to go outstation or overseas (S2Q1). Women are ready to travel for business trips should the need arises. On another note, it is agreed that certain specific tasks can only be assigned to men (S2Q3). This may be due to the nature of the task, for example, the environment where the task has to be performed, or the nature of the task itself i.e.; laborious and physically demanding jobs.

Ethnic and racial group also plays a part (S2Q2). This may be because of the nature of the job, as well as where the job will be performed, which may contribute to language and cultural barriers or even conflict of interest for the person performing the job.

On the plus point, findings show that the corporate culture in Singapore organization does not inhibits the promotion of female and racial minorities (S2Q5). Most respondents agree that promotion always been based on a fair assessment based on person's merits; without biasness, is regardless of gender, race or ethnic group (S2Q6). However, unfortunately gender, ethnicity and race sometimes are the main contributors of "glass ceiling" when it comes to specific task assignments,

Deducing from S2Q9 and S2Q10, women and racial minorities do get sufficient training and development opportunities which most respondents agree can be used as a useful tool to shatter the glass ceiling to advance in the organization (S3Q13).

On the perspective of corporate climate, results from S3Q1 and S3Q2 show that organization judged their employees fairly and just. Most respondents agree that negative perceptions and stereotyping women's' (S3Q3) and racial minorities' (S3Q4) professional capabilities or commitment constitutes to barriers in professional advancement. Promotion (S3Q11), corporate training and courses (S3Q12) will help boost morale and productivity of employees. Results also show that having a mentor will help employees to be more productive (S3Q15) and also in the promotion (S3Q14). A unhindered access to mentors and higher management can aid in their career advancement in the organisation.

With respect to barriers stemming from the corporate practices, results from S4Q5 and S4Q6 show most women and racial or ethnic minorities have equal opportunities for professional development at work. Interestingly results for S4Q7 and S4Q8 turn out neutral on that women and racial minority who face difficulties at work have somebody or somewhere to

turn. This may be on the general perception that in an organization dominant by males and racial majorities, access to the same minority race and female gender may be restricted.

Further results show most organizations generally are neither unsupportive nor supportive to provide women enough organizational support in order to manage their professional work and their domestic responsibilities (S4Q11). Women are protected by labour laws which entitled them certain rights which organization may or may not like it.

The results from Table 8 below summarises if this entire research has met its research objective

Table 8 Summary of results and research objective

No	Objective	Results	Remarks
1	Gender, Ethnicity/Race – To determine if gender and ethnicity/race the two main contributors to the Glass Ceiling.	Objective met	Results can be seen at S2Q3, S2Q4, S2Q5, S2Q6, S2Q7, S2Q8
2	Mentor – To investigate if there lack of mentoring for women and racial minorities which will guide and help them gain access to higher management.	Objective met	Results can be seen at S4Q3, S4Q4, S3Q14
3	Corporate Training - To evaluate if women and racial minorities do get sufficient development opportunities this can be used as a tool to shatter the glass ceiling to advance in the organization.	Objective met	Results can be seen at S2Q9, S2Q10, S4Q5, S4Q6, S3Q13
4	Promotion – To identify if using the tools such as Corporate Training and Mentors, the “glass ceiling” could be shattered and hence promotions and career advancement to upper management will be fair for women and racial/ethnic minorities.	Objective met	Results can be seen at S2Q5, S2Q6, S3Q13, S3Q14
5	Morale and Performance – To evaluate if morale and performance of women and	Objective met	Results can be seen at S3Q11, S3Q12, S3Q15

<p>racial minorities will increase if the glass ceiling is shattered or Corporate training and development programs made available.</p>		
---	--	--

SECTION 5: CONCLUSION

5.1 Introduction

This final section builds and examines on the findings analysed in the previous section and discusses on the conclusions to the research project. Assessment will made to evaluate if the research objectives have been met and research question have been answered. It concludes with the implications to the findings of the research project as well as recommendations for future study in *the glass ceiling*.

Similar to previous study conducted by Vlado Dimovski, Miha Skerlavaj and Mandy Mok (2010), this research study also examines the effects of corporate culture, corporate climate, and corporate practices on the existence of a glass ceiling from the perspective of women and racial minorities. On the other hand, this study looks at all levels of employees in Singapore organizations.

5.2 Discussion

Unfortunately existence of glass ceiling in Singapore is real and exists only at a very minimal level. In some organizations, where niche and specific tasks are required to be done only by men or dominant race, women and racial minority may need to work harder and climb more obstacles to reach upper positions. While corporate training is useful, another possibility of getting through the glass ceiling is to find a mentor as the results show that having a mentor will help in promotion.

Additionally as aforementioned in section 2.8, women who are able to climb the corporate ladder beyond middle management must provide mentoring services to other women; and the

same goes for racial minorities. Again as aforementioned, this is not a mean for exercising discrimination or segregation, but what is emphasised here is that mentorship and career advancement should be fair and open to all who deserve it. Importantly, women and racial minorities in the upper management should play a role model in eliminating the glass ceiling.

As results show, mentorship and corporate training can and should be a tool for women and racial minorities to advance and penetrate through the glass ceiling. Human Resource (HR) Department should provide also sufficient support to racial minorities and women who experience difficulty at work so that they have somebody or somewhere to turn to. HR must also ensure sufficient organizational support given to women in order to manage their professional work and their domestic responsibilities. In addition it is HR's role to motivating, cultivating, and retaining human capital which also includes career progression planning through corporate training, courses, compensation, and benefits. It is also extremely important to ensure there are no discrimination, employee segregation, and inequalities within the organization. Policies recognising merit and employee contribution, and condition for stability of employment with offering excellent growth opportunities to people who have the potential to rise must be adopted to practice fairness and hence shattering any glass ceiling.

5.3 Recommendations of Future Research

This research suggests opportunities for researchers interested in further exploring the glass ceiling effect in organizations. For future research, it recommended to have a larger sampling size for greater accuracy, utilize SPSS for the data analysis and adopt a fully probability sampling method.

It is also is strongly recommended to use a 6-point Likert scale instead of 5 point scale in the questionnaires. Avoid odd numbers of response options as it naturally creates mid-points. Having midpoints, allow respondents to appear to be providing data, but without making a decision. If someone really cannot decide which side of an issue they come down on, it is better to let them decide on their own to skip the question (Fisher, 2006). Chang, 1994 and Bradburn, Sudman and Wansink (2004) point out that scales with natural mid-point can result in respondents selecting the middle category by default.

Further recommendations would be to conduct studies on the glass ceiling effect in organizations from the perspective of women and racial minorities at a more granular level; lower level, middle management level or top level management in order to develop a more comprehensive theory and understanding.

Bibliography

Aberdeen Group, 2006. *Succession Planning Strategies - The Succession Planning Benchmark Report*, s.l.: s.n.

Acker, J., 1990. HIERARCHIES, JOBS, BODIES: A Theory of Gendered Organizations. Volume 4, pp. 139-158.

Anastasia, 2015. *Entrepreneurial Insights*. [Online]
Available at: <http://www.entrepreneurial-insights.com/when-and-how-to-promote-your-employees/>
[Accessed 25 October 2015].

Anastasia, 2015. *Entrepreneurial Insights*. [Online]
Available at: <http://www.entrepreneurial-insights.com/when-and-how-to-promote-your-employees/>
[Accessed 25 October 2015].

Baxter, J. & Wright, E. O., 2000. THE GLASS CEILING HYPOTHESIS A Comparative Study of the United States, Sweden, and Australia.. Volume Volume 14.

Bergman, B. & Hallberg, L., 2002. Women in a Male-Dominated Industry: Factor Analysis of a Women Workplace Culture Questionnaire Based on a Grounded Theory Model. *Sex Roles: A Journal of Research*, p. 311–336.

Bradburn, N., Sudman, S. & Wansink, B., 2004. *Asking Questions: The Definitive Guide to Questionnaire Design – from Market Research, Political Polls, and Social and Health Questionnaires*. San Francisco: Jossey-Bass.

Catalyst and Opportunity Now., 2000. *Breaking the Barriers: Women in Senior Management in the UK*.

Chang, L., 1994. A Psychometric Evaluation of 4-Point and 6-Point Likert-Type Scales in Relation to Reliability and Validity. *Applied Psychological Measurement*, p. 205–215..

Cotter, D. A., Hermsen, J. M., Ovadia, S. & Reeve, N., 2001. The Glass Ceiling Effect*. *The University of North Carolina Press*, p. 2.

Davies-Netzley, S. A., 1998. Women above the Glass Ceiling: Perceptions on Corporate Mobility and Strategies for Success. *Gender and Society*, Volume 12, p. 340.

Dekker, R., Andries, d. G. & Heijke, H., 2002. The effects of training and overeducation on career mobility in a segmented labour market. *International Journal of Manpower*, 23(2), pp. 106 - 125.

Deloitte, 2015. *Women in the boardroom. A global perspective. Fourth Edition*, s.l.: Deloitte.

Demoski, V., Skerlavaj, M. & Mok, K. M., 2010. Is there a ‘Glass Ceiling’ for female managers in Singapore organizations?. *Management*, Volume 4, p. 307–329.

Department of Statistics, S., 2015. *Singapore in Figures • 2015*, Singapore, Singapore: Department of Statistics Singapore.

Department of Statistics, S., 2015. *POPULATION TRENDS, 2015*, Singapore: Department of Statistics Singapore.

Draulans, V., 2003. *The Glass Ceiling: Reality or Myth*. Volume 1, p. 66.

Federal Glass Ceiling Commission, 1993.. *Successful Initiatives for Breaking the Glass Ceiling to Upward Mobility for Minorities and Women*, New York: Federal Publications.

Federal Glass Ceiling Commission, 1995. *A Solid Investment: Making Full Use Of The Nation's Human Capital*, Washington: s.n.

Federal Glass Ceiling Commission, 1995. *Recommendations of the Federal Glass Ceiling Commission*, Washington: s.n.

Fierman, J., 1990. *Why women still don't hit the top*, s.l.: s.n.

Fisher, W., 2006. Survey Design Recommendations. 20(3), pp. 1072-4.

Globoforce, 2011. *Workforce Mood Tracker Survey Results*, s.l.: s.n.

Grant Thornton International Business Report, 2013.. *Women in senior management: setting the stage for growth*, s.l.: Forbes Media, Grant Thornton..

Greythorn, 2014. *Women In IT. Strategies and Initiatives to encourage more gender diversity*, s.l.: s.n.

- Harvard Business Review, 2010. *Harvard Business Review - Why Men Still Get More Promotions Than Women*. [Online]
Available at: <https://hbr.org/2010/09/why-men-still-get-more-promotions-than-women#>
[Accessed 25 October 2015].
- Hennessey, B. & Amabile, T., 2005. *Extrinsic and intrinsic motivation..* 1 ed. s.l.:Blackwell Encyclopedic Dictionary of Organizational Behavior.
- Jackson, J., 2001. Women middle managers' perception of the glass ceiling.. *Women in Management Review*, Volume 1, p. 30–41.
- Kiruja, E. & Elegwa, M., 2013. Effect of Motivation on Employee Performance In Public Middle Level Technical Training Institutions In Kenya. 2(4).
- Knuston, B. & Schmidgall, R., 1999. Dimensions of the glass ceiling in the hospitality industry.. *Cornell Hotel and Restaurant Administration Quarterly* 40 , Volume 6, p. 64–75.
- Lai, H.-H., 2012. STUDY ON INFLUENCE OF EMPLOYEE PROMOTION SYSTEM ON ORGANIZATIONAL PERFORMANCE. *The International Journal of Organizational Innovation*, 5(1).
- Management Study Guide, 2016. *Management Study Guide*. [Online]
Available at: <http://www.managementstudyguide.com/human-capital-management-importance.htm>
[Accessed 28 03 2016].
- Manpower, S. M. o., 2014. Labour Force in Singapore, 2014, Singapore: Ministry of Manpower..
- Marchington, M. & Wilkinson, A., 2005. *Human Resource Management at Work: People Management and Development*. s.l.:CIPD Publishing.
- McCarthy, K. & Burn, P., 2013. The Double Glass Ceiling.
- McKinsey & company, 2011. *Unlocking the full potential of women in the U.S. economy*, s.l.: s.n.
- Meyer, J. & Allen, N., 1991. A three component conceptualization of organizational commitment. *Human Resource Management Review*, Vol. 1(1), pp. 61-90..
- Meyers, F. R., 2009. *Get The Job You Want, Even When No One's Hiring*. Hoboken, New Jersey: John Wiley & Sons Inc..
- Mondy, R., Noe, R. & Premeaux., S., 2002. *Human resource management..* Upper Saddle River,NJ: Prentice-Hall.
- Newaz, M. K. & Afza, S. R., 2008. Factors determining the presence of glass ceiling and influencing women career advancement in Bangladesh. Volume 5.

- Pendakur, K. & Pendakur, R., 2005. Glass Ceilings for Ethnic Minorities. *Glass Ceiling*.
- Reskin, B., 1988. Bringing the men back in: Sex differentiation and the devaluation of women's. *Gender and Society*, Volume 2, pp. 58-81.
- Robbins, S. & Coulter, M., 2003. *Management*. Upper Saddle River, NJ: Prentice-Hall.
- Ryan, R. & Deci, E., 2000. Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being.. *American Psychologist*, 55(1).
- Sahinidis, A. G. & Bouris, J., 2008. Employee perceived training effectiveness relationship to employee attitudes. *Journal of European Industrial Training*, 32(1), pp. 63 - 76.
- Sturges, J., 1999. What is means to succeed: Personal conceptions of career success held by male and female managers. *British Journal of Management*. p. 239–252.
- Van Laer, K. & Janssens, M., 2011. Ethnic minority professionals experiences with subtle discrimination in the workplace. *human relations*.
- Wentling, R. M., 2003. The career development and aspirations of women in middle management revisited. *Women in Management*. p. 311–324..
- Wood, G. J. & Lindorff, M., 2001. Sex differences in explanations for career progress. *Women in Management Review*. p. 152–162.
- Zehra Alakoç, B., 2014. Human Resource Management and Its Importance for Today's Organizations. *International Journal of Education and Social Science*, 1(2).