

**DETERMINANTS OF WOMEN'S VERTICAL PROGRESSION TO SENIOR
MANAGERIAL POSITIONS. A CASE OF PUBLIC RELATIONS FIRMS IN NAIROBI
COUNTY**

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DECLARATION

Candidate

This project is my original work, and has not been presented for a degree or any other examination in this or any other University.

Signature -----

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This project was offered for the award of masters' degree in communication studies to the University of Nairobi, with my approval as the university supervisor.

Signature-----Date-----

Dr.Jane Thuo,

University of Nairobi

DEDICATION

The study is dedicated to my late guardian Hon.Gerald Otieno Kajuang, sisters Edith Onyango and Lavender Onyango and my grandmother Ascar Ondiege. Much thanks to the late Kajuang for fully supporting me through secondary school and undergraduate studies. I am still “keeping the fighting spirit a live” as you used to say. Rest in peace.

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LIST OF ACRONYMS AND ABBREVIATIONS

APReCoM -The Association of Public Relations and Communication Management Firms

CEO-Chief Executive Officer

CEDAW -Convention on the Elimination of all forms of Discrimination against Women

FIDA-Federation of Women Lawyer in Kenya

GSSR-Ghana Statistics Service Report

GGGR-Global Gender Gap Report

GPG- Gender Policy for Ghana

GWCNAC-Ghana Women Children and North American Collective

GoK-Government of Kenya

IPRA-International Public Relation Association

KIO-Kenya Information Officer

NACOSTI- National Commission for Science, Technology and Innovation

NEP-National Employment Policy

PEA-Private Employment Agency.

PR- Public Relation

PRO-Public Relations Officer

PRSK-Public Relations Society of Kenya

PRSA-Public Relation Society of America

PIO -Principal Information Officer

SPSS-Statistical Packages for Social Sciences

UDHR-Universal Declaration on Human Rights

UK-United Kingdom

UAE-United Arabs Emirates

UN-United Nations

US-United States

USA-United States of America

ABSTRACT

This study was based on the premise that, despite the fact that there were more women in public relations firms, men dominated the senior positions. Specific objectives were: to explore how socio-cultural practices affected women in public relation firms, to find out how organisations' practices affected women in public relation firms and to examine how work experiences affected women in public relation firms. The study adapted social role theory which argued that, sex similarities and differences reflected gender role beliefs which represented human opinions of female and male's roles in the society, and feminist standpoint theory which indicated that, social groups within which people were located powerfully shaped how people understood and communicated with the world. The study used qualitative approach. The study interviewed eight women in senior positions. The women were purposively used because they were in a good position to give relevant information about women in senior position. Data was collected using interview guide. Qualitative data was analysed by narration and thematic analysis. The study found that: when women got children, they experienced difficulty to balance between work and family life, children caregiving made men to devalue women, men dominated senior positions, many women in senior position travelled frequently for business trip, women were paid equal amount as their male counterparts and women who were interviewed for this study's highest education was master's degree with less than 10 years' experience. The study concluded that men still dominated senior managerial positions and unlike other countries Kenyan PR firms paid the same salary, regardless of the gender. The recommendations were: women should have a work-family life balance by having good plans and work extra hours, women should understand what management is, have a balance score card, learn management skills and do management courses like strategic management, men should be sensitised to support their women with house chores and taking care of the family whenever their women were held up with work activities or had traveled for business trips, women should repackage their work by using technology like Skype to conduct business meetings, and also allocate some duties to their juniors to avoid being overwhelmed, and organisations to have crèche for the breastfeeding mothers.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.0 OVERVIEW

This chapter presents the study's problem statement, research objectives and questions, justification, rationale of the study, scope, limitation of the study and operational definitions.

1.1 BACKGROUND

The research analysed determinants of women's vertical progression to senior managerial position. A case of public relations firms in Nairobi County. According to Biagi (2005) each gender was perceived in a unique way because female and male sex have different reactions, behaviors, thinking capacity, physical, strengths, attitudes, and biological characteristics.

1.1.1 Senior managerial position

Women approximately constitute 50 percent of the workforce, but almost half of women are underrepresented in senior managerial positions. (Evans2014).Sebastian (2011) claimed that Public Relations (PR) is dominated by women but 80 percent of senior management positions in PR firms were occupied by male. Additionally according to Article on Everything-PR.com, in PR firms, women made up to 72 percent but, only 30 percent of them got Chief Executive Officers (CEO) position(Everything-PR.com, 2015).Also Holmes Report study found out that, women made up to 70 percent of the PR firms, but held only 30 percent of senior management positions.

According to Public Relations Society of America (PRSA) (2010) report, nearly 85 percent of PR practitioners were women however; men took 80 percent of senior management positions.

Desvaux et al., 2008 also noted that in 2006, U.S less than a third of the best employing 15,000 companies had women in the senior executives. In 1992 Fisher's study surveyed 201 CEOs, and found out that only two per cent hired a female CEO in the U.S (Oakley, 2000).According to Eagly and Carli, (2007), in the European Union, women held about 11 per cent of the senior positions seats, but only attained four per cent managing directors and chief executive officers (CEO) seat, in the 50 largest publicly traded corporations.

Even when women had higher levels of education, they were still employed in low positions in PR firms; the same case was experienced in other disciplines including factories and companies, where some types of activities were thought to suit women, while others were set aside for men.(Gender Policy of Ghana2011). According to Janus, (2008), World War II gave women opportunity to enter into PR sector because; it had less institutional barriers, unlike other disciplines like law and medicine which permitted only men to practice in Ghana. Morris and Goldsworthy (2008) noted that, male occupied greater earning sones like financial PR, lobbying and political positions, while female gender occupied subordinate positions like fashion, beauty shop and event organisers, thus 70 per cent of women worked in consumer and lifestyle PR which were less rewarding.

According to Cutlip, Center and Broom (2009) numerous studies of women in PR firms proved that female experienced a lot of challenges in progressing to senior management positions. This was because, women occupied only a third of top management seats which was equal to 25.1 per cent ,about five percent of all senior seats and less than a fifth of all board seats which was equal to 19.9 per cent in S and P 500 companies.(Catalyst, 2016).Men held great managerial positions in the corporate (Center for American Women and Politics, 2016; Eagly and Carli,

2007), while lack of advanced opportunities in PR firms hindered women from achieving various career goals in PR firms (Horsley 2009)

1.1.2 Salary Gap

According to Rea, 2007, Schuebel, 2009, Janus 2008, studies conducted in Australia, U.S and Canada indicated that PR is a feminist field since women were more than men in PR practices. Daymon and Demetrious (2010), Verhoeven and Aarts (2010) and Fitch and Third (2010) confirmed that in U.S , Sweden, Germany, the Netherlands, Australia and United Kingdom (UK), female were many in PR firms, though, women's salaries were less than men's salaries, even if they held the same position (CIPR State of the Profession Report, 2016). According to the World Bank (2012), salary gap was experienced globally, where by women earned an average of 60% to 75% of men's salary. Beside involvement into career, women did unpaid labour by dedicating one to three hour more per day to house chores, and two to ten times the amount of time baby sit.

According to the United States Bureau of Census (2017), Anderson reported on the year 2006 that average salary for men in PR firms was higher than the average salary for women in the same firms. Another study conducted in 2016 in the U.S. Department of Labour found out that, out of 62,000 people who were employed as managers in PR, more than 70 percent of them were women, but they were still earning less than men because men earned \$969 as women earned \$784. American women had not moved to senior positions, even though women were many in colleges since 1988 than men. International Labour Organisation (2014), also indicated that women's salaries were between four per cent to 36 per cent.

In the United Kingdom (UK), 67 percent of women occupied management positions with communication heads adding up to 61 per cent. Nevertheless, men were still paid more in all positions, for example, women were paid £42,976 versus £58,015 in favor of men (CIPR State of the Profession Report 2016). According to Geyer-Semple (2011), even though everyone desired to hold management positions, females who were in support staff and managerial positions assumed that, they had less organisational influence. According to Pay Scale. com, a web specialised in salaries; women earned 30% less than men in the same position in PR firms in Spain. Ragan (2010) indicated that, any woman who luckily attained the same managerial positions as male counterparts would still earn less, and according to Dozier, Sha, and Shen, (2013), salary gap still exists in the PR firms. Women continued to lack access to power and senior managerial position compared to men (Carli and Eagly, 2001). Dozier et al. (2013), also noted that, women in PR were paid less than men doing the same jobs.

A larger number of female students who enrolled for media and communication studies were enough to compete with men in every sector. (The Kenya Economic survey 2015). The differences in employment opportunities in Kenya had consistently widen across all sectors of the economy, especially the two-third Gender rule failed to kick off for the fourth time in Kenyan parliament (Daily Nation, 28th Feb, 2019). Women in Kenya got minimal opportunities especially in politics despite democracy being the main agenda for so many years (FIDA, 2013). Article 177 called upon parliament to enact laws that promoted representation of marginalised persons including women in the society and at work places.

1.2 PROBLEM STATEMENT

This research studied, “determinants of women’s vertical progression to senior managerial position. A case of public relations firms in Nairobi County.” As indicated from the background information above, women were more than men in PR firms, but when it came to senior managerial positions, men dominated because most women were not given the opportunity to attain senior managerial positions. Other scholars indicated that the few women who attained senior managerial position were being paid less than their male counterparts (Blau et al., 2006).

Fitch and Third (2010) stated that senior managerial differences in PR was difficult to solve, and a great challenge because, women constituted the majority of PR students, practitioners and professional association members, but when it came to attainment of senior managerial positions-men dominated. According to Grant Thornton (2016) and Inter-Parliamentary Union (2016), difficulties of women attainment to senior managerial position had been experienced globally. Sally Costerton declared that a constant question of ‘why were there not enough women in organisational managerial roles remained’ (Woods, 2011).According to Maathai (2006), empowered women brought high energy and completely new view of how to perceive practices in the society.

Wollstonecraft (2012) in her publication on the ‘Rights of women,’ indicated that, ‘there was no change in the cultural relations that victimised against women,’ even though nowadays there was equality in basic education among the girl and boy (UNDP, 2016).This problem was solved by construction of interview guide questions from each factor which was used to interview eight women in senior managerial positions in PR firms and the findings were used to give relevant recommendations and conclusions on how women could get and retain senior positions.

1.3 RESEARCH OBJECTIVE

1.3.1 General objective

To study determinants of women's vertical progression to senior managerial position in PR firms in Nairobi County.

1.3.2 Specific objective

1. To explore how socio-cultural practices determined women's vertical progression to senior managerial position, in PR firms in Nairobi County.
2. To find out how organisational practices determined women's vertical progression to senior managerial position, in PR firms in Nairobi County.
3. To examine how work experiences determined women's vertical progression to senior managerial position in PR firms, in Nairobi County.

1.4 RESEARCH QUESTIONS

1. How socio-cultural practices determined women's vertical progression to senior managerial position in PR firms in Nairobi County?
2. How organisational practices determined women's vertical progression to senior managerial position in PR firms in Nairobi County?
3. How did work experiences determine women's vertical progression to senior managerial position in PR firms in Nairobi County?

1.5 JUSTIFICATION OF THE STUDY

Article 5(2) of the Kenyan Employment Act 2007 stated that, an employer should promote equal opportunities in employment, and strived to eliminate discrimination in any employment policy

and practice. This study made theoretical and methodological contributions to professional knowledge on the position of women in senior management, and whether they were earning equal amount with men in same positions, also this study's findings and recommendations of each factor would benefit National Employment Policy (NEP) makers who helped in the employment and placement of job seekers in any form of employment in Kenya (www.Kenyalaw.org).The study would also benefit Private Employment Agency (PEA) who would ensure both men and women get equal opportunity during hiring and promotion.

1.6 SIGNIFICANCE OF THE STUDY

According to Judith (2014), it was estimated that, it would take until the year 2085 to have equality in top positions. This research was conducted because it has been difficult for women to attain senior positions in PR firms because the few women who got to senior managerial positions were earning less salary than their male colleagues.

1.7 SCOPE AND LIMITATION OF THE STUDY

This project studied determinants of women's vertical progression to senior managerial position in Nairobi County. A case of PR firms. Only women in PR senior managerial position were interviewed and not men because, women in PR senior managerial position were the ones who were in a better position to answer this study's questions. Position of women in politics, government organisation and other institutions or any other sector was not studied. Some global perspectives were also given in the background of this study to affirm the problem in Kenya. Researcher concentrated in Nairobi county and not any other county because Nairobi county is the county which had more PR firms, which operated both locally and internationally. The study was limited with the fact that it was located within Nairobi city where people were ever busy-this

almost affected the availability of respondents, but the researcher ensured she reached her goal by booking appointment early through email and dropping of appointment letter, persistence a, convinced made a good rapport, and was patient.

1.8 OPERATIONAL DEFINITIONS

Feminism - women rights.

Organisational practices - these are recruitment, appointment, promotions, working extra hours and business trips

PR support staff-a person who does manual work while **management role** is a person who participates in management decision-making.

Respondent- A person who was interviewed

Stereotypical perceptions- generalisation of someone.

Socio-cultural practices-these are child bearing, child rearing, caregivers and house chores

Work experience-how many years a person has worked in PR firm and the highest level education attained

Women senior managerial position-female in top positions like Managing directors and CEOs

CHAPTER TWO

LITERATURE REVIEW

2.0 OVERVIEW

This chapter introduced literature review as reflected in the problem statement and in the objectives, it contained an empirical review of previous studies conducted on socio-cultural, work experience and organisational practices, theoretical framework with a reflection of feminist stand point theory and social role theory and also an outline of the conceptual framework.

2.1 EMPIRICAL REVIEW

2.1.1 Women Senior Management world wide

The number of women gradually rose to senior management globally, for instance from the year 2004 to the year 2012, by five per cent, from 2009 to 2011 by 20 per cent, and in 2012 by 21 per cent and in 2013, by 24 percent (Women in senior management: Still not enough 2012; Women in senior management: Setting the stage for growth 2013).

Japan had the least number of female in top position which equals to seven per cent, United Arab Emirates (UAE) and Netherlands had 11 per cent and Switzerland had 14 per cent. China led other countries in attainment of female senior managers by 51 per cent. Poland by 48 per cent, Latvia by 43 per cent and Estonia with 40 per cent (Women in senior management: Still not enough 2012). Thus, countries like Japan and UAE had male dominated culture and society forcing the number of female senior managers to be low. (Women in senior management: Setting the stage for growth 2013). Jostein Gardner (1995) stated that, if women were not given opportunity to participate, then the state could not grow effectively. The belief that senior

managerial roles were reserved for males, led to a challenge in attaining equity in the societies (Baraga 2012).

2.1.2 Women senior managerial position in Kenya

According to the Global Gender Gap Report (GGGR) (2017), Kenya was ranked number 76 out of 144 globally with the issue of disparities between males and females in sectors like education, health, in politics and parastatals. Tanhua (2012) noted that even though women were empowered and educated they faced many obstacles on the way to attainment of senior managerial position. According to survey conducted by the Ministry of Gender in 2009, only 30.9 per cent of public service employees were women, as 72 per cent of those employed attaining lower positions at work places.

According to Muturi, et al., (2012) the KIM's study revealed that, among the state corporation boards, the gender distribution comprised of 20 per cent women and 80 per cent men while among the listed 55 companies by KIM, only 12% board seats were occupied by women with only Total Kenya being led by female chairperson.

2.1.3 Historical development of Public Relations

According to Grunig and Hunt (1984) PR evolved in 1800 BC and was first used by Greek rhetoricians. According to Bernays (1928), PR developed in 1920 by the contribution of Edward Bernays, who proposed a one-way approach to communications by arguing that, PR attempted to engineer public support through the use of adjustment, persuasion and information (Watson and Noble 2007).

The first stage of PR was dubbed, press a gentry, it involved persuasion, created awareness for certain products, promoted an employers' principles or point of view or change the attitude of government towards a client. According to Grunig and Hunt (1984), public information was the second stage of PR- it entailed former journalists representing the interest of a client by issuing news releases to media outlets. The public information and press a gentry's form of PR was based on technical skill and writing, media relations, words and images.

The third stage was called systematical and asymmetrical models which researched public opinion, to create and maintain a mutual understanding between the firm and its publics. These models influenced organisations to change their internal practices as per the knowledge of their publics. This transition in PR strengthened the aim of this research of studying determinants of women's vertical progression to senior managerial position. A case of public relations firms in Nairobi County.

2.1.4 Public Relations Firms in Kenya

According to Blankson, (2009). The Colonial Administration plan to pass information gave birth to PR firms in Kenya, whereby Colonial Administration started by creating Kenyan Information Office (KIO). According to Mbeke (2009), most corporate organisations in Kenya recognised PR as an essential tool in all processes of building relationships with internal and external publics .PR became internationalised when trade between China and African countries enabling PR. According to the Daily Nation, April 14, (2009), PR firms offered services like consultancy services and crisis management during political and economic strife.

The Public Relations Society of Kenya (PRSK) started in the year 1971 with an aim of promoting excellence and high level of ethical standard in the practice of PR. Kenyan

practitioners made great progress towards practicing PR due to the efforts of PRSK, which instilled excellence in the practice (Blankson, 2009). Nowadays, academic institutions like universities and colleges offered PR courses at certificate, diploma, masters and PhD however, according to PRSK, PR was not yet fully recognised, and a lot had to be done to make the PR highly respected and prestigious profession (PRSK, 2009). With this regard, this study analysed determinants of women's vertical progression to senior managerial position. A case of public relations firms in Nairobi County as discussed:

2.1.5 Socio-cultural practices

People who worked in the Christian organisation viewed women as kind, cooperating, and intuitive, competent, intelligence, creative, helpful, and independent. These traits affected women advancement to senior positions. Social and family practices were supported by the traditional bread-winner model in many European countries as well as here in Kenya (Sjöberg, 2010).

According to Ghana Statistics Service report (GSSR) (2012), men spent 65 minutes at work while women spent 23 minutes in a day at work. Gender Policy for Ghana (GPG) suggested that, there was work that was appropriate for men and women because of their orientation and socialisation (Gender Policy for Ghana, 2011). Additionally, women spent 20 hours per week doing house chores, while men spent only five hours per week doing the house chores (World Bank Gender Review, 2002).

According to United Nations (U.N) (2007), women spent at least twice as much time on housework and child care, compared to men (Salzman 2010), and were also accountable for both running of the households and work (Daymon and Surma, 2012). Tench and Yeomans (2009)

supported the fact that the named above stereotypes were one of the main reasons why most women only fulfill low status position in the organisations. In this regard, women were expected to leave behind qualities of sexuality and emotionality at home, and embrace those of impersonality and rationality, which were valued by employers (Kugelberg, 2006, Nadesan and Trethewey2000).German professor Romy Fröhlich (2004) added that, women were expected to perform the “emotional labour” of counseling and listening keenly, but she noted that those attributes became disadvantageous whenever women pursued promotion because skills they were believed to have were associated with lack of assertiveness and weak management.

Piha (2006) indicated that differences between male and female existed because society shaped and strengthened who to attain senior managerial position. He added that the main role of men was to be goal oriented, inventive, performance oriented support the family, be competitive, and desired to be the best, while women’s character of social skills and social interaction, conversational style of communication, acceptance of differences, being multi-skilled and working well in groups made them to be the ones taking care of the children.

According to global research, professionals in their everyday practices faced society-defined and culture-bound gender differences which hindered their operations (AlSaqr 2008). In this regard men were thought to be analytical, more aggressive, exercise support, and have self-reliance, while women had nurturing nature, gentle, affectionate and often expected to be in less assertive positions (Fernandez and Coello, 2010).According to Schwimmer, (2009),among the Akan, Ga and Adangme, women assumed the domestic and childcare roles.

According to Farley-Lucas (2000).In the 21st century, some men had been socially constructed as “super dad,” because they had been seen performing house chores at the same time pursuing

their career. However, men were denied opportunity to stay at home so as to handle the house chores (Teasdale, 2013). Going by the saying, 'time is money,' quality time at work place was more valued and employers would prefer a person who was always available at work place, little would they prefer a person who might be absent due to natural callings like giving birth and so on (Bonebright, Clay, and Ankenmann, 2000). According to Buzzanell and Lucas (2006) family obligations, community services and leisure time hindered women from working extra hours or attend business trips, thus organisations viewed women as incompetent and incapable of holding senior managerial position.

During hiring and promotions managers and employers assumed that women with young children were affected by their motherly emotions and responsibilities such as, caregiving, menstruation, and emotional responses (Trethewey et al. 2006). Attaining senior managerial position had been a challenge to some women, as most employers were reluctant to promote them to higher position because, whenever their husband were transferred from one country or region to the other, men insisted that they be accompanied by their spouses. Women who were in giving birth stage went for three month maternity leave as per Kenyan law (Saitis, 2010). Women were therefore burdened because they were expected to balance both family responsibilities and work (Medved and Kirby 2005). A survey of more than 70 per cent of women conducted by Talouselämä (2013) revealed that, socio-cultural constructions marked women's career development slower, while women themselves had certain perceptions that hindered them from attaining senior management positions.

2.1. 6 Organisational Practices

Just like homes, organisations too, had their in-house rules which guided their operations. Employees were expected to practice masculine characteristics like ,working for long hours, attending meetings outside the organisation and go for business trips (Nadesan and Trethewey2000).In order for female gender to acquire senior managerial positions, they were expected to multitask masculine characteristics in the organisation with social life like motherhood , being a wife ,and home care (Buzzanell and Lucas 2006).Organisational practices determined whether to employ men or women to occupy either junior ,middle or senior managerial positions since most organisations had regularly appointed men to manage senior position .They also had rules and regulations to ensure that men remained in senior positions as women do the opposite (Wrigley 2002).

Rakow and Nastasia (2009); Verhoevenand Aarts (2010) noted that liberal feminism argued that, gender system should be minimised because of the unequal distributions of gender roles. While liberal feminism called upon activists to change the existing organisational practices, so as to ensure gender equality. Likewise, Grunig, Toth and Hon (2001) argued that organisational practices were likely to contribute to inequality against women, and the trio suggested that changes should be made when drafting organisational practices, so as to ensure equal employment rights for women.

2.1.7 Work experience

According to the Ghana Women Children and North American Collective (GWCNAC) (2011), women had only half as many years of schooling as men, forcing them to have less opportunities of command over any senior management position. Additionally, according to Morris and

Goldsworthy (2008), men had an average industry experience of 11.1 years versus female who had an average of 8.2 years.

According to Grunig and Dozier (through Fitch and Third, 2010), over-representation of women in middle or low level roles had more to do with educational level, and work experience employer, but not the fact that they were women. Lack of relevant skills and professional experience has automatically hindered women from attaining senior managerial positions; this in turn forced women to pursue informal sectors that provided less income which was not enough to sustain them and their families (FIDA, 2011). According to UNICEF/GOK 2006 most parents preferred to educate sons rather than daughters leading to unemployment, poor economic growth in the country, increase in poverty level and lack of women in senior positions (Suda 2004).

2.2 THEORETICAL FRAMEWORK

2.2.1 Feminist standpoint theory by Sandra Harding and Julia T. Wood

Feminist stand point theory believed that studying women enabled one to understand power. Harding and Wood (2006) suggested that sexual orientation, race, and class can be used to observe how, different locations within the social hierarchy generated unique accounts of nature, and social relationships. The duo claimed that standpoint affected the way the world was viewed and that “the social groups within which we were located powerfully shaped what we experienced, and how we understood and communicate with ourselves, others, and the world.” meanwhile Feminist standpoint theorists stated that women’s experiences vary depending with the situations, however Heckman (1997) indicated that some commonalities might exist due to group membership.

According to Hartsock (1983) in her book *Money, Sex, and Power*, the theory indicated that, female had variable encounters, within a particular set of social relation. Sallot, Cameron and Weaver-Lariscy (1998) in a survey of PR educators and practitioners indicated that women earned fewer amounts. This theory was in line with this study, “determinants of women’s vertical progression to senior managerial position. A case of public relations firms in Nairobi county.” whereby the theory answered objective two which stated, “to find out how organisational practices affected women’s vertical progression to senior managerial position in PR firms in Nairobi county.

2.2.2 Social Role theory by Alice H. Eagly and Wendy Wood

In a book based on lectures that Alice gave at the University of Alberta in 1985 (Eagly, 1991), social role theory argued that gender differences and similarities reflected gender role beliefs, which represented societal opinions of male and female social duties in the community. In post-industrial societies, men were promoted to senior positions while women occupied middle level positions caretakers both at home and even at employment settings like preparing for tea, cleaning and being a messenger. Men and women performed differently roles due to their physical sex differences and the way they have been brought up in the society. Strodbeck and Mann (1956) observed that, men specialised task accomplishment while women specialised in socio-emotional behaviors. According to Bakan (1966) men were active, self-confident, economical, and dominant while women were thought to be friendly, unselfish, concerned with others, and emotionally expressive.

Women who tried to practice male dominated roles might be judged to lack attributes which were necessary for success. Yet, these beliefs were not inevitable as people developed new

beliefs about what it took to excel in those roles, and stereotypes about the attributes of women (Eagly and Karau, 2002). Contrary to the above statement, according to Anderson et al (2001), men might be disciplined for behaving passively and unassertively. This theory was in line with this study's first objective, "to explore how socio-economic practices affected women's vertical progression to senior managerial position in PR firm like house chores, nurturing motherhood etc."

2.3 CONCEPTUAL FRAMEWORK

This study was based on the assumption that socio-cultural practices, organisational practices, and work experience were some of the determinants of women's vertical progression to senior managerial position. A case of public relations firms in Nairobi County. There was a direct link between socio-cultural determinants like motherhood, child bearing; house chores and nurturing to senior women senior managerial position in PR firms, because most employers held cultural/traditional beliefs that there were certain jobs for men and others for women depending with flexibility and availability of each party, thus creating difficulties for women to attain managerial position.

An organisational practice like recruitment, appointment, promotions, working long hours and business trips had put men in a better position to hold power because most of them were available to fulfill their organisational needs. Work experience and the level of education determined who to be hired and promoted in firms. Many years back, men were the ones who were getting access to education thus more years of work experience, and they could be seen as superior and qualified to hold managerial position, this caused big difference in senior management, and even though a campaign for girl child education was rolled and some

girls/women were able to have the same qualification as men, women were still denied access to senior managerial position as seen in the background of this study.

INDEPENDENT VARIABLE

DEPENDENT VARIABLE

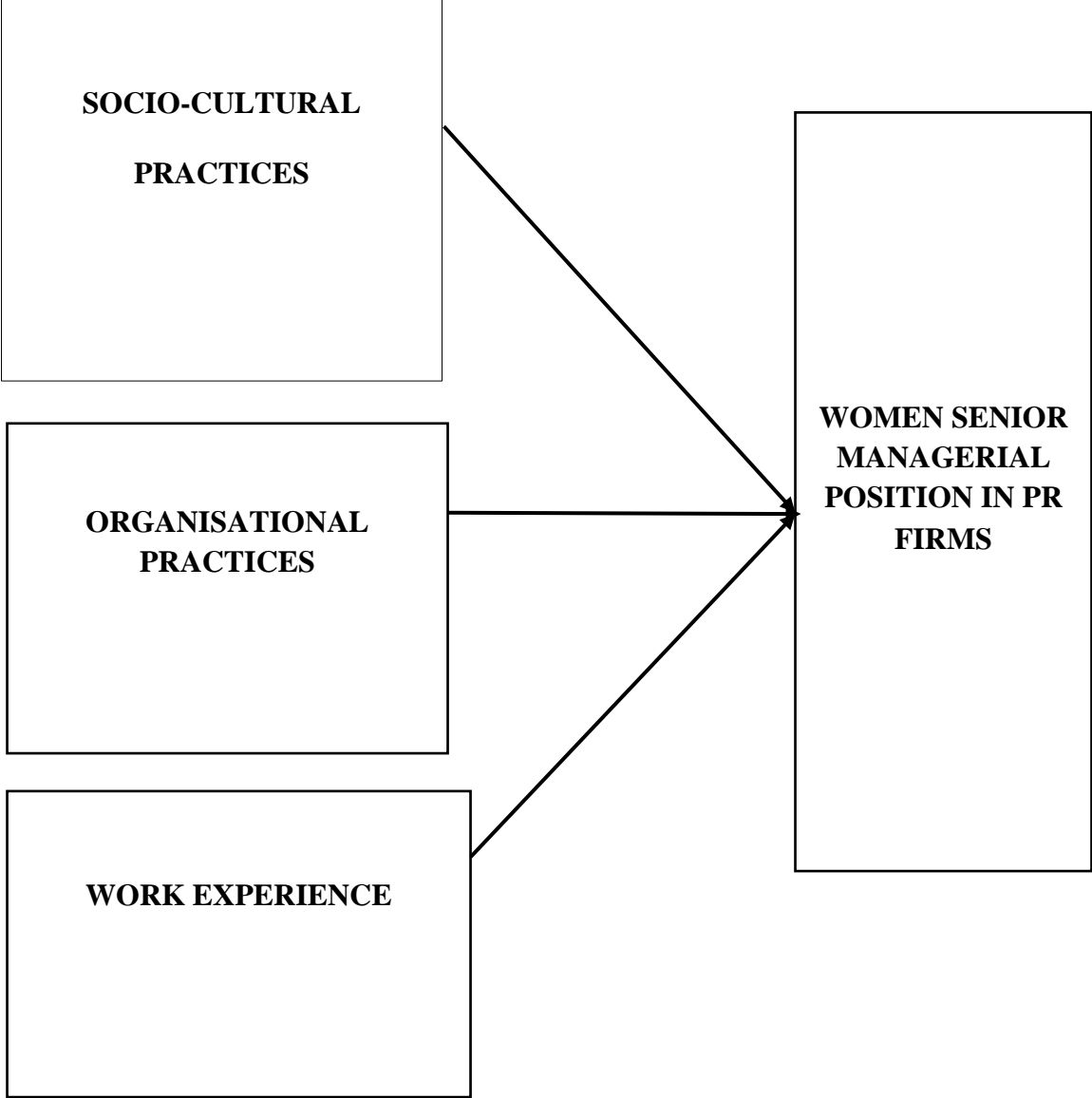


Figure 2.1: Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 OVERVIEW

This chapter discussed philosophical paradigm, study design, research approach, research method, data needs, types and sources, population, sampling, data collection and analysis, validity and reliability and ethical consideration.

3.1 PHILOSOPHICAL PARADIGM

This study used interpretative paradigm. Interpretative paradigm mainly uses qualitative approach (Silverman, 2000; McQueen, 2002; Thomas, 2003; Willis, 2007; Nind and Todd, 2011). This paradigm was relevant to this research because, the researcher studied women in PR senior managerial positions who had lived experiences on what determine who to hold senior managerial position.

3.2 STUDY DESIGN

The researcher adapted descriptive design because it enabled the researcher to collect data from respondents at a specific time, and provided data that showed the relationship between variables like socio-economic, organisational practices and work experience (Blumberg, Cooper and Schindler, 2014; Muganda, Sahli and Smith, 2010). According to Greener (2008), descriptive research was a design that give specific behavior. Nachimias (2007) also noted that, descriptive design was achieved through studies planned to generate data and information that described current status of practices.

3.3 STUDY SITE

The site of this research is at PR firms which are located in Nairobi County. The study was conducted in Nairobi County because the county had more firms with some firms operating globally, also due to urbanisation and immigration most of firms and big population were found in Nairobi, the capital city of Kenya.

3.4 RESEARCH APPROACH

Researcher used qualitative approach. Qualitative research studied a few individuals or a few cases, in order to gain an in-depth picture of each individual or site (Creswell, 2012). The study used qualitative approach to study relevant women was on determinants of women's vertical progression to senior managerial position. A case of public relations firms in Nairobi County. McQueen (2002) defined qualitative as methods that enabled the researcher to understand deep relationship of human beings, to its environment.

3.5 RESEARCH METHOD

The researcher used case study method. This method was relevant to this study because, this study focused on women in senior managerial positions in PR firms by interviewing a single woman from each PR firm who is in senior managerial position. According to Thomas 2011, case study was defined the analyses of persons, events, decisions, periods, projects, policies, institutions, or other systems, that were studied by one or more methods.

3.6 DATA NEEDS, TYPES AND SOURCES

The research used both secondary data and primary data. Primary data was collected by the use of an interview guide constructed from the objectives, while secondary data used books, journals, internet and websites to collect background information and literature review. Secondary data

was defined as, data that had already been collected by another researcher and can be used to support another study (Greener, 2008).

3.7 POPULATION, SAMPLING PROCEDURE AND DATA COLLECTION

3.7.1 Population

The study targeted a population of eight female CEOs/Managing directors in PR firms in Nairobi County. The respondents were as per the list of PR members purposively shared to the researcher by the Association of Public Relations and Communication Management firms (APReCoM) (2019). According to Blumberg et al. (2014) population was defined as all the elements that met the basis for insertion in a study.

3.7.2 Sampling Procedure

The study purposively used all eight senior managers from eight PR firms managed by women in Nairobi County. The researcher contacted Public Relations Society of Kenya (PRSK) who referred her to its chapter known as APReCoM, they gave a list of 35 registered firms thus, and the researcher purposively chose eight firms led by women because they were in good position to give relevant information about women in senior managerial position as they had lived experience. Eight respondents were purposively used because they were all qualified and convincing. Respondents were purposively picked since they had knowledge on the research objectives and questions (Mugenda and Mugenda, 2003)

3.7.3 Data Collection instruments

The researcher used an interview guide. According to Patton, (1990), the interview allowed the researcher to capture participants' opinion and accessed phenomena that could not be observed,

such as thoughts, feelings, intentions, perspectives, experiences, and meanings. An interview method involved many procedures like selecting interviewees who could best answer the questions, determined either to adapt telephone, focus group, or one-on-one interview, and decide whether to record or not (Creswell, 2013). The researcher did not include irrelevant responses, and was sensitive to nonverbal cues of the respondents (Seidman, 2006).

3.8 DATA ANALYSIS

Qualitative data was analysed thematically and transcribed verbatim data was used to analyse variables like socio-cultural practices, organisational practices and work experience. The interviews were transcribed using short words or phrases to sum up what was being said. The words and phrases from the interview were then collected and written a fresh in the form of a summary. According to Johnson and Christensen (2004), data analysis was defined as interpretation of data from raw data which was primarily collected from the respondents.

3.9 DATA PRESENTATION

The primary data was presented in narration form. Relevant direct quotes from the eight respondents were also used from the comments analysed for presentation.

3.10 VALIDITY AND RELIABILITY

3.10.1 Validity

Validity is to find out if interview guide was measuring what it was meant to measure (Bryman and Bell, 2015). Again Frankfort-Nachmias and Nachmias (2007) described validity as the degree of comparison between the explanations of the phenomena, and the realities of the world. This study used both content and constructs validity respectively. For content validity, the

researcher tested the interview protocol with a female colleague. This assisted the researcher to determine the time needed for each participant, the validity of the interview questions and tested the recording device, these tests assisted the researcher in preparing for the real interview, and verified the accuracy and clarity of the interview questions, for construct validity the interview guide was divided into several sections to ensure that each section assessed information for a specific objective, and also ensured that it had close ties to the conceptual framework of the study. Finally, utmost care was taken in collecting accurate data to ensure good credibility.

3.10.2 Reliability

Reliability was defined as the regularity of response every time in same temperature and environment (Rattray and Jones, 2007). According to Yin (2003), reliability was defined as the ability to demonstrate that the operations of a study, if repeated using the same data collection procedures it would give the same results. During data collection, errors might arise from inaccurate coding, ambiguous instructions to the subjects, researchers fatigue, respondents' fatigue, research biasness, et cetera (Mugenda and Mugenda, 2003). Random errors were minimised by giving clear instructions to the respondents, and having fewer questions to avoid researcher and respondents fatigue.

3.11 ETHICAL CONSIDERATIONS

Ethical considerations were the moral principles that guided the study from its inception throughout its completion, and publication of results, ESRC (2005). The researcher assured the respondents that information collected from various PR firms was exclusively used for the purpose of this study and would not be disclosed to any other third parties without prior written consent of the respondents, before starting the interview the researcher requested for permission

to record the interview via mobile phone, all the information borrowed from other scholars and sources was cited and referenced, the researcher ensured that the proposal was defended, obtained a Certificate of Field work(Appendix II), personally collected the data and obtained research permit from National Commission for Science, Technology and Innovation (NACOSTI) (Appendix III), then defend final project and obtained Certificate of Originality(Appendix IV) and Certificate of Corrections (Appendix V) from the School of Journalism and Mass Communication.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.0 OVERVIEW

The chapter presented analysed data and various findings from eight women in senior managerial position in PR firms based in Nairobi County. The researcher critically analysed objectives of this research like: To explore how socio-cultural practices affected women's vertical progression to senior managerial position, to find out how organisation practices affected women's vertical progression to senior managerial position and to examine how work experiences affected women in senior managerial position in firms in Nairobi County. The research was qualitative in nature, it was analysed through themes identification, coding and categorising patterns that were found in the primary data (Byrne, 2001)

4.1 DATA ANALYSIS

4.1.1 Thematic analysis of interview data

Theoretical thematic analysis was defined as the process of identifying patterns or themes within qualitative data which were collected during primary data collection. This research adapted Braun and Clarke (2006) six- phase guide which was a systematic, guide for analysing the data collected from the respondents as seen in table 4.1

Step 1: Familiarisation of the collected data	It entailed going through the transcribed data
Step 2: Generation of initial codes	Involved organising data in a systematic way.
Step 3: Search for themes.	This pattern captured areas of significance in the data.
Step 4: Review themes.	This involved modification and development of the preliminary themes that were identified in step 3. by finding out whether they make sense.
Step 5: Define themes.	This involved the 'essence' of each theme by finding out if there were sub themes and their relevance.
Step 6: Write-up.	Reporting based on the objectives.

Table 4.1: Braun & Clarke's six steps for thematic analysis

4.1.2 Codes and Themes Identification

The researcher identified several codes from the data collected during the eight interviews from a total of 15 guiding questions. Only most relevant responses to the study were adopted for data analysis. This section also highlighted some of the direct quotes from the interview with the respondents. The data was summarised as seen in Table 4.2

SUMMARISED NOTES	CODING	THEME
When women got children they experienced a change in their carrier because there was a divided attention, forced to step back to lesser job, thus there was a gap which organisation felt that needed to be filled by men.	Stepping back, divided attention and slowing carrier	There was a divided attention which slowed the carrier.
Women were being treated differently in PR firms because men thought women had divided attention, women were valueless, and men are chauvinistic thus making funny comments and women survived by keeping quiet.	Funny comments and chauvinistic	Women were looked down upon and forced to keep quite.
Men dominated senior managerial position in PR firm because they positioned themselves strategically, thus few women.	Strategic and few women	Men were strategic thus dominated PR senior managerial positions.
Women had to balance between work life and family life especially those married and had children, some stepped down to baby sit, jungle both, experienced difficulties.	Stepping down, difficulty and jungle both	Women got difficulties in balancing work and social life as others were forced to step to lesser jobs.
Many women travelled frequently for business trips and were forced to look for someone to take care of their children, gave opportunity to juniors, appointed a team to run projects.	Family arrangements, junior travels and delegate	Women had to delegate office duty to juniors and house chores to house help.
Many women were inspired to senior positions by fellow women: Janet Kemboi, face book communication head, Kitui Governor Charity Ngilu, Robyn De Villier, chair BWC, Gina Din and Julie Gichuru.	Owner of firms, great managers and encouragements	Fellow women encouraged women to climb to the senior positions.
Women faced challenges like higher clients expectation, men seduction, half-baked employees, fiction between marketing and PR, dismiss, low payment and no cover	Demanding clients ,dismiss and lack of cooperation	Lack of cooperation from both clients and staff.

Table 4.2: Codes and themes of the study

4.2 RESEARCH FINDINGS

Findings were associated with objectives of this research which were: to explore how socio-cultural practices affected women's vertical progression to senior managerial position, to find out how organisation practices affected women's vertical progression to senior managerial position and to examine how work experiences affected women's vertical progression to senior managerial position in PR firms in Nairobi County.

4.2.1 Socio-cultural practices determining women's vertical progression to senior managerial position in PR firm

Five out of eight women who were interviewed were married with at least three children. When women got children they experienced a change and difficulties in their carrier, to balance between work and family life as they took three months leave according to Kenyan constitution, and also used to be on and off the hospital for medical checkups and clinics. Others were forced to step back to lesser job, so as to take care of the children.

“When I got my last born I was forced to step back to a lesser job so as to give attention to my son, and the rest of the children in the family. I also wanted to advance my studies at United Kingdom but I could not.” Respondent 3

The society required women to be the ones taking care of house chores and children, this nature forced women to jungle between work life and family life especially those married and had children. One area either work or family was compromised more than the other; these forced some women to step down so as to baby sit.

“Public relation is a 24 hour job because of the various dynamics involved – you are handling issues, crisis situations, events, cocktails, and with the advent of social media you are continuously scanning the different channels to see what people were saying

about your clients. It is very hard to balance work and social life, but a person need to learn to juggle both and enjoy both. It does not come easy but over the years you learn how to manage both.”
Respondent 6

The five out of eight married women of child bearing age were being treated differently in PR firms because they (men) assumed that issues of caregiving divided mother’s attention. Men used to look at women entering the boardroom as though women had nothing of value or any good counsel to offer: *“I worked in an agency that was really male dominated and women survived by being quiet even when they had something to say.” Respondent 1*

“Men were chauvinistic and will not realise. They made statements like umejua huyuni bibi wa wenyewe anafaa kuwa nyumbani sahi.” Do you know that you are somebodies wife you should be at home now? Respondent 4

Men dominated senior managerial position in PR firm because they positioned themselves strategically, thus the reason why PR still had few women in senior managerial positions.

“You could find two out of eight women in senior managerial position in PR firm. When you are below 35 years men think that you will go for maternity leave and frequent clinics, thus it become impossible to rise to senior positions, but men were not be hindered by anything, for instance KCB CEO got the position at the age of 36 yrs.” Respondent 4

4.2.2 Organisational practices affected women’s vertical progression to senior managerial position in PR firm

Six out of eight women in senior managerial positions travelled frequently for business trips on behalf of their firms, this is because their firms run programs in other countries and collaborate with partners abroad. They were therefore forced to prepare children psychologically and could look for someone to take care of their children and do house chores on their behalf.

“There was a stage when I had to travel ... however you need to have a good team in place and let them run with their different clients and projects. Your job is then to become an overseer and ensure that all is running well. Maintaining client contact even when you are travelling is key especially if there is an issue or crisis. They know that you have their back.” Respondent 6

Work promotions are part and parcel of organisational practices, every person aim higher. It was found out that six out of eight women got successful promotions and were being paid equal amount with their male counterparts.

“I work in an agency with a structured way of payment in regards to amount. Regardless of age or previous salary, each rank had its own pay grade.” Respondent 1

Five out of eight women were inspired to senior managerial positions by fellow women who started their own PR firm and also portrayed good management qualities like Janet Kemboi, face book communication heads in East Africa, Kitui governor Charity Ngilu, Robyn De Villier, chair BWC, Gina Din kariuki founder Gina Din communications and Julie Gichuru.

4.2.3 Work experience affected women’s vertical progression to senior managerial position in PR firm.

When organisations advertised jobs, they always indicated the number of year of experience and the highest level of education they required. In this research, six out of eight women attained master’s degree and had less than 10 years’ work experience in PR firms and also as senior managerial position. Women in senior managerial position faced challenges like higher clients expectation, lack of strategic staff thus unable to build appropriate employees ,men tried to seduce them, they experienced fiction between marketing and PR as marketers wanting to dominate, dismiss from men ,no medical insurance for both staff and their family.

“When we work with clients who assumed that we were only servicing them, expected too much attention. Work pressure can be a lot as we work on different accounts at a go.” Respondent 1

“In the beginning, it was a challenge to walk into a corporate boardroom or government board room and try and pitch or present to a room full of men in suits. You could see them mentally sising you up – sometimes you could see them actually dismissing you or after about 10 minutes warming up to you. However, keeping calm and showcasing your professionalism had won for me most of the times.” Respondent 6.

Women senior managers’ efforts were needed at home equally as at work place. This is because at home they were mothers and wives, while at work they were in the overall positions of managing all the activities within the organisation. Women who got children experienced divided attention which slowed down their career because children demanded attention more so from their mother who was in a position to breastfeed them. Balancing family life versus work life was difficult to women and often, one activity was compromised, be it family life or work life. This finding is in line with Tench and Yeomans (2009) who indicated that the above named stereotypes were one of the main reasons why most women only fulfill low status position in the organisations, and the duo also supported United Nations (U.N) (2007) which indicated that, women spent at least twice as much time on housework, and child rearing compared to men and women were also accountable for running both the households and work (Daymon and Surma, 2012).

Some women who valued family so much were forced to step down so as to take care of their younger ones, while others were given dismissal letters by their employers if they went for maternity leave before inquiring from them whether they could manage work life together with family life. This was supported by Moen & Yu 2000; Rothbard 2001 and Neal, & Perrin 2004

who noted that women were frequently involved in house chores and child bearing. This interfered with available time for work and increased stress, leading to more work-family conflict and attitudes and behaviors that interfered with senior managerial position the research was supported by Social role theory which proposed that, men were more likely to be employed in authority positions, while women were more likely to fill caretaking roles at home and in employment settings (Eagly 1991).

It was found that men still dominated PR senior managerial positions despite high campaigns of girl child education, curbing of early marriages and fight against female genital mutilation, and the Kenyan constitution support of two third gender rules. This was because men position themselves strategically to attain and retain senior managerial position. Wrigley (2002) noted that, organisational practices determined whether to employ men or women to occupy senior managerial positions, since most organisations had regularly appointed men in power, and had rules and regulations to ensure that men remained in senior positions, as women did the opposite. In support of this statement Eagly& Carli, (2004) indicated that, women and men managed organisation and firms in different ways. These findings were also supported by feminist standpoint theory which indicated that standpoint affected the way the world was viewed, “the social groups within which we were a located, powerfully shaped what we experienced, and how we understood, and communicate with ourselves, others, and the world.”(Harding and Wood 2006).

Socially the head of the family is a man whose main mandate was to provide for the family, but a home somehow belongs to a woman who generally does the house chores like cooking, washing

clothes and utensils, arranging the house, ironing, feeding the children and taking them to school. The worst come to a woman who at work place she was also the boss, being the boss means that one had to oversee all the activities in the organisation. Whenever women travelled for business trips either locally or internationally they left a gap both at home or at workplace. At home, a house helps would step in to take care of the children. Mothers had to prepare children psychologically about their absence, and at work place, other seniors would give their juniors opportunity to travel so as to continue with their normal duties. Though in the 21st century, some men had been socially constructed as “super dad,” because they had been seen performing house chores and at the same time working (Farley-Lucas 2000). However, men were denied opportunity to baby sit because some community considered it as a taboo (Teasdale, 2013).

Like all the organisations and work place, women in PR firms too experienced a lot of challenges like men tried to seduce them when they go for business trips, work mates who were not strategic and not cooperating were hard to deal with, and fiction between PR and marketing whereby marketers always want to dominate and other organisations do confuse role of marketers and PR. This is supported by Tanhua 2012 who indicated that women had the ability to be promoted to higher positions, but they faced many challenges.

It was found out that there was no salary discrepancy between men and women in senior managerial positions, as some had their own firm thus were earning according to the firms returns while others indicated that salary was paid according to the job group, regardless of the gender. This finding was in contrary to this research background information. For example according to Verhoeven and Aarts (2010), Fitch and Third (2010), Daymon and Demetrious

(2010) ,in countries like US , Sweden, Germany, the Netherlands, Australia and UK, female were many in PR firms, but women's salaries were less than men's salaries. This finding was also in contrary to part of Feminist stand point theory which stated that, "a survey of PR educators and practitioners indicated main differences between men and women's appraisals of payment as women earned less."(Sallot, Cameron and Weaver-Lariscy1998).

The few women who managed to 'hit the roof top' to senior managerial position had various role models who inspired them to keep going and follow their dreams, pushed them to their limits and could publicly praised them, and used remarks that like , 'you can do better than that.'

"I was impressed when Kitui Governor Charity Ngilu vied for president against former president Daniel Arap Moi, women like Gin din who left bank and started her own firm and Julie Gichuru." Respondent 4

Six out of eight women interviewed had master's degree with less than 10 years' work experience in PR firms. Master's degree was their highest education while their male counterpart might have achieved more than that. Majority of women had 10 years work experienced while PR started in Kenya in 1942.This is a clear indication that women got education late thus the reason why they could not climb to senior position on time. Therefore, men still dominated PR firms because in case of hiring work experience and educational level. This was supported by united nation report (2007) which noted that, the majority of women were still illiterate worldwide.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 OVERVIEW

This chapter included a summary of the key findings from the interview of eight respondents as presented in chapter four, a conclusion of the research, recommendations which came up from the findings and suggestion for further studies. The study was guided by the main objective of this research which is “to study determinants of women’s vertical progression to senior managerial position. A case of public relations firms in Nairobi County,” and specific objectives:

- I. To explore how socio-cultural practices affected women’s vertical progression to senior managerial position in PR firm.
- II. To find out how organisation practices affected women’s vertical progression to senior managerial position in PR firm.
- III. To examine how work experiences affected women’s vertical progression to senior managerial position in PR firm.

5.1 SUMMARY

5.1.1 Socio-cultural practices which affected women’s vertical progression to senior managerial position in PR firm.

Socio-cultural practices consisted of caregiving, child bearing, and child rearing and doing house chores. These practices were found to affect women carrier because they were forced to take care of children for three months or more, these led to divided attention between work and family obligations, forced some women to step back to a lesser job, and owners of the firms felt the need to fill the senior managerial position with a man whose attention were not divided by the mentioned above socio-cultural practices. These practices also made men to see women as

valueless, a times women survived by being quiet. Women had to balance between work life and family life especially those married and had children forcing some women to step down to baby sit or jungle between work and family.

From the findings, senior management in PR firms was and is still dominated by men who position themselves strategically, thus few women managed to attain senior positions in PR firms. Though the few who managed to attained senior positions were being paid equally with their male counterparts.

5.1.2 Organisational practices which affected women's vertical progression to senior managerial position in PR firm

Business trips being one of the organisational practices, is a mandatory activity more so to the CEOs and Managing Directors. Whenever women senior managers travelled locally or internationally, they were forced to look for someone to take care of their children other senior managers gave opportunity to juniors to travel for the trips or had to appoint a team to run projects, as they do the overall supervision. The following women among others inspired women in PR firms to be who they are today Janet Kemboi, face book communication heads, Kitui Governor Charity Ngilu, Robyn De Villier, chair BWC, Gina Din and Julie Gichuru.

5.1.3 Work experience which affected women's vertical progression to senior managerial position in PR firm

Majority of women interviewed had less than 10 years working experience with a master's degree. Even with women role model to emulate, women still faced various challenges like higher clients expectation, men seduction, half-baked employees, fiction between marketing and PR , dismiss from men ,low payment and no medical cover to them or family.

5.2 CONCLUSIONS

From the interview conducted on eight women in senior managerial position in PR firms, the researcher concluded that men still dominated senior managerial positions in PR firms, even as much as it was true that PR was flooded by women as indicated in this research background. This research also concluded that unlike other countries like US, Sweden, Germany, the Netherlands, Australia and UK where there was salary discrepancy between men and women, in Kenyan PR firms, majority of the senior managers were being paid equal amount of money as their male counterparts.

The research also confirmed that independent variables of the research affected the dependent variable and confirmed conceptual framework which was drawn by the researcher in fig 2.1. Socio-economic determinants like child bearing, child rearing, caregivers and house chores, organisational practices like recruitment, appointment, promotions, working extra hours and business trips where by before a woman travelled she must prepare children psychologically and also look for a house help to step in, and work experience like the number of years one has served in a firm and education level. For this study majority of women had less than ten years work experiences with a master's degree.

It was also concluded that women should not be brainwashed that men were always favored to senior positions because they rarely participate in household chores, instead women should do their best to aim to the top by working hard, be creative, be persistence, be bold ,believe in themselves, be assertive, persevere, be consistence in what they do, have the right communication skills, have self-belief, have right competency and skills, be confident, do not have fear of intimidation ,have self-awareness of their Strength ,Weakness, Opportunities and

Threats (SWOT) so that they won't invade in something they won't manage and have family and me time and be creative and innovative so as to stand out. Thus women should not listen to grapevine that men dominated senior positions and men should understand that women are not in a competition with them -it is about meeting the organisational objectives.

One of the respondent said, "People think PR is synonymous with publicity that was wrong matrix that devalues PR because PR will be the first one to be knocked down when budget was done.PR is about return in investment and supporting objectives .We need a supporting mass for us to be taken seriously." Respondent 3

5.3 RECOMMENDATIONS

Women should have a work- family life balance .This would be attained by having a clear schedule or time table on when to do a specific duty and who to do it. At home women should either wake up very early or do house chores at night, and delegate some duties to house help and at work women in senior position should keep time at work, work closely with their junior by delegating some duties to them, understand what management is, have a balance score card, learn management skills, do management courses like strategic management among others, and speak in the language of decision makers, women should repackage their work by using technology like Skype in the course of business meetings so as to avoid critiques from men who have assumption that, family life divides attention of women.

The study recommended that men should be sensitised by having a work shop or seminars which educate them to support their women with house chores and taking care of the family whenever their women were held up with work activities or had traveled for business trips. Men should be reminded that ,yes society dictates what role is played by who ,this was so because women were initially ' meant to be seen and not to be heard', women were just house helps, but in this 21st

century and with the embrace of girl child education, women too are in work industry thus should be supported.

The study recommended that organisations to have crèche for the breastfeeding mothers. There is a belief that a breast feeding mother always sense when the baby is crying, assume the mother works few kilometers away and she sensed that the baby is crying, she will be mentally disturbed and will be tempted to get out of work before time to go and breast feed .It is on this regard that this study recommend a section for day care within the organisation so that women in senior position would not have any excuse of not delivering well at work a place. The baby can be accompanied by nanny, and the mother should only visit during breast feeding.

5.4 SUGGESTION FOR FURTHER STUDIES

A research to be conducted on the effect of implementation of different promotions on job performance between men and women. This would assist to see on what basis are promotions being done in the organisations are their fairness in terms of promotion.

To study determinants of men's vertical progression to senior managerial position. A case of public relations firms in Nairobi County. This would enable the researcher to find out the reason why men still dominate in PR firm's senior managerial positions.

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APPENDIX I: INTRODUCTION LETTER AND INTERVIEW GUIDE

Molly Atieno Onyango,
The University of Nairobi,
P O Box 13433-00800,
Nairobi.

August, 2019.

Dear Sir/Madam,

RE: REQUEST TO CONDUCT ACADEMIC INTERVIEW ON DETERMINANTS OF WOMEN'S VERTICAL PROGRESSION TO SENIOR MANAGERIAL POSITION. A CASE OF PUBLIC RELATIONS FIRMS IN NAIROBI COUNTY

My name is Molly Atieno Onyango. A student of University of Nairobi pursuing Masters of Arts (MA) in Communication Studies at the School of Journalism. I am doing a research on 'determinants of women's vertical progression to senior managerial position. A case of public relations firms in Nairobi County.

I have purposively selected you to be my key informant in this study. This is based on my research objectives that require only those key respondents with specific knowledge and understanding of the subject I am investigating. I am kindly requesting for appointment to interview you for about 15 minutes during your convenient time and place based on the above topic. Any information given will be used specifically for this research, and participation in this research is voluntary.

I will appreciate if you schedule an interview with me by replying via 0715832155 as soon as possible to enable early finalisation of the study.

Yours faithfully,

Molly Onyango.

PART 1: SOCIO-CULTURAL DETERMINANTS

1. What is your marital status?
2. Do you have children?
3. After you became a mother, did you experience any change in your aspirations towards your career?
4. Have you ever felt that you were being treated differently in your career because you are a woman?
5. Do you feel that men dominate senior managerial position?
6. How do you balance your work life and social/family life?

PART 3: ORGANISATION PRACTICES

1. Does your job require you to travel frequently? How do you manage it?
2. Have you ever had unsuccessful promotion application in PR firm? What do you think was the reason?
3. Do you have a role model who inspired you to senior managerial position? Please describe how he/she inspired you?
4. How would you advice women who aspire to become senior managers?
5. Are you paid equal amount as male managing directors in PR firms?

PART 4: WORK EXPERIENCE

1. How long have you been working in PR firm?
2. What is your highest level of education?

3. Which challenges did you face in your career?

4. Do you have anything you would like to add or recommend?

APPENDIX II: CERTIFICATE OF FIELD WORK



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This is to certify that all corrections proposed at the Board of Examiners' meeting held on 19/7/19 in respect of M.A./Ph.D final Project/Thesis defence have been effected to my/our satisfaction and the student can be allowed to proceed for field work.

Reg. No KSO/727/17
Name: Molly Atieno Onyango
Title: Determinants of women managerial position in public Relations firms in Nairobi County.

Mr. James Tuko
SUPERVISOR
Dr Samuel Sirugi
PROGRAMME COORDINATOR
Prof. Ndetei Ndetei
DIRECTOR

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This is to Certify that Ms. Molly Onyango of University of Nairobi, has been licensed to conduct research in Nairobi on the topic: DETERMINANTS OF WOMEN SENIOR MANAGERIAL POSITION IN PUBLIC RELATIONS FIRMS IN NAIROBI COUNTY for the period ending : 16/September/2020.

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REF: CERTIFICATE OF CORRECTIONS

This is to certify that all corrections proposed at the Board of Examiners meeting held on 11/11/2019 in respect of M.A/PhD. Project/Thesis defence have been effected to my/our satisfaction and the project/thesis can be allowed to proceed for binding.

Reg. No: KSD/7317/2017

Name: Molly Atieno Oryango

Title: DETERMINANTS OF WOMEN'S VERTICAL PROGRESSION

TO SENIOR MANAGERIAL POSITION: A CASE OF PR FIRMS IN NAIROBI COUNTY

DR. JANE THYO
SUPERVISOR

[Signature]
SIGNATURE

7/11/2019
DATE

Dr Samuel Siniga
ASSOCIATE DIRECTOR

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26/11/2019
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