

**FACTORS CONTRIBUTING TO THE
UNDER-REPRESENTATION OF WOMEN IN MANAGERIAL
POSITIONS IN THE PRINT MEDIA IN KENYA**

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DECLARATION

This project is my original work and has never been published or presented for examination by any person or in any other university or institution.

Signature _____ Date _____

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N69/80391/2012

Declaration by supervisor

This project has been submitted for examination with my approval as supervisor at the University of Nairobi.

Signature _____ Date _____

DR. STEVIE NANGENDO

DEDICATION

This work is dedicated to my dear parents Dr. Isaiah Njoroge Gatongi and Mrs. Edith Wambui Njoroge who are my number one teachers and pillars of strength. I also dedicate it to my siblings Emily Mugure, Anne Wangui and Joyce Wanjeri.

May God bless you all abundantly.

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I was able to fulfill the requirements of this Masters of Arts programme only because of God's love. Many are the times that I was sure that I would give up due to numerous pressures, but God gave me the strength to make steps required to complete the programme.

My sincere gratitude goes to my Supervisor Dr. Stevie Nangendo for his scholarly guidance and most importantly, understanding my desire to complete this course at this time and bearing with the pressure brought by the need to meet deadlines.

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ABSTRACT

The purpose of this study was to investigate factors contributing to the under-representation of women in managerial positions in print media houses in Kenya. Gender equality in places of work is paramount in ensuring fair representation of men and women to create a gender balanced environment. For the media industry to effectively mirror the society, gender balance is crucial especially in decision-making levels of the organisation. The lack of representation of women in decision-making positions in the media is reflected in the poor representation of women's issues and concerns in the society. Therefore, under-representation of women in managerial positions in print media has its implications in achieving objectivity and addressing biases in delivering news. The specific objectives of the study were: to establish the extent to which 'glass ceiling' in the print media affects the representation of women; to identify whether gender roles affect the representation of women in print media houses in Kenya and to establish whether the socio-cultural factors affect representation of women in top leadership in print media houses in Kenya. The target population was 131 employees of four media houses in Kenya and a random sample was used to obtain a sample of 131 from the staff of the print media houses. The study adapted the materialistic theoretical framework that uses cross-cultural data on the status of women and men to explain inequalities as an outcome of the society. Primary data was collected and analysed using quantitative and qualitative techniques and then represented using tables, diagrams and graphs. Percentages were also used to represent the data. Upon computation of the variables, it was evident that lack of gender equality policies was the highest contributor to poor representation of women in managerial positions in print media houses in Kenya. The

study recommends that media houses put in place and adapt affirmative action to effectively develop women's careers in the organisations.

LIST OF ABBREVIATIONS AND ACRONYMS

AMWIK – Association of Media Women in Kenya

CCTV – China Central Television

CNN – The Cable News Network

EAJA – East African Journalists' Associations

IWMF – International Women's Media Foundation

KBC – Kenya Broadcasting Corporation

MAN – Media Awareness Network

RTNDA – Radio-Television News Directors Association

WIJ – Women in Journalism

UNESCO – United Nations Educational, Scientific and Cultural Organisation

SSPS – Statistical Package for the Social Sciences

Glass ceiling- An invisible barrier to the promotion of women

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CHAPTER ONE

INTRODUCTION

1.0 BACKGROUND OF THE STUDY

1.1 Introduction

One of the big challenges facing the world today is how to eliminate inequality to allow for equal opportunities in all industries including the media. In Kenya, the media is a diverse and vibrant growing industry that can influence social change in society. This is because there are approximately more than 100 FM radio stations, 14 TV stations, four major newspapers and an unconfirmed number of tabloids and magazines. Also, there are six major media houses, namely, the Nation Media Group, Royal Media Services, The Standard Group, Mediamax Network Limited and Radio Africa Group, all privately owned, while the Kenya Broadcasting Cooperation (KBC) is a state corporate media house. The structure of these major media houses are characterised by a TV station, FM radio stations, print, as well as online media.

Specifically, the print industry in Kenya is dominated by four major daily newspapers, namely, the Daily Nation (owned by The Nation Media Group), The Standard (owned by The Standard Group), People Daily (owned by Mediamax Network Limited) and The Star (owned by Radio Africa Group). In addition, there are some foreign media houses such as Reuters, BBC, Al-Jazeera, CNN, Xinhua and CCTV that have set up bureaus in Kenya. (Library of Congress Federal Research Division, 2007).

A study by the East African Journalists Association (EAJA, 2008) revealed that much remains to be done to achieve equality in journalism in the region. The study further observed that throughout the nine countries surveyed, including Kenya, women journalists were under-represented in the management of media houses and they are also portrayed in limited roles in the sector. Therefore, for the media to accurately mirror our societies and to produce coverage that is complete and diverse, it is critical that the news reflect the world as seen through the eyes of women and men (UNESCO Report, 2009). However, earlier studies have shown that the world reported through the media is mostly male (GMMP, 2008). The voices heard and the faces seen are largely the ones of men. The visibility of women in the media, especially in the news, has been revealed to be extremely low. For instance, the Global Media Monitoring Project of 2010 showed that only 24 per cent of the people heard or read about in the print, radio and television news are female (GMMP, 2010).

In the EAJA (2008) study, 100 per cent of those interviewed were of the view that gender awareness and sensitivity is yet to be built into news reporting requirements. For instance, in Kenya, only 16 per cent of the news subjects are female compared to 84 per cent male (GMMP, 2010). This means that the growing influence of women in public affairs and in decision-making has not been reflected in the media. Although media houses have developed professional guidelines that may have helped to eliminate blatant sexism from news, the coverage of women has tended to over-simplify the issues they represent.

Such studies have triggered the interest to find out more about the situation of women journalists in Kenya, their representation in media houses, especially at the decision-making level, as well as their contributions to the delivering of news and portrayal of the stories of

women in the media. It is against this backdrop that this project proposal seeks to investigate the factors contributing to the under-representation of women in managerial positions in the print media industry in Kenya.

1.2 Statement of the problem

Globally, women media practitioners have made significant contributions as workers in advertising, marketing, news anchoring, production, human resource, finance, editorial and print. Compared to 10 years ago, today, more women work in the media, accounting for 33 per cent representation compared to men at 67 per cent (EAJA, 2010). However, representation of women in managerial or at the policy-making decisions is embarrassingly low at 3 per cent (EAJA, 2010).

According to Antol and Izraeli, (1993) in industrialised nations overall, the number of women in the highest levels of management is about 6 per cent (compared with about 5 per cent in the US). Of managerial women in China, (Korabik, 1992) stated that “the higher the post, the fewer the women.” As an “invisible” barrier, the glass ceiling is difficult to eradicate through legislation. Informal networking and mentoring are frequently suggested as means of increasing the numbers of executive women (FGCC, 1997), yet these suggestions have had limited time to demonstrate effectiveness for women.

The under-representation of women in managerial positions in Kenyan media houses is as a result of gender-related challenges both in nature and in practice. Research has established that in various regions of the world, women are not a significant part of the media managerial workforce (EAJA, 2010). For example, a study carried out on enhancing gender equalities in the media indicated that in Kenya, women journalists are under-represented and portrayed in limited roles and as a result, few women as compared to men were reported to be serving in senior positions (EAJA, 2010).

In more than half of the surveyed institutions, all senior and middle-level positions are occupied by men, while only 2 out of 14 media institutions are headed by women (EAJA, 2010). The barriers that result in such disparities are often subtle, and include gender stereotypes, lack of opportunities for women to gain the job experiences necessary to advance, and lack of top management commitment to gender equity and equal employment initiatives. (Morrison and von Glinow, 1990).

The purpose of the study was to answer the following questions:

1. To which extent does the 'glass ceiling' in print media affect the representation of women in decision-making levels?
2. Do gender roles affect the representation of women in print media houses in Kenya?
3. To what extent do social cultural factors affect representation of women in top leadership positions in print media houses in Kenya?

1.3 Objectives of the study

1.3.1 General objective

The general objective of this study was to identify the factors that contribute to the under-representation of women in managerial positions in the print media in Kenya.

1.3.2 Specific objectives

1. To establish the extent to which ‘glass ceiling’ in print media affect the representation of women.
2. To identify whether gender roles affect the representation of women in print media houses in Kenya.
3. To establish whether the social cultural factors affect representation of women in top leadership in print media houses in Kenya.

1.4 Assumptions of the study

The study was based on several assumptions. The research assumed that human resource factors affect the under representation of women in managerial positions in print media in Kenya, and that the respondents would be cooperative and honest in giving the information required.

1.5 Justifications of the study

The study focused on identifying the challenges facing women practitioners in top leadership positions in the print media sector in Kenya. The study was conducted in four media outlets namely, the publishers of the Daily Nation, The Standard, People Daily and The Star.

The findings of the study would increase the body of knowledge on print media contributing to under-representation of women in managerial positions and therefore it would be a useful point of reference for further studies to other scholars. The study may also be useful to the print media industry owners, government and other stakeholders dealing with the policy formulation by giving them insight on the effects of women under-representation in managerial positions.

1.6 Scope and limitations of the study

The study was limited to four daily newspapers namely, The Daily Nation, The Standard, People Daily and The Star. The respondents were editors, sub-editors, chief sub-editors, managing editors, reporters and heads of design, photographers and human resource personnel. Obtaining information from some establishments proved challenging because of their unwillingness to provide information about the terms of employment for their employees. To overcome these challenges, the researcher met the respondents individually and declared confidentiality and protection of respondents to avoid victimisation.

Considering the nature of the work in newsrooms, respondents were unavailable for interviews or to fill in questionnaires because of tight deadlines to deliver assignments or file stories. However, to overcome these, necessary arrangements such as making early appointments, were done prior to the meetings.

Nairobi County formed the geographical scope of the study. The research was confined to four print media houses based in Nairobi to address the high cost and the expansiveness that would have made data collection prohibitive.

1.7 Definition of terms

Gender: This refers to prescribed power relations, roles and responsibilities and entitlements for men, women, girls and boys.

Gender bias: Unequal treatment in opportunities and expectations due to attitudes on the sex of individuals.

Gender equality: Equal treatment of women, men, boys and girls including equal access to and control of opportunities and resources.

Gender issues: This is any perceived and/or real effects and implications arising from differences between and among groups of men, women, boys and girls in access and control over resources and benefits.

Gender roles: These are socially assigned roles and responsibilities as opposed to biologically determined ones.

Gender stereotypes: The assigning of roles, tasks and responsibilities to men, women, boys and girls on the basis of pre-conceived prejudices.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section presents a review of literature on the factors contributing to the under-representation of women in managerial positions in the print media in Kenya. It also comprises an overview of the representation of women in managerial positions in media houses from local, regional and international perspectives.

2.2 Overview of women in the media: An international perspective

An international analysis of the employment of women in the news media was conducted by Gallagher (1995). It found that in all regions of the world, women are not a significant part of the media workforce. In Latin America, for example, they are 25 per cent, southern Africa 27 per cent, Western Europe and the United States 35 per cent (Gallegher, 1995).

In some countries, the figures for women in the media are astonishingly low. According to a Nepalese journalist, address at the United Nations Beijing plus 5 Conference in New York in 2000, only 6 per cent of women work in the media in her country (Gallegher, 1995). UNESCO figures further show that in Japan, women are only 8 per cent of media employees, in India and in Argentina and Mozambique 16 per cent (Gallegher, 1995). Since women are not represented in large numbers in the media in general then it is not surprising that they are even fewer women in high level positions.

The Radio-Television News Directors Association in the United States reports that women are 24 per cent of news directors in television and 20 per cent of those in radio (Gallegher, 2005). Similarly, the American Society of Newspaper Editors reports that women are only 34 per cent of newsroom supervisors in the United States (Gallenger, 2005). In Latin America, 21 per cent of women are in broadcasting and 16 per cent in the print media (Gallegher, 2005). Furthermore, nearly two-thirds of the respondents in an International Women's Media Foundation (IWMF) survey of women journalists in Latin America found that qualified and capable women in the media do not have equal opportunities to advance into leadership and management positions (IWMF, 2000). In a similar survey in 1997, a total of 60 per cent of respondents said that not even one out of 10 decision-makers in their companies were women (IWMF, 1997). These figures support Gallagher's (1995) report which found that women lead only 3 per cent (8 out of 239) of the media organisations polled and hold a mere 12 per cent of the top posts in these companies (UNESCO, 1995).

Chambers (2004) suggests that a 'glass ceiling' (an invisible barrier to the promotion of women) continues to be a significant factor within the media. He says that women employees are twice as likely as men to have experienced discrimination at work. Men dominate the higher ranking job categories of 'general management' and 'editorial management'. He also states that even in areas such as women's magazines, where creative staff is predominantly women, men in management and editorial level continue to control the commercial aspects of the business.

A report published by the Sutton Trust focusing on the 'top 100' UK journalists included only 18 women (Sutton Trust, 2006). This trend was examined in more detail a year later. On

the other hand, a survey conducted by the Fawcett Society 2007, found that only 2 out of 17 national newspapers in the UK had a female editor, and only one had a female deputy editor (Sutton Trust, 2006). Melin-Higgins (2004), in one of the few studies directly examining the role of women in UK journalism, explains that inherent 'vertical segregation' procedures ensure that women journalists do not get promoted to managerial levels in the media. Aldridge's (2001) research explains that there exists a powerful internal opposition to women occupying leading roles within regional UK newspapers. A further survey of UK female journalists found that most respondents complained of struggling to cope with 'the near impossibility of successfully combining family and career' (Aldridge, 2001).

Further inequalities experienced by some female journalists were highlighted in a pilot study conducted in 2007 by Women in Journalism (WIJ). The report suggests that even when women establish careers in journalism, they are likely to experience discrimination in the form of ageism as they get older. In the survey of 100 women, 71 per cent described themselves as 'very' or 'quite' anxious about anticipated difficulties with continuing to work at their current job levels until they were much older, due to discriminatory beliefs held within the culture of journalism. It seems like women in their 50s or 60s do not fit with beliefs about the 'ideal' journalist, and consequently, older women are often 'marginalised and ridiculed', a problem not experienced to the same extent by men of a similar age. Ageism adds an extra layer to the glass ceiling, because it stops women applying for promotion (WIJ, 2007).

Furthermore, statistics show that although more women are training and entering the field of journalism, the number of women producers, executives, chief editors and publishers remain shockingly low. In Canada, for instance, only 8 per cent of the editors-in-chief and 12 per

cent of publishers are women (WIJ, 2007). The Media Awareness Network (MAN, 2010) notes that even though women working in the media have some in-roads, those who seem to matter in the world of the media continue to be men. The forum noted that men continue to occupy approximately 75 per cent of the positions of power in the mass media and the prospects become much bleaker for women as they climb the corporate ladder. Similarly, another study conducted by the Annenberg Public Policy Centre at the University of Pennsylvania in 2001, found that only 13 per cent of the top executives of American media, telecommunications and e-companies were women. Further, the study found that women constitute 9 per cent of the boards of directors for these companies and they hold only 3 per cent of the most powerful positions (MAN, 2010).

Organisational culture further plays a role in gender-related issues at the workplace. Leaders create the organisation culture which is ultimately owned in the industry. Organisation culture is defined by Schein (1985) as containing the following elements: basic norms of behaviour and the values of the group, its formal philosophy, the atmosphere or climate of work, shared meanings and integrating symbols of the organisation. A culture exists on how issues should be handled. Basic cultures of work organisations highlight the importance of understanding the underlying causes of gender stereotypes.

Organisational culture may be slow to change in accommodating challenges facing women in the workplace, with the existence of artificial barriers to women advancements in organisations being termed as the glass ceiling. A Federal Glass Ceiling Commission within the US Department of Labour was created as part of the Civil Rights Act of 1991 to study and do systematic research on the extent of the glass ceiling problem. According to the Glass

Ceiling Commission Report (1995), public policy should play a role in combating gender discrimination in the work place. The actions of the government are important in that its policy “models” the desirable values about gender equity and treatment, whether or not all organisations are actually conforming to those values. The report suggests that the government policy should provide a basic framework of equity principles to which leaders in organisations and individual employees can appeal for remedy in a specific situation. It provides a means for forcing organisations to change the artefacts of their culture to conform to the law. Undoubtedly, the government has the strength to enforce the law.

2.3. Involvement of women in the media: A regional perspective

A study by Gender Links conducted in 14 Southern African countries titled: *Glass Ceiling: Women and Men in Southern Africa Media 2010* revealed that men are the predominant employees in South African media houses, they get better working deals; they are likely to work in open-ended full-time contracts and they dominate the editorial, production and technical departments while women constitute about a quarter of the media house boards and are more in support departments (GMMP, 2010). Consequently, gender division in beats (journalism jargon for assignments) is pronounced with men dominating the ‘hard beats’(for example covering crime, politics and conflict).

The East African Journalist Association (2008) carried out a survey on Enhancing Gender Equality in the Media in Eastern Africa. The study revealed that throughout the nine countries surveyed, women journalists are under-represented and portrayed in limited roles in the media (EAJA, 2008). Further revelations are that women face cultural and societal problems that hinder their work. For example, married women journalists state that their husbands are discontented in their professional tasks and the situation is more difficult in

countries where press freedom is gagged. More often than not, women will be most affected due to family and societal pressures. Also, there is low education levels among female journalists compared to their male counterparts (EAJA, 2008).

While women are employed in all sectors of the mass media, they are in the minority. Although some women hold posts as newspaper journalists, most of them hold lower level posts such as correspondents rather than influential positions as editors; producers and managers which would enable them to influence mass media policies towards women. Gender discrimination and compensation differences between men and women persist across the region. This is because women are hired and promoted at lower rates and are likely to receive lower pay raises than men (Ruffino, 1996). In a paper presented in 2011 during The West African Conference in Accra Ghana, a forum organised by The Media Project, there were emerging issues concerning the challenges faced by female journalists across the board in Africa. At the forum, there was consensus that over the years, with civilisation and the influx of the western culture, women in Africa are beginning to leave the domestic milieu into frontline or public occupations that place them in equal positions with men. This phenomenon has, however, not succeeded to erase the mentality that women are inferior to men physically, intellectually, spiritually and emotionally. Women, who today, find themselves in professions like journalism that were male dominated in the yesteryears, are faced with enormous challenges from the different facets of society as they execute their functions. The patriarchal nature of the African society extends right into the newsroom. This is because male journalists are given pride of place to female ones not minding their competence. Most editors have the stereotypical idea that women have a limited intellectual capacity. In most African newsrooms female journalists usually do not receive equal

opportunity in training and career advancement compared with their male counterparts (EAJA, 2008).

They are hardly ever assigned to strong political and investigative stories, for example, covering the president or parliament. They are most often assigned to the 'less important' beats like gender violence, health and beauty and cookery tips. A female journalist is regarded by her male employer, editor and counterparts as a woman not as a colleague. They are rarely given the opportunity to proof their competence and if by accident they come up with some applaudable results, they are accused of having used their 'woman power' to achieve. They are perceived and treated as dummies that are not able to bring out the news behind the news and are never given an opportunity to proof the contrary (EAJA, 2008).

Most employers of female journalists in Africa do not treat them equally with their male counterparts in terms of regular payment of salary, pay package/qualification, maternity leaves and social insurance benefits (GMMP, 2010). In Cameroon, for instance, this is most rampant in the private sector where the employers treat employees according to their whims and caprices. Some female journalists in the private sector in Cameroon have been forced out of their jobs after they got pregnant and some have been refused maternity leaves while others have been granted unpaid maternity leaves (GMMP, 2010). Compared to the men, women have complex and delicate bodies that warrant extra care. Male journalists can spend the night anywhere and be up and going the next morning without thoroughly cleaning their bodies but that is not possible for women especially when they are in their monthly periods. This makes it difficult for women to be effective in certain assignments (GMMP, 2010).

According to Reporters Without Borders, a non-profit organisation which defends the freedom to be informed and to inform others throughout the world, “though many journalists who belong to the fairer sex have been involved in bringing up to date and precise news to the forefront and in spite of the fact that numerous women take up journalism and press reporting as professions there are very few women who have been able to make it big here”. Decision-making and editorial positions in Africa are still highly male dominated despite a strong feminine presence in newsrooms (The Media Project, 2011).

During the fourth UN World Conference on Women held in Beijing in 1995, gender disparities within the African media featured amongst the 12 important points discussed with reference made to the fact that African women media practitioners do not always hold decision-making positions (The Media Project, 2011). Sadly, enough male domination of the decision-making corridors of the media has led to their control of the outlets of expression thereby setting the agenda for a strong patriarchal order in most African communities. The scarcity of female columnists in most African newsrooms makes it difficult for burning issues to be discussed from a female perspective. A majority of media owners are males and they decide which positions females occupy, making it difficult for the regulation of newsroom management policies that would keep women at ease; such as maternity leaves and sexual assault sanctions (The Media Project, 2011). The blend of a strong feminine presence in African newsrooms and poor representation of women in media decision-making bodies has created a safe haven for predominantly male hatched ideas to be accepted by media outsiders as products of joint efforts by male and female media experts. In Cameroon, for example, there is only one female editor-in-chief (The Media Project, 2011).

Sexual harassment continues to be a predominant challenge to female journalists in Africa and world-wide as they complain that they are often treated as sexual objects at work (The Media Project, 2011). The newsroom has been described as the most hostile environment so far as sexual violence is concerned (The Media Project, 2011). Female journalists are exposed to language and actions that embarrass them sexually as they relate to the public and even with their colleagues and bosses at workplaces, these come in ways as subtle as jokes about their feminine features like breasts and hips that keep them uncomfortable. They are often regarded by the society as 'free women' because their job necessitates that they interact with many categories of men.

For instance, a young female journalist in Yaounde, Cameroon, says as a woman, she faces a lot of challenges when she goes out for interviews as the male sources are often more interested in her feminine personality than the journalist in her (The Media Project, 2011) "Most interviews always end with requests for lunch dates and in the case of a blatant refusal, an important source of information might as well be lost, so one has to be tactful in turning down these numerous advances" she says. She also says the extremely poor pay packages offered to young female journalists often tempt them to accept gifts of money from men who in the long run begin making sexual advances. Some unscrupulous editors also demand amorous relationships from female journalists before granting them favours. Working late at night has also been a nightmare for female journalists (The Media Project, 2011).

The celebrity status that often accompanies the journalism career ironically becomes a bitter pill for most women in the profession. As aforementioned they are regarded as ‘free women’ by the society. Most African men say they cannot have journalists as wives. Men find it difficult to believe that a woman can be in such a profession and still be a faithful and submissive wife (The Media Project, 2011). It is difficult to find an African man who will permit his wife to travel and spend days out of home for work. Some men say they cannot permit their wives to appear on TV screens for any purpose as it is a way of exposing her to other men according to the Media Project,(2011). Female TV presenters receive a greater portion of this stigma. Men who have allowed their wives into the profession have been described by their families as weaklings who cannot control their wives. For this reason there is a high rate of spinsterhood amongst journalists in Africa (The Media Project, 2011).

The long hours of work that characterize journalism are veritable challenge for married female journalists. In Africa, it is the principal responsibility of the woman to provide domestic care in the home. Over the years, being efficient at work while maintaining order in their homes has been an uphill task for female journalists. In Radio Hot Cocoa, a local radio station in Bamenda, Cameroon, female journalists are forced to bring their babies to work and place them in cartons that have been adapted to baby cots while they work in the studio. They say they are bound to function that way to keep their jobs since there are no maternity leaves and their poor pay packages do not permit them to hire baby-sitters (The Media Project, 2011).

Blocked promotion is a serious problem that women in management face. For the vast majority of women who are struggling for individual recognition and achievement, the road

up the executive ladder is not so easy. They face blockages at all levels as well as difficulties in the interface between job and home. Currently, many promotional advances in industry are based on the availability of managers to be mobile, to move from one site to another, from one area of a country to another or from one country to another. This is a major stumbling block for any married female manager and one that most organisations have failed to address. In addition to job transfers, managers are also expected to be available for short-term assignments abroad or in other parts of the country. Once again, female managers with families are unable to offer their services and this tends to count against them in terms of their prospective advancement (Davidson and Cooper, 1979).

It has been observed that gender pay in some countries is worse compared to others. For instance, Britain has been ranked as the worst than anywhere else in Europe, with women in full-time work earning 17 per cent less than men, according to a government appointed commission. The commission has as a result said the gap is costing Britain up to Euro 40 billion a year in lost productivity and wasted talent. "Many women are working day in, day out for far below their abilities," said Baroness Prosser, the Commission's chairperson.

Ideally, women and men should be compensated equally for jobs that are alike in content and require similar skills, efforts and responsibilities and are performed under similar working conditions. This includes incentives and employee benefits as well as wages. Women and men may be paid different rates for doing the same work based on a legitimised seniority or merit system. A single explanation of the pay gap has been proposed, with suggestions including organisational barriers to advancement, career interruptions and women's desires to combine strong commitment to both work and family roles (Davidson and Cooper, 1979).

2.4 Involvement of women in the media: A Kenyan perspective

The under-representation of women in top managerial positions in the media has contributed to the media disseminating negative stereotypes of women and depicting them as sex objects, perpetuating the submissive image which women have endured as housewives and dependents (EAJA, 2008). This trend undermines an accurate perspective of the real position of African women in society and hampers efforts to have women taken seriously by policy-makers (World Bank, 1994).

The East African Journalists Association (2008) survey on *Enhancing Gender Equality in the Media in Eastern Africa* revealed that a majority of those interviewed, both men and women, had university education. However, there were disparities in such areas as career advancement, conditions of work and the work environment. Of the respondents, 71 per cent said there was equal pay for men and women where they worked, while 29 per cent stated there was none. Half of the number mentioned that there was paid maternity leave at their work places, while half answered in the negative. A majority said there was paid paternity leave provided while some stated that their workplaces did not have such policies despite the existence of such a law in Kenya (EAJA, 2008).

The study also revealed that whereas men and women were equally represented in their workplaces, fewer women, as compared to men, were reported to be serving in senior positions. In more than half of the institutions, all senior and middle level positions are occupied by men while only two out of 14 media institutions are headed by women. Some respondents said they have been treated unfairly because of their gender. Indeed, one complained that her boss wanted sexual favours; another said she was unfairly treated through unequal pay, while three reported discrimination in duties assignment. Consequently,

the editorial decisions and what constitute 'news' and how information should be presented often reflect the interests and values of men. The media in Kenya generally has a tendency to report negatively about the activities of women and to neglect their achievements.

The issues of women or their positive activities are usually tucked away in the inner pages of newspapers, rarely given news space or headline coverage (EAJA, 2008). In the media, attention is paid to the worst side of women, with such opinions reinforcing the unequal social status of women (World Bank, 1994). Additionally, a majority of women have self-limiting beliefs about their leadership potentials, abilities to exercise power as well as freedom to speak about ambitions and strengths (World Bank, 1994). This ultimately affects their performance, attitudes and behaviours at the work place. These self-limiting beliefs are frequently self-defeating and create career barriers for women (Ruffino, 1996).

Davidson and Cooper (1979) observed that most women carry these attitudes with them from early socialisation. These attitudes are influenced by conflicts about working and raising a family, about "being the boss", about "being ambitious and aggressive" among others. This 'culture trap' creates difficulties for women at work since most organisations are dominated by male values and behaviours, and women are still encouraged to play a less achievement-oriented, less aggressive and less independent role than men. One senior female manager commented, "I think a lot of women have a built-in failure value. They feel that they shouldn't compete because they are women and so they don't". Davidson and Cooper (1979) further observe that another source of difficulty is the "queen bee syndrome", trying to cope with an aggressive, workaholic female boss. Many successful women who have achieved positions of influence in organisations have done so by inhibiting many of their traits and

attitudes. In many cases, however, underneath the façade of the dominant and super-ordinate executive is still a very insecure and less than self-confident and assertive woman. The combination of surface behaviour and hidden feelings sometimes produces a rather frightening and intimidating figure to junior managers. The “Queen Bee”, who has worked hard to attain her organisational status, frequently feels “why should it be easier for them”, and pushes her female subordinates more than her male ones.

Additionally, career paths require proactive behaviour and the relative ability of women to act on their own behalf. For instance, women are not as good as men at negotiating in order to get promotions, salary increases among other career progression alternatives. Career paths require negotiation or employers will favour the person who is willing to negotiate or take the initiative to do so. In Kenya, conditions of work and environment for women journalists are a deterrent to career advancement. As far as employment and hours of work are concerned, a survey conducted in 2008 by EAJA showed that out of 14 respondents interviewed, nine were in full time employment, two were freelance while three worked part time (EAJA, 2008). The longest serving respondent had worked for 10 years while the shortest serving one was only 3 months into the profession. Seventy-eight per cent (11 out of 14) of the respondents reported working over 9 hours a day. Nine out of 14 said there was a gender-friendly environment initiative in their workplace but women have to compete with men because there is no preferential treatment for any gender. The remaining five (35 per cent) said the working environment was not conducive for women practitioners, especially married women. Thirteen out of the 14 respondents said they were aware of labour rights (EAJA, 2008).

The study further established that leadership and decision-making by women in the Kenyan media remains embarrassingly low. Of the 14 respondents, five sit on the editorial board (decision-making organ); while nine perform duties as assigned to them by editors and managers. Nine out of 14 (or 64 per cent) said they have not experienced unfair treatment due to their gender while five (35 per cent) stated they have been treated unfairly because of their gender. One said her boss wanted sexual favours, another one said she was unfairly treated through unequal pay, while three reported discrimination in duties assignment (EAJA, 2008).

Leadership at the level of journalists unions and associations in Kenya revealed poor representation of women in such organisations (EAJA, 2008). It should be noted that in Kenya, there also exists an Association of Media Women in Kenya, (AMWIK). It is a national media association established in 1983 for women journalists from the print, electronic media and other areas of communication prior to the United Nation's Third World Women's Conference held in Nairobi in 1985. AMWIK's primary focus is women, and it promotes gender equality and equity. Its programmes include, among others, conducting campaigns against gender-based violence, female genital mutilation/cutting, child labour and organising regional exchange programmes (EAJA, 2008). In 2004, the association set up the AMWIK Scholarship Fund to assist members access higher education for their own benefits and that of the entire community. The scholarship is a revolving fund meaning that those that benefit from it will pay back at least a certain percentage to enable other members get the opportunity too. This is all aimed at addressing the training and development needs of women in the media, thus, empowering them for leadership positions.

2.5 Theoretical frameworks

2.5.1 Materialistic theory

The most compelling explanations of gender inequality are the Materialist theory that uses cross-cultural data on the status of women and men. Materialist theory explains gender inequality as an outcome of how women and men are tied to the economic structure of society. Such theory stresses control and distribution of valued resources as crucial facts in producing stratification.

It points out that women's roles of mother and wife, although vital to the well-being of society, are devalued and also deny women access to highly valued public resources. It points out that gender stratification is greater where women's work is directed inward to the family and men's work is directed outward to trade and the marketplace (Eitzen, 2000).

When women do enter the labour markets, they often are concentrated in lower-paying jobs. Women also enter the labour market later than men and often have to leave periodically because of child-care responsibilities. Historically, women have had lower levels of education than men, but recently this trend seems to have begun to reverse.

2.5.2 Relevance of the theory

The relevance of the theory is the need to determine how, despite their cross-cultural data on the status of women and men both genders are equal. Therefore, both genders should be given the same opportunities to provide leadership at the highest level of leadership in the print media that will enhance their chances of changing society's mindsets towards the ability of women to lead.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This chapter discusses the various methodologies that were used in carrying out the study. The chapter highlights the geographical location where the study was conducted, the study design, the population and sample size collected and the procedure applied in data collection methods and data analysis.

3.1 Research design

This study used a descriptive research design to describe factors contributing to the under-representation of women in managerial positions in the print media in Kenya. It was used to collect information about the target population's attitudes, opinions and habits.

According to Gordon (1998), descriptive design enables the researcher set out the broad outline and key features of the work to be undertaken, including methods of data collection and analysis to be employed, and showing how the research strategy addresses specific aims and objectives of the study.

A descriptive design provided an accurate portrayal and account of the characteristics in relation to the under-representation of women in managerial positions in the print media in Kenya.

3.2 Target population

Target population refers to all members of a real or hypothetical set of people, events or objects to which we wish to generalise results of the research (Bory & Gall, 1989).

It is also defined as a large population from which a small proportion of population is selected for observation and analysis. The study was carried out in Nation Media Group, Standard Group, Mediamax Network Limited and Radio Africa Group, all based in Nairobi. Study targeted the four print media houses top management employees comprising of editors, managing editors, chief editors and sub-editors. It also included photographers, correspondents and stringers randomly selected from the four media houses based in Nairobi.

3.3 Sample and sampling method

According to Orodho and Kombo (2002), sampling is the process of collecting a number of individuals or objects from a population such that the selected group contains elements representative of the characteristics found in the entire group. Denscombe (2008) argues that no specific rules on how to obtain an adequate sample have been formulated. He suggests that in a homogenous situation, that is, a small sample would be required while a heterogeneous variable situation of a large sample is required. Mugenda and Mugenda (2008) suggest that 10-30 per cent of the accessible population would be enough for descriptive surveys.

The sample of this study was obtained using Cochrane's *et al* (1999) formula (where the population is greater than 10,000) as follows:

$$n = \frac{Z^2 pq}{d^2}$$

n=sample size when population is > 10,000

z=standard normal deviate corresponding to 95% confidence level 1.96

p=proportion of the target population assumed to have the desired characteristics.

Estimated at 50% I.e. p=0.5

$$q = 1 - p = 0.5$$

d= set 0.05 level of accuracy

Therefore;

$$N = \frac{1.96 \times 1.96 \times 0.5 \times 0.5}{0.05 \times 0.05} = 384$$

For a population < 10,000 the desired sample size nf is calculated using Fishers formula.

$$nf =$$

nf = Desired sample size of the target population less than 10,000

n = desired sample size when the target population is more than 10,000
=384

N = Estimated population size = 131

$$nf = \frac{384}{2.92} = 130.8 = 131 \text{ respondents}$$

The study also identified four key informants who were sampled through purposive sampling technique. The key informants consisted of the Chief Executive Officers (CEOs) of all four media houses in the study.

3.4 Data collection instruments

In this study, both qualitative and quantitative data was collected. This is because the two methods gave the study the possibility of change and of asking complimentary questions. Qualitative aspect was more dynamic, interactive and generated a more detailed data that contributed to in-depth understanding of the context in which the phenomenon under study took place. On the other hand, the quantitative approaches made it possible for the generation of the salient background characteristics of the study population. The approach therefore, was triangulated in nature. The questionnaire was used to enlist, in quantitative terms.

The main research instrument that was used in this study was the questionnaire. The questionnaire comprised of questions, which sought to answer questions related to the objectives of the study. The questions entailed both closed questions, to enhance uniformity and open-ended questions, to ensure maximum data collection and generation of qualitative and quantitative data. The constituents' questionnaire was divided into two sections, the background information section and the research questions section.

Furthermore, the research questions section was divided into sections according to the research objectives. Semi-structured questionnaires were used to collect primary data from the respondents. In order to ensure uniformity in responses and to encourage participation, the questionnaires were kept short and structured to cover multiple-choice selections in a Likert scale. The researcher used drop-and-pick-later method in distributing the questionnaires.

3.5 Validity and reliability of research instrument

Validity indicates the degree to which an instrument measures what it is supposed to measure, the accuracy, soundness and effectiveness (Kothari, 2004) or the degree to which results obtained from the analysis of the data actually represent the phenomena under study (Mugenda & Mugenda, 2008).

Reliability is a measure of the degree to which a research instrument yields consistent results after repeated trials (Nsubuga, 2000). This research study carried out a pilot study among 10 respondents. The pilot study was conducted among the respondents who did not participate in the main study. The reliability of the instrument was estimated using Cronbach's Alpha Coefficient which is a measure of internal coefficient. A reliability of at least 0.70 at $\alpha=0.05$ significance level of confidence was accepted. Adjustments were made accordingly in case a low co-efficient was obtained in order to improve on the instrument.

3.6 Data analysis methods

This is the process of presenting and interpreting numerical data. The responses collected from the questionnaires were checked for completeness and consistency and where errors were detected, necessary cleaning was done. The results of the research were both qualitative and quantitative information. The quantitative data collected was keyed in and analysed using descriptive statistics with the aid of Statistical Package for Social Sciences (SPSS). The quantitative data generated was subjected to the descriptive Statistics feature in SPSS to generate mean, median, mode, standard deviation and variance, which was presented using tables, frequencies and percentages.

Qualitative data analysis is the range of processes and procedures whereby we move from the qualitative data that has been collected into some form of explanation, understanding or interpretation of the people and situations we are investigating. It is usually based on an interpretative philosophy. The idea is to examine the meaningful and symbolic content of qualitative data. Qualitative data from the respondents was analysed using content analysis. This was done by developing a thematic framework from the key issues, concepts and themes emanating from the transcripts and field notes. The information generated was then interpreted and explained.

3.7 Ethical considerations

The researcher endeavoured to tell the truth and give all the facts regarding the research in order to facilitate the respondents to make informed decisions about participating in the study. The researcher maintained confidentiality regarding the identities and the welfares of the respondents. Moreover, the information obtained was treated confidentially without revealing it publicly.

Additionally, respondents were at liberty to withdraw at any stage of the research if they felt uncomfortable. The researcher sought approval from The Institute of Anthropology, Gender and African Studies (IAGAS) to carry out the project. Finally, the researcher sought a research permit from the National Commission for Science, Technology and Innovation (NACOSTI) under the Ministry of Education, Science and Technology.

CHAPTER FOUR

ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

The main objective of the study was to investigate the factors contributing to the under-representation of women in managerial positions in the print media in Kenya. The research was conducted on sample size of 131 respondents out of which 131 respondents completed and returned the questionnaires duly filled in making a response rate of 100 per cent. Mugenda and Mugenda (1999) stated that a response rate of 50 per cent and above is a good for statistical reporting.

The study made use of frequencies (absolute and relative) on single response questions. On multiple response questions, the study used Likert scale in collecting and analysing the data whereby a scale of 5 points was used in computing the means and standard deviations. These were then presented in tables, graphs and charts as appropriate with explanations being given in prose.

4.2 Demographic information

The study initially sought to inquire information on various aspects of the respondents' background, that is, the respondent's age, gender, employment scale, organisation and position in the organisation. This information aimed at testing the appropriateness of the respondent in answering the questions in regard to the factors contributing to the under-representation of women in managerial positions in the print media in Kenya.

4.3 Organisations' names

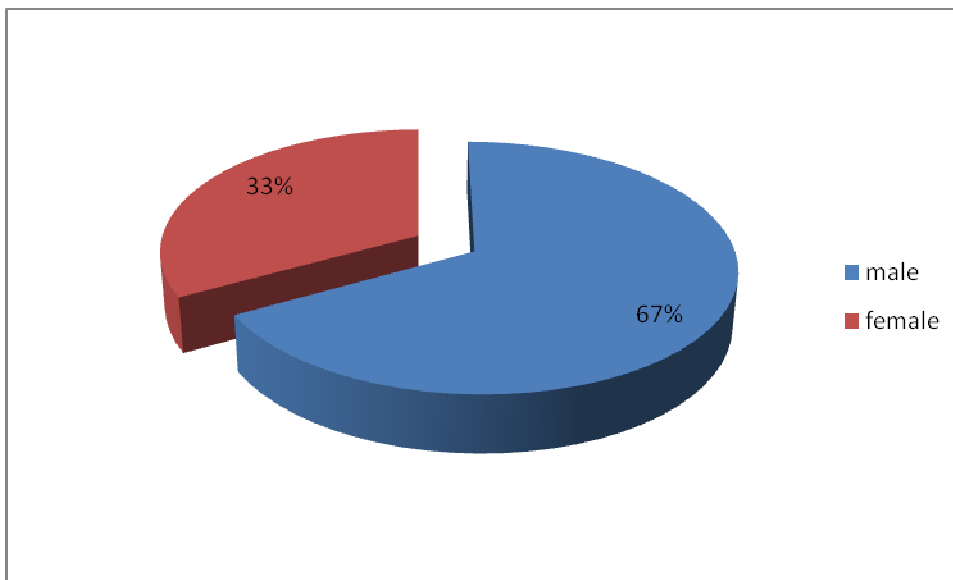
The respondents were drawn from across all the four print media houses involved in the study namely Nation Media Group, Standard Group, Radio Africa Ltd and Mediamax Network Limited.

4.3.1 Position held in the organisation

Among the respondents involved in the study they comprised senior editors, photo-editors, sub-editors, department heads, reporters and correspondents.

4.3.2 Gender

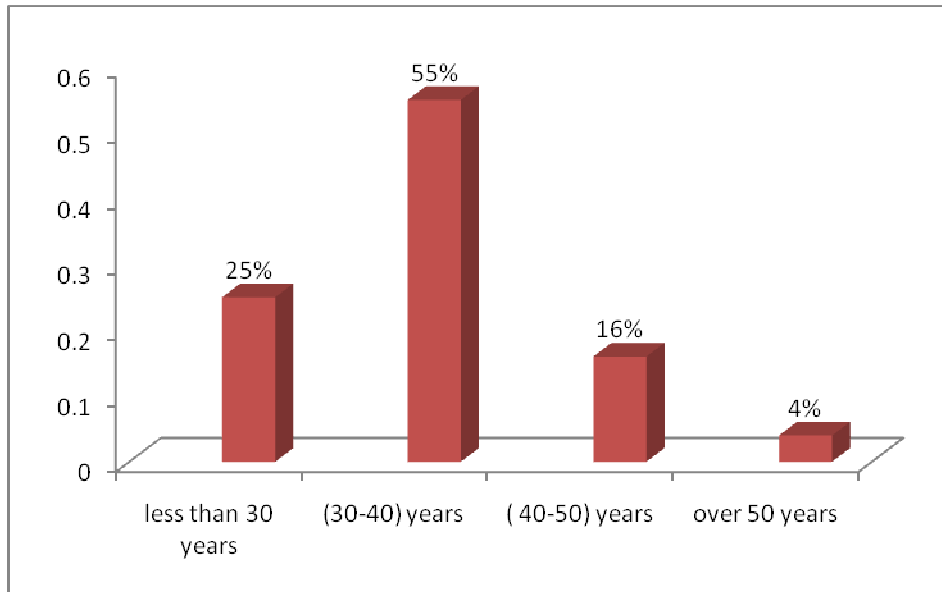
Figure 4.1 gender



From the findings figure 4.1 shows that majority of the respondents were male at 67%, female respondents involved in the study were female 33%. These depicts that most of people involved in the study were male.

4.3.3 Age bracket

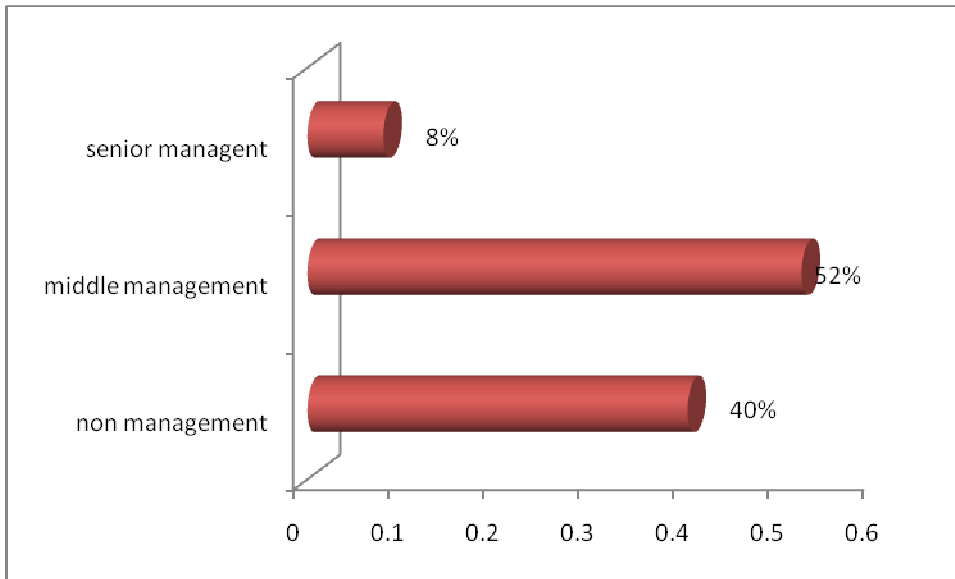
Figure 4.2 age bracket



From the figure 4.2 above, majority of the respondents in the study were in the age bracket (30-40) years which was 55%, those who were less than 30 years were 25%, (40-50) years were 16% and over 50 years were 4%. This reveals that majority of the respondents youth aged below 40 years of age.

4.3.4 Employment scale

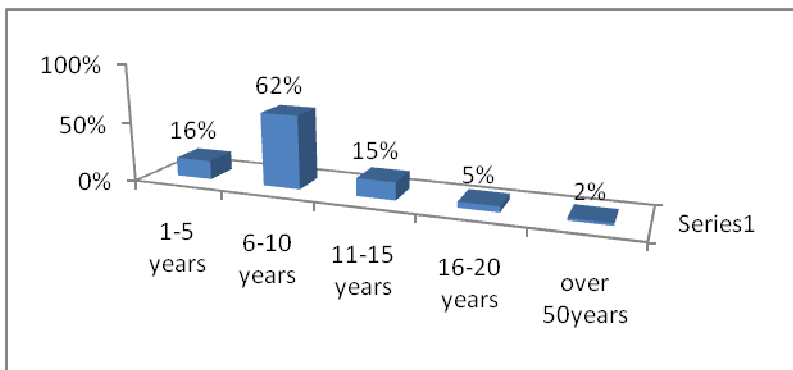
Figure 4.3 Employment scale



From the figure above majority of the respondents were middle management employments scale at 52%, non management staff involved the study were 40%, with senior management being only 8%. These depicts that majority of the respondents were middle management employment job scale.

4.3.5 Period of time in scale of employment

Figure 4.4 Time in a scale of employment



From the figure 4.4 above majority of the respondents in print media 62% had served in the scale of employment for a period of (6-10) years. 16% had served for a period of 1-5 years, 15% were in service for a period of (11-15) years. 5% were in service for a period of (16-20) years while only 2% had been in service for period of over 50 years. These reveals that majority of employees in print media did not take long in the same scale of employment.

4.3.6 Staff complement of the organisation

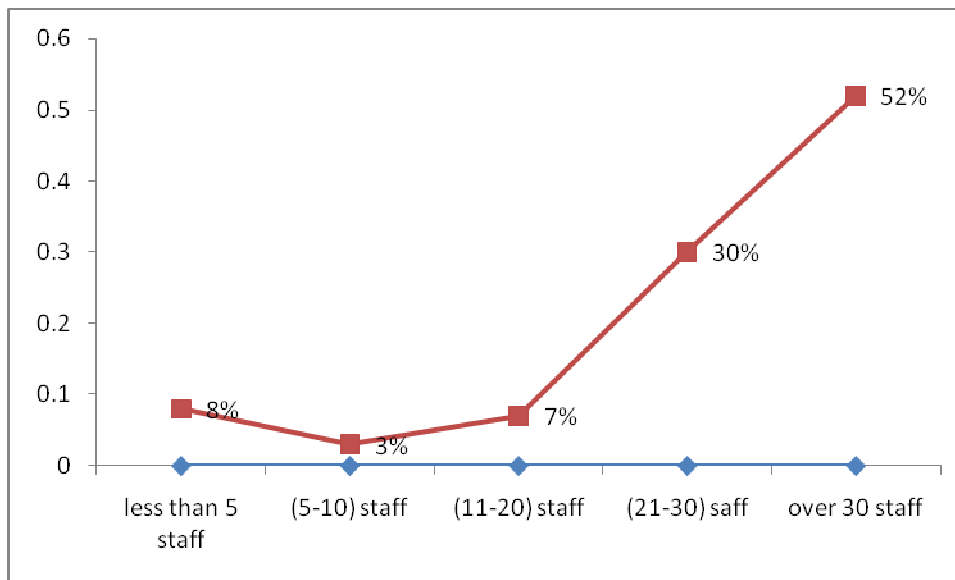
Table 4.1 staff complement of the organisation

	Frequency	Percent
Less than 20staff	10	6.7
21-40 staff	15	11.5
41-60 staff	20	15.3
60-100 staff	60	43.0
Over 100 staff	26	23.5
Total	131	100.0

From the table 4.1 above majority of the organisations involved in the study had staff compliment of between (60-100) staff at 43.0%. 23.5% of the organisations had staff compliment of over 100 staff. 15.3% of the organisations had staff compliment of between (41-60) staff, 11.5% had staff between (21-40) staff while only 6.7% of the organisation had less than 20 staff. These reveal that most of the organisations in this study had staff ranging between 60-100 staff.

4.3.7 Non management women staff in your organisation

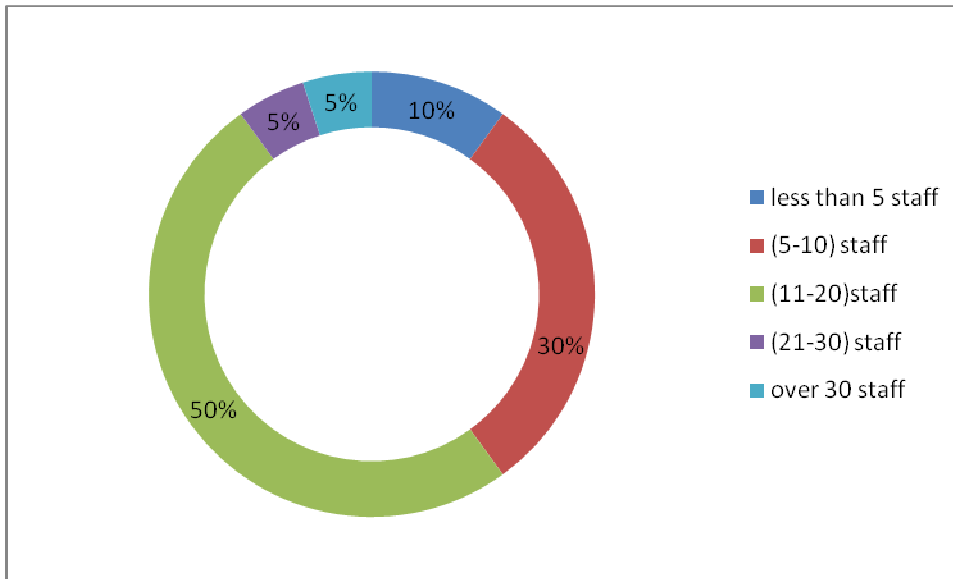
Figure 4.5 Non-management women staff



From the research findings majority of women staffs were non-management staff accounting for 52%, (21-30) staff comprising of 30% were non-management staff in other organizations, (11-20) staff accounting for 7% were non management in other organizations, 3% comprising of (5-10) staff were non management while less than 5 staff comprising of 8% were non management in other organisations. These depict most women staff in the print media are non management staff.

4.3.9 Male non-management staff

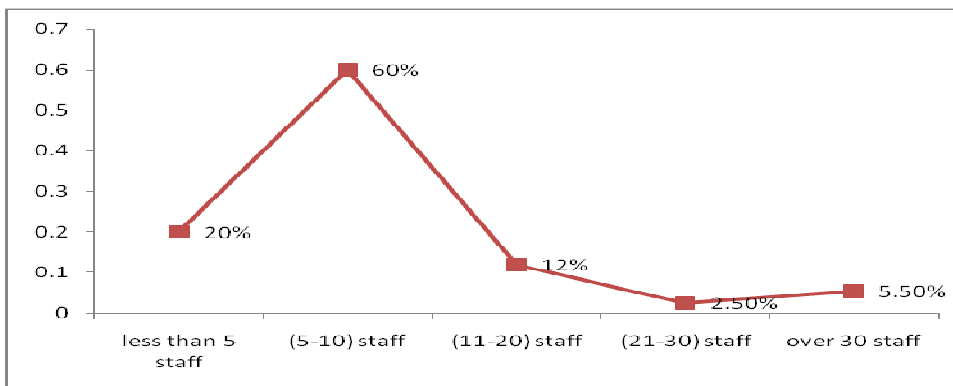
Figure 4.6 male non management staff



From the study findings 50% majority of male employed as non-management staff ranges from (11-20) staff, 30% ranges from (5-10) staff 10 per cent are over 30 staff, 5% ranges from (21-30) staff while the remaining 5% are less than 5 staff. These reveals that majority of male staff are employed as management staff.

4.4. Women in middle management

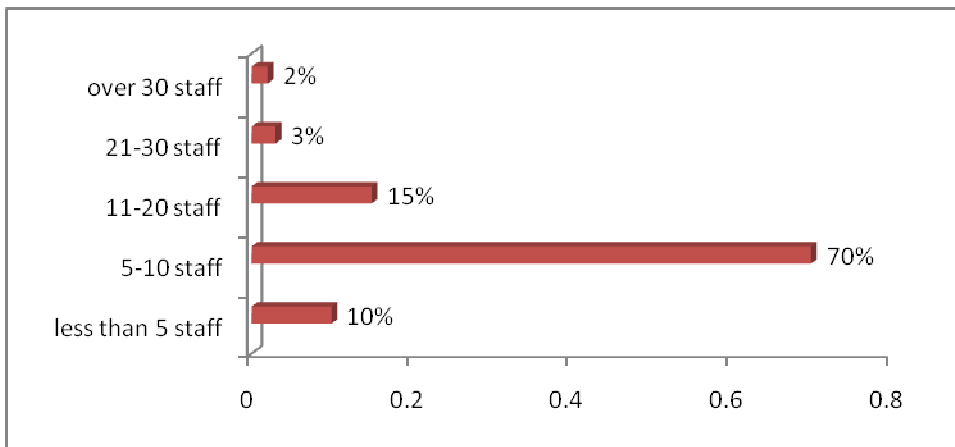
Figure 4.7 Women in middle management



From the figure above 60% of women in middle level management are between (5-10) staff, 20 per cent of women are less than 5 staff. 12% of women are between (11-20) staff, 5.5% are over 30 staff while (21-30) staff are 2.5%. These reveals that majority of women in middle management are between (5-10) staff.

4.4.1 Men employed as middle level management

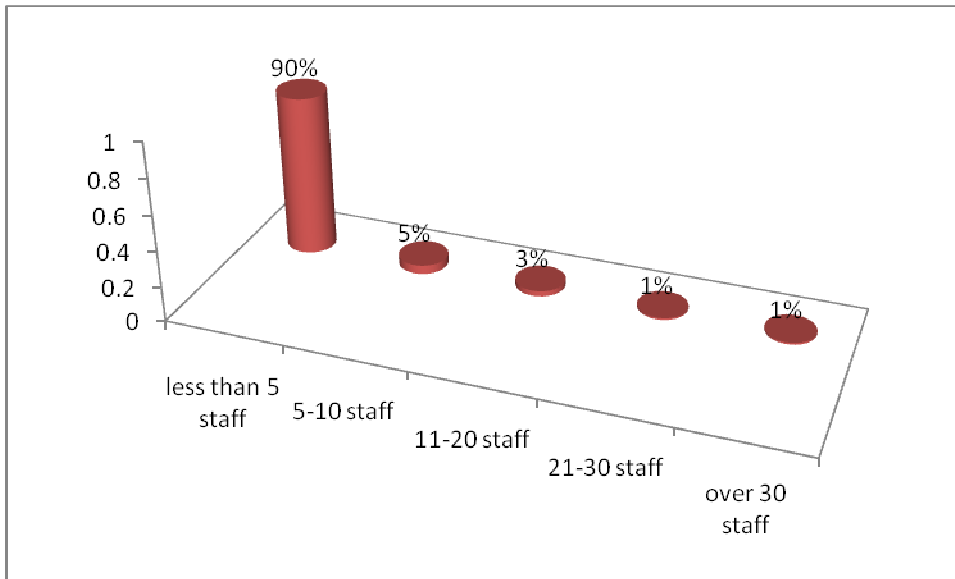
Figure 4.7 Middle level management men



From the study findings majority of men in middle level management are 70% ranging between (5-10) staff. 15 percent are (11-20) staff, 10% are less than 5 staff, 3% are 21-30 staff while 2% are over 30 staff. These depicts that majority of male staff in middle level managements are between (5 and 10) staff.

4.4.3 Women employed as senior management staff

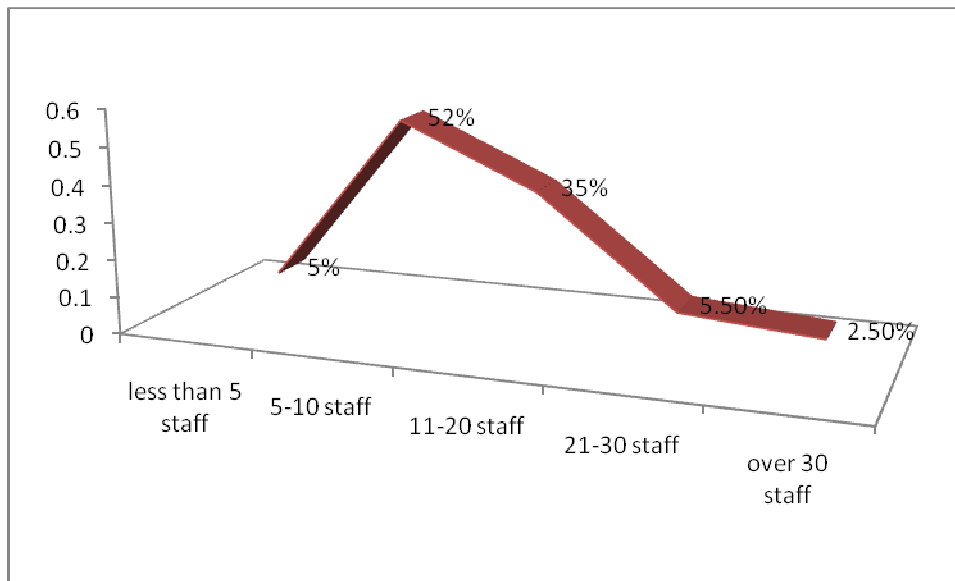
Figure 4.8 Women senior management staff



From the figure above respondents indicated that majority of the women employed as senior management's staffs are less than 5 staff. This was 90% of the response. 5% of the respondents said between 5 and 10 staff were employed in their organizations as senior management staff. The remaining 1% of the minority respondents objected the above findings and indicated that there was more women staff in the senior management staff. The study concludes that less women in the senior management's positions.

4.4.5 How many men employed in senior managements positions?

Figure 4.9 Senior management positions for men



Majority of the respondents 52% said that senior management staff for men was between 5-10 staff in these organization studied.35% senior management staff for men was in the range 11-20 staff, while 5.5% and 5% said that the senior staff were between 21-30, and less than 5 respectively. Only 2.5% of the respondents indicated senior management staffs were over 30 staff.

4.5 Policies on the gender equality

Table 4.2 Policies on gender equality

	Frequency	Percent
Yes	50	38.2
No	81	61.8
Total	131	100.0

Majority of the respondents said that their organisations have no policies on gender equality eighty one respondents at 61.8%.while the remaining respondents 38.2% said their organisations had policies on gender equality.

4.6 Compensation, benefits promotion and training

The study sought to know the level of agreement with the following statements about compensation, benefits, promotion and training in your organisation. The responses were rated on a five point Likert scale where: 1 strongly agree; 2 agree; 3 neutral; 4 disagree; 5 strongly disagree. The mean and standard deviations were generated from SPSS and are as illustrated in Table 4.3

Table 4.3 Compensation, benefit, promotion and training

Compensation, benefit, promotion and training	Mean	Std. Deviation
Women are effectively involved in decision making in your organisation	1.5556	1.01379
Your organisation has promoted women within from non-management to management positions	1.7778	0.83333
Sex labels are placed on jobs in your organisation	2.4444	0.76810
Gender equality policies are effectively implemented in your organisation	2.5556	0.77620
Your organisation has effectively provided training opportunities for women development within the organisation	2.7778	0.75730

Your organisation has effectively enforced and practiced anti-discrimination policies in pay and benefits	1.3335	1.1300
Pay is effectively related to merits in your organisation	1.2345	1.1202

Respondents disagreed that their organization had effectively provided training opportunities for women development within the organisation mean = (2.778); Gender equality policies are effectively implemented in your organisation mean = (2.556); Sex labels are placed on jobs in your organisation mean = (2.444) respectively. Some of the response was neutral on whether the organisation had promoted women within from non-management to management positions mean = (1.778); Women are effectively involved in decision making in your organisation mean = (1.556); your organisation has effectively enforced and practiced anti-discrimination policies in pay and benefits mean = (1.333) and that pay is effectively related to merits in your organisation mean = (1.235) respectively.

4.7 Women/men’s attitude and behaviours

The study sought to know the level of agreement with the following statements about women’s/men’s attitude and behaviours in your organisation. The responses were rated on a five point Likert scale where: 1 always; 2 sometimes; 3 not sure; 4 rarely; 5 never. The mean and standard deviations were generated from SPSS and are as illustrated in Table 4.4.

Table 4.4 Women/ men’s attitude and behaviours

Women/ men’s attitude and behaviours	Mean	Std. Deviation
I expect those in charge to notice and acknowledge your potential for promotion	1.4556	1.0138
Would apply or request for promotion if you felt you deserved	2.4556	0.6137
Would ask for pay rise directly if you felt you deserved	2.5778	0.5870
Would likely talk about your abilities and achievements in business setting	2.00450	1.2450

Most of the respondents were not sure whether to ask for pay rise directly if they felt they deserved mean = (2.578); would apply or request for promotion if you felt you deserved mean = (2.4556), respectively. Other respondents said that sometimes would likely talk about your abilities and achievements in business setting mean = (2.004), and that they expect those in charge to notice and acknowledge your potential for promotion mean = (1.556) respectively.

4.8 Balancing work and family responsibilities

The study sought to know the level of agreement with the following statements about balancing work and family responsibilities in your organisation. The responses were rated on a five point Likert scale where: 1 strongly agree; 2 agree; 3neutral; 4 disagree; 5 strongly disagree. The mean and standard deviations were generated from SPSS and are as illustrated in Table 4.5.

Table 4.5 Balancing work and family responsibilities

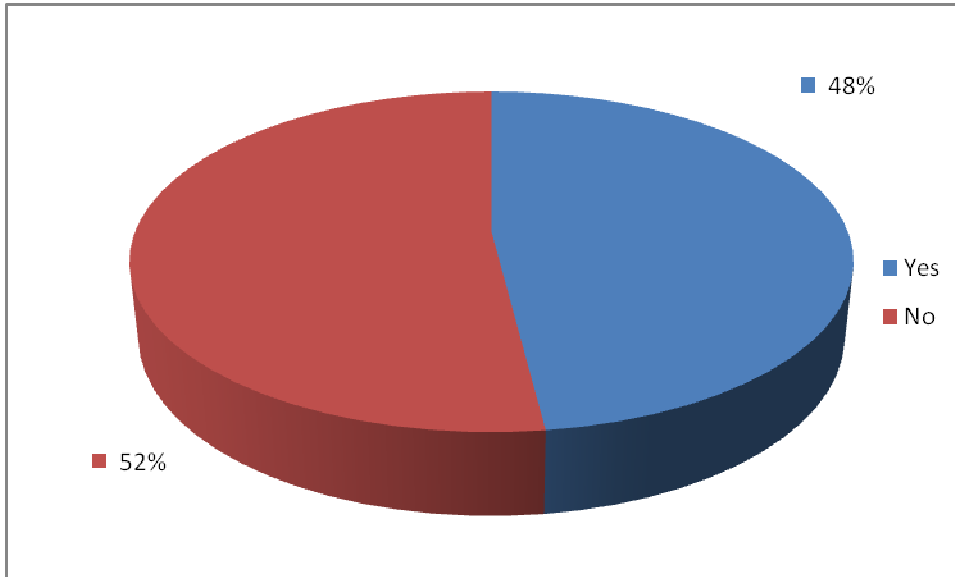
Balancing work and family responsibilities	Mean	Std. Deviation
Career interruption such as maternity would affect upward mobility in your organisation	1.555	1.0138
Your organisation has provided for work life and family friendly policies for women such as flexi-time and adequate maternity leave among others.	1.6604	0.84333
Affirmative action is effectively used as a tool for developing women in your organisation	2.3444	0.7303
You would give up your job to raise children	2.4556	0.6137
Child rearing and family life has affected the rate of career women advancement	2.6778	0.5870
Your organisation has provided for supportive maternity and pregnancy health related policies	2.53445	0.56890

From the study findings respondents strongly agreed that child-rearing and family life has affected the rate of career women advancement mean = (2.6778); Your organisation has provided for supportive maternity and pregnancy health related policies mean = (2.5344); You would give up your job to raise children mean = (2.4556); Affirmative action is effectively used as a tool for developing women in your organisation mean = (2.344); Your organisation has provided for work life and family friendly policies for women such as flexi-time and adequate maternity leave among others mean = (1.6604) and Career interruption

such as maternity would affect upward mobility in your organisation mean = (1.555) respectively.

4.9 Do you have career mentors within your organisation?

Figure 4.9 Women career mentors



From the findings majority of respondents 52% said they had no women mentors in their organisations. While 48% said they had women mentors in their organisations.

4.10 Career development and mentoring

Table 4.6 Career development and mentoring

Career development and mentoring	Mean	Std. Deviation
You would prefer to have a male career mentors in your organisation	1.5540	1.0330
Your organisation senior management is supportive of career minded women	2.600	0.2130
You would take a job that requires frequent travel	2.006	1.0450

Respondents strongly agreed that their organisation senior management is supportive of career minded women mean = (2.600); You would take a job that requires frequent travel mean = (2.006) and that they would prefer to have a male career mentors in your organisation mean = (1.554) respectively.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter gives a summary of the study, draws conclusions and makes recommendations and suggestions for further research. The main focus of the study was to investigate the factors contributing to the under-presentation of women in managerial positions in print media in Kenya.

5.2 Summary of the study

The researcher used case study design where the research structure included intensive and in-depth investigation on an issue at hand in a relatively small sample. The research was conducted on sample size of 131 respondents. Study targeted four print media houses comprising of editors, managing editors, chief editors, sub-editors, photographers, correspondents and stringers all in Nairobi County.

The questionnaires were personally administered to the respondents by the researcher and record responses. The researcher analysed each questionnaire according to the opinion of respondents. The responses were counted, the frequencies calculated, percentages and mean score obtained.

5.3 Findings of the study

The respondents were drawn from across all the four print media houses which publish daily newspapers namely the Daily Nation, Standard, People Daily and The Star. Respondents

comprised senior editors, photographers, chief editors, sub-editors, reporters, photographers, stringers and human resource personnel.

Majority of the respondents were in the age bracket (30-40) years which was 55%, those who were less than 30 years were 25%.

The organisations involved in the study had staff compliment of between (60-100) staff at 43.0%. 23.5% of the organisations had staff compliment of over 100 staff. 15.3% of the organisations had staff compliment of between (41-60) staff, 11.5% had staff between (21-40) staff while only 6.7% of the organisation had less than 20 staff. Non-management staff involved the study were 40%, with senior management being only 8%.

60% of women in middle-level management are between (5-10) staff, 20% of women are less than 5 staff. 12% of women are between (11-20) staff, 5.5% are over 30 staff while (21-30) staff are 2.5%.

Majority of the respondents had no policies on gender equality with 81 respondents at 61.8% while the remaining respondents at 38.2% of organisations had policies on gender equality.

Respondents disagreed that their organisation had effectively provided training opportunities for women development within the organisation mean = (2.778); Gender equality policies are effectively implemented in your organisation mean = (2.556); Sex labels are placed on jobs in your organisation mean = (2.444) respectively.

Some of the response were neutral on whether the organisation had promoted women from non-management to management positions mean = (1.778); Women are effectively involved in decision making in your organisation mean = (1.556); Your organisation has effectively

enforced and practiced anti-discrimination policies in pay and benefits mean = (1.333) respectively.

Most of the respondents were not sure whether to ask for pay rise directly if they felt they deserved, mean = (2.578); Would apply or request for promotion if you felt you deserved mean = (2.4556), respectively. Other respondents said that sometimes would likely talk about your abilities and achievements in business setting mean = (2.004), and that they expect those in charge to notice and acknowledge your potential for promotion mean = (1.556) respectively.

Respondents strongly agreed that child-rearing and family life has affected the rate of woman career advancement mean = (2.6778); Respondents organisation has provided for supportive maternity and pregnancy health related policies mean = (2.5344); You would give up your job to raise children mean =(2.4556); Affirmative action is effectively used as a tool for developing women in their organisation mean = (2.344); Your organisation has provided for work life and family friendly policies for women such as flexi-time and adequate maternity leave among others.

Majority of respondents 52% said they had no women mentors in their organisations. While 48% said they had women mentors in their organisations.

Respondents strongly agreed that their organisation senior management is supportive of career minded women mean = (2.600); You would take a job that requires frequent travel mean = (2.006) and that they would prefer to have a male career mentors in their organisation

mean = (1.554) respectively. Most of respondents involved in this study were male aged below 40 years of age in middle management employment job scale. Only 2% have been in service for period of over 50 years. These reveals that majority of employees in print media did not take long in the same scale of employment.

5.4 Conclusions

Most of the organisations in this study had staff ranging between 60-100 staff and majority of male staff are employed as management staff, majority of women in middle-management are between (5-10) staff.

Respondents were not sure whether to ask for pay rise directly if they felt they deserved or request for promotion if they felt they deserved. Other respondents said that sometimes they would likely talk about their abilities and achievements in business setting and they expect those in charge to notice and acknowledge their potential for promotion.

Affirmative action is effectively used as a tool for developing women in the organisation and has provided for work-life and family friendly policies for women such as flexi-time and adequate maternity leave, among others.

The organisation senior management is supportive of career-minded women and that they would prefer to have a male career mentors in the organisation.

5.5 Recommendations

The study recommends the following

- Most of the organisations in this study should have affirmative action in effectively developing women career.

- Providing gender sensitive training to both males and females to promote non-discriminatory working relationships and respect for diversity in work and management styles.
- Engendering government educational and employment policies, with the government committing itself to provide the political will which a pre-requisite in the success of the policies implementation.

5.6 Suggestions for further research

Based on the findings and the scope of this study, the researcher recommends further studies to be carried out in the following areas:

- A replica of the study should be carried out within other print media houses to investigate the contribution of under-representation of women in managerial positions in print media in Kenya.
- Case studies of women who have been in top educational management and leadership positions to find out the challenges they faced and how they overcame the barriers.
- Detailed survey of practical affirmative action strategies that could be employed to improve the representation of women in print media management and leadership.

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APPENDICES

Appendix I: QUESTIONNAIRE

This questionnaire is meant to collect information on the factors contributing to the under-representation of women in managerial positions in the print media in Kenya. This information is being sought solely for academic purposes and will be treated with strict confidence. Kindly answer the questions by writing a brief statement or ticking the boxes provided as will be applicable.

Section 1: Background information

1. Name of the organisation.....
2. The position in the organisation.....
3. Gender male female
4. Age bracket? Please tick one option
 0. Less than 30 years
 1. 30 – less than 40 years
 2. 40 – to less than 50 years
 3. Over 50 years
5. What is your employment scale?
 4. Non-management
 5. Middle management
 6. Senior management

6. Period of time scale of employment?

7.1 – 5 years []

8.6 – 10 years []

9.11 – 15 years []

10.16 – 20 years []

11.Over 50 years []

7. What is the staff complement of your organisation?

12.Less than 20 staff []

13.21 – 40 staff []

14.41 – 60 staff []

15.60 – 100 staff []

16.Over 100 staff []

8. How many women are non-management staffs in your organisation?

17.Less than 5 staff []

18.5 – 10 staff []

19.11 – 20 staff []

20.21 – 30 staff []

21.Over 30 staff []

9. How many men are employed as non-management staff in your organisation?

22.Less than 5 staff []

23.5 – 10 staff []

24.11 – 20 staff []

25.21 – 30 staff []

26.Over 30 staff []

10. How many women are employed as middle-management staff in your organisation?

27. Less than 5 staff []

28. 5 – 10 staff []

29. 11 – 20 staff []

30. 21 – 30 staff []

31. Over 30 staff []

11. How many men are employed as middle-management staff in your organisation?

32. Less than 5 staff []

33. 5 – 10 staff []

34. 11 – 20 staff []

35. 21 – 30 staff []

36. Over 30 staff []

12. How many women are employed as senior-management staff in your organisation?

37. Less than 5 staff []

38. 5 – 10 staff []

39. 11 – 20 staff []

40. 21 – 30 staff []

41. Over 30 staff []

13. How many men are employed as senior-management staff in your organisation?

42. Less than 5 staff []

43. 5 – 10 staff []

44. 11 – 20 staff []

45. 21 – 30 staff []

46. Over 30 staff []

Section 2A: Compensation, benefits, promotion and training

14. Does your organisation have policies on gender equality?

Yes []

No []

47. Please give the strength of your agreement with the following statements about compensation, benefits, promotion and training in your organisation?

KEY: 1 = Strongly Agree 2 = Agree 3 = Neutral

4 = Disagree 5 = Strongly Disagree

Compensation, Benefits, Promotion and Training	1	2	3	4	5
Women are effectively involved in decision-making in your organisation					
Your organisation has promoted women within from non-management to management positions					
Sex labels are placed on jobs in your organisation					
Gender equality policies are effectively implemented in your organization					
Your organization has effectively provided training opportunities for women development within the organisation					
Your organisation has effectively enforced and practiced anti-discrimination policies in pay & benefits					
Pay is effectively related to merit in your organisation					

Education and further studies play a role for promotion of women within your organisation					
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Section 2B Women's/men's attitudes and behaviours

16. Please give the strength of your agreement with the following statements about women's/men's attitudes and behaviors in your organisation?

Key: 1 = Always 2 = Sometimes 3 = Not sure

4 = Rarely 5 = Never

Women's/men's attitudes and behaviours	1	2	3	4	5
I expect those in charge to notice and acknowledge your potential for promotion					
Would apply or request for a promotion if you felt you deserved					
Would ask for a pay rise directly if you felt you deserved					
Would likely talk about your abilities and achievements in a business setting					

Section 2C: Balancing work and family responsibilities

17. Please give the strength of your agreement with the following statements about balancing work and family responsibilities in your organization?

KEY: 1 = Strongly agree 2 = Agree 3 = Neutral

4 = Disagree 5 = Strongly disagree

Balancing work and family responsibilities	1	2	3	4	5
Career interruption such as maternity would affect upward mobility in your organisation					
Your organisation has provided for work life and family friendly policies for women such as flexi-time and adequate maternity leave among others					
Affirmative action is effectively used as a tool for developing women in your organisation					
You would give up your job to raise children					
Child rearing and family life has affected the rate of career women's advancement					
Your organisation has provided for supportive maternity and pregnancy health-related policies					

SECTION 2D: Career development and mentoring

Please give the strength of your agreement with the following statements about career development and mentoring in your organisation by ticking these numbers.

18. Do you have women career mentors within your organisation?

Yes [] No []

19. You would prefer to have male career mentors in your organisation

1 2 3 4 5

20. Your organisation's senior management is supportive of career minded women

1 2 3 4 5

21. You would take a job that requires frequent travel

1 2 3 4 5

THANK YOU FOR YOUR COOPERATION

Appendix II: Nairobi County

