

**CHALLENGES FACING WOMEN IN MANAGERIAL
POSITIONS IN THE PRINT MEDIA IN KENYA**

BY

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**UNIVERSITY OF NAIROBI
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DECLARATION

This management research project is my original work and has not been presented for a degree in any other university.

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This management project has been submitted for examination with my approval as the university supervisor

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DEDICATION

To my mother Rita Waudu who has always been my role model, my late father Alfred Waudu, who inspired and encouraged me through out my studies. To my brothers Robin, Albert, Fredrick and Chris Waudu and my loving husband Ronald Mugavana and daughter Renee Mugavana for their love, support, encouragement and understanding throughout the course. In loving memory of my late sister, Clare Waudu and late brother, Wilberforce Waudu.

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ABSTRACT

The purpose of this study was to identify those unique challenges facing women in the print media industry. This research study seeks to investigate the pressures, barriers and challenges unique to women in breaking the glass ceiling, which is the invisible but very real career progression barrier. These challenges include the organization culture such as gender stereo-types about work and gender discrimination in compensation, benefits and promotion. Other challenges included women's attitudes and behavior, women's career development and mentoring, balancing work and family responsibilities and finally women's training and development. This study had a specific focus on men and women in the print media industry. The focus is to establish the opinions held by both groups.

Respondents included both men and women in different management levels within the media industry defined as top/senior-Management (manager, editors), middle-management (sub-editors, assistant managers, senior officers, and officers), non-management (clerks) or equivalent. The research was conducted through descriptive research design. A self-administered questionnaire was used to elicit responses. Observations were made in numbers thus the quantitative research techniques method was used to summarize data collected. The study was carried out from February 10 – 27, 2007.

While men and women share the same opinion on some issues, they also have divergent views on others. Both men and women agreed that there were no sex labels placed on the jobs and that they would all ask for a pay rise and promotion if they deserved. The two groups share divergent views on affirmative action, gender equality policies implementation and promotion of women in the media industry.

Accordingly, the print media industry needs to effectively use affirmative action as a tool to promote women's ambitions; select, promote and retain qualified women and prepare women for senior positions. Secondly, the print media industry needs to initiate work-life and family-friendly policies and strengthen enforcement of anti-discrimination laws. The print media should establish company-wide posting of job openings especially where the women are not able to leave the duty station due to family commitments.

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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

In Kenya, factors that have contributed to fewer women in employment and careers include: lack of education and empowerment, culture, poverty, issues of human rights violations such as female circumcision, polygamy and early girl-child forced marriages. As a result there are few women to fill leadership roles in government, business, politics or professions.

According to Ruffino (1998:3-5) more women have gained education and enlightenment, therefore increasing women's career opportunities. Secondly, there are more reliable birth control methods and increased technological advancement for household services and conveniences that has enabled women to pursue a career. Today, most women work outside the home, even after marriage and having children. They do not merely work for a living, but do so to fulfill their personal career ambitions and boost their self esteem.

Although women's goals are the same as those of male leaders, the process of goal attainment or mastering those functions that lead to the attainment is significantly difficult for most women. Challenges unique to women leaders are rooted in two general elements:

1. A woman's own image of what her role and behavior should be.

2. The stereotypes others have about women.

1. A woman's own image of what her role and behavior should be.

It has been observed that women are less positive and less confident about themselves than men. They assume that they will be rewarded with promotion for work well done. They do not to push themselves forward for promotion. Rather, they wait for someone to encourage them to apply for it.

2. The stereotypes others have about women.

Stereotypes often replace relevant information in any decision maker's mind. Regarding certain types or categories of work as "male" and others as "female" constitutes to gender stereotyping of work. Sex stereotyping enhances men's opportunities, while limiting those of women. Stereotypes of women are especially problematic for women in jobs that are customarily male because they conflict with stereotypes about the ideal incumbent (implicitly a male). For instance, outside the retail sector, sales people are stereotyped as competitive, while sex stereotypes describe women as cooperative. This explains why women in executive positions in the organizations find themselves playing second fiddle to their male counter parts. Given the nature of sex stereotypes and men's monopoly over "gate-keeping" positions, these stereotypes systematically disadvantage women at work.

Why there are gender differences in labor force patterns

According to Goldin (1990:11), there are some critical junctures in family life that affect differences in labor force patterns between women and men. In the 1970's, women married at a younger age and often interrupted their college education to do so. Marriage led to children and child-raising which generally implied women's exit

from paid labor. Re-entry was after several years, often into part-time work that was a job rather than a career. The positions open to these re-entry women were not those that led to multiple promotions or with possibilities of increasing responsibility and pay. Meanwhile men pursued their careers consistently and in addition, received a “married men’s pay premium” perhaps because it was assumed that they worked harder once they were married and had a family to support. Women were not entitled to this premium. Thus both variations provide for gender differences in labor force patterns between men and women and can be explained.

This research study seeks to investigate the pressures, barriers and challenges unique to women in breaking the glass ceiling (the invisible but very real career progression barrier). At senior executive level, women constitute around 5% of managerial positions (Economist, 1996:10). This study also explores the ability for women to succeed and influence others in terms of making decisions, managing organization resources, initiate positive and risk action in major professions.

The Role of the Media in Promoting Women in Development

The Constitution of Kenya clearly spells out the right to freedom of speech and expression, which includes freedom of the press and other media. The media has a crucial role to play in championing human rights and the women’s cause (tool of advocacy). The media has contributed significantly to this process as Government, NGOs and civil society all use it for this purpose. The media also highlights negative occurrences in society which constitute gross violation of human rights for purposes of influencing attitudes and sensitizing the public on the existing mechanisms for redress. The media can play a central role by challenging cultural

practices that uphold gender bias and violate women's rights. Media messages must be gender-sensitive without perpetuating patriarchy and stereotypes that portray women in traditional roles that add no value to their quest for leadership. However, the media has at times created a negative impact by virtue of un-researched information, gross exaggeration of facts, biased reporting or coverage of news items, unnecessary criticism among others.

Notwithstanding the above, there is a need to raise the quality of reporting on women executives and informing and enlightening the public on overcoming challenges facing women in the work place, through sensitizing and skills training.

Association of Media Women in Kenya

In Kenya, the Association of Media Women in Kenya (AMWIK) has been established to champion women's cause. It is a non-profit national media association that harnesses the competences of its members to give visibility to issues of concern to the society. AMWIK has been in operation since 1982 and has a national representation drawing members from professional media expertise in print, electronic, Public Relations and advertising fields. AMWIK's challenge is to ensure that information on specific issues is disseminated widely to enable communities to make informed choices.

The AMWIK's mission is to promote an informed and resourceful society through professional development and transformation of the media to enhance the status of women in Kenya.

The Association maintains excellent relations with journalists in both the electronic and print media, who are very supportive in the implementation of projects undertaken by the association. The AMWIK objectives are:

- To ensure balanced media coverage of women issues by training journalists on gender sensitive reporting
- To train women to effectively tap the potential of the media in highlighting their specific concerns
- To foster the understanding of issues affecting women through the media
- To promote the right to and use of information to create a society that has equitable access to opportunities
- To create an informed and resourceful society through professional development and transformation of the media to enhance the status women in Kenya
- To organize and unite media women in fellowship and link them with similar organizations else where

Women Journalists Exchange Programme

AMWIK together with other women media associations in Tanzania, Ethiopia, Zambia and Uganda are involved in a South to South exchange programme supported by a Norwegian organization, Fredskorpset (FK- Norway). The members of the network exchange journalists learn from each other and share experiences with the local media's area of expertise. Network members organize for one year placement in the media organizations for their visitors.

The ten months program aims to assist individual participants and organizations to: share experiences and expertise; improve organization capacity; improve professional excellence of individuals and participating organizations in the program; expose individual participants and help them appreciate different cultures, organizations and work environment.

1.2 Statement of the Problem

Many women often experience barriers in their career progression. The rate of entry into management is slower for women than men. In many organizations women are well represented at the bottom but the higher one looks the fewer women there are. Very few women are above the middle management level. The classification of different management levels within the media industry can be defined as Top/Senior-Management (Manager, Editors), Middle-Management (Sub-editors, Assistant Managers, Senior Officers, and Officers), Non-Management (Clerks) or equivalent. The Manpower Services Commission (MSC) Research Study (1980:6) outlines three main reasons why there are so few women in management:

1. The organization culture

- (a) Gender stereo-types about work

- (b) Gender discrimination in compensation, benefits and promotion

2. Women's attitudes and behavior

3. Career Development and Mentoring

Other reasons include:

4. Balancing work and family responsibilities.

5. Training and development

Previous studies carried out by Mathenge (2001) and Njau (2001) have not provided conclusive results to this statement. While Mathenge's study (2001) focuses on "Characteristics Associated with Upward Mobility of Women Employees in Kenyan organizations in the Banking Sector", this study focuses on the challenges women face in climbing the corporate ladder in the Media Industry. Her study concludes such characteristics include age, marital status, education background and the size of the organization. The study concentrates on the banking sector. Mathenge (2001) concludes that women in management levels are either single or divorced. Banks therefore need to have family friendly policies, to help women who rise up to management positions while accommodating the balance between work and family. She recommends more investigation into the Constraints or Challenges Facing Women's Progress into Management in Organizations in Kenya.

Njau's study (2001) seeks to determine the "Attitudes of HR Managers towards Affirmative Action Directed at Employment of Women in Kenya". This study concludes that HR Managers have positive attitudes towards this initiative. However, the study does not investigate the role of management in embracing affirmative action and ensuring it is used as a tool in progressing women into Management. This thus provides a rationale for the proposed study.

1.3 Objectives of the Study

1. To determine the challenges facing women in management positions in Kenya in the print media.
2. To compare the views of men and women with regards to the determined challenges.

3. To determine the extent to which women have moved to management positions in the Media Industry.

1.4 Importance of the Study

1. For HR practitioners to formulate supportive policies and an enabling environment for women to succeed in management.
2. To create management awareness in women's professional achievements through education and training
3. To encourage career women to embrace challenges and seize opportunities to succeed in occupying senior management positions in organizations.
4. Research and academics of management will be provided with further information in this area of study of women in management and will use the findings as a basis for further research

CHAPTER 2 LITERATURE REVIEW

2.1.1 Organizational Culture

Organization culture plays an important part in the gender-related issues at the workplace. Leaders create the organization culture which is ultimately owned by the organization. Organization culture is defined by Schein (1985:12) as containing the following elements: patterns of interaction, basic norms of behavior, and the values of the group, its formal philosophy, the atmosphere or climate of work, shared meanings and integrating symbols of the organization. A culture exists in an organization when a group has enough shared history to form a set of shared assumptions on how issues should be handled. Basic cultures of work organizations highlight the importance of understanding the underlying causes of gender stereo-types.

However, organization culture may be slow to change in accommodating challenges facing women in the workplace. The existence of artificial barriers to women advancements in organizations has been termed the glass ceiling. A Federal Glass Ceiling Commission, within the US Department of Labor was created as part of the Civil Rights Act of 1991 in the USA to study and do systematic research on the extent of the Glass Ceiling problem.

According to the Glass Ceiling Commission Report (1995:4), public policy should play a role in combating gender discrimination in the work place. The actions of the government are important in that the government policy “models” the desirable values about gender equity and treatment, whether or not all

organizations are actually conforming to these values. Also the government policy should provide a basic framework of equity principles to which leaders in organizations and individual employees can appeal for remedy in a specific situation. It provides a means for forcing organizations to change the artifacts of their culture to conform to the law. Undoubtedly, the government has the strength to enforce the law.

(a) Gender stereo-types about work

Gender-based stereo typing – and not fact-based information – often forms senior executives' perceptions of men and women leaders and misrepresents the true talent of women leaders, contributing to a wide gender gap in business leadership, according to the Catalyst Research Study (CRS, 2005:1). Senior executives, usually male, make incorrect assumptions about women's real interests and abilities and tend to channel them into highly specialized work such as secretarial rather than mainstream management.

The effects of gender-based stereo-typing can be devastating, potentially undermining women's capacity to lead and pose serious challenges to women's career advancement. Men and women stereotype senior leaders in a similar way. Most alarmingly however, men consider women to be less adept of problem solving, one of the qualities most commonly associated with effective leadership and a hallmark of behavior of a Chief Executive Officer (CEO). Since men far outnumber women in top management positions, this male-held stereotype dominates current corporate thinking and may contribute to the fact that although women hold more than one-half of all management and professional positions, they

make up less than 2 percent of Fortune 500 company CEOs (Top 500 Companies in the United States of America). It has been observed that most people are not aware of how stereotyping automatically influences their thinking and therefore believe that their perceptions are based on objective observations.

However, CRS (2005:1) demonstrates that perceptions don't reflect reality. Both men and women respondents cast women as better at stereotyping feminine "care taker skills" such as supporting and rewarding and, both men and women assert that men excel at more conventional masculine "taking charge" skills such as influencing superiors and delegating responsibility, which is a pre-requisite for top level positions. Nevertheless, women respondents viewed women leaders as better problem solvers while men respondents viewed men as better problem solvers; in fact problem solving was the behavior on which men judged themselves more superior to women.

These "taking charge" skills are termed as "interpersonal power". Women denied this interpersonal power, must therefore rely more on "positional power", to maintain their place in the hierarchy of their organizations. This means that because there are few women executives, they spend most of their time trying to attain a certain standard recognizable by the masculine culture. The struggle for survival may take women away from problem solving to concentrating on position security. As women comprise only 15.7% of blue chip company corporate officers, their positional power is markedly limited.

However, simply hiring more women executives or instituting more gender diversity programs in the organizations isn't enough. Despite these companies' best

efforts to implement diversity initiatives and create policies and procedures that encourage women's representation leadership, the number of women CEOs in the Blue Chip companies has actually decreased from eight in 2003 to seven in 2005 even though women hold more than half of all management and professional positions. The CRS (2005:2) makes the case that unless organizations take steps to eradicate this bias, women leaders will forever be undermined and misjudged, regardless of their talents or aptitudes. Moreover, the effects of gender-based stereotyping are not limited to women. Companies will also suffer as they continue to sub-optimize women and lose a vital talent pool that cannot be ignored.

What Organizations Can Do to Help the Female Manager of the Future.

The CRS (2005:3) recommends companies to take steps to combat stereotyping by instituting more rigorous and transparent performance evaluation processes; implementing a series of checks and balances to safeguard against stereotyping; educating managers and executives about the often latent influence of stereotyping; and showcasing the achievements of women leaders, particularly those in traditionally male-dominated fields.

The Glass Ceiling Commission Report (1995) recommended ways to eliminate barriers among minorities and women when trying to advance into management and decision-making positions in the private sector. In their report they recommended that: the Chief Executive Officers must demonstrate commitment; include diversity in all strategic business plans and hold line managers accountable for progress; use affirmative action as a tool; select, promote and retain qualified women; prepare minorities and women for senior positions; initiate work-life and family-friendly policies within firms; strengthen enforcement of anti-discrimination laws.

When an employer is desirous of providing equal opportunity to women, the following practices are recommended: remove sex labels from all jobs; formulate a policy statement of firm declaration of intent regarding treatment of women; establish company-wide posting of job openings; make available educational and training programs to women, with emphasis upon developmental experiences on the job such as “assistant to” positions, internships, and temporary assignments; establish a procedure where career-ambitious women can have contact with higher-level executives to pose questions, suggest actions and define problems; provide for reinforcement contacts among similarly career-ambitious women employees; provide more flexibility in work times through flexi time, sharing jobs and leave of absence (Flippo, 1984:73).

The government should provide surveillance over the statistics of hiring and promotion. Management should provide surveillance over the activities that really count in providing for equal opportunity.

Cooper and Davidson (2004:68) observe that it is important for organizations to encourage women to enter management and then provide them with career opportunities once there. Increasingly, companies are providing affirmative action officers or some equivalent personnel. These people are responsible for examining the existing imbalances in the organization, and what could be done to make it easier for women to take up managerial positions, which might mean changing the managerial recruitment policy, providing facilities for working mothers, changing male-based company literature which might put-off a prospective female manager, among other others recommendations. A number of organizational changes that are needed to support the careers of female managers would include: Career planning and counseling for women on their short range job prospects and their long term career goals. This may include a period of retraining or updating at some suitable time in her career as well as providing a periodic mechanism for feedback on their current performance. Also the creation of informal support networks for all women managers. This is particularly helpful while women are still very much in the minority in the organization, but less necessary as they begin to establish themselves in larger numbers and throughout the organization.

(b) Gender discrimination in compensation, promotion and benefits

Gender discrimination and compensation differences between men and women persist. Women are hired and promoted at lower rates and are likely to receive lower pay raises than do men (Ruffino 1996:10). *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 their 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 organizations have failed to address. In addition to job transfers, managers are also expected to be available for short-term assignments aboard 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 1979:69).

It has been observed that the gender pay gap is worse in Britain than anywhere else in Europe, with women in full-time work earning 17 percent less than men, according to a government-appointed commission. The commission has as a result said the gap is costing Britain up to £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 chair person (Hart, 2006: 6).

DeLaat (1999:10) observes that part of the pay gap is related to the occupational segregation of women and the corresponding lower pay for "women's jobs." However, there is also much discrepancy between the earnings of men and women even within the same occupation. Only about 7% of the gap within certain occupations can be accounted for by education and experience between men and women. This tends to discredit the "pipeline theory" which argues that women have not been in the "pipeline" (read "in their careers") long enough to gain the experience needed for top-level positions due to child bearing years.(A large number of women remain in the workforce throughout their adult life).

Ideally, women and men should be compensated equally for jobs that are alike in content and require similar skill, effort and responsibility 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 only based on a legitimated seniority or merit system.

Even as women enter more lucrative fields, such as law, medicine, engineering, business – it is apparent that their advancement to the highest and best-paid levels of these professions has been limited (DeLaat, 1999:10). According to 1990 US Bureau of the consensus data (1992), female managers and executives employed full-time earned 64% of their male counterparts' salaries. Furthermore, the gap is greater at the vice president level as Women's salaries at this level are only 58% of their male peers' salaries.

No definitive single explanation of the pay gap has been proposed; suggestions include organizational barriers to advancement; career interruptions and women's desires to combine strong commitment to both work and family roles.

2.1.2 Women's Attitudes and Behaviors

There are self-limiting beliefs women may have about their own leadership potential, ability to exercise power, freedom to speak about goals, ambitions, and strengths. This ultimately affects their performance, attitudes and behaviors at the work place (Ruffino, 1996: 14).

Davidson and Cooper (1979:69) observed that most women carry these attitudes with them from early socialization. These attitudes are influenced by conflict about working and raising a family, about “being the boss” about “being ambitious and aggressive in business dealings’, among others. This “culture trap” creates difficulties for women at work since most organizations are dominated by male values and behaviors, and women are still encouraged to play out 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.”

Ruffino, (1996:14) states that these self-limiting beliefs are frequently self-defeating in business situations or create career barriers. They include:

- A tendency to suppress or hide ambitions and goals, to wait to be asked, to expect those in command to notice and acknowledge their potential and achievements and direct their career progress;
- A reticence to talk about their abilities and achievements, even in a business setting with people who need to know about them;
- Avoidance of being the focus of attention, of taking action that will result in increased visibility within the organization;
- A lack of confidence in their ability to handle financial matters, projects requiring math or technical skill, situations requiring astute problem-solving and decision-making abilities;
- Avoidance of office politics, the gaining and effective use of power, development of career paths;

- A tendency to capitulate quickly to the wishes of others, especially men, when they attempt to dominate;
- A tendency to personalize events, criticisms, and messages of others, to react emotionally and to act out of such reactions;
- A tendency to react to risky situations by focusing on the possible loss or danger involved rather than by balancing the probabilities and magnitude of possible gain versus loss;
- More focus on developing oneself than on working as part of a team to meet organization goals (and in the process some personal goals) and on developing an organizational power base;
- A tendency (conscious or subconscious) to fear success in the business world.

Davidson and Cooper (1979:69) observe that another source of difficulty is the “queen bee syndrome”, trying to cope with an aggressive, workaholic female boss. Many early successful women who have achieved positions of influence in organizations have done so by inhibiting many of their female 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. This combination of surface behavior and hidden feelings, sometimes produces a rather frightening and intimidating figure to junior female managers. The “Queen Bee”, who has worked very hard to attain her organizational status frequently feels “why should it be easier for them”, and pushes her female subordinates more than her male ones.

2.1.3 Career Development and Mentoring

Women need career planning and mentoring for professional advancement. However, women face some special difficulties in this regard. First, in the 1970's, people viewed women's paid work as jobs rather than careers. In a two-earner family, jobs were held by women for short periods and were accepted or abandoned according to the immediate needs of the family. Women's salaries were considered as the "second income" rather than a requirement DeLaat (1999: 10).

The pipeline theory earlier mentioned assumed that women should be in careers for the same number of years as men if they wanted to progress at rates similar to men and holding the same general credentials. Although this theory has been discredited, women are still not progressing at rates similar to those of men, even when their basic qualifications and experiences are similar (US National Commission on Pay Equity, 1991). Many women are in the workforce permanently; they have higher degrees of education and experience, and seek careers rather than jobs. Thus, they need the same career-planning and career development experiences as men.

Many women are still reluctant to commit to long-term career planning and have difficulty finding assistance in such planning with their professions and work organizations DeLaat (1999: 11). According to Gold (2006) most women attempt to have a successful career, be a good parent and spouse and run a household, besides other interests. However, they often feel they have neglected their children. Others may opt to remain childless. Thus, most women are telecommuting, working flexi time or getting off the job for a few years to be stay at home mothers. For this

reason, there are few senior women in organizations who might be available to mentor young women.

Men who are in supervisory or senior positions are more likely to offer to mentor young men than young women. Young women are uncomfortable to seek mentorship from older men and the men are unwilling to offer mentoring. This is because of the possible connotations that might be placed on such relationships. Thus women are at a disadvantage of seeking mentoring relationships (DeLaat, 1999: 11).

Career paths require proactive behavior 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 (Babcock and Laschever 2003). Career paths require negotiation, or employers will favor the person who is willing to negotiate or take the initiative to do so.

Women face the difficulty of trying to meet the role expectations of being an executive. Since the executive role is usually perceived by both men and women as fundamentally a male role, any individual female manager is unlikely to be seen as adequately fitting or meeting the role requirements. In addition, there is the potential threat that many male managers feel about the competence of their female colleagues. In an effort to overcome feelings of insecurity, inadequacy and to meet a variety of internal role expectations, many female managers work harder, longer and more thoroughly than their male counterparts or even their male bosses. Frequently, a male boss adopts a “patron” role vis-à-vis his immediate female

subordinate, protecting and advancing his protégé, but at the same time using her competence for his own advancement. This can cause enormous stress on the female manager concerned, because she feels she must constantly perform at her best to meet his expectations; she becomes identified with him and suffers the whims and circumstances that befall him; her own individual talents and abilities are not always recognized by “significant others” but get fused with the bosses’ strengths and weaknesses and she is still playing out a “dependent role” and not trying to make her mark on the basis of her own resources (Davidson and Cooper 1979:69).

Female managers also have the additional burden of being used or using their sexuality in office politics or career development. The pressure of sexual harassment such as advances or exploitation can create serious problems in the work environment. In addition, women are frequently in the position of utilizing their sexual role to achieve certain career or other objectives which can create internal conflicts and tensions that weaken their own self-esteem.

It has also been noted (Bondi, 2006: 2), that other challenges executive women face in developing their careers are that people notice and comment on her gender first and do not focus on abilities. This creates a bias in their career development given the nature of stereotyping. People will assume that the woman is not competent for the position; the burden of proof is on her. It was found that men were evaluated on perceived potential, but women were more often judged on past accomplishments. This presumption is absent for women recently appointed in leadership. Instead, people are suspicious that the woman was put in power for other reasons such as affirmative action. Women leaders who work in traditionally “masculine”

occupations and organization climate, have their leadership skills judged harshly by their colleagues and they must fight for credibility with their own subordinates, the very people they are charged to lead. People find it easier to stick to stereotypes, caricatures and distance in labeling her rather than taking time to understand her complexities on who she really is. A woman put in leadership has some sort of edge or talents that are unique and she adds value that is rare in the upper ranks, yet it is easier for people to spread rumors that will not only damage her reputation/ career, but also make it difficult for her or any other women to raise past these biases into positions of leadership. People will assume that she plotted, schemed and had a hidden game plan to get where she is. A lot of women fall into opportunities because they focused on doing the best job they could in the position they were given. Often, women don't know how to ask for title upgrades, perks, larger teams or budgets. They assume by doing their best someone will notice them for a promotion. Women's work ethic does not depend on game plans and attitudes of entitlement and is so sincere that it is hard for people to believe that women who become leaders are actually genuine. Men who have the right "context" will do better with women in charge than those without. This means that women report experiencing coaching, mentorship and less resistance from men who have seen or experienced powerful women before. Often they have a working wife so they are aware of the issues that women encounter at work thus take their advice and experience more seriously than those who don't.

Helping male managers to come to terms with women managers is necessary in breaking the glass ceiling. Companies should establish training programmes within the company to get male and female managers to share their perceptions, stereotypes, myths and feelings about one another and particularly about the role of

women in management. The goal here is to try and change male manager's views of their female counter part and to encourage them to be more supportive and less threatened (Davidson and Cooper, 2004:68).

2.1.4 Balancing Work and Family Responsibilities

It has been observed that the nature of families and performance of family responsibilities have undergone dramatic changes while at the same time the increase in women in the workforce have occurred. A majority of women with children under the age of six years now work outside the home. Two parent families are now more apt to share family responsibilities that were once totally borne by mothers.

However, the mothers still carry the bigger burden. Balancing the needs of families and the demands of work continue to be an important gender-related issue in the work place. Issues of pregnancy, leave policies, career development in the context of high employer expectations, commuting, marriage arrangements, and stress of combining professional and young family responsibilities are very demanding.

Mathenge's study (2001) seeks to identify characteristics unique to women in management positions in banks in Kenya. These include age, marital status, the presence or absence of children, education background and size of the organization. In her findings, she noted that none of the managers were married and were either single or divorced while those at lower levels are married. This may imply that Kenyan women bankers still have to make stark choices between career and family. In this regard, she recommends that commercial banks need to change their work policies to enable women maintain a family as well as pursue a career.

It has been noted that (Davidson and Cooper 1979:69) although many husbands of working women intellectually accept and encourage their wives in their careers, few either psychologically or practically (e.g. by taking on traditional housewife chores) support them. One considers that most males come from homes where their role model was a “mother at home”, the fact that they still expect their working wives to carry out the traditional household duties is not surprising.

This problem would be minimized if as Williams (1977) suggests, there were more ideal corporate husbands who do not expect the wife to be at home whenever he is; shares the house work; understands that the wife’s job requires travel and sympathizes with women’s struggles for equality.

The Hansard Society Commission Study (1990) recommended certain human resources management policies as strategies for overcoming organizational barriers for women in order to balance women’s work as well as family life. Among these recommendations are: equal opportunities policy, equal pay, equal opportunities in training, precise job specification, objective assessment criteria, external advertising, flex time, career-break schemes, workplace nurseries, paternal leave, enhanced maternity leave, child care help and internal promotion policies.

It has been reiterated (Cooper and Davidson 1979:70) that it is incumbent on organizations to develop corporate personnel policies that will minimize the current stresses and strains, which are particularly being experienced by working women with families. One way in which an organization can help the executive woman to recognize her difficulties and provide some support. For example, New England

Mutual Life Insurance Company recognized that 70% of their female employees who became pregnant left the firm permanently. They decided to do something to help those who wanted to work and raise a family concurrently, and by 1977 only 30 per cent of the mothers-to-be stopped working. They devised a series of seminars for their working mothers to attend during the lunch. These seminars explored a wide variety of problems experienced by dual-career parents, as well as allowing a high level of participation so that they could share their difficulties. And most importantly they tried to get working mothers to make explicit their guilt feelings about not playing out the traditional mother role in the home.

Policy changes recommended in addition to training include allowing more flexible work weeks for women, so that they can arrange their work and home commitments accordingly. This might mean more part-time posts or merely a flexible working schedule. Introduction of paternity and maternity leaves as there is an increase in dual-career managerial families, employers need to be more considerate and have flexible policies that enable women to have children or cope with family crises, within natural limits without loss of employment entitlements. In addition, managers allow men to have paternity leave as an essential ingredient in this process. The provision of day nursery facilities are necessary. Increasingly throughout Europe, organizations are beginning to provide in-house day care centres for the children of their employees. Since governments have not taken on this responsibility, organizations will have to, at least in the short-term. A change in relocation policies will allow women managers the opportunity of promotion without moving. In order to accommodate the needs of dual-career managerial families, when one spouse is offered a move and the other is not, men should have

the same “right to refuse” as women, if the integrity of their work and home life is to be maintained.

2.2 The Role of Education in Changing the Status of Women

The world is slowly beginning to wake up to the realization that improving the political and economic status of women is one of the most cost-effective ways to address the Millennium Global Challenges according to a study by the AC/UNC Millennium Project (2004) on Global Challenges Facing Humanity.

The agenda to improve women’s status has been set forth in the Convention on the Elimination of All Forms of Discrimination against Women and the Plan of Action from the 1995 Beijing Fourth World Conference of Women. Progress on this agenda has been made in girls’ access to education, women’s memberships to parliaments, participation in the cash economy, use of condoms and access to medical facilities. Women’s literacy increased from 67% in 1994 to 80% in 2004, and secondary school enrolments increased from 84 to 91 girls for every 100 boys over the past seven to eight years according to the AC/UNC Millennium Project Study (2004).

The AC/UNC Millennium Project Study (2004) asserts that to date, women account for 15.9% of parliamentary membership around the world, compared with 11.7% in 1997. Women earn on average two-thirds to three-fourths as much as men for the same work. Increasing women’s education and participation in the cash economy translates into improved health, nutrition, and education for children, as well as lower infant mortality and birth rates. Women’s economic activity rate has

increased from 35% in 1994 to 55% in 2004. Since there are more women than men in universities in many countries that limit women's professional work, the feminine brain drain could become an issue in countries like Saudi Arabia, Japan and Jamaica. Women can now cut through the cultural hierarchies via Internet access to Science and Technology and financial information denied them in the past.

Nevertheless, full equality for women means more than the accomplishment of statistical objectives, therefore the culture has to change. Such an effort includes educating men to fully respect women and directly work with the media, which too often perpetuates harmful gender stereotypes.

Regional Considerations

Ethnic Minority in Britain and America: Both American and British research has emphasized the importance of education in ethnic minority families as a means of scaling the class ladder (Simpson, 1994; Higginbotham and Weber, 1992; Mirza, 1992). Mirza (1992) believes that the evidence for the success of "black" young people in British education is often ignored. Numerous studies have shown that due to greater motivation and parental encouragement, black and ethnic minority young people are likely to stay on to further education than whites (Bhvnani, 1994). Moreover, young Afro-Caribbean women are more likely to continue their education after leaving school compared to white women, Afro-Caribbean men and white men (Jones, 1993). "Black" students particularly "black" female students, have lower university acceptance rates than white (Bhvnani, 1994).

The AC/UNC Millennium Project Study (2004) pronounces the following regional statistics on the educational, economic and political status for women:

Africa: Rwanda has the world's largest percentage of women in parliament (49%), while sub-saharan Africa as a whole has 14.9%. Uganda eliminated school fees for girls to help close the gender gap.

Asia and Oceania: There are 949 females per 1,000 males at birth in India and 120 boys for each 100 girls in China due to female infanticide. In China, 40% of Internet users are women. China has begun funding pension plans for parents with daughters to counter male only child preferences. The increasing dynamism and economic independence of Japanese women has become a social phenomenon. Women are the majority of students in many universities in the Middle East, although they have difficulty pursuing professional careers; hence moving out of the region may be their only career option, resulting into brain drain.

Europe: EU women average 15% less pay than men for equal work. According to a World Economic Forum Study, the narrowest gender gaps are in Sweden, Norway, Iceland, Denmark and Finland. The EC found that women's employment rate was 56.1% in 2004. Until men take on more family responsibilities, the quality time of family life will be reduced as more women work outside the home.

Latin America: Women's organizations in Latin America are currently constructing indexes to measure how far 14 countries in the region have fulfilled their commitments to improving the status of women. About 70% of students entering the University of the West Indies are women, while 98% of abused victims

in Olivia are women and nearly 75% of them did not complete school. Governments need to change laws about rape, sexual harassment and equal pay for women. One of the greatest challenges of the region is changing the male attitudes.

North America: Although women in this region have greater legal rights than in most other regions, there is a need to monitor and enforce legislation, remove corporate and government “glass ceilings” to women’s advancement and make special efforts to address women in poverty and drug dependency.

2.3 The Role of Training in Developing Women

It has become apparent that training is the main process by which the composition of the existing workforce can be changed. It, therefore, has a central role in promoting similar career progression among men and women.

Njau (2001) sought to determine the attitudes that Human Resource Managers have towards affirmative action directed at employment of women. She wanted to determine the extent to which they are aware of the concept and the type of activities that they would support towards the implementation of affirmative action in their organizations. In her study, Njau (2001) concluded that majority of Human Resources Managers have positive attitudes. They would support and provide developmental training to all employees while none of them would advocate for the segregation of men’s and women’s jobs for valuation purposes.

It has been observed that (Willis and Daisley 1996:10-11) women often appear to be disadvantaged compared to men in terms of training and development as they receive less training. It is narrower and more job specific and may be partly due to the initial job choice. Women enter occupations where there is little opportunity for

development such as secretarial jobs thus it inhibits career progress since they do not obtain the necessary breadth of development.

Offering women development training is an inducement to retain, recruit or retrain as part of an overall strategy in capturing a part of the largest source of untapped potential in human resources.

Organization management styles are changing as management discovers that traditional management styles are increasingly redundant. Management styles based on hierarchical organizational structures are too rigid and are, therefore, not a fertile ground for growth. Large centralized organizations are becoming irrelevant to current work trends worldwide. The current trade is one that promotes telecommuting, franchising, self-employment and out sourcing. Willis et al (1990:12)

As a result, organizations need people who use cooperation, not confrontation; who lead alongside, not command and who treat people as whole beings, with personal lives which are as important as their work lives. These groups of people who naturally prefer to work that way, and already have the requisite skills and talent is women. Women use different processes and skills and often work out of a different value system. Therefore, organizations thus should focus on developing women as an integral part of the human resources strategy.

Women's development training is a form of training where the needs are defined, objectives set and the course designed and run with the developmental needs of

women especially in mind. It aims to help women gain an opportunity to succeed in their professions.

Initiating women's development training means acknowledging that the organization has noticed the largely untapped and enormous pool of talent it has that needs to be utilized effectively. Many organizations are suffering due to loss or wasted human resources in terms of women who have undeveloped skills, abilities and ideas. These women can be trained and become a valuable resource to the organization. This is a far better option than recruiting, training and settling someone new.

As stated by Willis et al, (1996:36) the main objectives of developing women through training as follows: the need to retain quality staff and encourage quality staff to work on contract; to provide development opportunities for women who have remained in administration while those in other departments have fast-tracked as the company grew; to enable senior women to break through into top management; to promote more non-management women into management; to be part of an overall strategy to provide the workforce of the future by making the organization more attractive to women.

There are several advantages of training women in top management. The women at the top are seen as role models for other women lower down, so if they are seen as competent, effective, other women will be inspired by their example. Senior women want to be the first to experience women's development training because they many have had very few opportunities to be involved in development with other women.

Also women in top management will experience the training and promote it to other women in the departments.

The advantages of training women in the middle management are these women have broken into management and are keen to keep going. Most of the women have several years of work experience to draw on. They are accessible role models for women lower down. There are other women as role models above them in the organization.

Advantages of training women in the non-management group are that the majority of women in the organization are in this target group. As they receive the development training, the effects can be monitored on a substantial scale. These women are the managers of the future. Finally, there are role models higher up the organization.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research Design

This research was conducted through descriptive research design. The data collected provided a reliable and representative picture of the population by providing explanations to observations. Observations were reported in numbers thus the quantitative research techniques method was used.

3.2 Population and Description

The research study covered the print media which consisted of newspapers and magazines. It included women drawn from the local print media houses in Nairobi. The population also included men drawn from the local print media houses, in order to gauge their opinion on challenges facing women in management in the media industry.

3.3 Sample Size and Selection Techniques

A simple random sample of the population drawn from the media houses was used. A sample of 100 respondents were selected from the population. Due to time and cost constraints, it was not possible to include all media houses in the research. In this regard, the media houses included in the research were selected from a list sourced from the Association of Media Women in Kenya (Appendix III). The media is classified in two groups, the print and electronic media.

In order to concentrate on the major national print media houses, the sample was narrowed by selecting those with 30 employees and above therefore the target group

consisted of 10 media houses. Ten questionnaires were distributed to each media house. Five of these questionnaires were distributed to men and five to women across the board within the different grades. The selected grades ranged from Top/Senior-Management (Manager, Editors), Middle-Management (Sub-editors, Assistant Managers, Senior Officers, and Officers), Non-Management (Clerks) or equivalent. This gave a sample of 100 respondents. The simple delivery and collection method was used. As a useful rule of thumb, a minimum number of 30 responses are required for statistical analysis within the overall sample (The Economist, 1997).

3.4 Data Collection

The primary data collected aimed at determining the challenges faced by women in management positions with a specific focus on the print media industry. The data collected was used to compare opinions held (variable challenges faced women in management), by both men and women and also determine the extent to which women have moved to management positions in the print media industry.

Data was collected using self-administered structured questionnaires (Appendix I) for the survey. The advantage of the self-administered questionnaire survey was the potential anonymity of the respondent, which led to more truthful responses. The questionnaire was filled out at the convenience of the respondent.

The questionnaire was in two parts. The first part dealt with general information about the organizations structure. The second part dealt with challenges faced and how women strive to meet those challenges. The structured questions were preferred as they were used in the survey research to gather data, which was subject

to quantitative analysis. Closed ended questions were used to elicit response required. Due to the subject sensitivity, for objectivity and for ease of scoring and analysis, closed questions were more practicable. The Likert 5-point scale and yes/no choice questions were used. The questionnaire was based on standardized or identical set of questions.

Table I

The Degree of Agreement Scale

Strongly Disagree	5
Disagree	4
Neutral	3
Agree	2
Strongly Agree	1

The selected method of administration played an important role to improve on the response rate. The following measures were taken to ensure this:

- i. A well designed, visually appealing questionnaire;
- ii. A well written covering letter (Appendix II) accompanied the questionnaire to stress why the study was important, assuring the respondents of confidentiality and anonymity;
- iii. A reasonable due date was provided, but not too far off and respondents were reminded;
- vi. Advance notification to respondents by phone, of the survey and its intent was carried out including follow-up of non-respondents.

CHAPTER 4

Data Analysis

4.1 Introduction

Before processing, the questioners were edited for completeness and consistency. Data was analyzed by use of descriptive statistics. Descriptive statistics used included frequency distribution. Bar charts and pie charts were used to present findings. The responses were analyzed in relation to the variable (challenges) discussed in the literature review being organization culture, women's attitudes and behaviors, career development and mentoring, and balancing work and family responsibilities. The questionnaires were also analyzed as per the classification of different management levels within the media industry. These were defined as Top/Senior-Management (Manager, Editors), Middle-Management (Sub-editors, Assistant Managers, Senior Officers, and Officers), Non-Management (Clerks) or equivalent. Measures of central tendency such as the mean and mode were used to summarize the average responses. The standard deviation and the correlation coefficient were used to establish the relationship if any between the sex or gender and the variables (challenges) mentioned above.

4.2 Findings

4.2.1 General Information (Part I)

This section dealt with the general information about the organizations in the media industry and was not compulsory. In a nutshell, the section was able to determine; there are more men than women working in the senior management level, more women work in the middle management level than men and more women than men work in the non-management level. It determined that the staff complement of the

organization used in the research was over thirty. It also determined the sex of the respondents and the position held by the respondent in their representative organization.

TABLE II

Distribution Ratio of Men to Women in the Senior Management, Middle Management and Non Management Employees:

	Men	Percentage	Women	Percentage	Total
Senior Management	6	75%	2	25%	8
Middle Management	7	39%	11	61%	18
Non- Management	2	25%	8	75%	10
Total	15	42%	21	58%	36

4.3 Challenges Facing Women in Managerial Positions in the Print Media in Kenya (Part II)

This section was divided into four parts and all questions had to be answered. These included:

1. Compensation, benefits, promotion and training (Question 11 – 19).
2. Women’s/Men’s attitudes and behaviors (Question 20 – 23).
3. Balancing work and family responsibilities (Question 24 – 29).
4. Career development and mentoring (Question 30 – 33).

The research study analyzed a summary of all respondents, the top management respondents, the middle management and non-management respondents separately.

4.3.1 All respondents

Compensation benefits, promotion and training.

Both the men and women respondents disagreed with the statement that sex labels are placed on jobs. This meant that organizations practice equality in employment. They also agreed that women were involved in decision-making. However, both men and women had different views on the effective implementation of equality policies. While the men agreed that organizations effect anti-discrimination pay and benefits, the women disagreed with this statement. This is in line with the literature review. The men agreed that women's pay is related to merit while the women disagreed. This is in line with the literature review. While the men agreed that education and further studies plays a role in career development of women, the women disagreed. The men also agreed that women are promoted from within from non-management to management positions while the women mostly disagreed or had a neutral position. While the men agreed that women are given training development opportunities, the women largely disputed this statement. (Please see Table 1, Fig 1a and 1b to Table 8, Fig 8a and Fig 8b)

Women's/ Men's Attitudes and Behaviors

However, both men and women would expect their superiors to acknowledge and notice potential for promotion, would apply for a promotion if they felt they deserved and would also ask for a pay rise. They would also both talk about their abilities in a business setting. (Please see Table 9, Fig 9a and 9b to Table 12, Fig 12a and Fig 12b)

Balancing Work and Family Responsibilities

Both the women and men disagreed that career interruption like maternity would affect upward mobility. Both groups also held varied views on whether the organizations provided for work life and family friendly policies for women. Women were neutral on affirmative action being implemented while the men disagreed. Women were however neutral on whether they would give up their job to raise children. Also most people agreed that child raising and family life had affected women career development. There are divergent views regarding the organization's provision for supportive maternity and pregnancy health issues. (Please see Table 13, Fig 13a and 13b to Table 17, Fig 17a and Fig 17b)

Career Development and Mentoring

While the women felt they didn't have women career mentors, the men felt they had male career mentors. Some women agreed while others disagreed that senior management was supportive of career women, men however agree. While some women would take up jobs that require regular travel, some would not. The men largely would take up jobs that require travel. (Please see Table 18, Fig 18a and 18b to Table 22, Fig 22a and Fig 22b)

12. Women are effectively involved in decision making your organization

Table 1 Frequency Distribution for Entire Population

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	0	1	7	1	6	15	41.7	3	1	1	3.24037	0.75125
Female (F)	2	3	5	5	6	21	58.3	4.2	5	5	1.64317	
							100					
	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total						
Total	2	4	12	6	12	36						

Fig. 1a

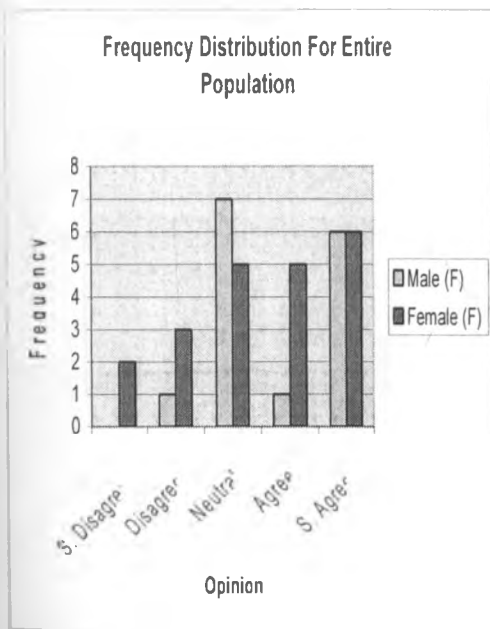
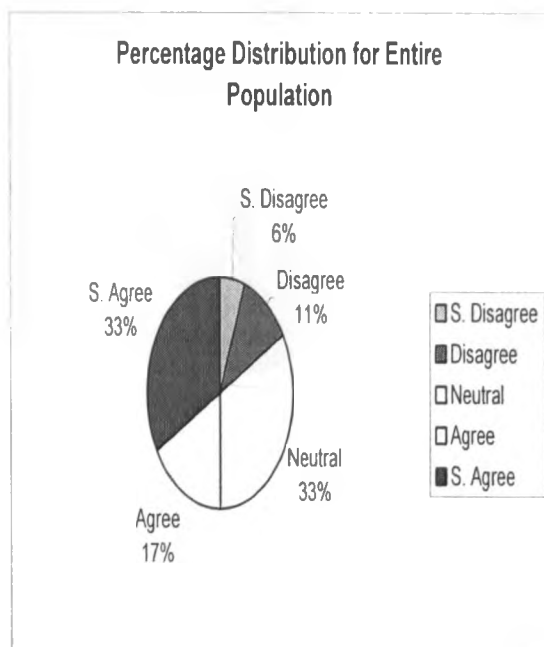


Fig. 2b



The men have varied views and the women similar views. However, the correlation coefficient indicates that they share the same opinion and largely agree that women are involved in decision making in the organization.

13. Sex Labels are placed on jobs in your organization

Table 2 Frequency Distribution for Entire Population

	S. Disag	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	9	5	0	0	1	15	41.7	3	1	0	3.937	0.90996
Female (F)	10	5	4	0	2	21	58.3	4.2	4	#N/A	3.76829	
							100					
	S. Disag	Disagree	Neutral	Agree	S. Agree	Total						
Total	19	10	4	0	3	36						

Fig 2. a

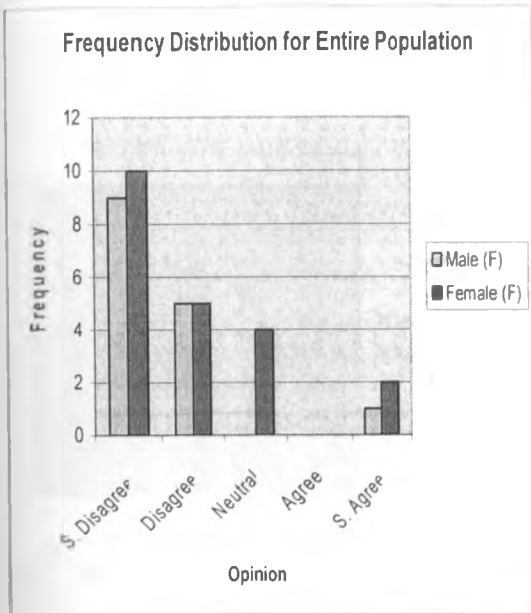
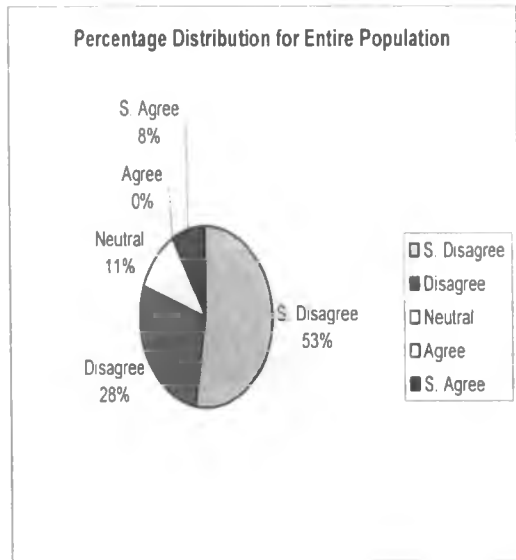


Fig 2. b



A large percentage of the men disagree with this statement also a large percentage of the women disagree with the statement.

The standard deviation indicates that both groups have varying views while the correlation coefficient indicates that they largely share the same views.

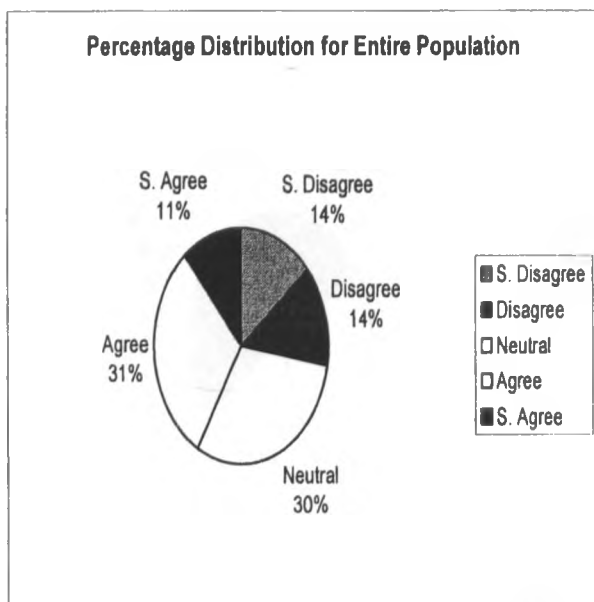
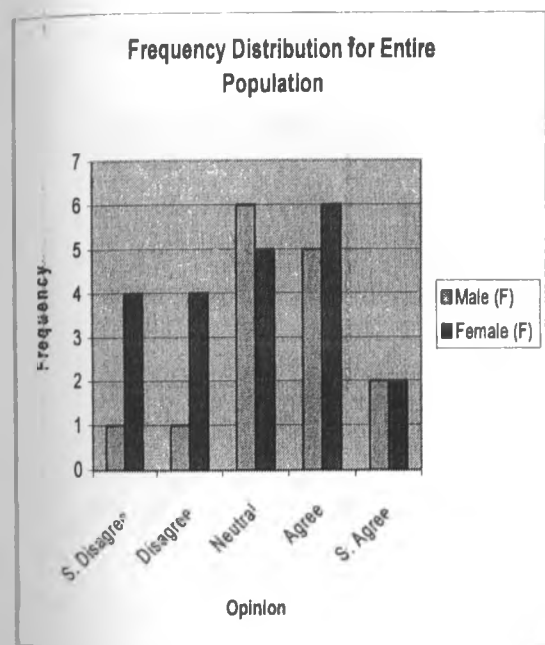
14. Gender equality policies are effectively implemented in your organization

Table 3 Frequency Distribution for Entire Population

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	1	1	6	5	2	15	41.7	3	2	1	2.34521	0.64683
Female (I)	4	4	5	6	2	21	58.3	4.2	4	4	1.48324	
							100					
Total	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total						
	5	5	11	11	4	36						

Fig. 3a

Fig. 3b



Many women tend to disagree or fall in the neutral bracket while most of the men agree or fall in the neutral bracket. This shows that most of the women do not agree with the statement. Those who are neutral seem not to be aware of the policies and if they are implemented. The media industry needs to do more in implementing and making the staff aware of the gender policies.

From the standard deviation, the men and women share the same views. The Correlation coefficient shows that the views from the two groups are somehow similar as a large percentage fall in the neutral group or agree with the statement.

15. Your (has effectively enforced anti-discriminate pay & benefit policies

Table 4 Frequency Distribution for Entire Population

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	0	2	3	2	8	15	41.7	3	2	2	3	0.46127
Female (F)	2	2	7	5	5	21	58.3	4.2	5	2	2.16795	
							100					
Total	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total						
	2	4	10	7	13	36						

Fig 4a

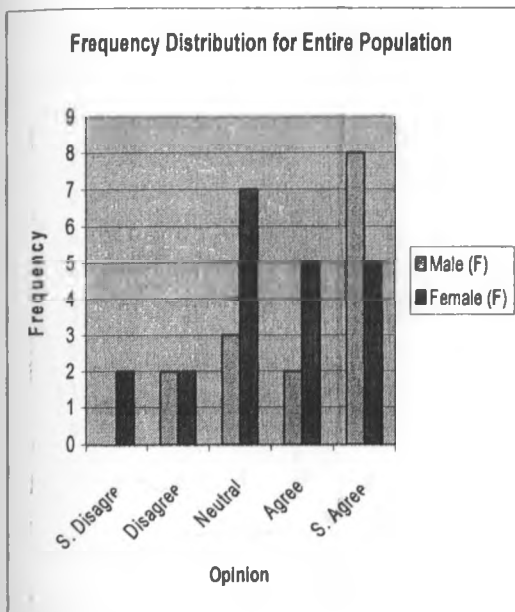
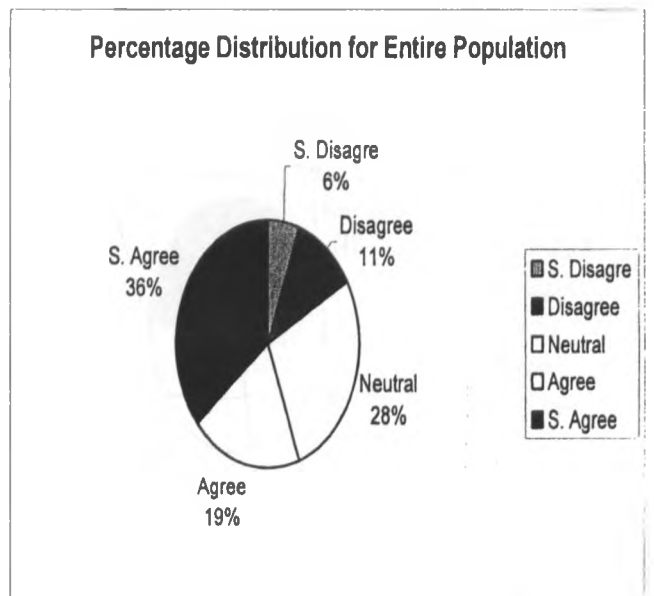


Fig 4b



A large percentage of the population agree with the statement. However, most of these are the men. Though the women agree, most of them are neutral or disagree. This implies that they are mostly not sure that anti-discriminatory pay and benefits policies are not implemented perhaps as they have not been witnesses or are not communicated.

The standard deviation indicates that the men and women both share same views while the correlation coefficient indicates that the views of the two groups are somehow different.

16. Pay is effectively related to merit in your organization

Table 5 Frequency Dist For Entire Population

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	PERCENT	Mean	Median	Mode	STDEV	CORREL
Male (F)	0	1	3	6	5	15	41.7	3	3	#N/A	2.54951	0.3289
Female (F)	2	4	7	4	4	21	58.3	4.2	4	4	1.78885	
							100					
	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total						
Total	2	5	10	10	9	36						

Fig 5a

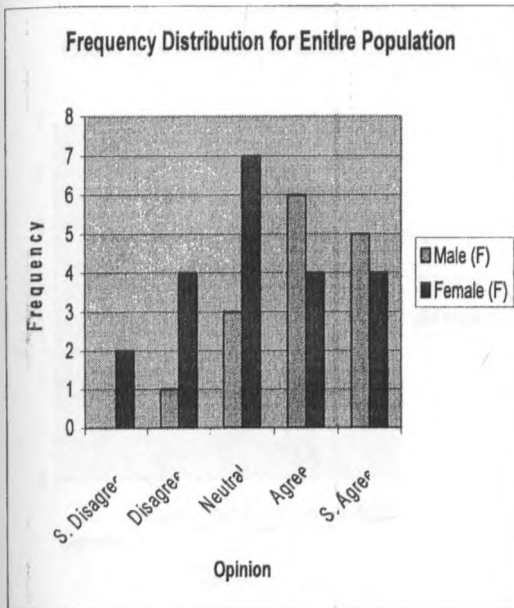
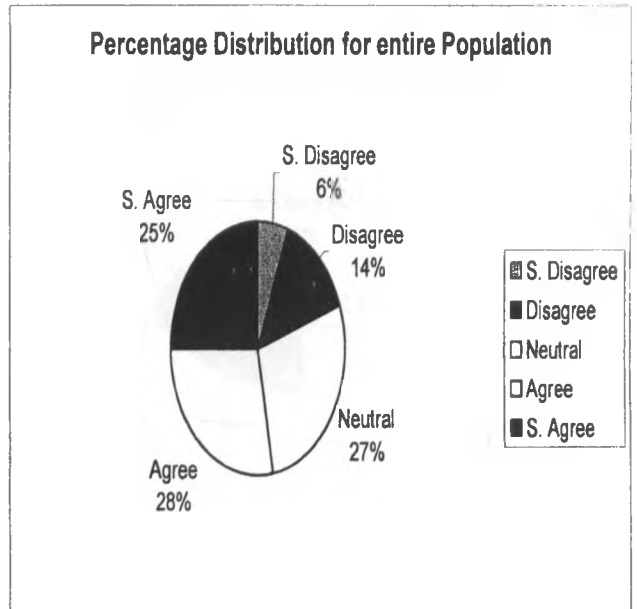


Fig 5b



While majority of the men agree with the statement, most of the women are either neutral or disagree with the statement. This means that the women are not sure of the pay status or are reluctant to admit that pay is not effectively related to merit, thus proves the literature review right.

The standard deviation indicates that the two groups share same views.

The correlation coefficient indicates that the relation of the views of both groups is significantly different.

17. Education & further studies play a role for women's promotion in your org

Table 6 Frequency Distr for Entire Population

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	0	2	3	6	4	15	41.7	3	3	#N/A	2.23607	0.30151
Female (l)	4	4	5	6	2	21	58.3	4.2	4	4	1.48324	
							100					
	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total						
Total	4	6	8	12	6	36						

Fig 6a

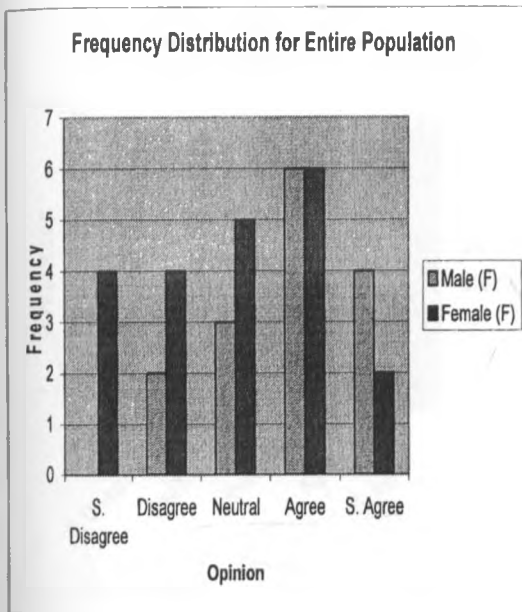
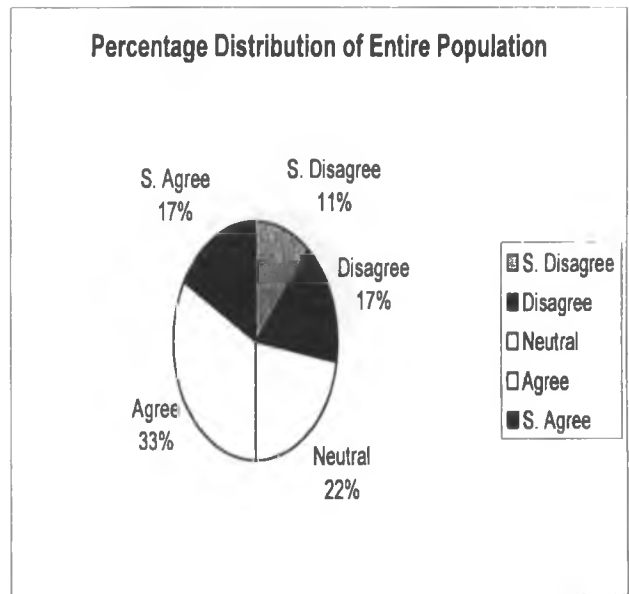


Fig 6b



A large percentage of the women and men tend to agree with the statement while an equal percentage disagree or is neutral to the statement. This could mean that women's promotion could depend on other factors other than education for further studies such as using their sexuality.

The women and men have similar views according to the standard deviation. However, the correlation coefficient indicates that the views of both groups have varying opinions

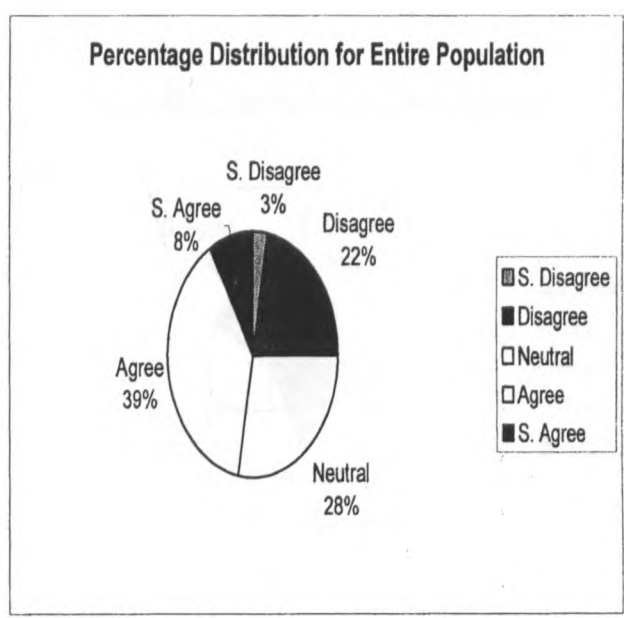
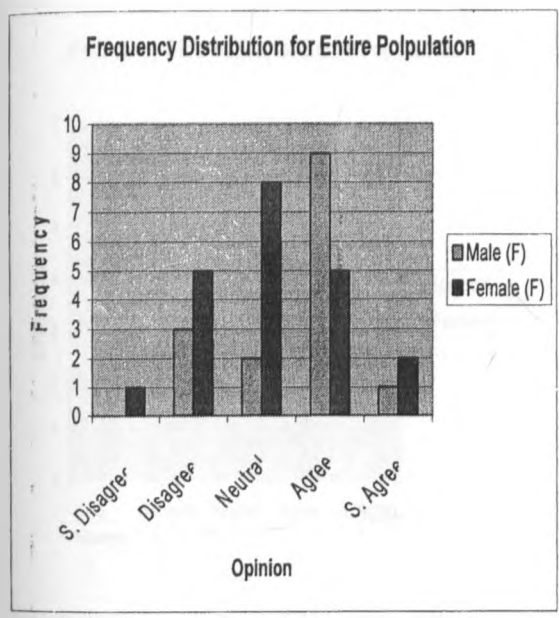
18. Your org has promoted women within from non-mgt to mgt positions

Table 7 Frequency Distr for Entire Population

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	0	3	2	9	1	15	41.7	3	2	#N/A	3.53553	0.38224
Female (f)	1	5	8	5	2	21	58.3	4.2	5	5	2.77489	
							100					
Total	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total						
	1	8	10	14	3	36						

Fig 7a

Fig 7b



While majority of the men agree with the statement, majority of the women are neutral or disagree. It could be interpreted to mean that there is no record of women or few women have been promoted from non-management to management positions.

The standard deviation indicates that men have divergent views and women similar. The correlation coefficient indicates that the two groups views vary significantly.

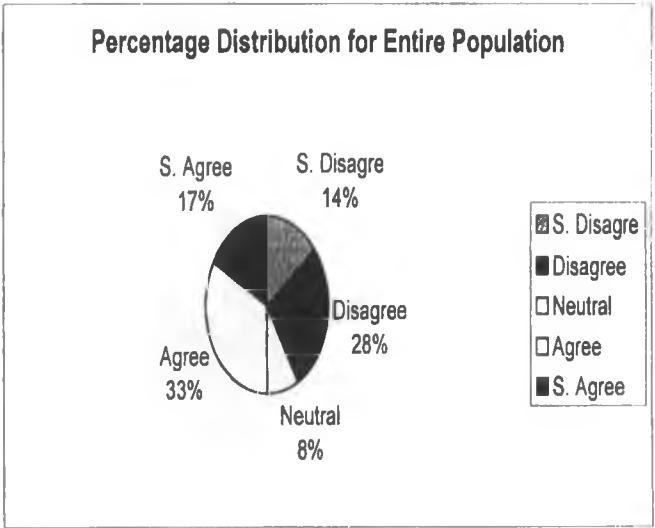
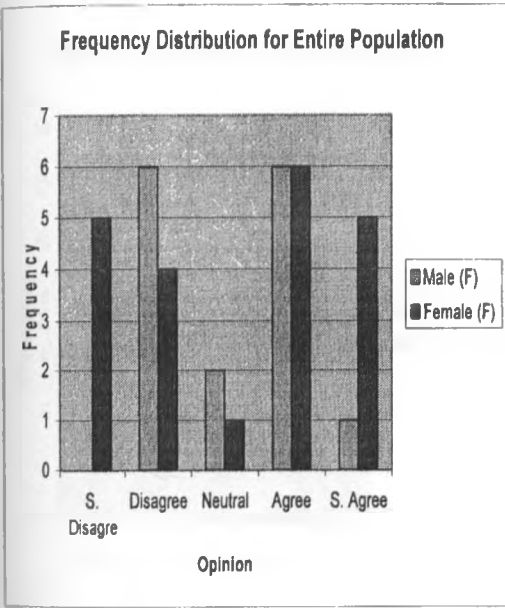
19. Your org has effectively provided for training opportunities for women devt

Table 8 Frequency Distr for Entire Population

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	0	6	2	6	1	15	41.7	3	2	6	2.82843	0.1838
Female (M)	5	4	1	6	5	21	58.3	4.2	5	5	1.92354	
							100					
Total	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total						
	5	10	3	12	6	36						

Fig 8a

Fig 8b



The views of the women and that of the men vary significantly. The correlation coefficient indicates that the views of the two groups are very different.

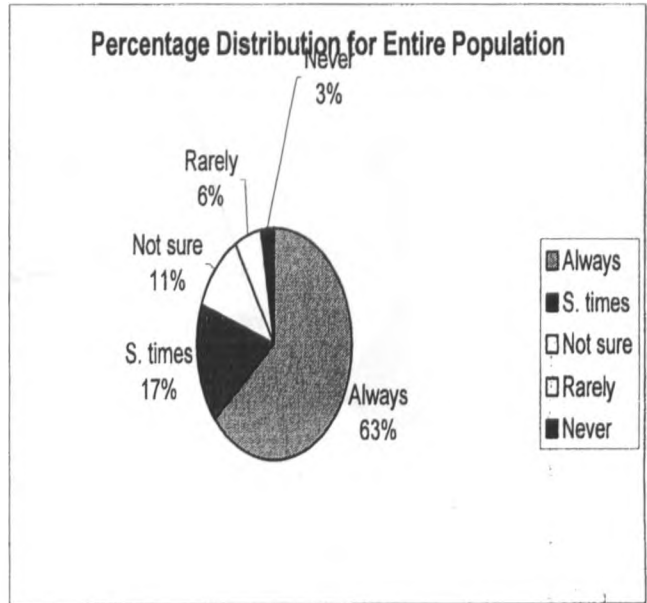
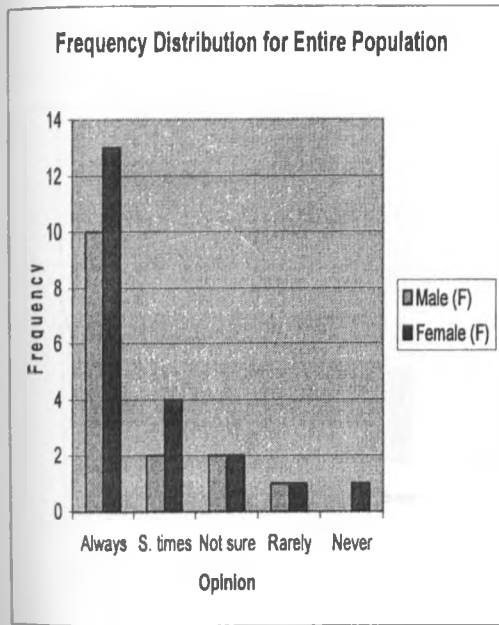
20. Expect your superiors to notice & acknowledge your potential for promotion

Table 9 Frequency Distr for Entire Population

	Always	S. times	Not sure	Rarely	Never	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	10	2	2	1	0	15	41.7	3	2	2	4	0.98629
Female (F)	13	4	2	1	1	21	58.3	4.2	2	1	5.06952	
							100					
Total	Always	S. times	Not sure	Rarely	Never	Total						
	23	6	4	2	1	36						

Fig 9a

Fig 9b



Most of the population agree with the statement while few disagree. This means that most people expect to be recognized for their achievements.

The standard deviation indicates that the men and women all share divergent views. The correlation coefficient indicates that views for both men and women are across the board are similar.

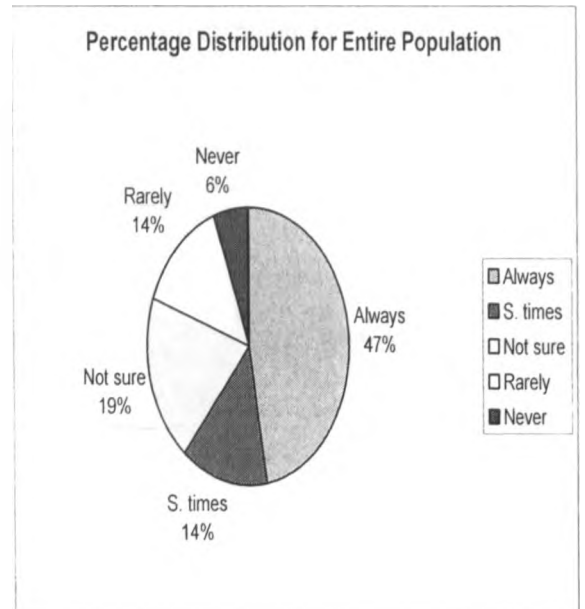
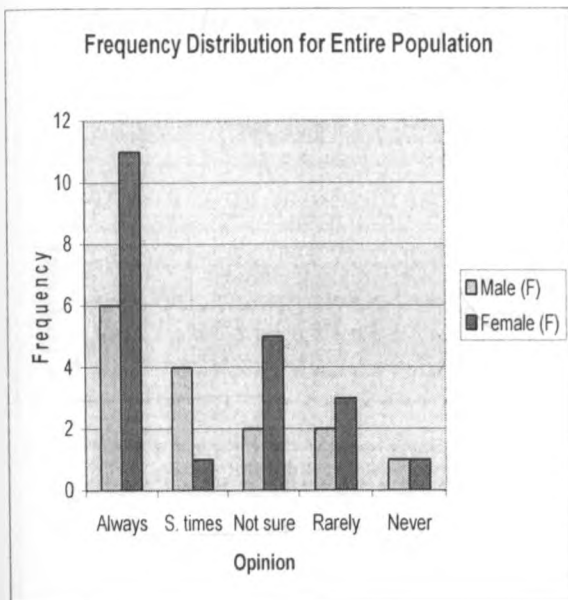
21. You would apply or request for a promotion is your felt you deserved

Table 10 Frequency Distr for Entire Population

	Always	S. times	Not sure	Rarely	Never	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	6	4	2	2	1	15	41.7	3	2	2	2	0.72336
Female (F)	11	1	5	3	1	21	58.3	4.2	3	1	4.14729	
							100					
	Always	S. times	Not sure	Rarely	Never	Total						
Total	17	5	7	5	2	36						

Fig 10a

Fig 10b



A large percentage of the men and women would apply for a promotion if they deserved one. This shows that both men and women are ambitious. However, a few would not apply for a promotion, hoping perhaps for recognition.

According to the standard deviation, the men and women share similar views. The correlation coefficient indicates that both groups share the same opinions.

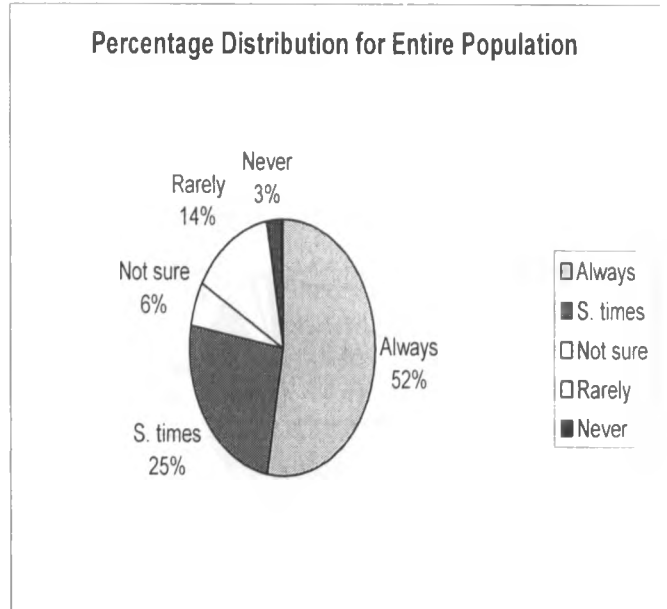
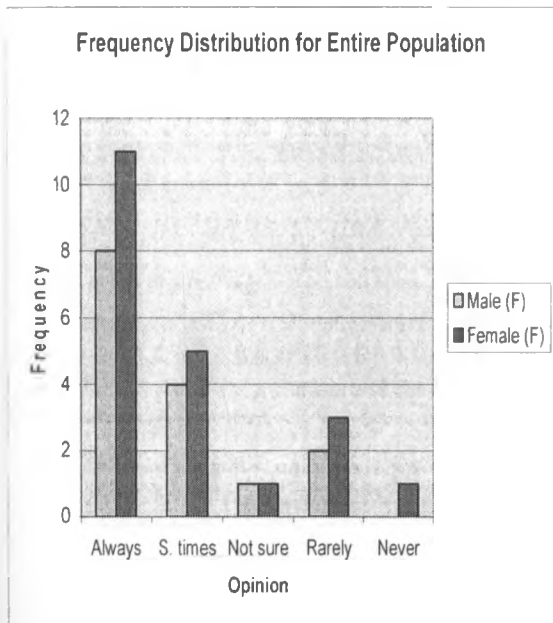
22. You would ask for a pay rise directly if you felt you deserved

Table 11 Frequency Distr for Entire Population

	Always	S. times	Not sure	Rarely	Never	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	8	4	1	2	0	15	41.7	3	2	#N/A	3.16228	0.99124
Female (F)	11	5	1	3	1	21	58.3	4.2	3	1	4.14729	
							100					
	Always	S. times	Not sure	Rarely	Never	Total						
Total	19	9	2	5	1	36						

Fig 11a

Fig 11b



A large percentage would apply for a pay rise directly if they felt they deserved. Only a small percentage will not.

The standard deviation indicates that there are divergent views among the men as well as a the women. However, both groups share very similar views.

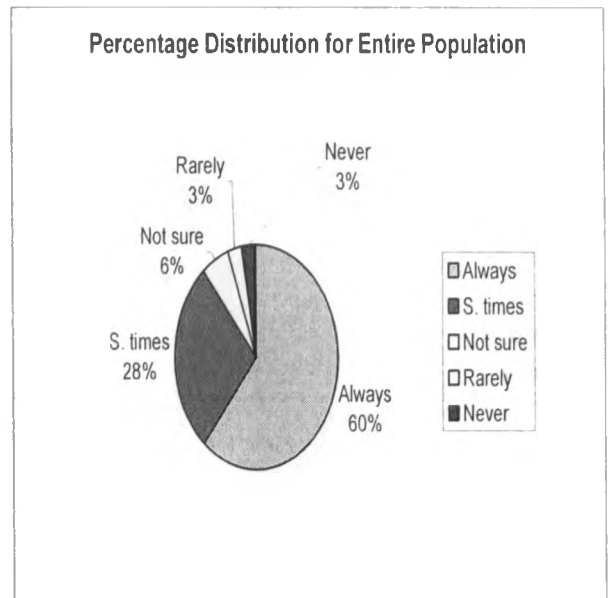
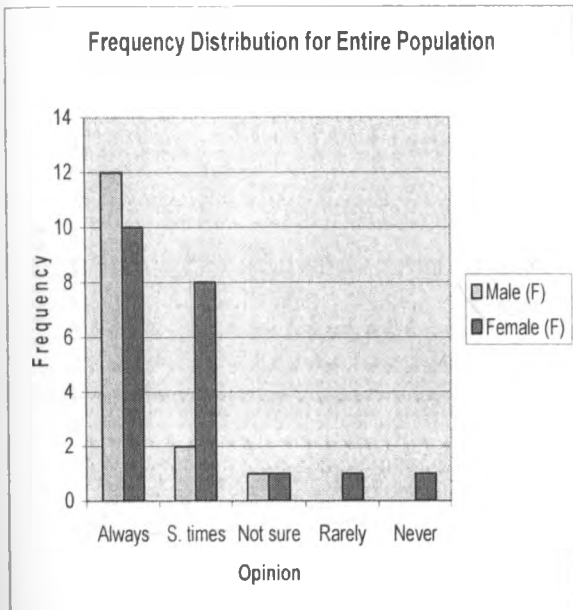
23. Would talk about your abilities and achievements in business setting

Table 12 Frequency Distr for Entire Population

	Always	S. times	Not sure	Rarely	Never	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	12	2	1	0	0	15	41.7	3	1	0	5.09902	0.81743
Female (F)	10	8	1	1	1	21	58.3	4.2	1	1	4.43847	
							100					
	Always	S. times	Not sure	Rarely	Never	Total						
Total	22	10	2	1	1	36						

Fig 12a

Fig 12b



Most people would talk about their achievements in a business setting. This shows that most people would want to sell themselves for better positions.

The standard deviation indicates that the men have divergent views that are spread and so do the women.

The correlation coefficient indicates that both groups have similar views.

STATEMENT

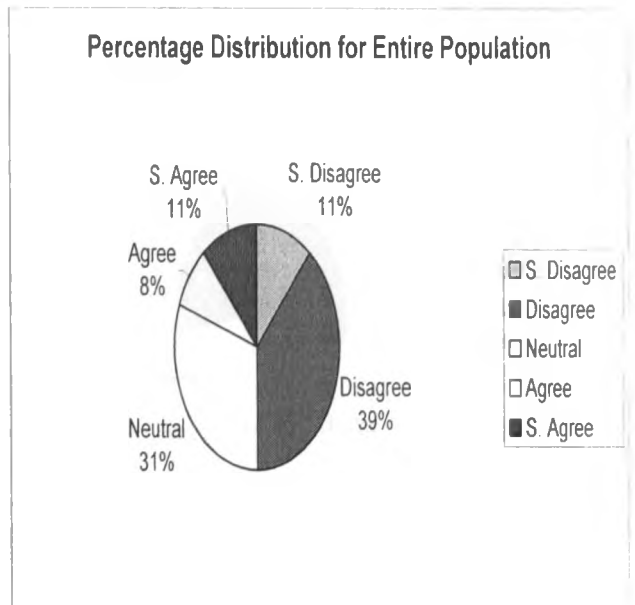
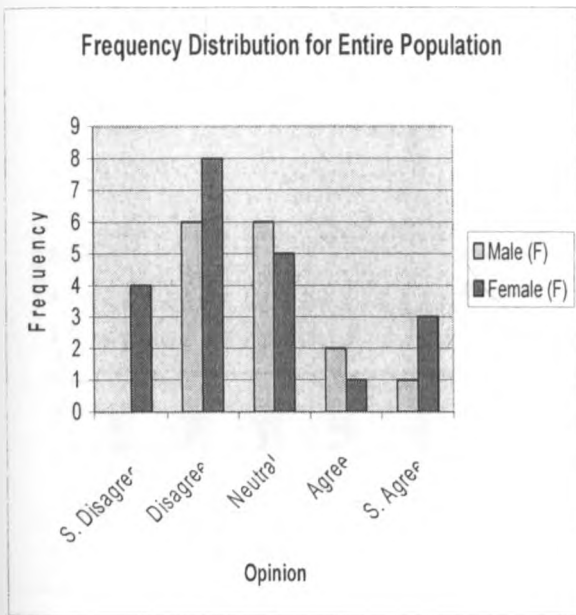
24. Career interruption like maternity would affect upward mobility in your org

Table 13 Frequency Distr for Entire Population

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	0	6	6	2	1	15	41.7	3	2	6	2.82843	0.68295
Female (F)	4	8	5	1	3	21	58.3	4.2	4	#N/A	2.58844	
							100					
	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total						
Total	4	14	11	3	4	36						

Fig 13a

Fig 13b



Most women disagree that maternity would affect their upward mobility. This means that women are now willing to sacrifice child care for career development unlike before. Most of the men agree with the statement or are neutral.

While both groups have divergent views, the correlation coefficient indicates that their views are somehow similar.

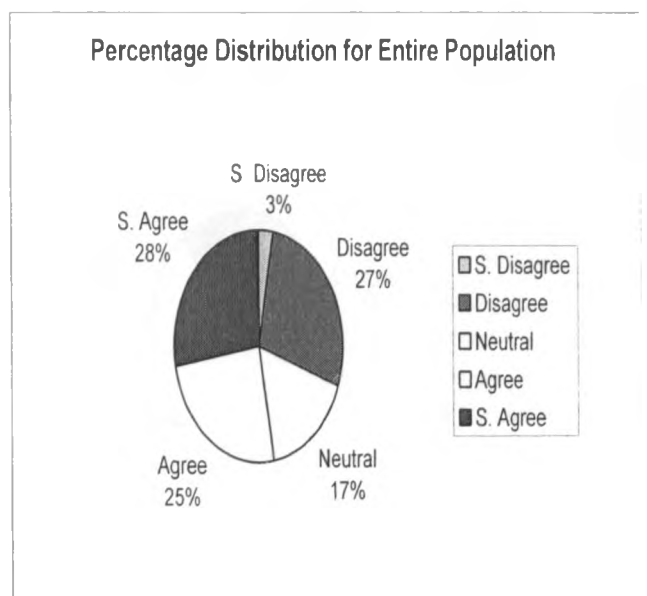
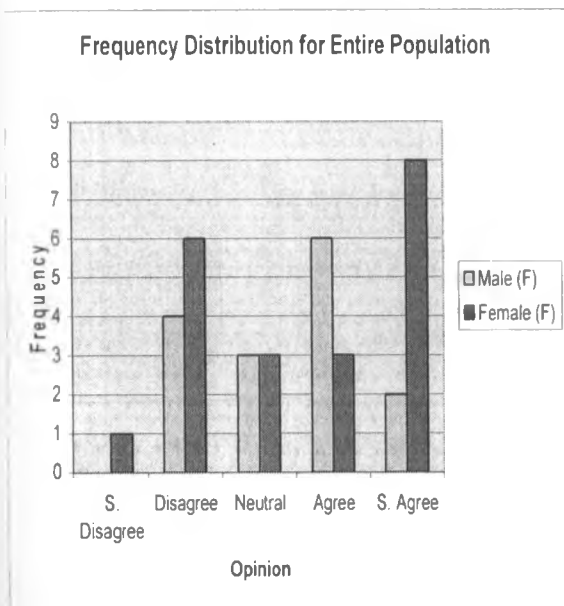
25. Your org has provided for work life & family friendly policies for women

Table 14 Frequency Distr for Entire Population

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREI
Male (F)	0	4	3	6	2	15	41.7	3	3	#N/A	2.23607	0.16116
Female (F)	1	6	3	3	8	21	58.3	4.2	3	3	2.77489	
							100					
	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total						
Total	1	10	6	9	10	36						

Fig 14a

Fig 14b



While 58% of the population agree with the statement, 30% disagree. The same percentage as those who disagree also agree or are neutral. This means that the media needs to adequately provide for family friendly policies. Most men agree.

Standard deviation indicates that both groups have varying opinions that are spread. The correlation coefficient indicates that they both have different ways of thinking.

26. Affirmative action is effectively used as a tool for developing women

Table 15 Frequency Distr for Entire Population

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	3	0	5	3	4	15	41.7	3	3	3	1.87083	-0.03176
Female (F)	1	7	10	3	0	21	58.3	4.2	3	#N/A	4.20714	
							100					
	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total						
Total	4	7	15	6	4	36						

Fig 15a

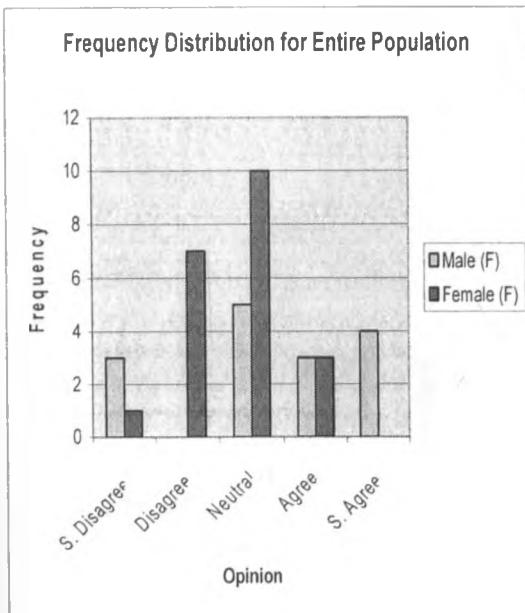
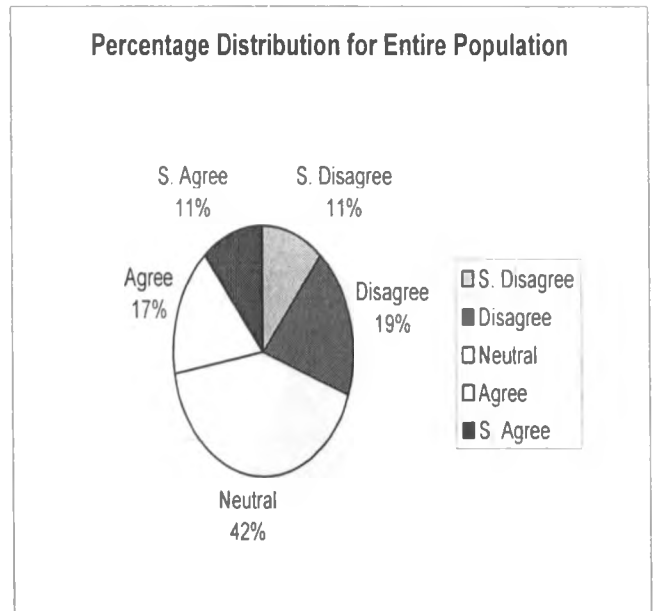


Fig 15b



A large percentage of the population is neutral while most of the women disagree. Most of the men tend to agree.

The women disagree or are neutral.

Those who have not witnessed affirmative action do not agree with the statement.

The standard deviation indicates that the men have similar views but women divergent views. The correlation coefficient is negative meaning the views of both groups vary greatly.

27. You would give up your job to raise your child

Table 16 Frequency Distr for Entire Population

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	6	4	2	1	2	15	41.7	3	2	2	2	0.69877
Female (F)	8	3	6	2	2	21	58.3	4.2	3	2	2.68328	
							100					
	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total						
Total	14	7	8	3	4	36						

Fig 16a

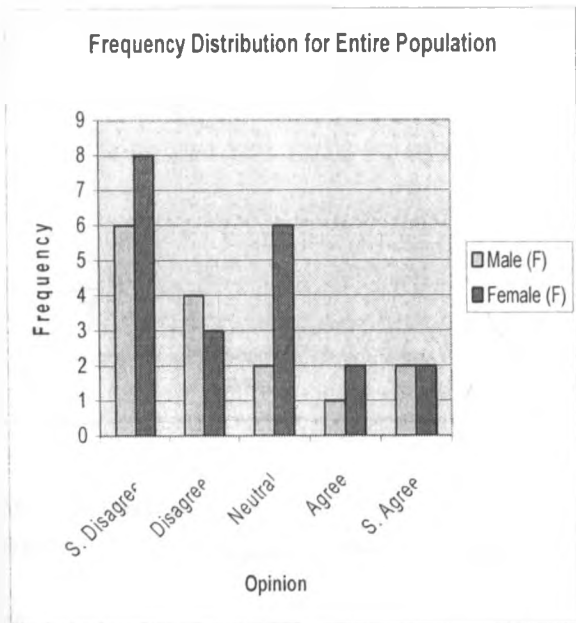
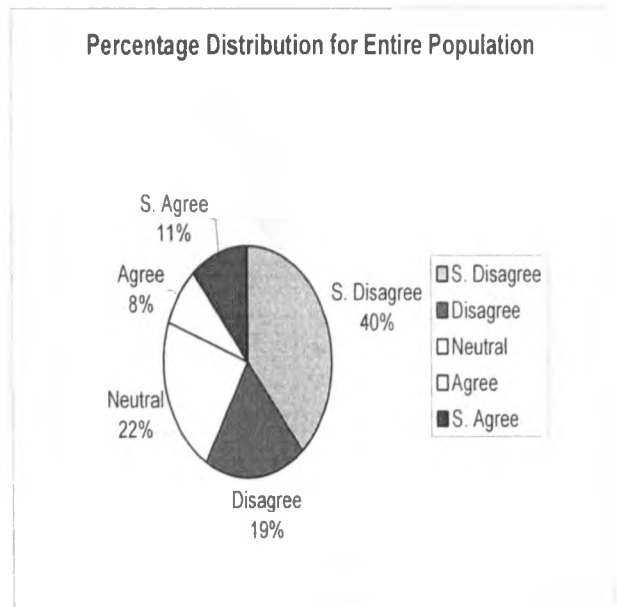


Fig 16b



A large percentage disagree with the statement as most people would not give up their jobs to raise their children. A good percentage of the women are also neutral as they are not sure whether they are ready give up their children. Men also have different views.

The standard deviation indicates that the women and the men have similar views. The correlation coefficient indicates that their views are somehow similar that most would not give up their jobs to raise children. This means women are more independent.

The two groups share similar opinion according to the correlation coefficient.

28. Child raising and family life has affected the rate of career women's dev

Table 17 Frequency Distr for Entire Population

	S. Disagre	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	0	4	5	5	1	15	41.7	3	4	5	2.345208	0.637059
Female (F)	4	5	4	5	3	21	58.3	4.2	4	4	0.83666	
							100					
	S. Disagre	Disagree	Neutral	Agree	S. Agree	Total						
Total	4	9	9	10	4	36						

Fig 17a

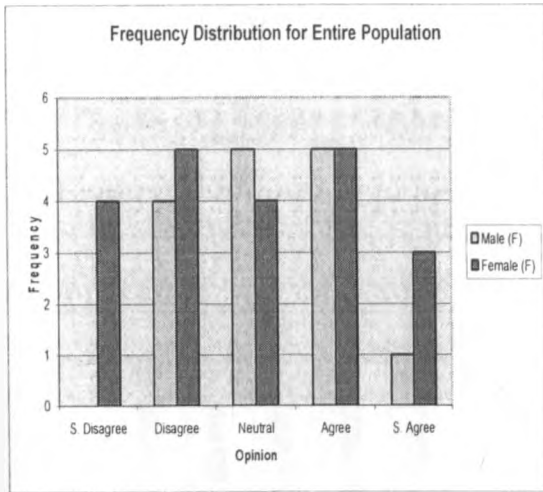
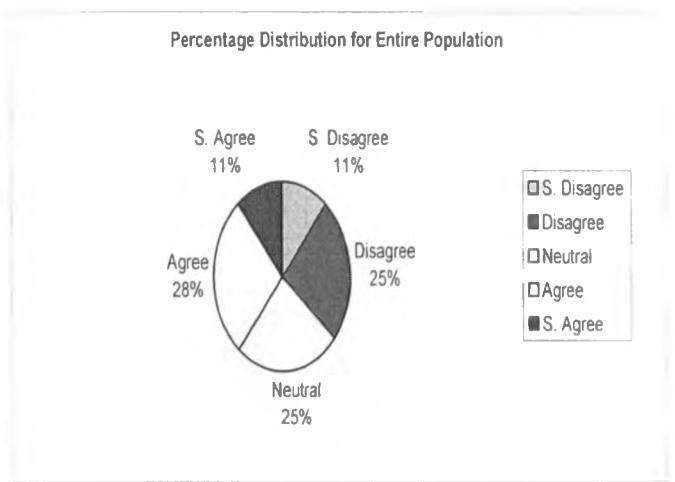


Fig 17b



An equal percentage agree with the statement while and equally large percentage disagree. An equally large percentage are also neutral. However, more women tend to disagree with the statement and a large number is also neutral. Men mostly agree.

While women tend to share the same view, men have divergent views. Correlation coefficient indicates that they both have more or less the same views.

29. Your org has provided for supportive maternity and pregnancy health issues

Table 18
Frequency Distr for Entire Population

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	1	5	4	3	2	15	41.7	3	3	#N/A	1.58114	0.18898
Female (F)	3	4	4	5	5	21	58.3	4.2	4	4	0.83666	
							100					
Total	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total						
	4	9	8	8	7	36			7.2	8	8	1.92354

Fig 18a

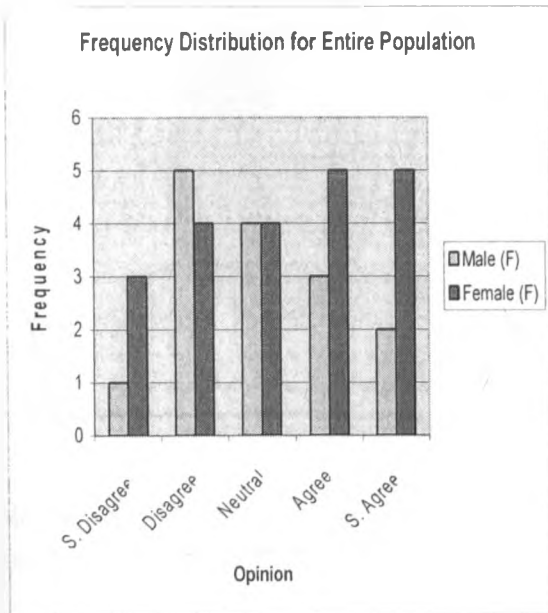
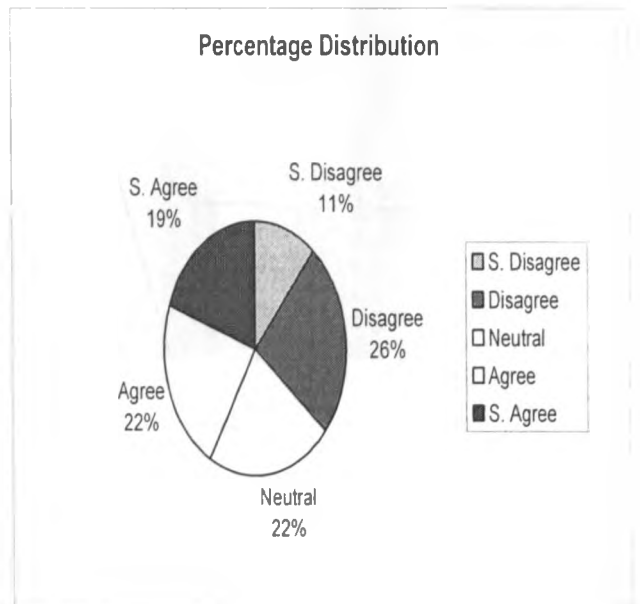


Fig 18b



Similarly, more women agree with the statement. However, most of the men disagree with the statement. This could mean that the media industry needs to do more in improving maternity and pregnancy health related issues.

The men have similar views and so do women as per the standard deviation. According to the correlation coefficient the two groups have different views.

30. Do you have women career mentors with your organization

Table 19 Frequency Distr for Entire Population

	Yes	No	
Male (F)	8	7	15
Female (F)	8	13	21

Fig 19a

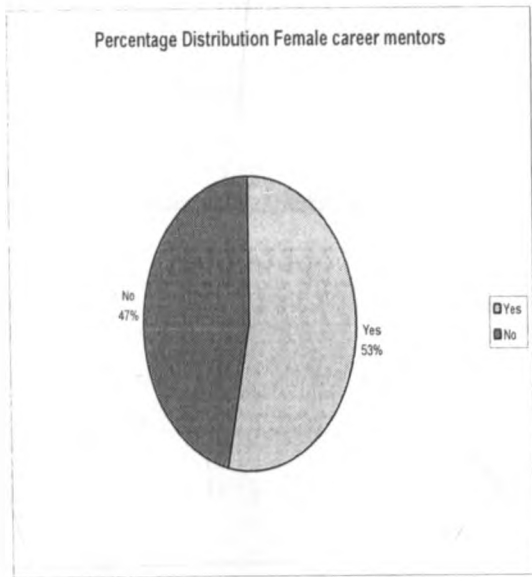
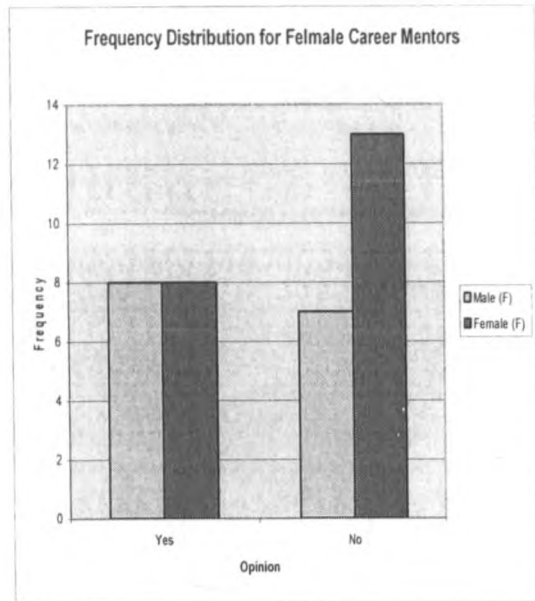


Fig 19b



More women feel that they do not have women career mentors while while the ratio for men is 50% percent feel there are women career mentors and the other 50% feel they do not have women career mentors.

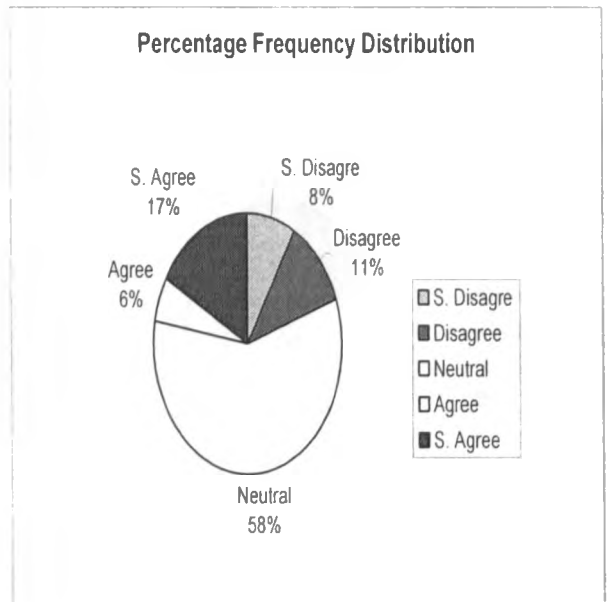
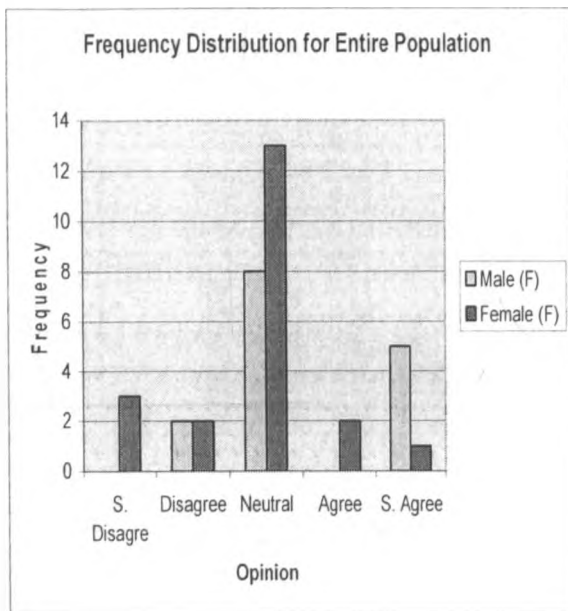
31. You would prefer to have male career mentors in your organization

Table 20 Frequency Distr for Entire Population

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	0	2	8	0	5	15	41.7	3	2	0	3.4641	0.72606
Female (F)	3	2	13	2	1	21	58.3	4.2	2	2	4.96991	
							100					
	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total						
Total	3	4	21	2	6	36						

Fig 20a

Fig 20b



A large percentage of the entire population is neutral as to whether they would prefer male career mentors. Many of the women disagree while a small percentage agree. More men feel they would prefer male career mentors.

Both men and women share very divergent views according to the standard deviation. The correlation coefficient shows that they have similar views.

32. Your org senior management is supportive of career minded women

Table 21 Frequency Distr for Entire Population

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREI
Male (F)	0	0	1	10	4	15	41.7	3	1	0	4.24264	0.1359
Female (F)	1	6	6	5	3	21	58.3	4.2	5	6	2.16795	
							100					
	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total						
Total	1	6	7	15	7	36						

Fig 21a

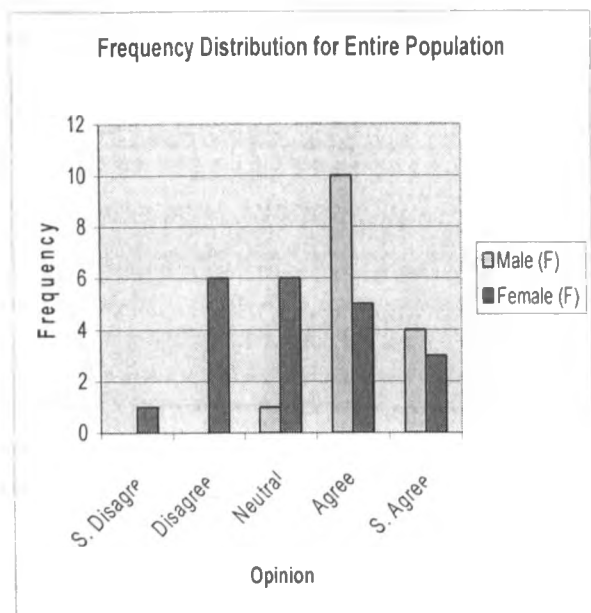
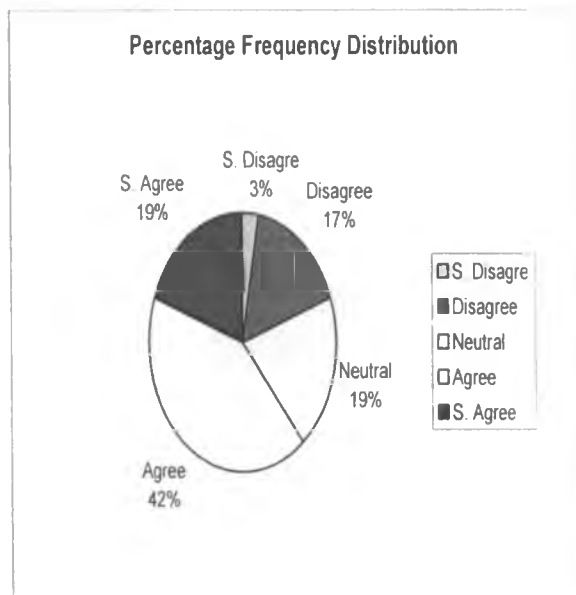


Fig 21b



The same percentage of women who agree that the media is supportive of career minded women also disagree's while most of the men agree that the media is supportive of career minded women. A large percentage chose to remain neutral.

The standard deviation of the males indicates that the population has different views and the women population has similar views.

The correlation coefficient indicates that the two groups have divergent views.

33. You would take up a job that requires frequent travel

Table 22 Frequency Distr for Entire Population

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREI
Male (F)	0	0	5	5	5	15	41.7	3	5	5	2.73861	0.61237
Female (F)	2	4	7	4	4	21	58.3	4.2	4	4	1.78885	
							100					
	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total						
Total	2	4	12	9	9	36						

Fig 22a

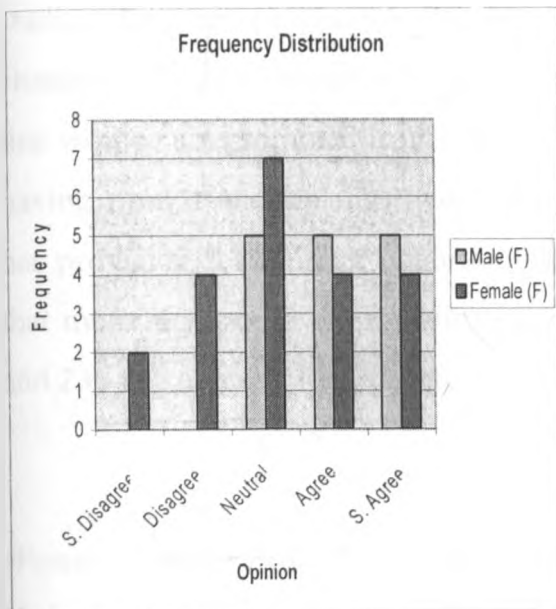
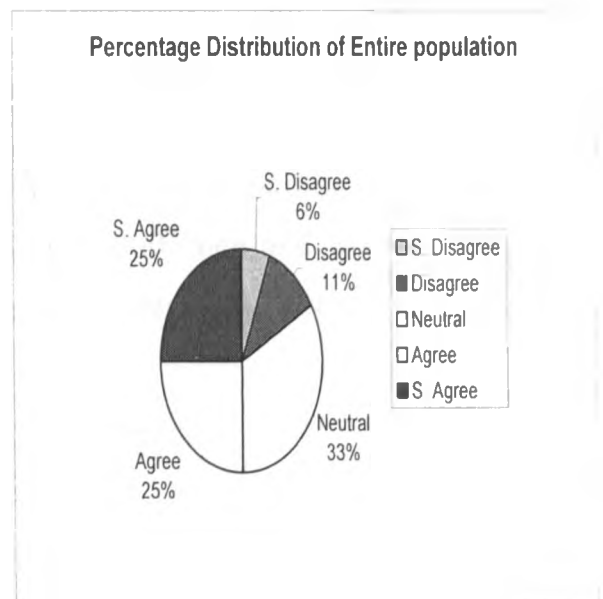


Fig 22b



The result here is 50 to 50% who agree to take up a job with frequent travel while the other would not.

This shows that women are still not so keen to take up their careers and leave their families for long periods.

However, most of the men are in agreement with this statement.

The men and women share the same views. The total population tend to share the same opinion.

4.3.2 Senior Management Employees

Compensation, benefits, promotion and training.

The women disagreed that gender equality policies are implemented while men agreed. This is expected. The men also agreed that the organization has effectively enforced anti-discrimination laws while the women disagreed, having struggled to get to the top. The men agreed that women's pay is related to merit and some of the women disagreed while some agree. Both groups agreed that education and further studies does not play a role for women's promotion. This could be due to the changes such as unfair promotions and various gender stereo types. Men disagreed that women are promoted from within while women agreed, being beneficiaries and having risen to the top. The two groups had different views regarding organization has provision for training opportunities for women. Both men and women agreed that maternity would affect their career progression. (Please see Table 23, Fig 23a and 23b to Table 30, Fig 30a and Fig 30b)

Women's/ Men's Attitudes and Behaviors

However, both men and women would expect their superiors to acknowledge and notice their potential for promotion would apply for a promotion if they felt they deserved and would ask for a pay rise. They would also talk about their abilities in a business setting. (Please see Table 31, Fig 31a and 31b to Table 34, Fig 34a and Fig 34b)

Balancing work and Family Responsibilities

Men were neutral or agreed that maternity would affect women's career progression but women agreed with this statement. While men agreed that the organization has provided for work life and family friendly policies for women, the women disagreed. Men also agreed that affirmative action is used to develop women while the women disagreed. Both men and women disagreed that they would give up their jobs to raise children. While men agreed that child raising has affected women's career development, women disagreed or are neutral. Some men disagreed or are neutral that the organization had provided for supportive maternity and pregnancy health related issues. The women in this group agreed. (Please see Table 35, Fig 35a and 35b to Table 40, Fig 40a and Fig 40b)

Career Development and Mentoring

Women had a neutral opinion regarding having men as career mentors but the men disagreed. While men agreed that management is supportive of career minded women, the women disagreed. Both men and women would take up jobs that required frequent travel. (Please see Table 41, Fig 41a and 41b to Table 43, Fig 43a and Fig 43b)

12. Women are effectively involved in decision making in your organization

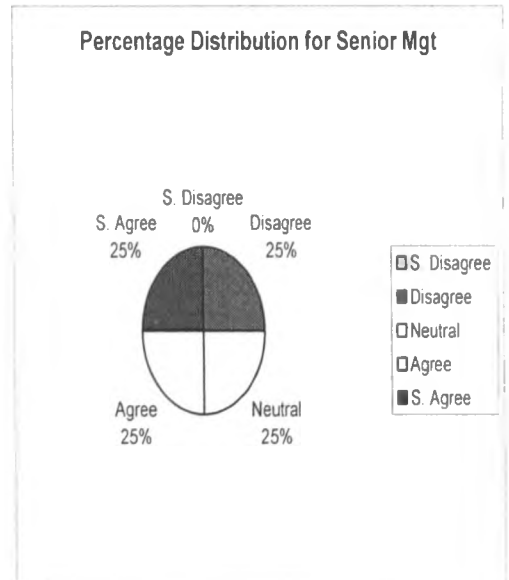
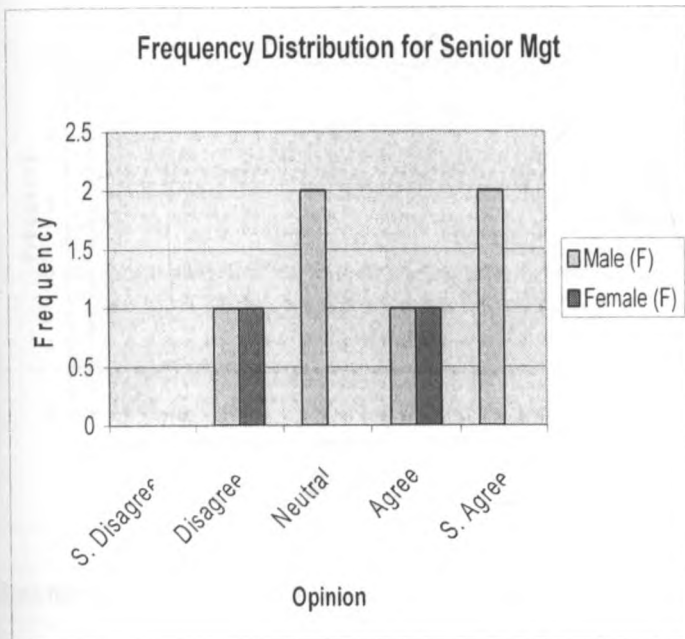
Table 23 Frequency Distr for Senior Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV
Male (F)	0	1	2	1	2	6	75	1.2	1	1	0.83666
Female (F)	0	1	0	1	0	2	25	0.4	0	0	0.54772

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent
Total	0	2	2	2	2	8	100

Fig 23a

Fig 23b



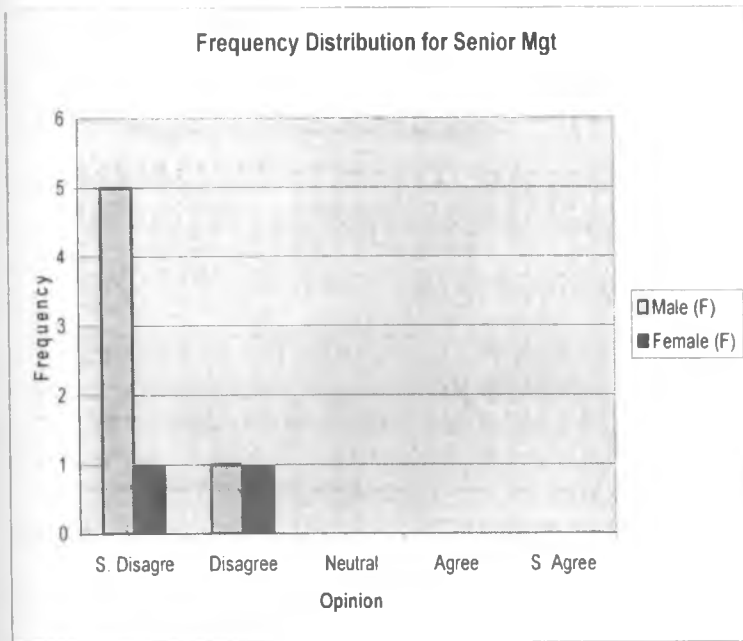
Women have different views and but the men mostly agree. The two groups have divergent views.

13. Sex Labels are placed on jobs in your organization

Table 24 Frequency Distribution for Senior Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV
Male (F)	5	1	0	0	0	6	75	1.2	0	0	2.16795
Female (F)	1	1	0	0	0	2	25	0.4	0	0	0.54772
Total	6	2	0	0	0	8	100				

Fig 24a



Both men and women disagree that sex labels are placed on jobs in the organization.

14. Gender equality policies are effectively implemented in your organization

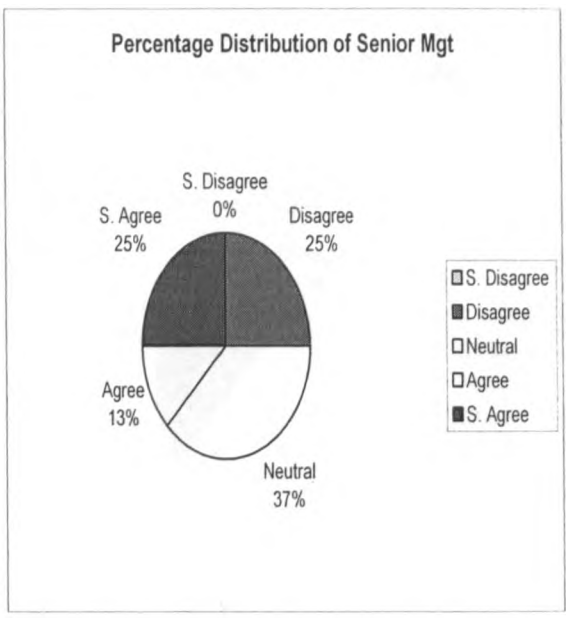
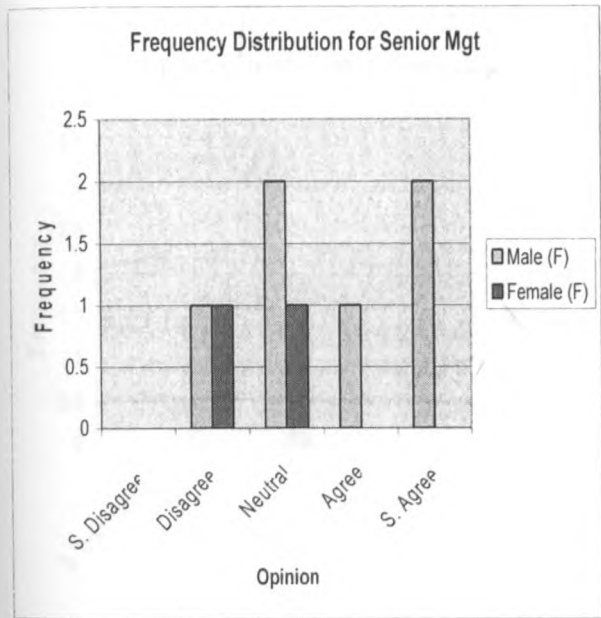
Table 25 Frequency Distribution for Senior Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREI
Male (F)	0	1	2	1	2	6	75	1.2	1	1	0.83666	0.32733
Female (F)	0	1	1	0	0	2	25	0.4	0	0	0.54772	

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent
Total	0	2	3	1	2	8	100

Fig 25a

Fig 25b



The women disagree or are neutral about implementation of the gender equality policies while most men agree that gender equality policies are effectively implemented. From the entire population, a large population of 38% agree that gender equality policies are implemented and this consists mainly of the men. This is expected. Equally a population of 37% is neutral. This could imply that they are not aware of the policies and if they are implemented. 25% disagree that policies are not implemented.

Standard deviation indicates that the men share the same views and women have different views. The correlation coefficient indicates groups have divergent views.

15. Your org has effectively enforced anti-discrimin pay & benefit policies

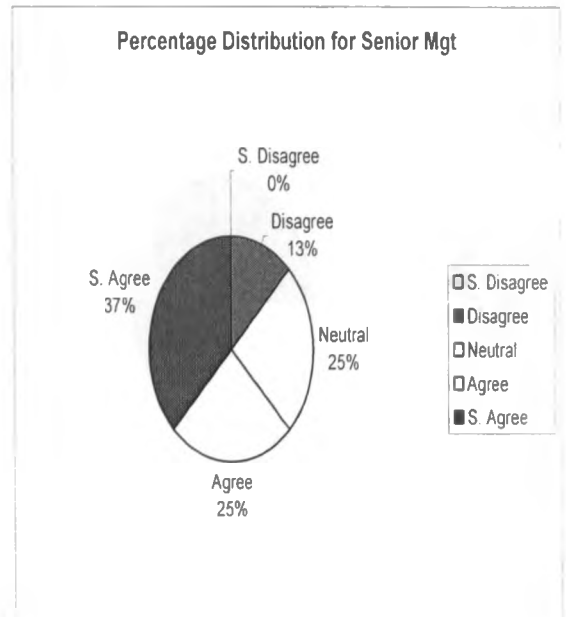
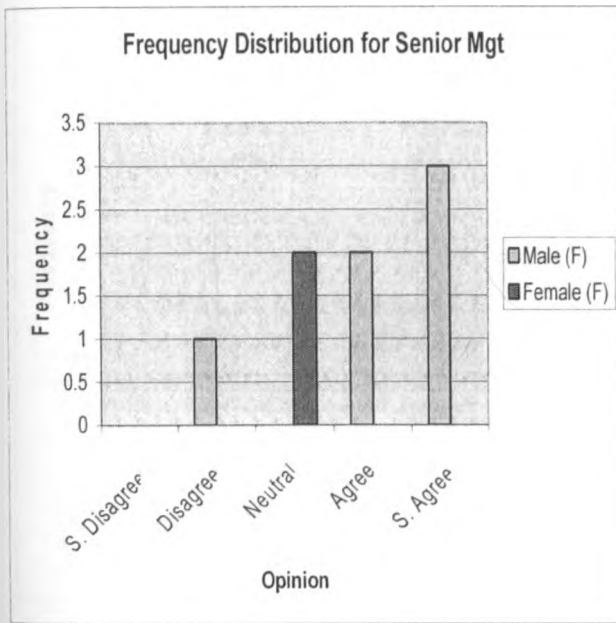
Table 26 Frequency Distribution for Senior Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	0	1	0	2	3	6	75	1.2	1	0	1.30384	-0.5145
Female (F)	0	0	2	0	0	2	25	0.4	0	0	0.89443	

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent
Total	0	1	2	2	3	8	100

Fig 26a

Fig 26b



The male respondents agree that that anti discrimination policies are implemented while the female respondents were neutral. Of the entire population, as there are more male than female respondents, the larger percentage that agree is male while the female are neutral.

The women share the same views while the men share divergent views. The correlation coefficient indicates that the two groups have very different views.

16. Pay is effectively related to merit in your organization

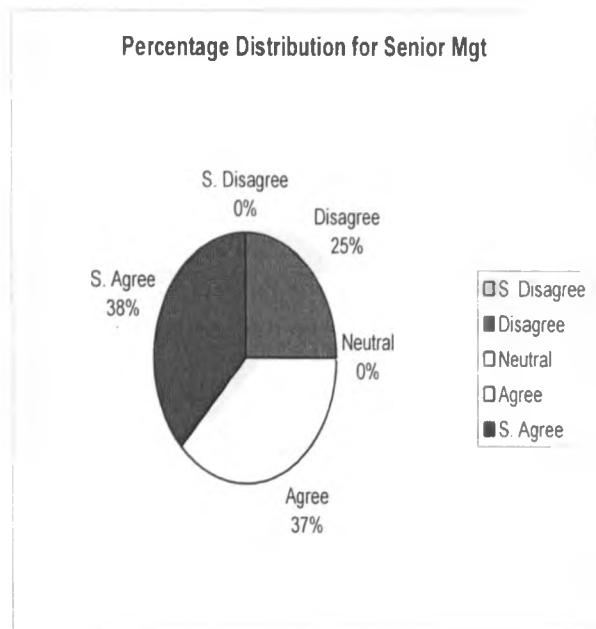
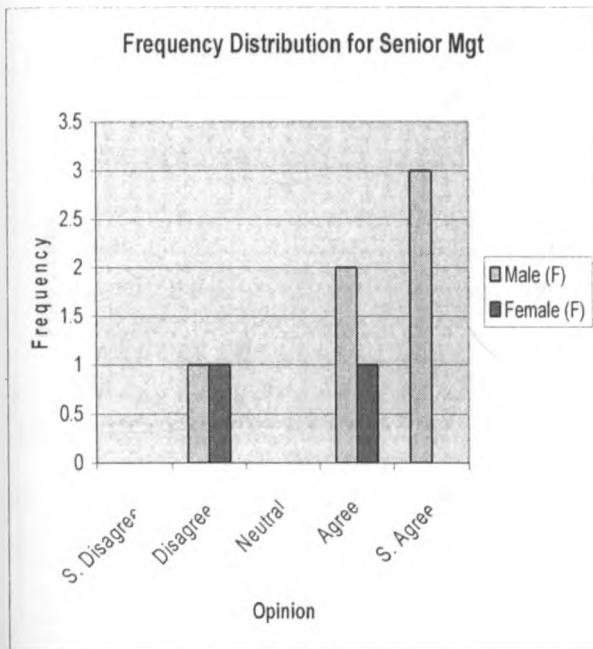
Table 27 Frequency Distribution for Senior Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREI
Male (F)	0	1	0	2	3	6	75	1.2	1	0	1.30384	0.21004
Female (F)	0	1	0	1	0	2	25	0.4	0	0	0.54772	

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent
Total	0	2	0	3	3	8	100

Fig 27a

Fig 27b



The 50% of the female respondents agree that pay is effectively related to merit while 50% disagree. The larger percentage of the male respondents agree that pay is effectively related to merit. Of the entire population, 75% agree with the statement while 25% disagree.

The views of the two groups are very different according to the correlation coefficient.

17. Education & further studies play a role for women's promotion in your org

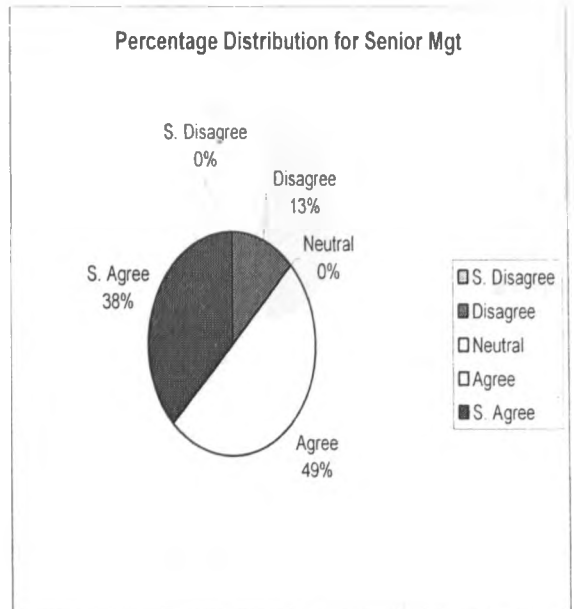
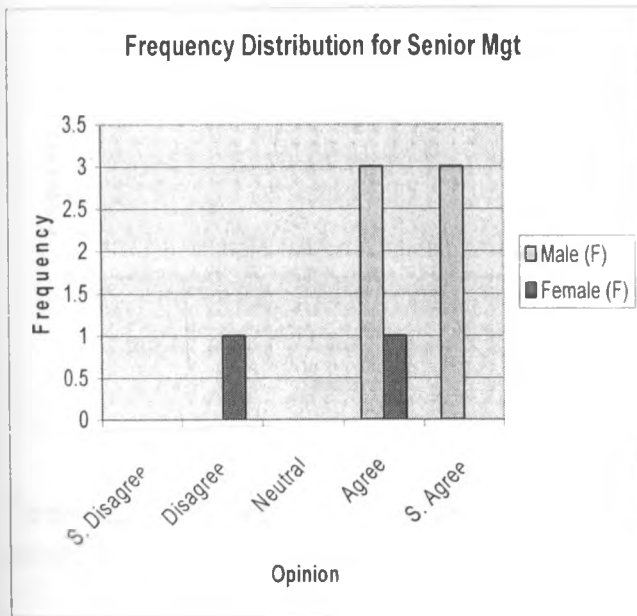
Table 28 Frequency Distribution for Senior Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	0	0	0	3	3	6	75	1.2	0	0	1.64317	0.16667
Female (f)	0	1	0	1	0	2	25	0.4	0	0	0.54772	

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent
Total	0	1	0	4	3	8	100

Fig 28a

Fig 28b



Male respondents agree with the statement while only 50% of female respondents disagree with the statement. Of the entire population, 87% of the population agree with the statement.

The women have varying views while those of the men are also divergent. The correlation coefficient shows that the opinions of the two groups are varied.

18. Your org has promoted women within from non-mgt to mgt positions

Table 29 Frequency Distribution for Senior Mgt

	S. Disagre	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORRELA
Male (F)	0	3	1	2	0	6	75	1.2	1	0	1.30384	0.910182
Female (F)	0	1	0	1	0	2	25	0.4	0	0	0.547723	

	S. Disagre	Disagree	Neutral	Agree	S. Agree	Total	Percent
Total	0	4	1	3	0	8	100

Fig 29a

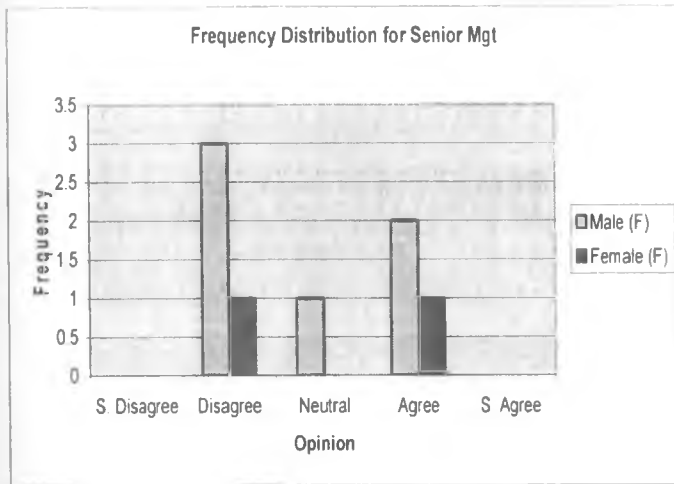
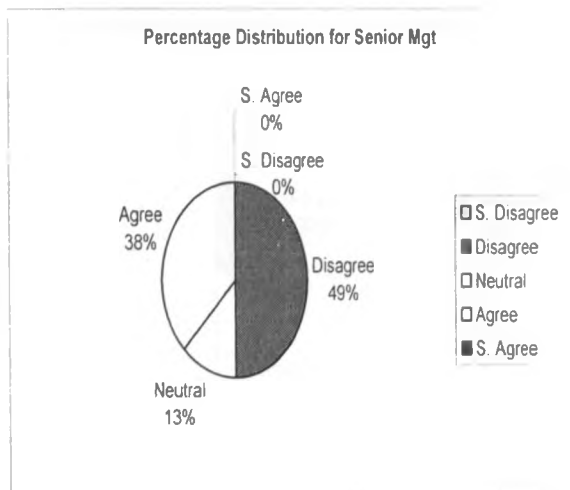


Fig 29b



The male respondents disagree with the statement while 50% of the female respondents agree with the statement. Of the entire sample, 49% disagree with the statement. This means that management needs to find ways of promoting women from within.

Women share different views while men have really varied views. The correlation coefficient shows that the total population share the same view i.e. disagreement.

19. Your org has effectively provided for training opportunities for women devt

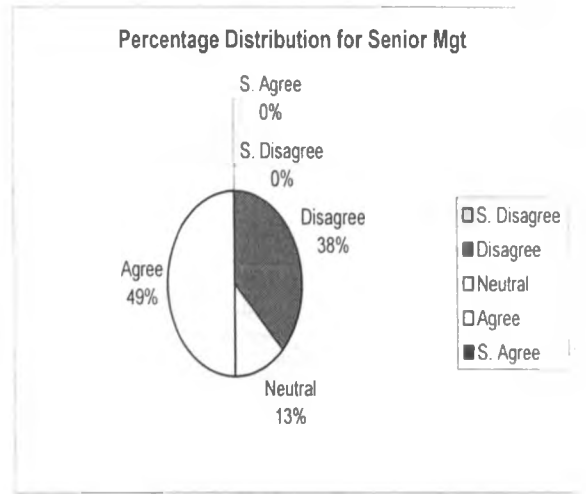
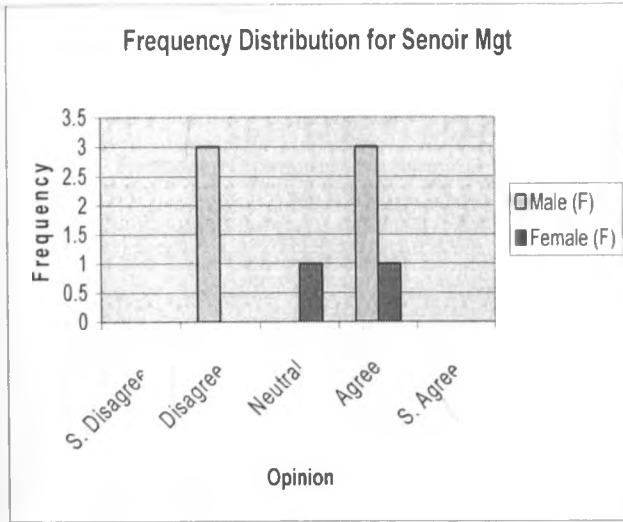
Table30 Frequency Distribution for Senior Mgt

	S. Disagre	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORRELA
Male (F)	0	3	0	3	0	6	75	1.2	0	0	1.643168	0.166667
Female (F)	0	0	1	1	0	2	25	0.4	0	0	0.547723	

	S. Disagre	Disagree	Neutral	Agree	S. Agree	Total	Percent
Total	0	3	1	4	0	8	100

Fig 30a

Fig 30b



While 50% of the male respondents disagree with the statement, 50% agree with the statement. Equally, 50% of the female respondents agree with the statement while 50% are neutral. Of the entire population, 49% agree with the statement while 38% disagree with the statement. The percentage is largely influenced by the small number of female respondents in relation to the male respondents.

The standard deviation shows the two groups both have varied views. The correlation coefficient also indicates that the two groups have very divergent views.

You,
 20. Expect your superiors to notice & acknowledge your potential for promotion

Table 31
Frequency Distribution for Senior Mgt

	Always	S. times	Not sure	Rarely	Never	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	4	0	1	1	0	6	75	1.2	1	0	1.64317	0.72222
Female (F)	1	0	1	0	0	2	25	0.4	0	0	0.54772	

	Always	S. times	Not sure	Rarely	Never	Total	Percent
Total	5	0	2	1	0	8	100

Fig 31a

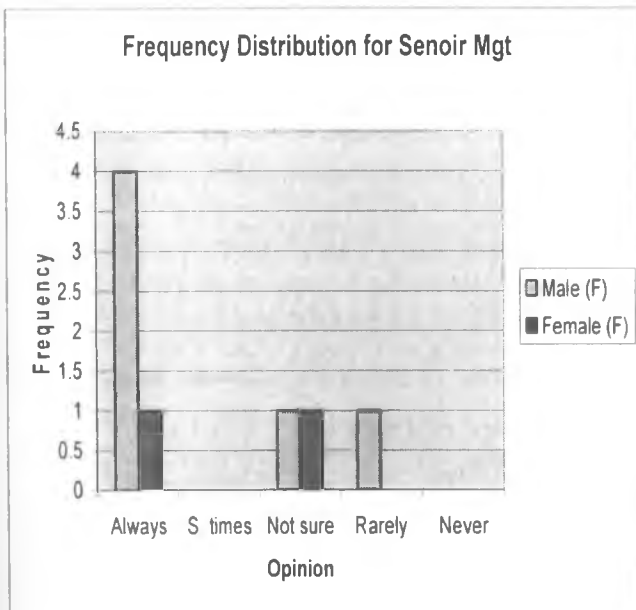
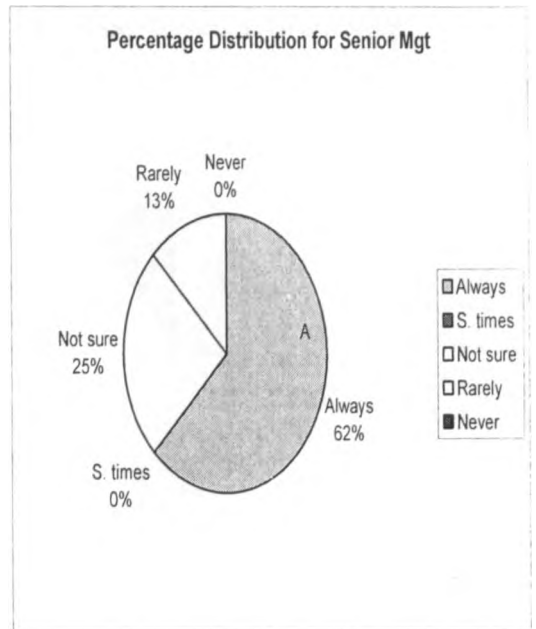


Fig 31b



A large population of the male respondents agree with the statement while only 50% of the female respondents agree with the statement. Interestingly, a large percent of the entire population expect their superiors to notice their potential for promotion including the male respondents. 13% of the respondents, being male rarely expect to be noticed.

The views of the men vary while those of women the women vary. The correlation coefficient indicates that the views of the two groups are similar.

21. You would apply or request for a promotion is your felt you deserved

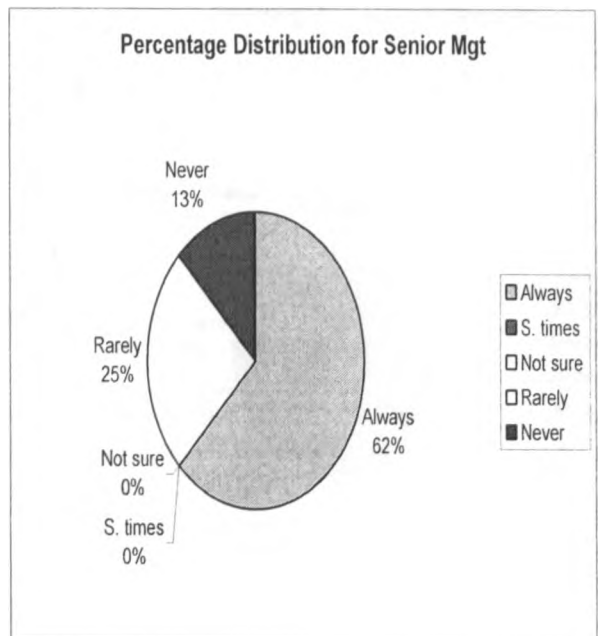
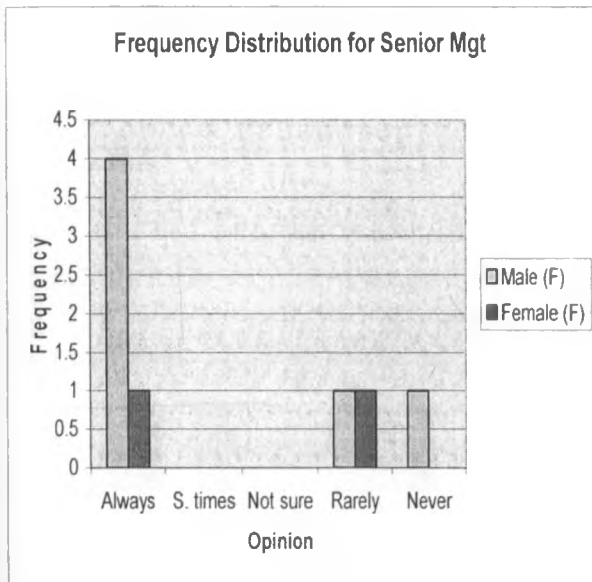
Table 32 Frequency Distribution for Senior Mgt

	Always	S. times	Not sure	Rarely	Never	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	4	0	0	1	1	6	75	1.2	1	0	1.64317	0.72222
Female (F)	1	0	0	1	0	2	25	0.4	0	0	0.54772	

	Always	S. times	Not sure	Rarely	Never	Total	Percent
Total	5	0	0	2	1	8	100

Fig 32a

Fig 32b



A large percentage of the entire population 60% will request for the promotion is they deserve, especially the male. However, the 50% female respondents will rarely apply for a promotion. They expect to be promoted by virtue of their work.

Both the women and the men share different views. However, correlation coefficient shows that the two groups share similar views most

22. You would ask for a pay rise directly if you felt you deserved

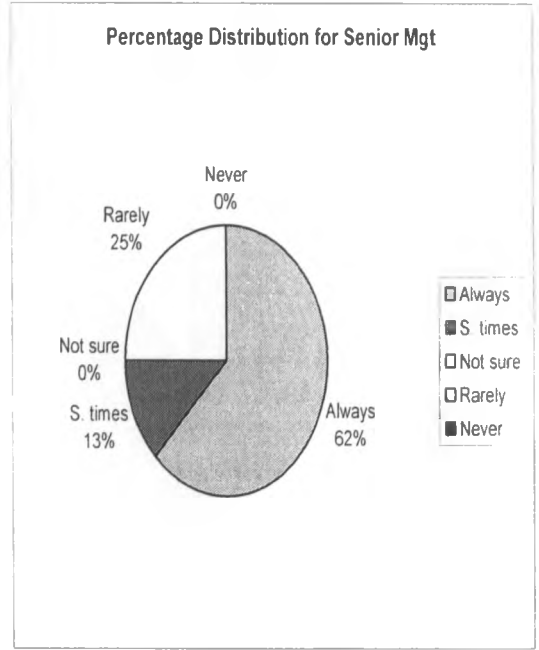
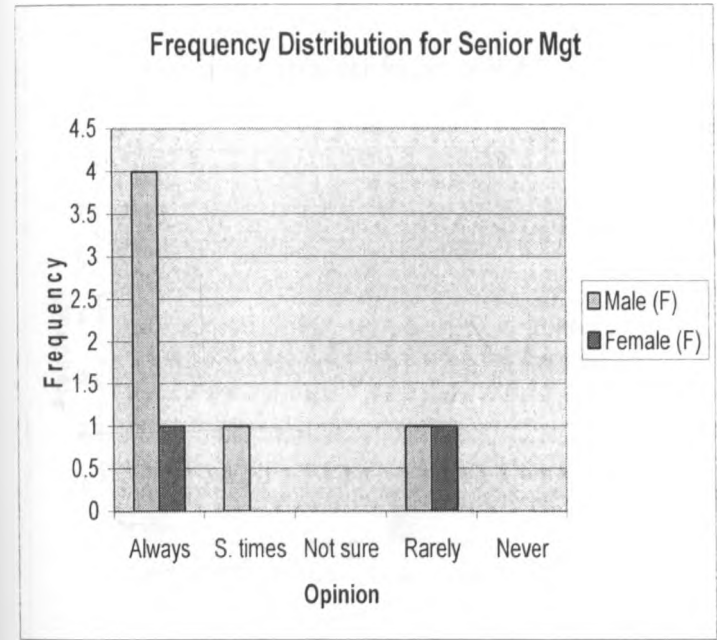
Table 33 Frequency Distribution for Senior Mgt

	Always	S. times	Not sure	Rarely	Never	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	4	1	0	1	0	6	75	1.2	1	1	1.64317	0.72222
Female (F)	1	0	0	1	0	2	25	0.4	0	0	0.54772	

	Always	S. times	Not sure	Rarely	Never	Total	Percent
Total	5	1	0	2	0	8	100

Fig 33a

Fig 33b



A large percentage of the male population agree with the statement while 50% of the female respondents will rarely ask for a pay rise. Of entire population, 75% of the population are likely to ask for a pay rise.

Views of the women vary but those of the men vary significantly. However, the correlation coefficient shows that the views of the two are significantly similar.

23. Would talk about your abilities and achievements in business setting

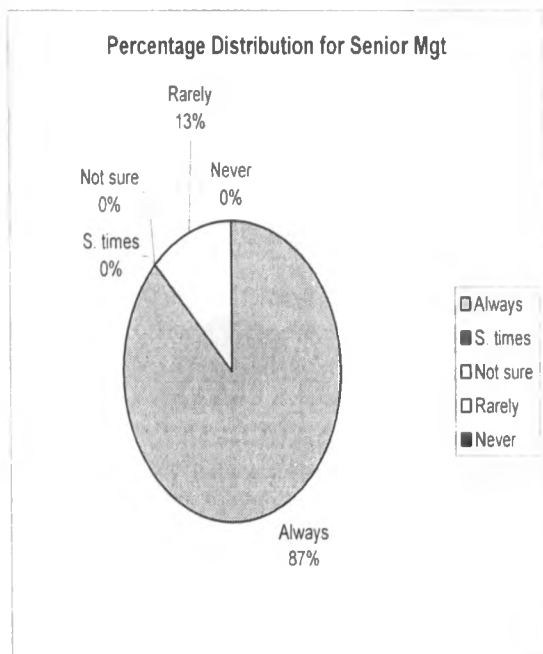
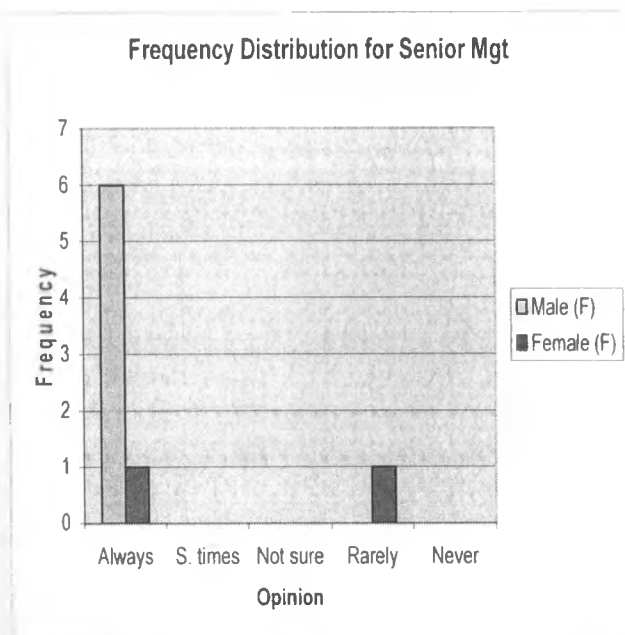
Table 34 Frequency Distribution for Senior Mgt

	Always	S. times	Not sure	Rarely	Never	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	6	0	0	0	0	6	75	1.2	0	0	2.68328	0.61237
Female (F)	1	0	0	1	0	2	25	0.4	0	0	0.54772	

	Always	S. times	Not sure	Rarely	Never	Total	Percent
Total	7	0	0	1	0	8	100

Fig 34a

Fig 34b



Of the entire population, a large percentage of the male respondents will talk about their abilities, while 50% of the female respondents will and 50% female respondents will not. 87% of the entire population agree with the statement. The female respondent will rarely talk about achievements as per the study literature review.

Women have different views while men have similar views. Correlation coefficient shows that views of the two groups are somehow similar.

STATEMENT

24. Career interruption like maternity would affect upward mobility in your org

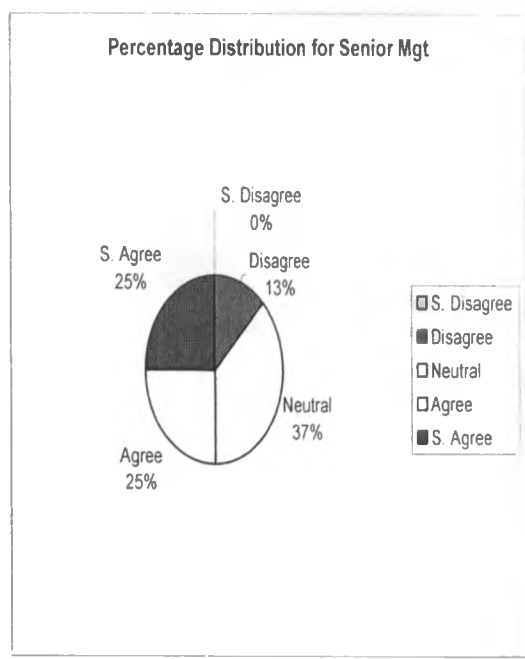
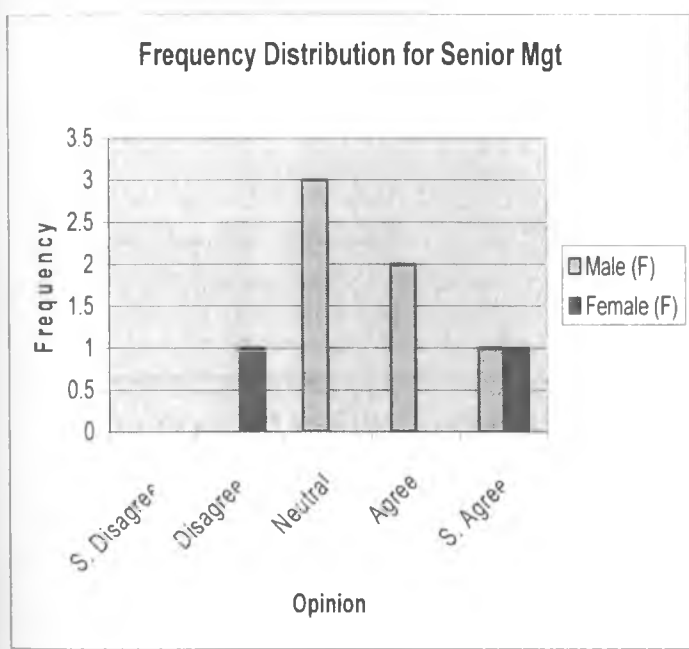
Table 35 Frequency Distribution for Senior Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	0	0	3	2	1	6	75	1.2	1	0	1.30384	-0.4901
Female (F)	0	1	0	0	1	2	25	0.4	0	0	0.54772	

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent
Total	0	1	3	2	2	8	100

Fig 35a

Fig 35b



A large percentage of the male respondents are neutral while an equally large percentage agree with the statement. 50% of the female respondents disagree while 50% agree. Of the entire population, 50% agree with the statement and 37% are neutral .

Women share divergent views while men have also divergent views. Correlation coefficient shows the two groups have very different vi

25. Your org has provided for work life & family friendly policies for women

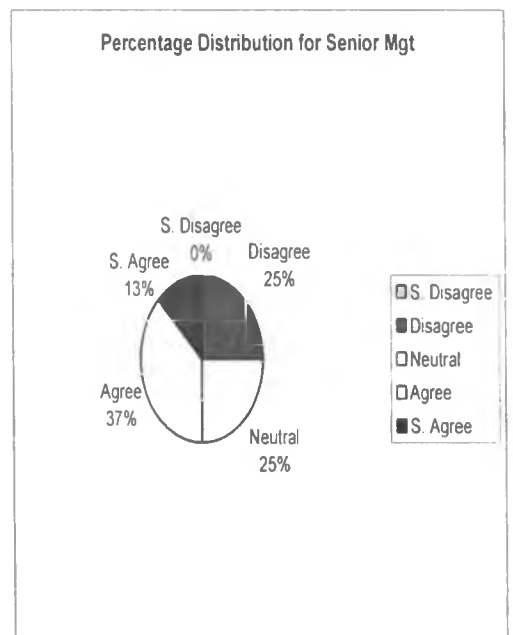
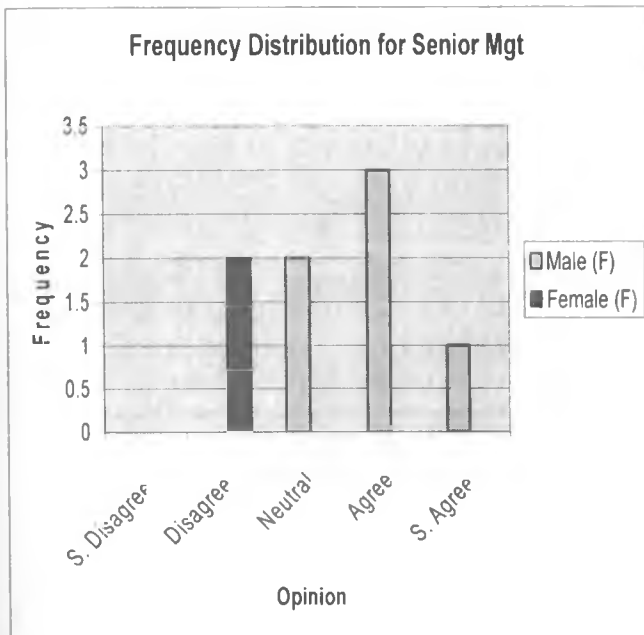
Table 36 Frequency Distribution for Senior Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	0	0	2	3	1	6	75	1.2	1	0	1.30384	-0.5145
Female (F)	0	2	0	0	0	2	25	0.4	0	0	0.89443	

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent
Total	0	2	2	3	1	8	100

Fig 36a

Fig 36b



While 100% of the female respondents disagree with the statement while a large percentage of the male respondents agree with the statement. While 50% of the entire population agree with the statement, 25% is neutral.

Women share the same views and men have divergent views. Correlation coefficient shows the two groups have very different views.

26. Affirmative action is effectively used as a tool for developing women

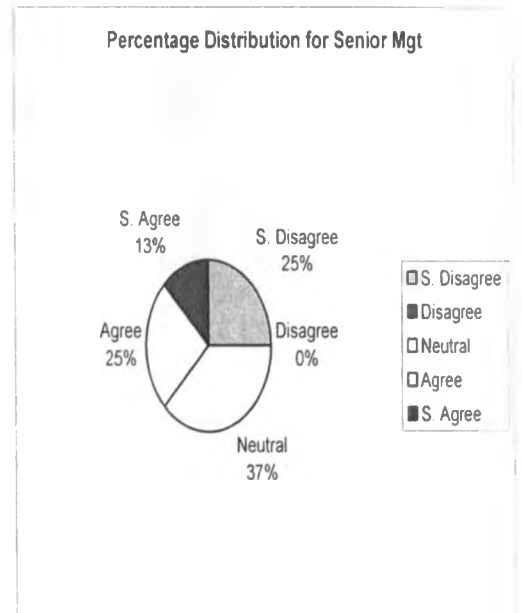
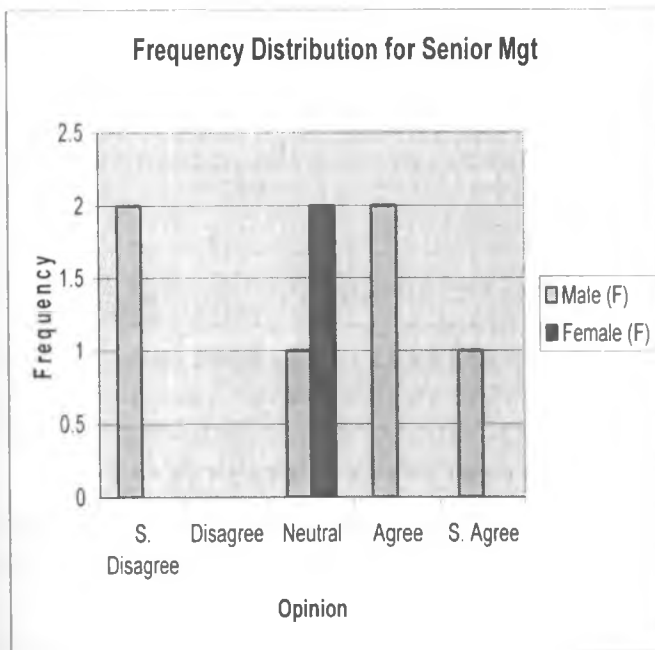
Table 37 Frequency Distribution for Senior Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	2	0	1	2	1	6	75	1.2	1	2	0.83666	-0.13363
Female (F)	0	0	2	0	0	2	25	0.4	0	0	0.89443	

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent
Total	2	0	3	2	1	8	100

Fig 37a

Fig 37b



100% of the women population are neutral. Most men agree with the statement. This means that the women have not experienced affirmative action.

While women share the same views, men also share the same views. However, the views of the two groups are very divergent.

27 You would give up your job to raise your child

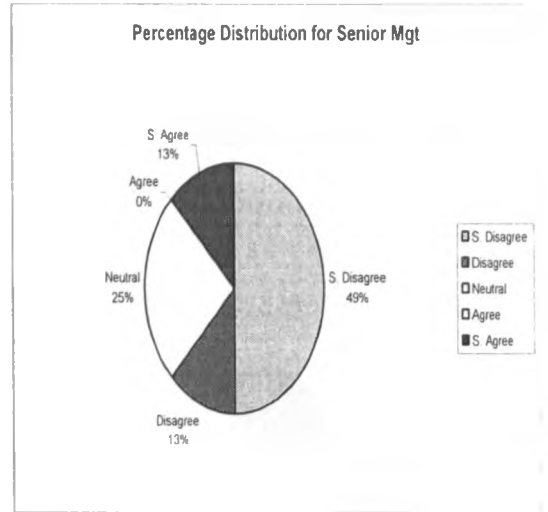
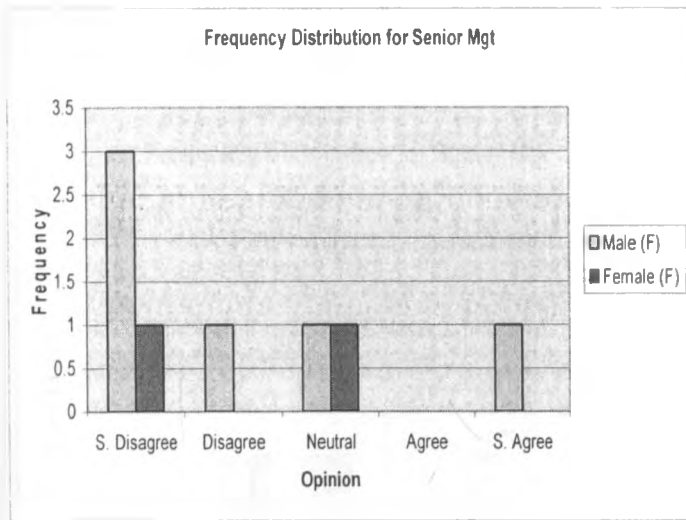
Table 38 Frequency Distribution for Senior Mgt

	S. Disagree	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORRELA
Male (F)	3	1	1	0	1	6	75	1.2	1	1	1.095445	0.666667
Female (F)	1	0	1	0	0	2	25	0.4	0	0	0.547723	

	S. Disagree	Disagree	Neutral	Agree	S. Agree	Total	Percent
Total	4	1	2	0	1	8	100

Fig 38a

Fig 38b



A large percentage of the male respondents disagree with the statement and 50% of the female disagree. 50% of the female respondents are neutral. 62% of the entire population disagree with the statement.

Women have varied views and the men have divergent views. The correlation coefficient indicates the two groups have similar views.

28. Child raising and family life has affected the rate of career women's dev

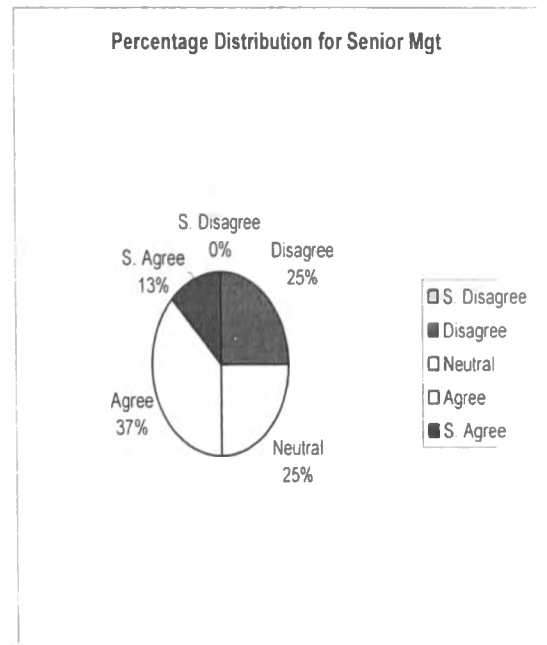
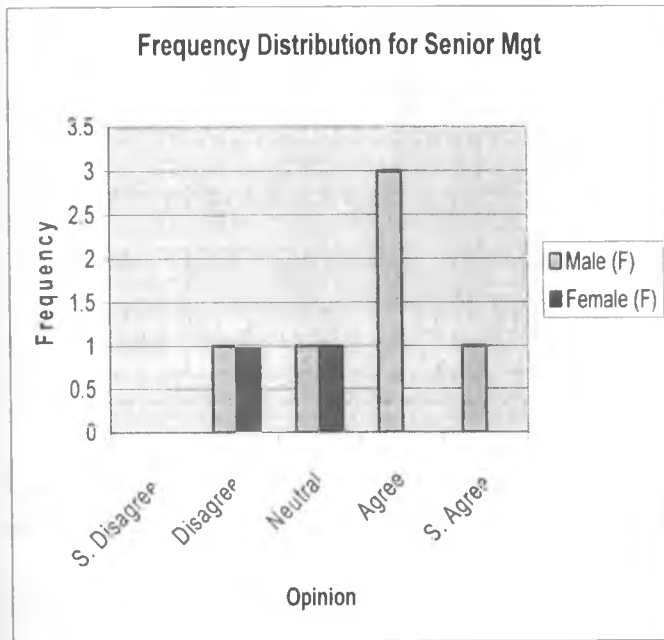
Table 39 Frequency Distribution for Senior Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	0	1	1	3	1	6	75	1.2	1	1	1.09545	-0.16667
Female (F)	0	1	1	0	0	2	25	0.4	0	0	0.54772	

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent
Total	0	2	2	3	1	8	100

Fig 39a

Fig 39b



A large percent of the male respondents agree with the statement while 50% of the female respondents disagree and 50% are neutral. The entire population represents 50% who agree with the statement and 25% and neutral and disagree. This shows that women are ambitious.

While the women have different views, the men have similar views. The correlation coefficient shows the two groups have very different views.

29. Your org has provided for supportive maternity and pregnancy health issues

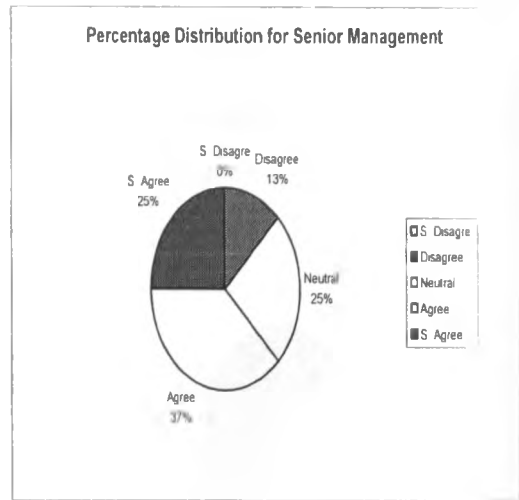
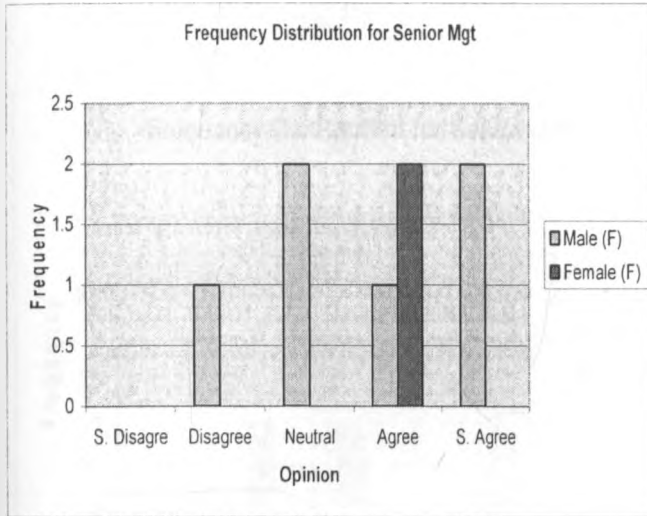
Table 40
Frequency Distribution for Senior Mgt

	S. Disagre	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORRELA
Male (F)	0	1	2	1	2	6	75	1.2	1	1	0.83666	-0.133631
Female (F)	0	0	0	2	0	2	25	0.4	0	0	0.894427	

	S. Disagre	Disagree	Neutral	Agree	S. Agree	Total	Percent
Total	0	1	2	3	2	8	100

Fig 40a

Fig 40b



A large percentage of the men disagree with the statement while 100% of the women agree. This implies that the men are not satisfied with the support given by the organization for the maternity related issues.

the standard deviation indicates both groups share same views. Correlation confident shows views shared are different.

31. You would prefer to have male career mentors in your organization

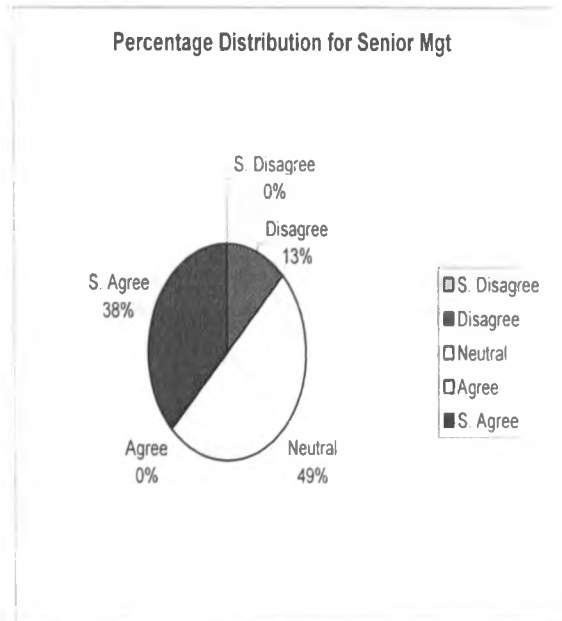
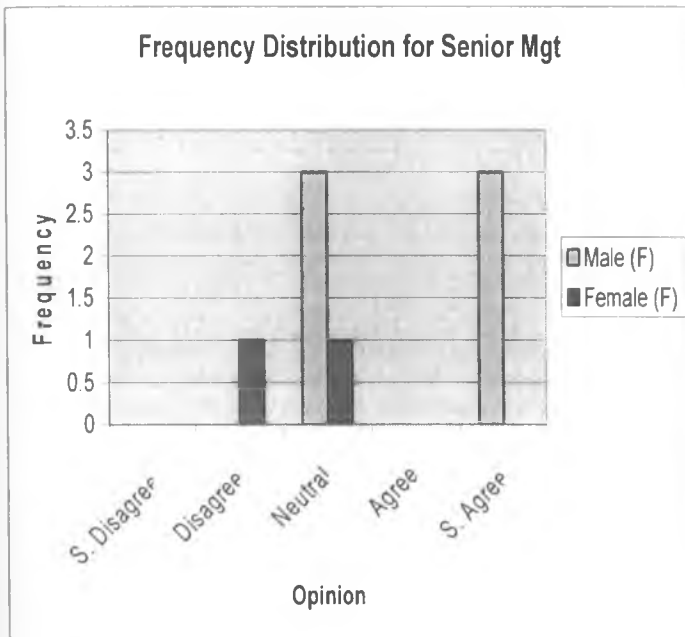
Table 41 Frequency Distribution for Senior Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	0	0	3	0	3	6	75	1.2	0	0	1.64317	0.16667
Female (F)	0	1	1	0	0	2	25	0.4	0	0	0.54772	

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent
Total	0	1	4	0	3	8	100

Fig 41a

Fig 41b



While 50% of the women disagree with the statement, 50% of the women are neutral while 50% of the men are neutral and 50% strongly agree. It means that the men prefer to have men career mentors while women do not prefer to have men career mentors.

Standard deviation indicates the two groups have varied views. The correlation coefficient means they share different opinions.

32. Your org senior management is supportive of career minded women

Table 42 Frequency Distribution for Senior Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREI
Male (F)	0	0	1	2	3	6	75	1.2	1	0	1.30384	-0.4901
Female (F)	0	1	1	0	0	2	25	0.4	0	0	0.54772	

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent
Total	0	1	2	2	3	8	100

Fig 42a

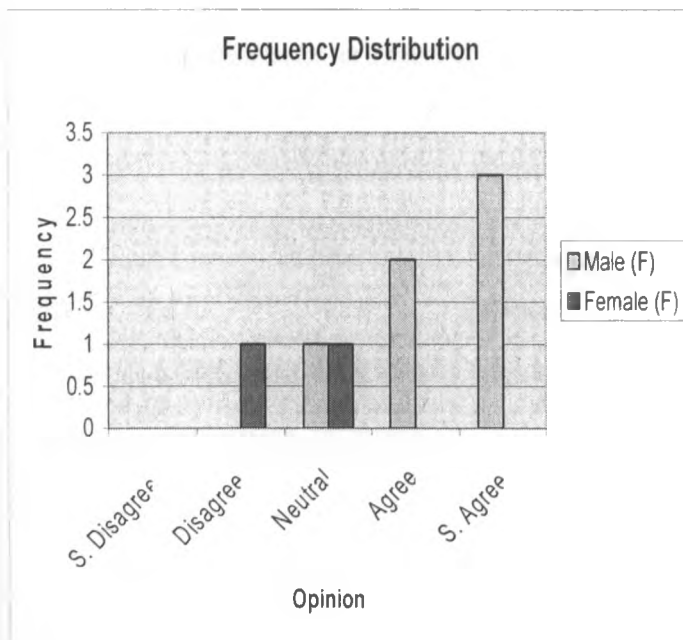
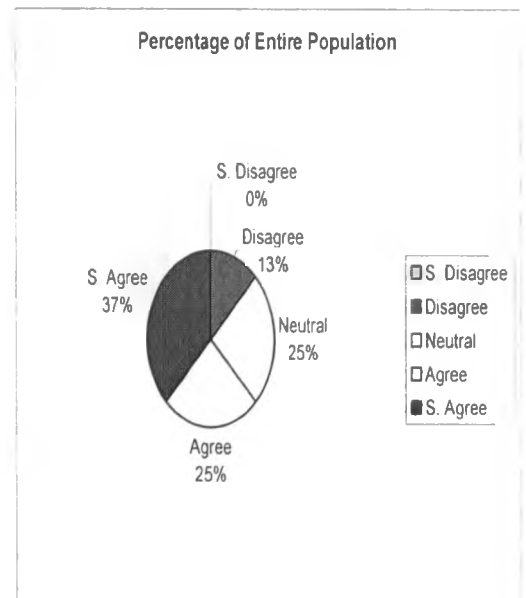


Fig 42b



While 50% of the women disagree with the statement, 50% of the women are neutral while the men seem to agree with the statement. This is attributed to the fact that those in senior management are mostly men and feel that they are giving women support while the women do not feel they are receiving the support they deserve.

Women have varied views and men also have varied views. However, the two groups do not share the same views. According to the correlation coefficient.

33. You would take up a job that requires frequent travel

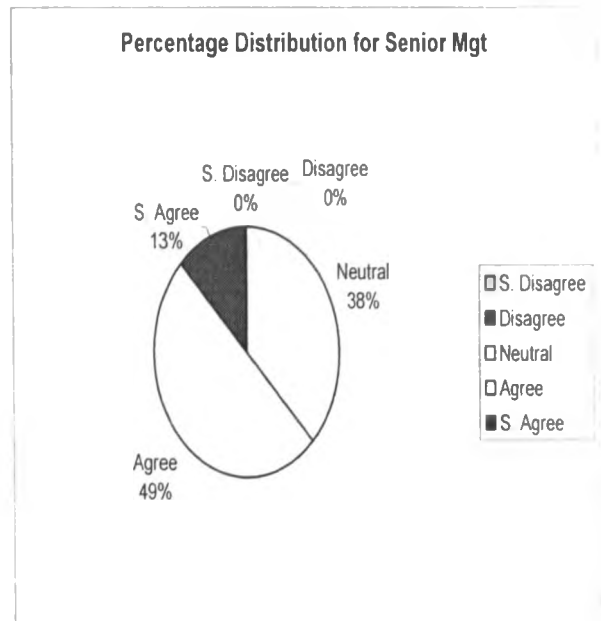
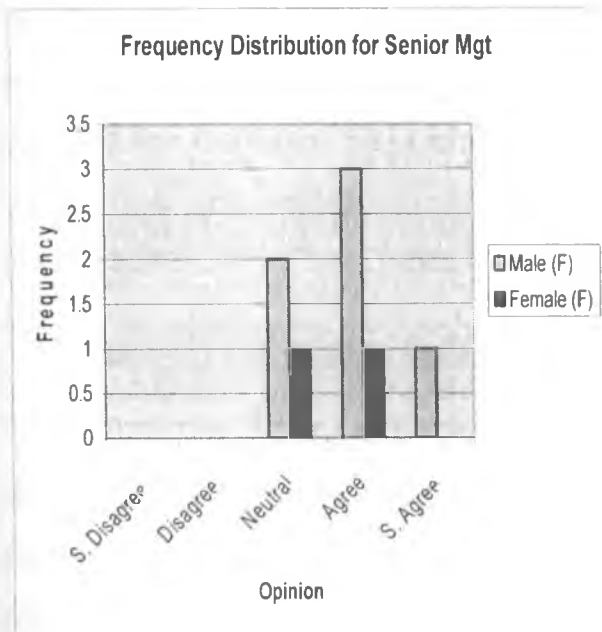
Table 43 Frequency Distribution for Senior Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	0	0	2	3	1	6	75	1.2	1	0	1.30384	0.91018
Female (l)	0	0	1	1	0	2	25	0.4	0	0	0.54772	

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent
Total	0	0	3	4	1	8	100

Fig 43a

Fig 43b



The distributions show that men are more likely to take up a job that requires frequent travel than women. In the entire population, more respondents are likely to take up a job that requires frequent travel. A large percentage is also not sure as to whether they would take up such a job or not.

The women share varied views and also the men have varied views. However, the correlation coefficient shows that they share similar vi

4.3.3 Middle Management Employees

Compensation, benefits, promotion and training

Both men and women agreed that they are effectively involved in decision making. They also disagreed that sex labels are placed on jobs in the organization. There were divergent views on whether gender equality policies are effectively implemented though most agreed that they are implemented. Both men and women agreed that the organization had effectively enforced anti-discrimination pay and benefit policies. However, both groups have divergent views and are mostly uncertain on whether pay is effectively related to merit. Most men and women disagree that education plays a role in the promotion of women and also that the organization has effectively provided for training opportunities for women development. (Please see Table 44, Fig 44a and 44b to Table 50, Fig 50a and Fig 50b)

Women's/ Men's Attitudes and Behaviors

Both men and women would expect their superiors to acknowledge their potential for promotion. Both men and women would apply for a promotion if they felt they deserved even ask for a pay raise. They would all talk about their abilities in a business setting. (Please see Table 51, Fig 51a and 51b to Table 54, Fig 54a and Fig 54b)

Balancing Work and Family Responsibilities

Both men and women disagreed that maternity would affect upward mobility in their organization. While most men and women agreed that the organization has provided for family friendly policies for women, a small percentage is uncertain. Most men agreed that affirmative action is used as a tool for the development of women while the women disagree. Both men and women also disagreed that they would give up their jobs to raise children, but most women agreed that child raising has affected the rate of career development of women. The men however disagreed. The women in this level agreed that the organization has provided for supportive maternity and pregnant health related issues, while the men disagreed. (Please see Table 55, Fig 55a and 55b to Table 60, Fig 60a and Fig 60b)

Career Development and Mentoring

Both men and women were neutral as to whether they would prefer to have male career mentors. While the women disagreed that the organization is supportive of career minded women, men seemed to agree. Majority of the men and some women would take up a job that requires frequent travel while many women were neutral. (Please see Table 61, Fig 61a and 61b to Table 63, Fig 63a and Fig 63b)

12. Women are effectively involved in decision making your organization

Table 44 Frequency Distribution for Mid Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	0	0	3	0	4	7	38.8889	1.4	0	0	1.94936	0.83006
Female (F)	0	2	3	2	4	11	61.1111	2.2	2	2	1.48324	
	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent					
Total	0	2	6	2	8	18	100					

Fig 44a

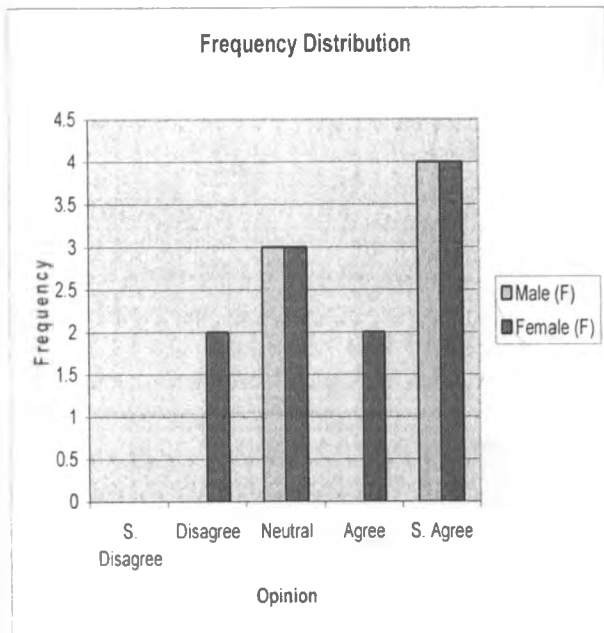
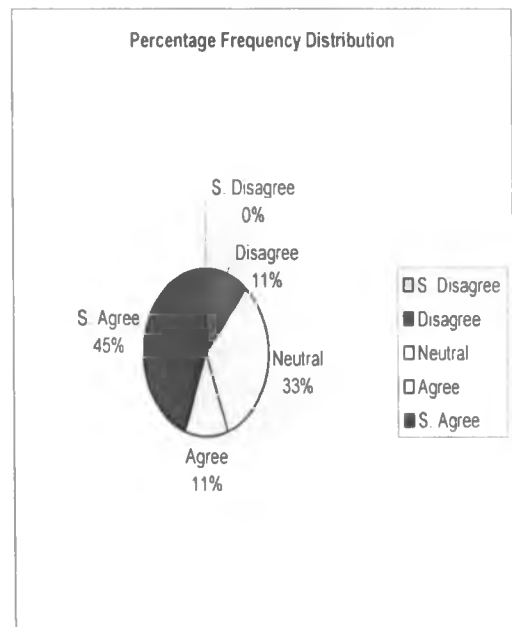


Fig 44b



On average, a large percentage believe that women are involved in decision making while 33% are not sure if women are involved making or not.

Men's views are varied while those of women are varied as some agree and some do not agree they are involved in decision making. However, most agree that women are involved in decision making according to the coefficient correlation.

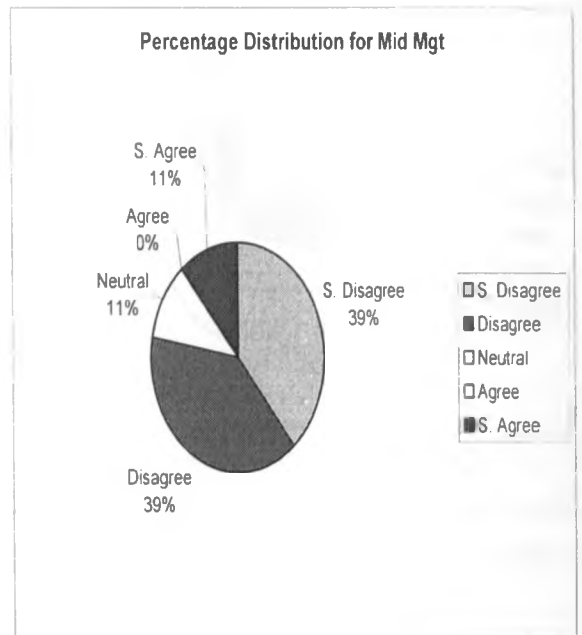
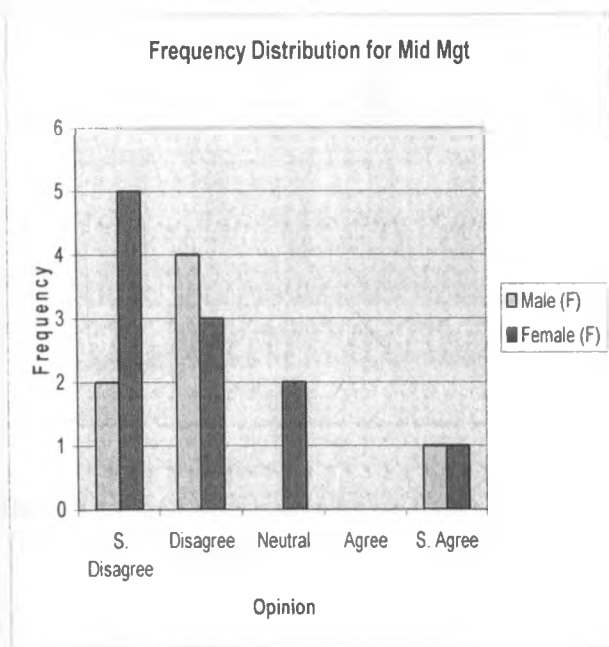
13. Sex Labels are placed on jobs in your organization

Table 44 Frequency Distribution for Mid Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	2	4	0	0	1	7	38.8889	1.4	1	0	1.67332	0.5903
Female (F)	5	3	2	0	1	11	61.1111	2.2	2		1.92354	
	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent					
Total	7	7	2	0	2	18	100					

Fig 44a

Fig 44b



About 78% of the entire population disagree with the statement that sex labels are placed on jobs. This means that an equal opportunity is given to all to go for a particular job.

Women's views are similar but men's views are varied. However, correlation coefficient indicates the views of both groups are similar.

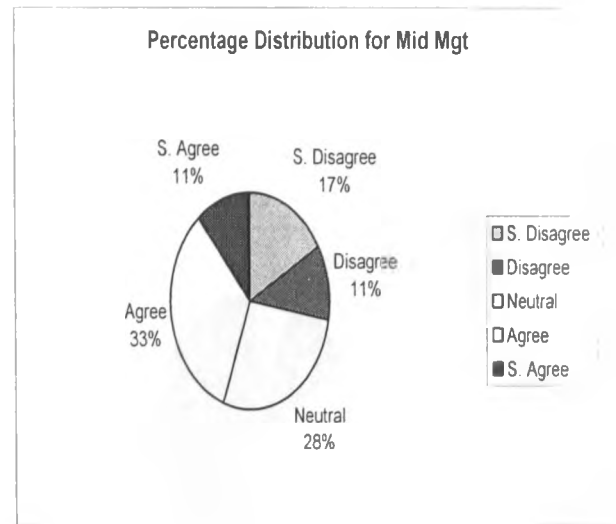
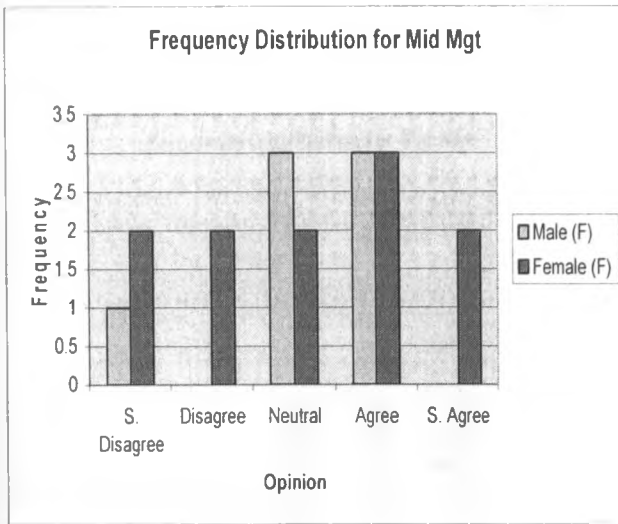
14. Gender equality policies are effectively implemented in your organization

Table 45 Frequency Distribution for Mid Mgt

	S. Disagree	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORRELA
Male (F)	1	0	3	3	0	7	38.88889	1.4	1	0	1.516575	0.589768
Female (F)	2	2	2	3	2	11	61.11111	2.2	2	2	0.447214	
	S. Disagree	Disagree	Neutral	Agree	S. Agree	Total	Percent					
Total	3	2	5	6	2	18	100					

Fig 45a

Fig 45b



There are divergent views from both groups. The men agree while the women disagree. The correlation coefficient indicates that the view of the two groups are somehow related. It would appear that the group is not informed on the effectiveness of the gender equality policies.

Correlation coefficient indicates that the two groups have somehow related views.

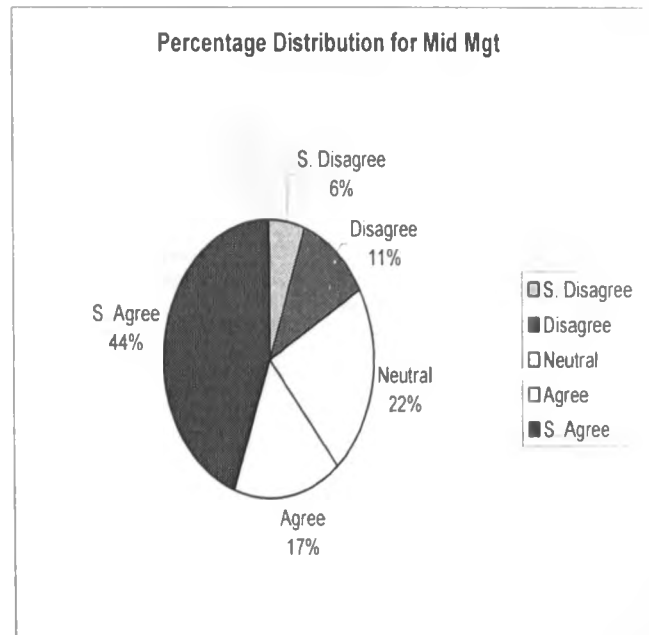
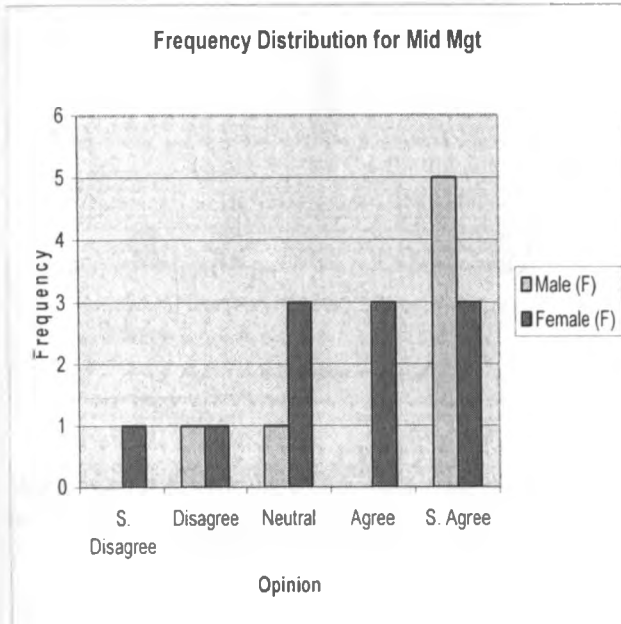
15. Your org has effectively enforced anti-discriminate pay & benefit policies

Table 46 Frequency Distribution for Mid Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	0	1	1	0	5	7	38.8889	1.4	1	0	2.07364	0.3962
Female (F)	1	1	3	3	3	11	61.1111	2.2	3	3	1.09545	
	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent					
Total	1	2	4	3	8	18	100					

Fig 46a

Fig 46b



Majority of the women agree with the statement while majority of the men also agree with the statement. A small percentage disagree with the statement. This means that anti-discrimination pay and benefit policies are practiced.

The views of the men vary but the women's view are similar as per the standard deviation. The correlation coefficient indicates that the views of the two groups are very different.

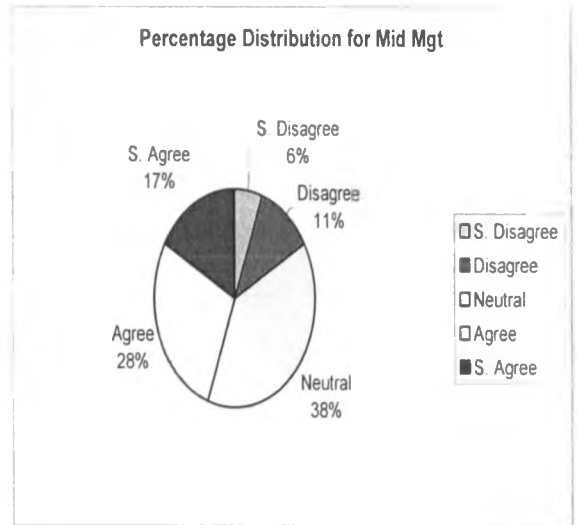
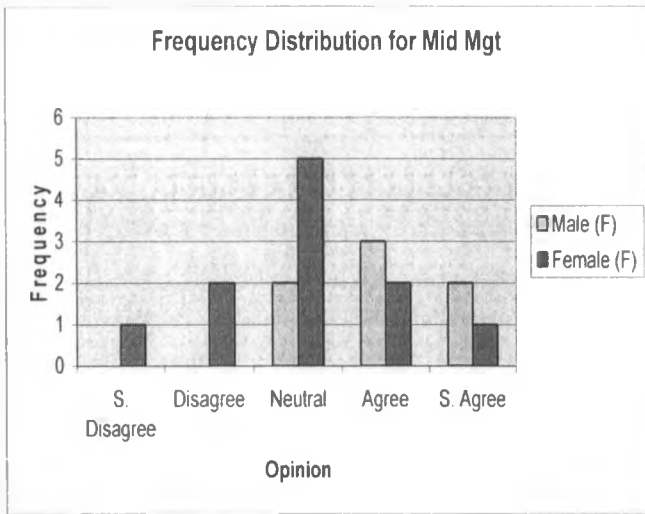
16. Pay is effectively related to merit in your organization

Table 47 Frequency Distribution for Mid Mgt

	S. Disagree	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORRELA
Male (F)	0	0	2	3	2	7	38.88889	1.4	2	0	1.341641	0.294846
Female (F)	1	2	5	2	1	11	61.11111	2.2	2	1	1.643168	
	S. Disagree	Disagree	Neutral	Agree	S. Agree	Total	Percent					
Total	1	2	7	5	3	18	100					

Fig 47a

Fig 47b



Men agree with the view. Most of the women are neutral. The two groups have varied views
 However the correlation coefficient indicates the views of both groups vary significantly.

17. Education & further studies play a role for women's promotion in your org

Table 48 Frequency Distribution for Mid Mgt

	S. Disagree	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORRELA
Male (F)	0	2	2	2	1	7	38.88889	1.4	2	2	0.894427	-0.085749
Female (F)	3	2	4	1	1	11	61.11111	2.2	2	1	1.30384	
	S. Disagree	Disagree	Neutral	Agree	S. Agree	Total	Percent					
Total	3	4	6	3	2	18	100					

Fig 48a

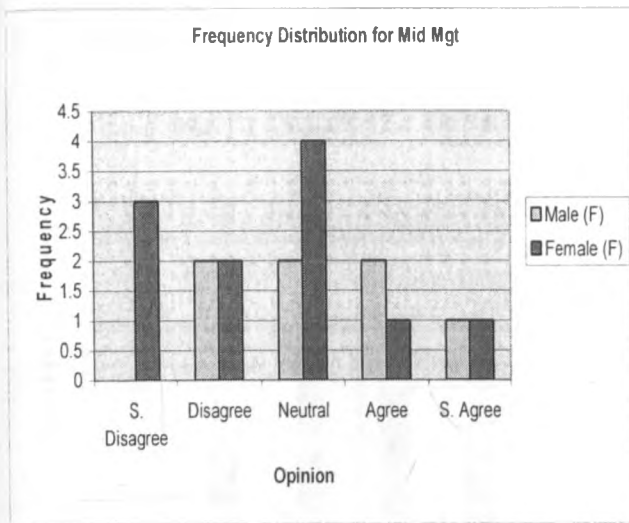
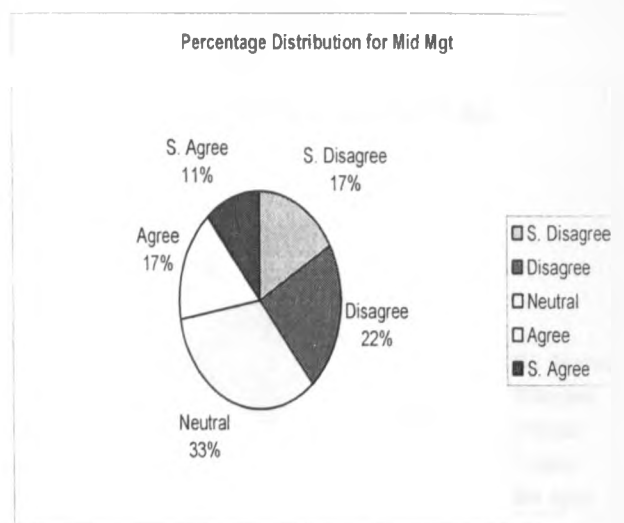


Fig 48b



Majority of the women disagree that education plays a role in women's promotion while majority of the men agree with the statement. In totality, most of the population disagree while a large percentage are neutral. This implies that education does not play a major part in promotion of women.

Both groups have a standard deviation that shows they have similar views. However, the two groups share really divergent views.

18. Your org has promoted women within from non-mgt to mgt positions

Table 49 Frequency Distribution for Mid Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	0	0	1	5	1	7	38.8889	1.4	1	0	2.07364	0.45518
Female (F)	0	2	4	3	2	11	61.1111	2.2	2	2	1.48324	
	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent					
Total	0	2	5	8	3	18	100					

Fig 49a

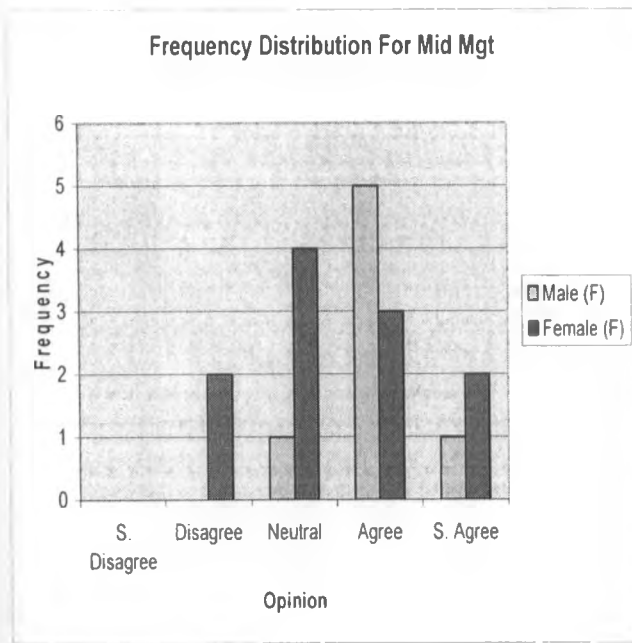
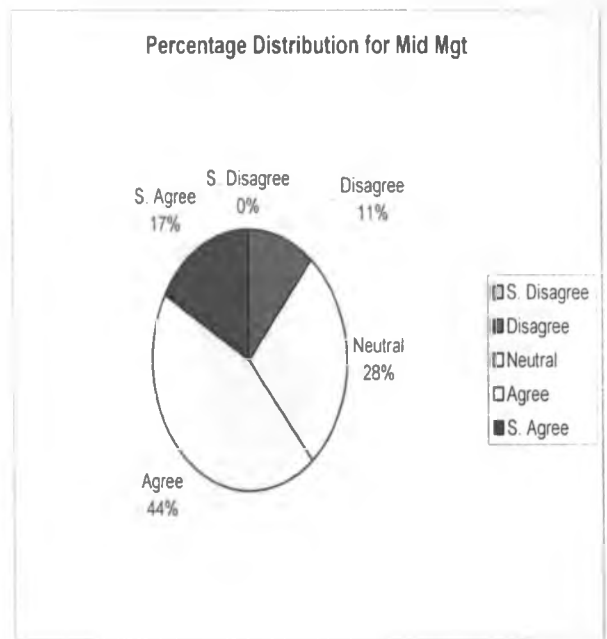


Fig 49b



Majority of the men and women agree with the statement although a small percentage of women disagree with the statement.

Standard deviation shows the men have varied views and women similar views. Correlation coefficient indicates they have divergent views.

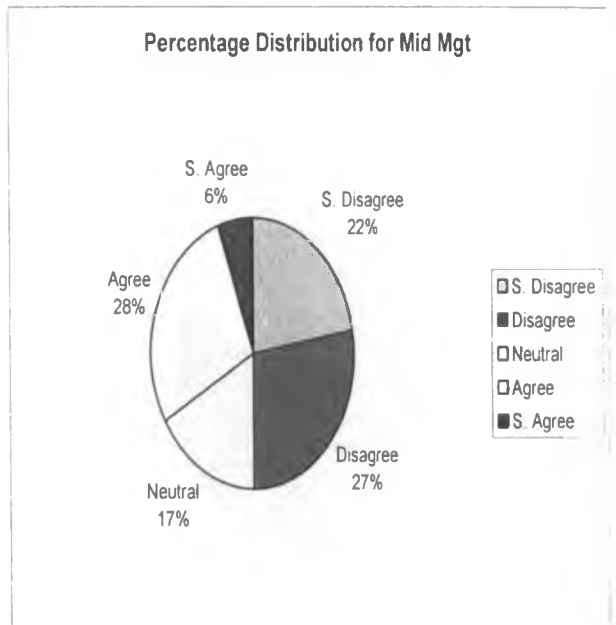
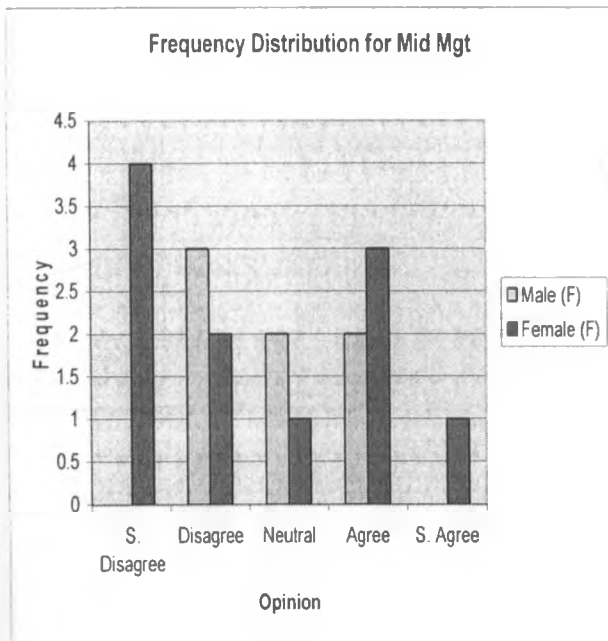
19. Your org has effectively provided for training opportunities for women devt

Table 50 Frequency Distribution for Mid Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	0	3	2	2	0	7	38.8889	1.4	2	0	1.34164	-0.20008
Female (F)	4	2	1	3	1	11	61.1111	2.2	2	1	1.30384	
	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total						
Total	4	5	3	5	1	18	100					

Fig 50a

Fig 50b



Majority of the men and women disagree with the statement while 34% of the population agree with the statement. This means that train should be provided for development of women.

Standard deviation shows the two groups have similar views. However, the two groups have very divergent views.

You,

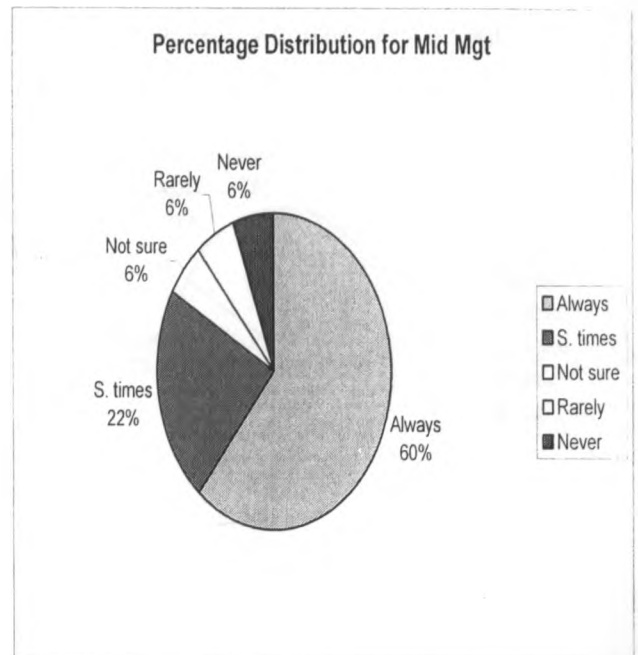
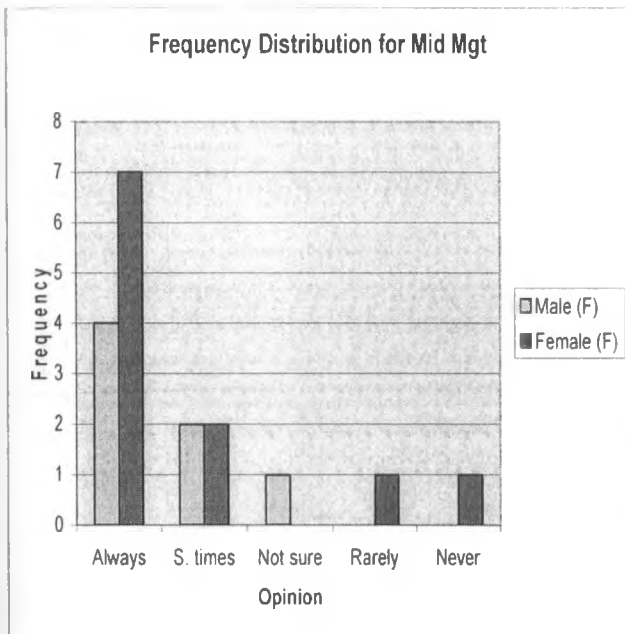
20. Expect your superiors to notice & acknowledge your potential for promotion

Table 51 Frequency Distribution for Mid Mgt

	Always	S. times	Not sure	Rarely	Never	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	4	2	1	0	0	7	38.8889	1.4	1	0	1.67332	0.89377
Female (F)	7	2	0	1	1	11	61.1111	2.2	1	1	2.77489	
	Always	S. times	Not sure	Rarely	Never	Total	Percent					
Total	11	4	1	1	1	18	100					

Fig 51a

Fig 51b



Majority of the men and women expect to be noticed and acknowledged for promotions

The two groups share same view that they expect their superiors to acknowledge their potential.

The correlation coefficient shows they have similar views.

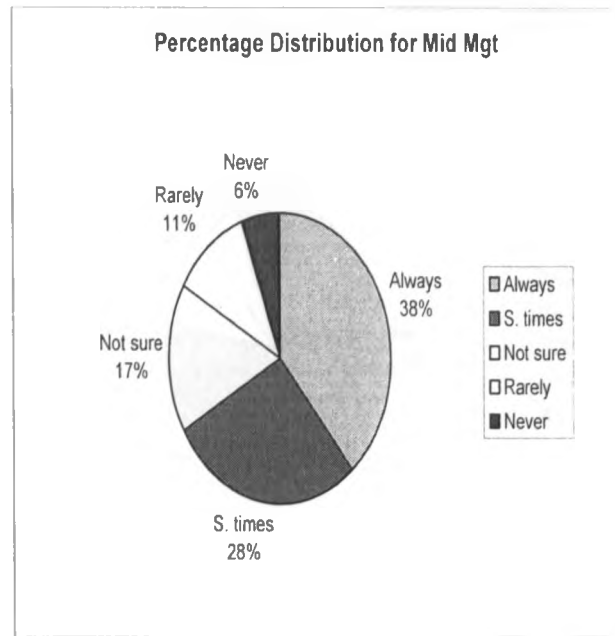
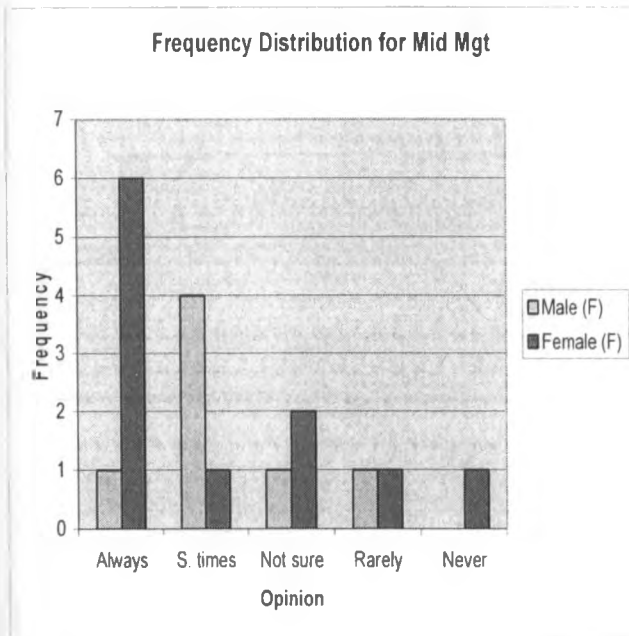
21. You would apply or request for a promotion if you felt you deserved

Table 52 Frequency Distribution for Mid Mgt

	Always	S. times	Not sure	Rarely	Never	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	1	4	1	1	0	7	38.8889	1.4	1	1	1.51658	-0.18249
Female (F)	6	1	2	1	1	11	61.1111	2.2	1	1	2.16795	
	Always	S. times	Not sure	Rarely	Never	Total	Percent					
Total	7	5	3	2	1	18	100					

Fig 52a

Fig 52b



The majority of the respondents felt that they would apply for promotion if they felt that they deserved it.

Standard deviation indicates men have different views and women similar views. Correlation coefficient indicates views are wide spread

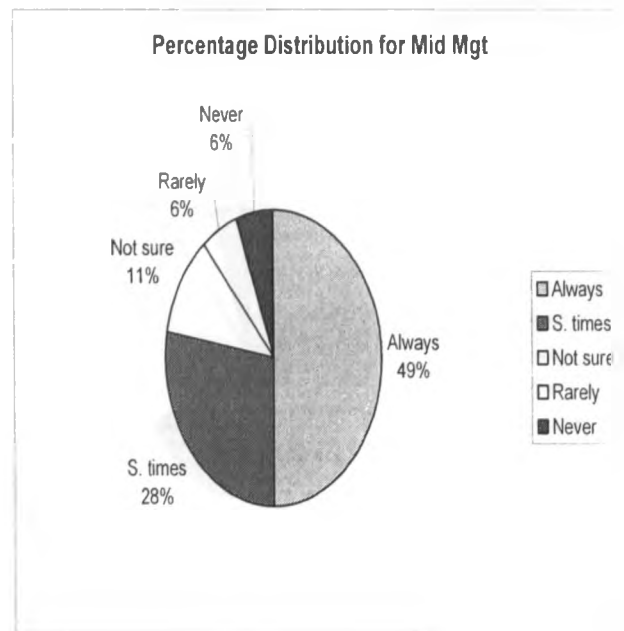
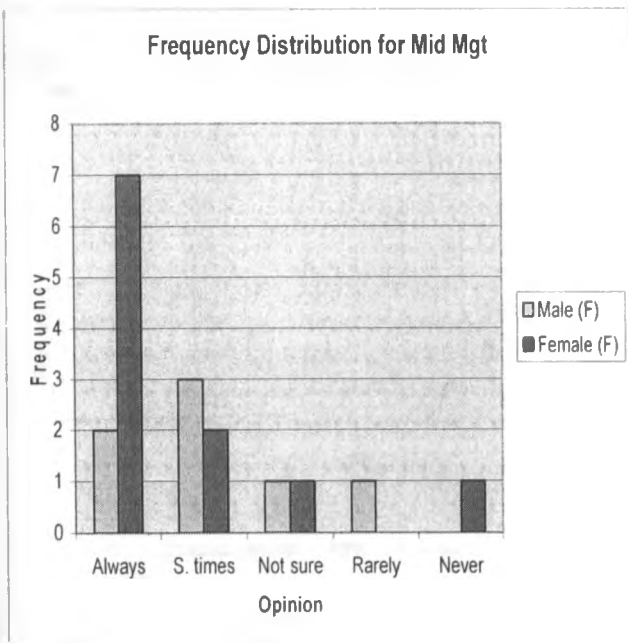
22. You would ask for a pay rise directly if you felt you deserved

Table 53 Frequency Distribution for Mid Mgt

	Always	S. times	Not sure	Rarely	Never	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	2	3	1	1	0	7	38.8889	1.4	1	1	1.14018	0.4425
Female (F)	7	2	1	0	1	11	61.1111	2.2	1	1	2.77489	
	Always	S. times	Not sure	Rarely	Never	Total	Percent					
Total	9	5	2	1	1	18	100					

Fig 53a

Fig 53b



Majority of the respondents felt they would ask for a pay rise if they felt that they deserved it.

They also share similar views according to the standard deviation. The correlation coefficient indicates they have divergent views.

24. Career interruption like maternity would affect upward mobility in your org

Table 55 Frequency Distribution for Mid Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	PERCENT	Mean	Median	Mode	STDEV	CORREL
Male (F)	0	4	3	0	0	7	38.8889	1.4	0	0	1.94936	0.54486
Female (F)	3	5	1	1	1	11	61.1111	2.2	1	1	1.78885	
	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	PERCENT					
Total	3	9	4	1	1	18	100					

Fig 55a

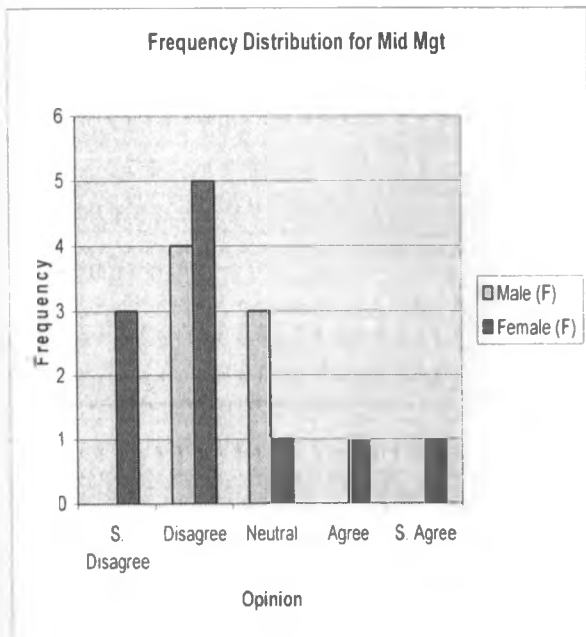
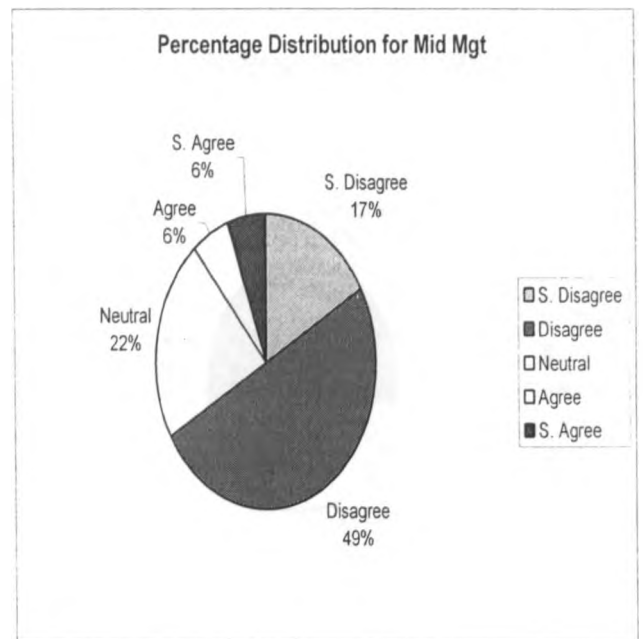


Fig 55b



While majority of the women disagree with the statement a small percentage agree with it. However, majority of the men also disagree with the statement.

The views of the men and women are wide spread. Most disagree with the statement thus women will not be deterred by maternity leave. The correlation coefficient indicates the views are related.

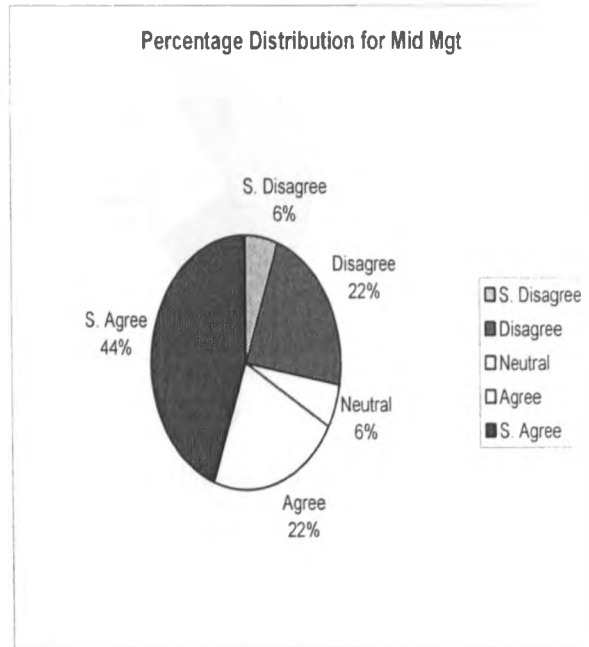
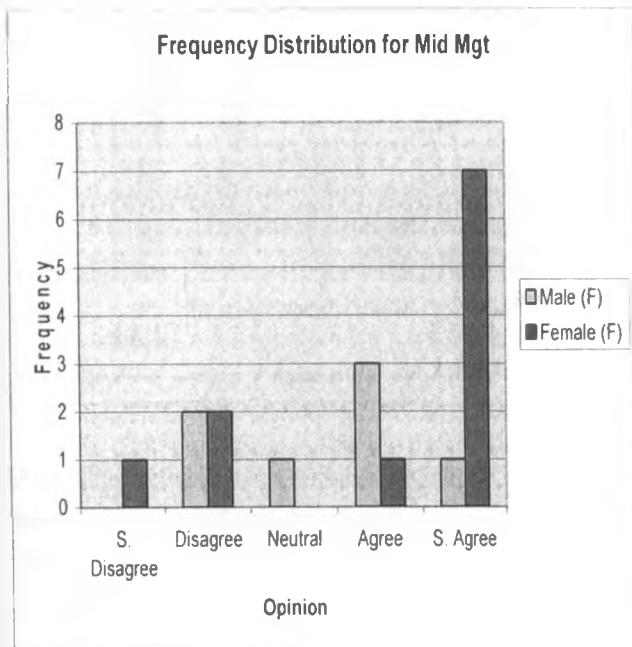
25. Your org has provided for work life & family friendly policies for women

Table 56 Frequency Distribution for Mid Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	0	2	1	3	1	7	38.8889	1.4	1	1	1.14018	-0.11062
Female (F)	1	2	0	1	7	11	61.1111	2.2	1	1	2.77489	
	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent					
Total	1	4	1	4	8	18	100					

Fig 56a

Fig 56b



While majority of the women agree with the statement, 30% of the population also disagree with the statement. Men also agree. This means that organizations embrace more work and family friendly policies for the org. Standard deviation indicates men share similar views and women have different views. Correlation coefficient indicates views to be divergent.

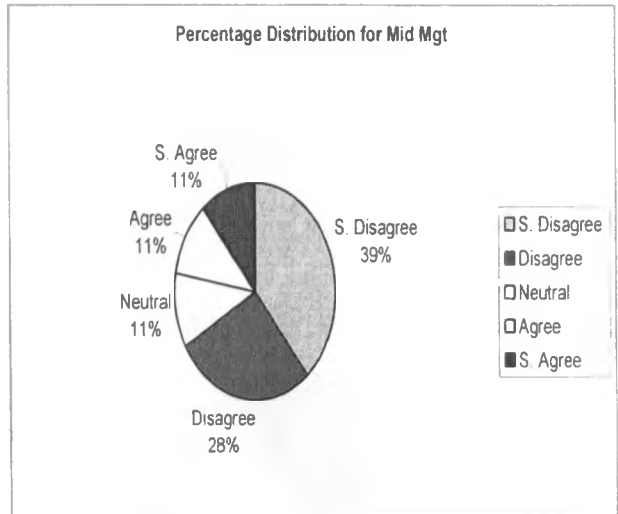
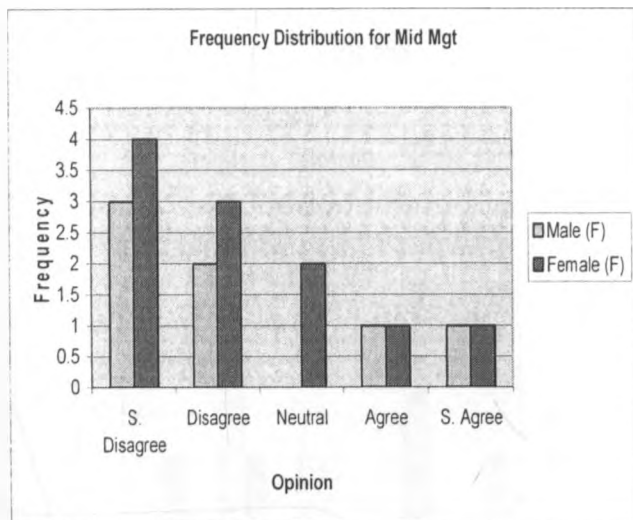
27. You would give up your job to raise your child

Table 58 Frequency Distribution for Mid Mgt

	S. Disagre	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORRELA
Male (F)	3	2	0	1	1	7	38.88889	1.4	1	1	1.140175	0.773574
Female (F)	4	3	2	1	1	11	61.11111	2.2	2	1	1.30384	
	S. Disagre	Disagree	Neutral	Agree	S. Agree	Total	Percent					
Total	7	5	2	2	2	18	100					

Fig 58a

Fig 58b



Most of the men and most of the women would not give up their job to raise their family. However, few also agree with the statement. Standard deviation indicates they share the same views.

The two groups share the same views according to the correlation coefficient.

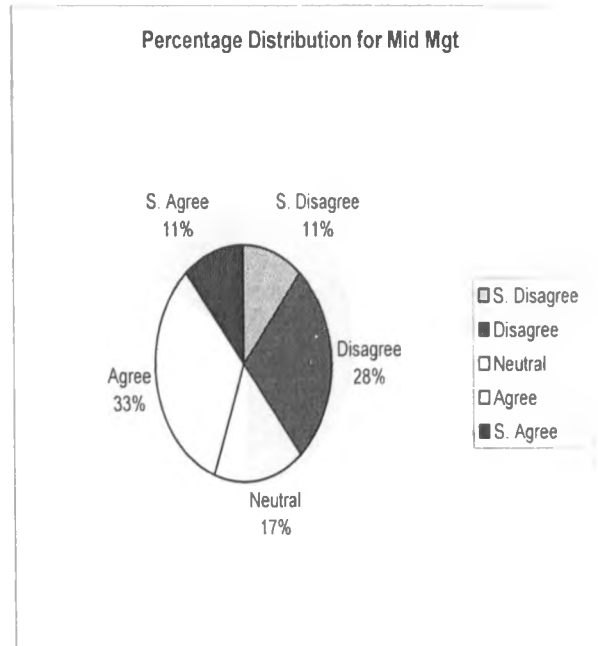
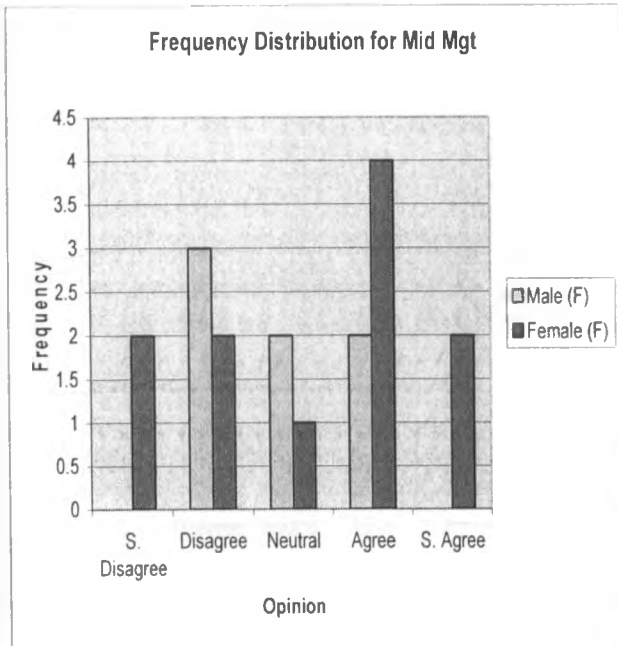
28. Child raising and family life has affected the rate of career women's dev

Table 59 Frequency Distribution for Mid Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREI
Male (F)	0	3	2	2	0	7	38.8889	1.4	2	0	1.34164	0.10206
Female (F)	2	2	1	4	2	11	61.1111	2.2	2	2	1.09545	
	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent					
Total	2	5	3	6	2	18	100					

Fig 59a

Fig 59b



A majority of the women agree with the statement while a majority of the men disagree with the statement. However, this is expected. In general, a majority of the people agree with the statement.

Child raising would affect the role of career women.

The women have similar views and men varied views, however, the correlation coefficient shows that they have very different views.

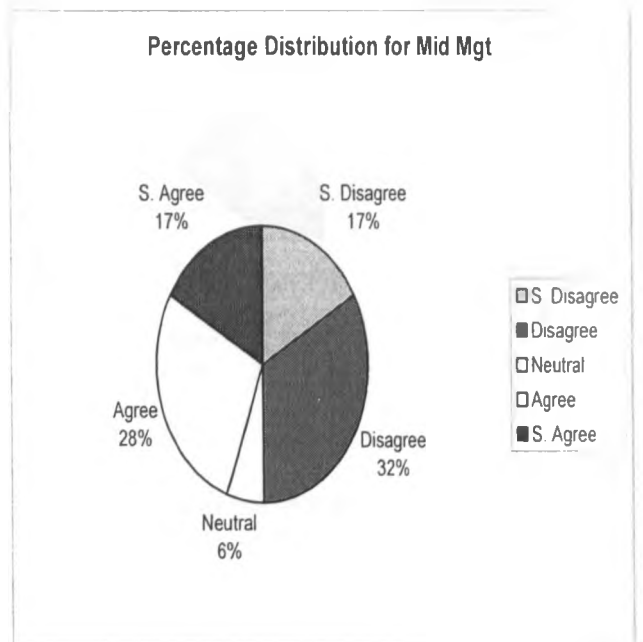
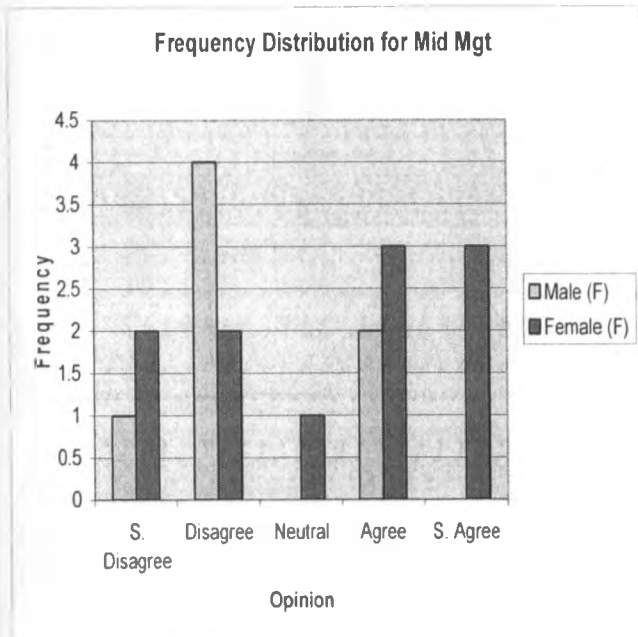
29. Your org has provided for supportive maternity and pregnancy health issues

Table 60 Frequency Distribution for Mid Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	1	4	0	2	0	7	38.8889	1.4	1	0	1.67332	0.10714
Female (F)	2	2	1	3	3	11	61.1111	2.2	2	2	0.83666	
	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent					
Total	3	6	1	5	3	18	100					

Fig 60a

Fig 60b



Women agree with the statement while most men disagree with the statement. Standard deviation shows that men have different views & women have largely similar views. Correlation coefficient indicates the two groups have very varying views.

31. You would prefer to have male career mentors in your organization

Table 61 Frequency Distribution for Mid Mgt

	S. Disagree	Disagree	Neutral	Agree	S. Agree	Total	PERCENT	Mean	Median	Mode	STDEV	CORRELA
Male (F)	0	1	4	0	2	7	38.88889	1.4	1	0	1.67332	0.725908
Female (F)	3	1	6	0	1	11	61.11111	2.2	1	1	2.387467	
	S. Disagree	Disagree	Neutral	Agree	S. Agree	Total	PERCENT					
Total	3	2	10	0	3	18	100					

Fig 61a

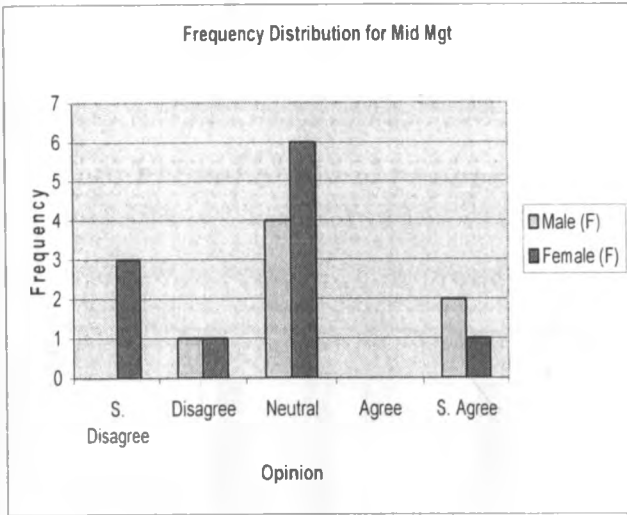
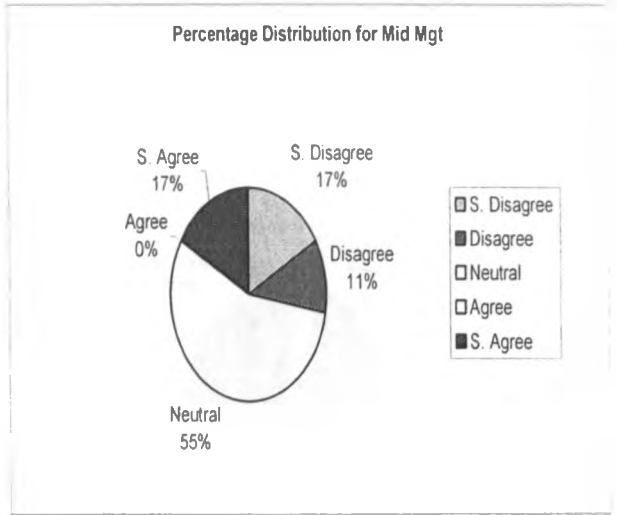


Fig 61b



A large percentage of the women and men are neutral while some disagree. Also the men are neutral as they are not sure. The standard deviation men have varied views and women have varied views. The correlation coefficient indicates that the two groups have similar views.

32. Your org senior management is supportive of career minded women

Table 62 Frequency Distribution for Mid Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	0	0	0	6	1	7	38.8889	1.4	0	0	2.60768	-0.72348
Female (F)	1	3	4	0	3	11	61.1111	2.2	3	3	1.64317	
	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent					
Total	1	3	4	6	4	18	100					

Fig 62a

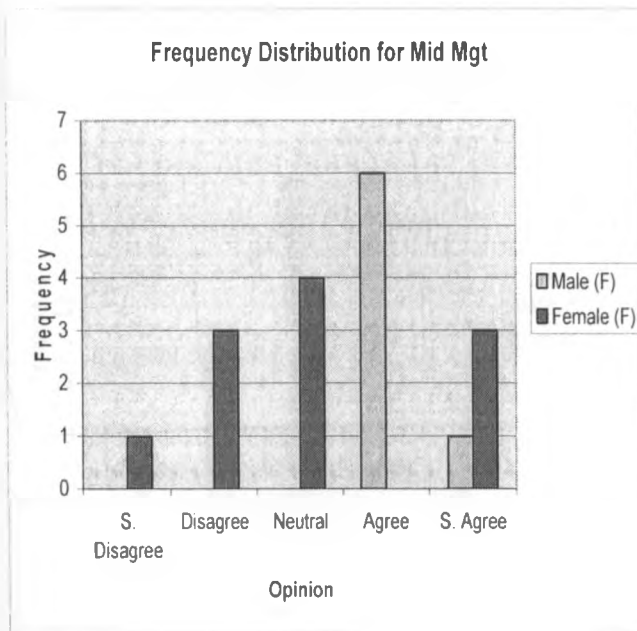
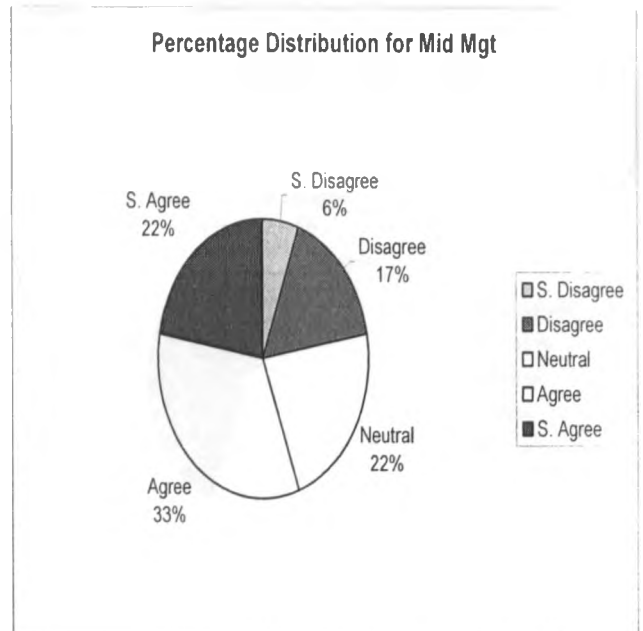


Fig 62b



Majority of the women disagree while majority of the men agree with the statement. They have similar views according to the standard deviation

The two groups have really varying opinions according to the correlation coefficient.

33. You would take up a job that requires frequent travel

Table 63 Frequency Distribution for Mid Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	0	0	2	1	4	7	38.8889	1.4	1	0	1.67332	0.71826
Female (F)	1	2	4	0	4	11	61.1111	2.2	2	4	1.78885	
	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent					
Total	1	2	6	1	8	18	100					

Fig 63a

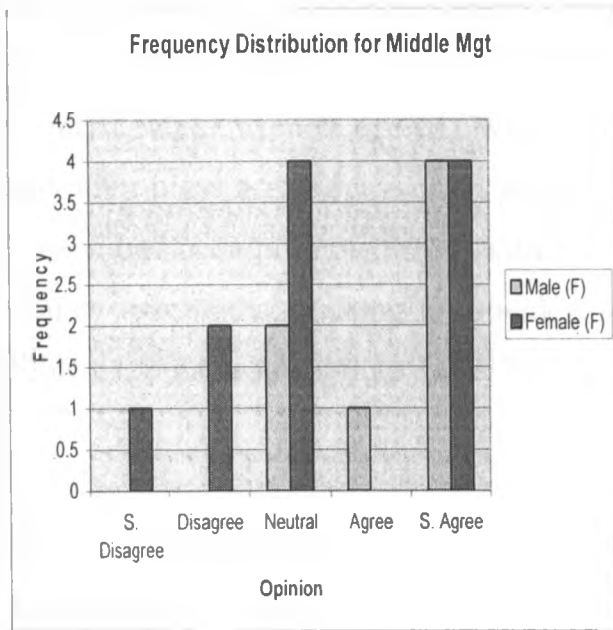
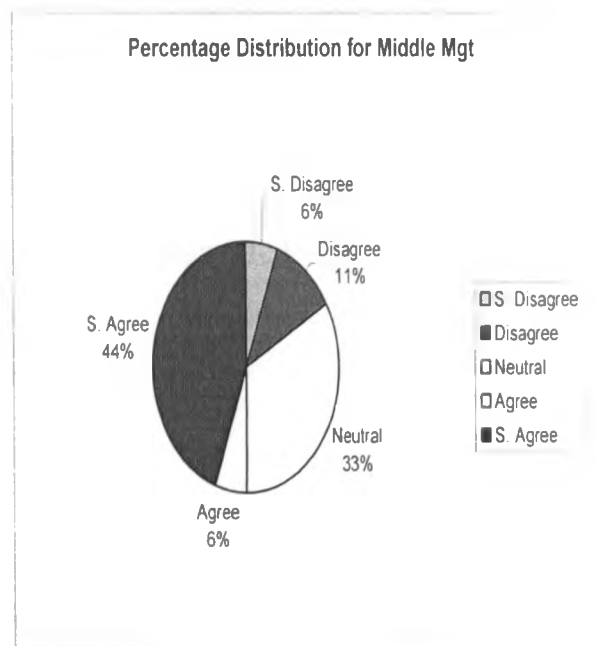


Fig 63b



The majority of the men agree with the statement while a large percentage of the women are neutral and also disagree. This shows that fewer women would take up a job that requires frequent travel while more men would go ahead and take a job that requires travel.

Generally according to the standard deviation two groups have similar views. The correlation coefficient indicates that they share similar views. Most agree while many are neutral.

4.3.4 Non-management Employees

Compensation, benefits, promotion and training.

While the men were not certain if women are involved in decision-making, the women agreed that they are involved in decision making. Both men and women disagreed that sex labels are placed on jobs. There are varying opinions as to whether gender polices were effectively implemented. While women agreed that the organizations had effectively enforced anti-discrimination policies on pay and benefit policies. The men were neutral. The men were uncertain if pay was related to merit while women agreed. While men were uncertain, women agreed that education plays a role for women promotion in the organization. Men agreed that women had been promoted from within while the women disagreed. The men and women agreed that training is provided for development of women. (Please see Table 64, Fig 64a and 64b to Table 71, Fig 71a and Fig 71b)

Women's/Men's Attitudes and Behaviors

Both groups agreed that they expected their superiors to notice and acknowledge their potential for promotion, and would apply for a promotion if they deserved, however the women were not sure of this. While most of the men and women would ask for a pay rise if they felt they deserved, some women would not ask for a pay rise. Both groups would talk about their achievements in a business setting. (Please see Table 72, Fig 72a and 72b to Table 75, Fig 75a and Fig 75b)

Balancing Work and Family Responsibilities

Most women were not sure if career interruption such as maternity would affect upward mobility. However, 40% of both men and women disagreed. Both the men and women disagreed that the organization provided for work life and family friendly policies. Both groups also disagreed that affirmative action is effectively used as a tool for developing women, although some women agreed. The women disagreed that they would give up their jobs to raise children. Both groups disagreed although they have divergent views, some agree that child raising would affect the rate of career women's development. The women disagreed while the men were neutral regarding the statement that the organization had provided for supportive maternity and pregnancy related issues. (Please see Table 76, Fig 76a and 76b to Table 81, Fig 81a and Fig 81b)

Career Development and Mentoring

The men do not want to have men career mentors while the women were largely neutral. Most of the women and all men agreed that the management is supportive of career minded women. Most of the men would take up jobs that require frequent travel while the women are neutral. (Please see Table 82, Fig 82a and 82b to Table 84, Fig 84a and Fig 84b)

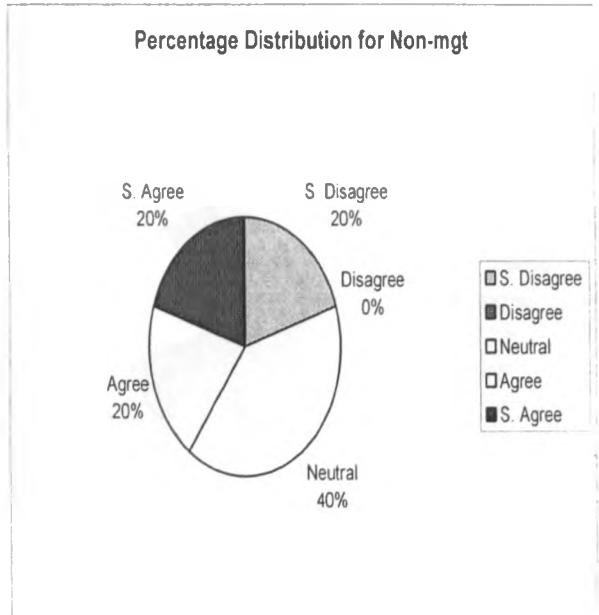
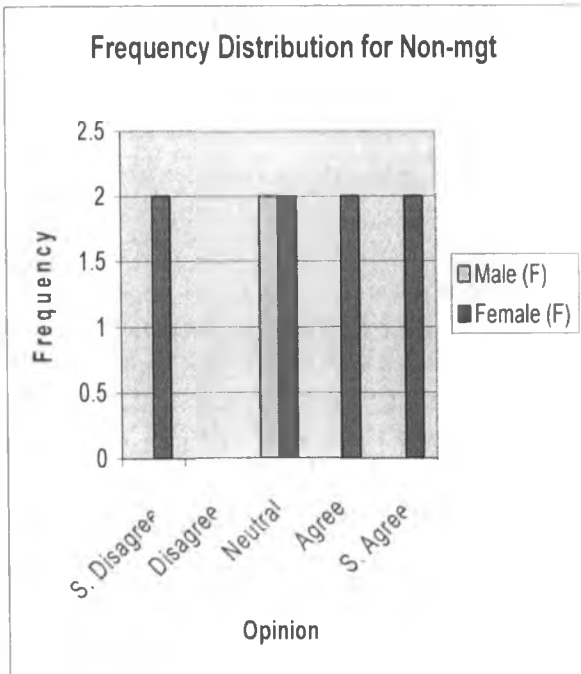
12. Women are effectively involved in decision making your organization

Table 64 Frequency Distr for Non Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREI
Male (F)	0	0	2	0	0	2	20	0.4	0	0	0.89443	0.25
Female (l)	2	0	2	2	2	8	80	1.6	2	2	0.89443	

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent
Total	2	0	4	2	2	10	100

Fig 64b



The men are neutral while the women agree with the statement. Few women disagree with the statement. It seems the women in non-management are not involved in decision making.

The standard deviation indicates the men have varied views and women similar views. The correlation coefficient indicates divergent vic

13. Sex Labels are placed on jobs in your organization

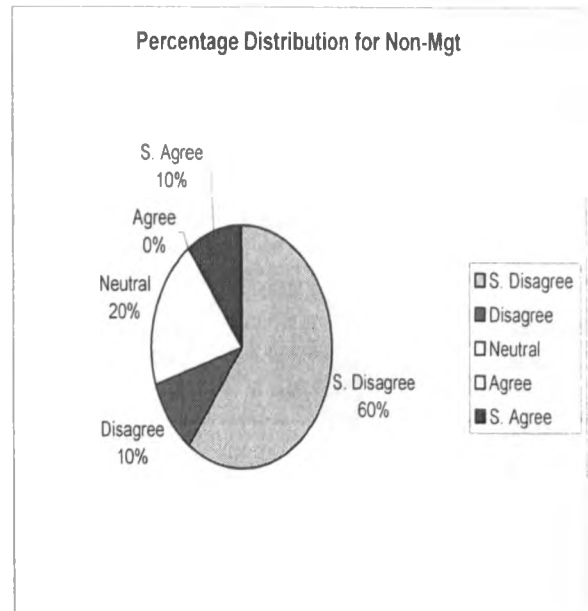
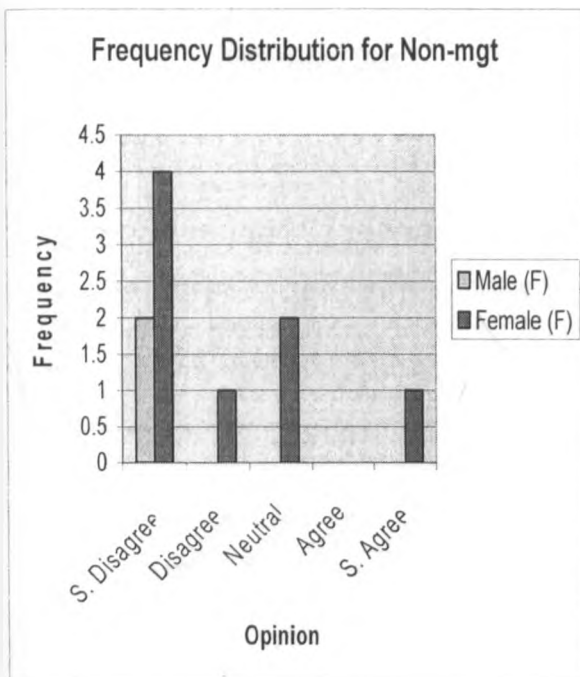
Table 65 Frequency Distr for Non Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	2	0	0	0	0	2	20	0.4	0	0	0.89443	0.88465
Female (F)	4	1	2	0	1	8	80	1.6	1	1	1.51658	

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent
Total	6	1	2	0	1	10	100

Fig 65a

Fig 65b



Most of the men and women disagree with the statement though a small percentage of women agree with the statement. This could mean that sex labels are not placed on jobs.

The men have varied opinions while the women have same views. The views of the two groups share the same opinion according to the correlation coefficient.

14. Gender equality polices are effectively implemented in your organization

Table 66 Frequency Distr for Non Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STEVE	CORREI
Male (F)	0	0	1	1	0	2	20	0.4	0	0	0.54772	0.72058
Female (F)	2	1	2	3	0	8	80	1.6	2	2	1.14018	

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent
Total	2	1	3	4	0	10	100

Fig 66a

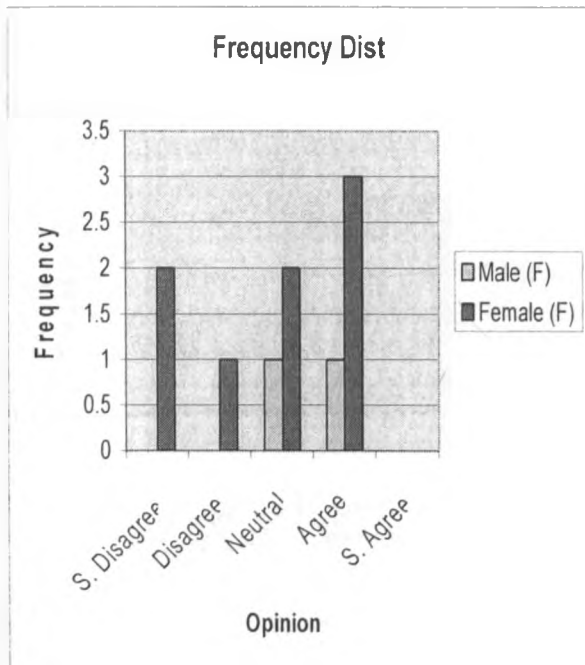
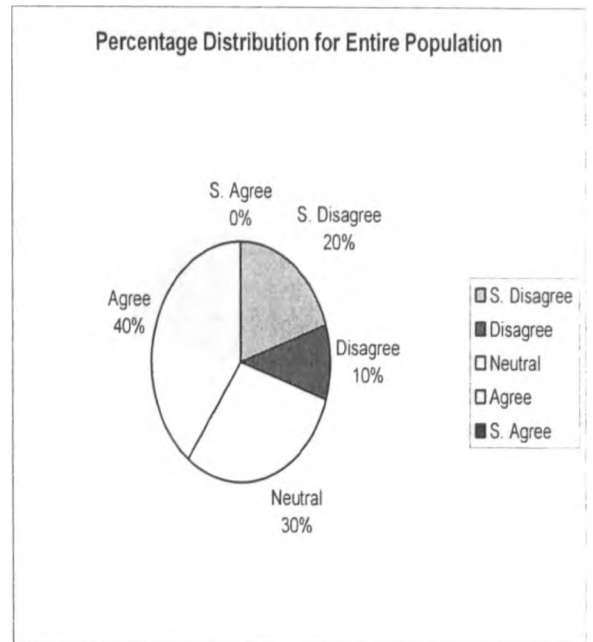


Fig 66b



There are varying opinions in the two groups. The women disagree and equally agree. The standard deviation show they have the same v However, correlation coefficient indicates that the two groups share the same opinion.

15. Your org has effectively enforced anti-discriminate pay & benefit policies

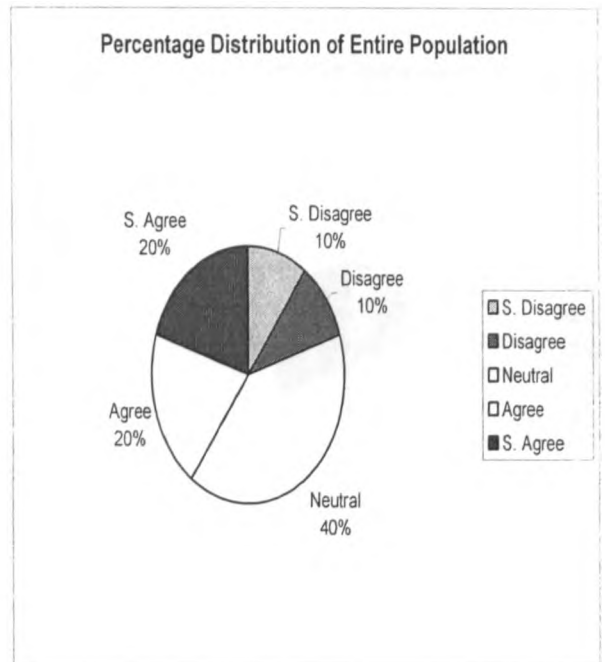
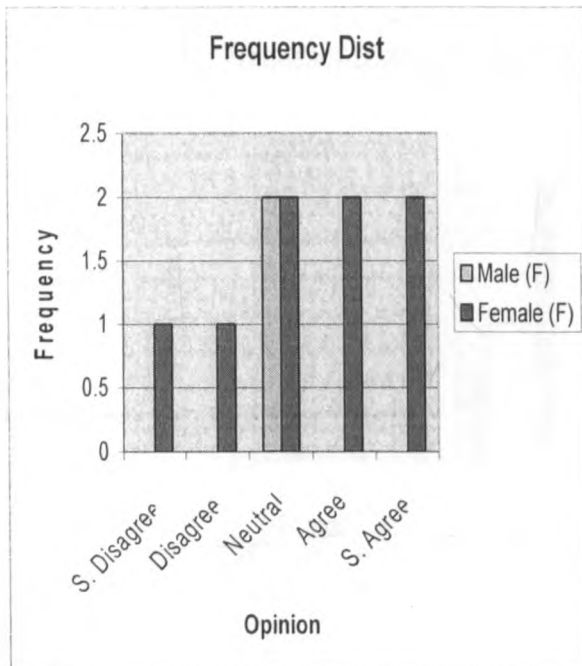
Table 67 Frequency Distr for Non Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREI
Male (F)	0	0	2	0	0	2	20	0.4	0	0	0.89443	0.40825
Female (F)	1	1	2	2	2	8	80	1.6	2	2	0.54772	

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent
Total	1	1	4	2	2	10	100

Fig 67a

Fig 67b



Large percentage of the women agree while the men are neutral. Standard deviations indicates they share the similar views.

Correlation coefficient indicates the two groups have divergent views.

16. Pay is effectively related to merit in your organization

Table 68 Frequency Distr for Non Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	0	0	1	1	0	2	20	0.4	0	0	0.54772	-0.10206
Female (F)	1	1	2	1	3	8	80	1.6	1	1	0.89443	

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent
Total	1	1	3	2	3	10	100

Fig 68a

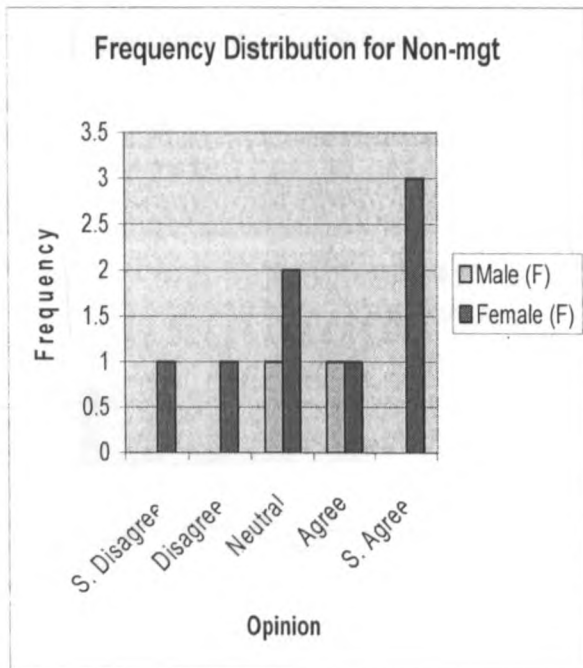
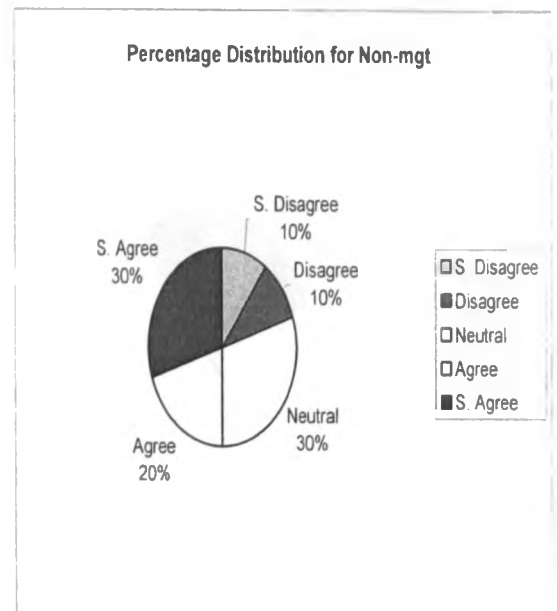


Fig 68b



Most women agree with the statement while few disagree. The men are 50% in agreement and 50% neutral.

While according to the standard deviation, the views of the men differ and women are similar. The negative correlation indicates that there are largely differing opinions.

17. Education & further studies play a role for women's promotion in your org

Table 69

Frequency Distr for Non Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREI
Male (F)	0	0	1	1	0	2	20	0.4	0	0	0.54772	0.61237
Female (l)	1	1	1	4	1	8	80	1.6	1	1	1.34164	

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent
Total	1	1	2	5	1	10	100

Fig 69a

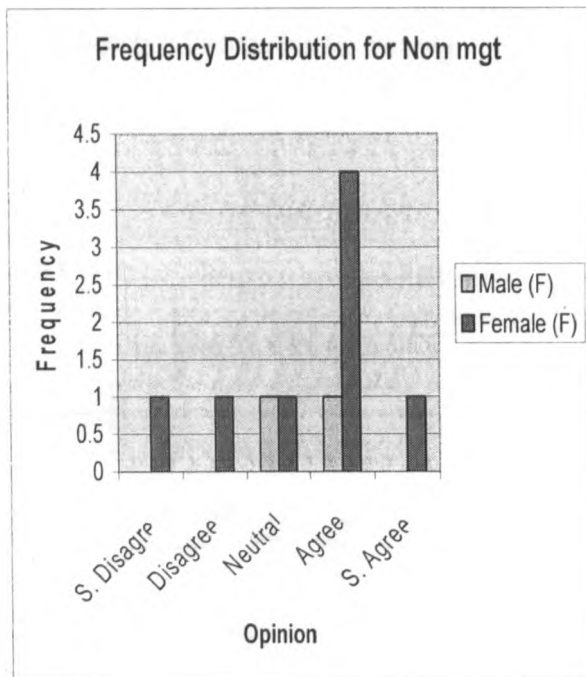
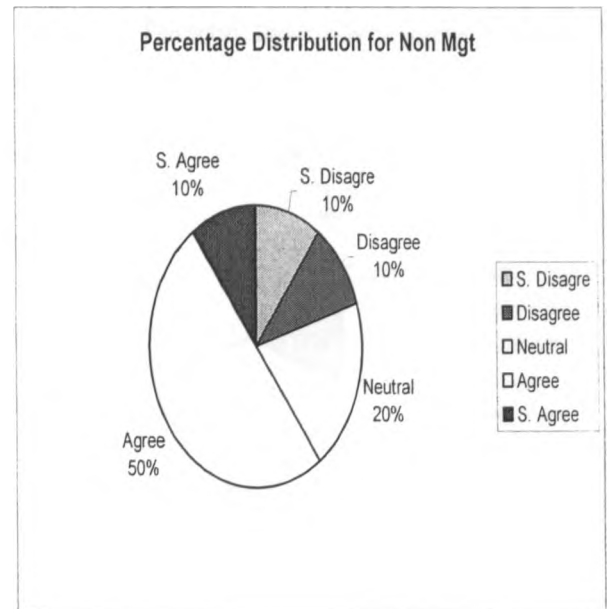


Fig 69b



Most of the women agree with the statement while 20% disagree with the statement. The general view is that education plays a role in women's promotion.

Standard deviation indicates the women have similar views but men varied views. The correlation coefficient indicates they somehow share the same opinion

18. Your org has promoted women within from non-mgt to mgt positions

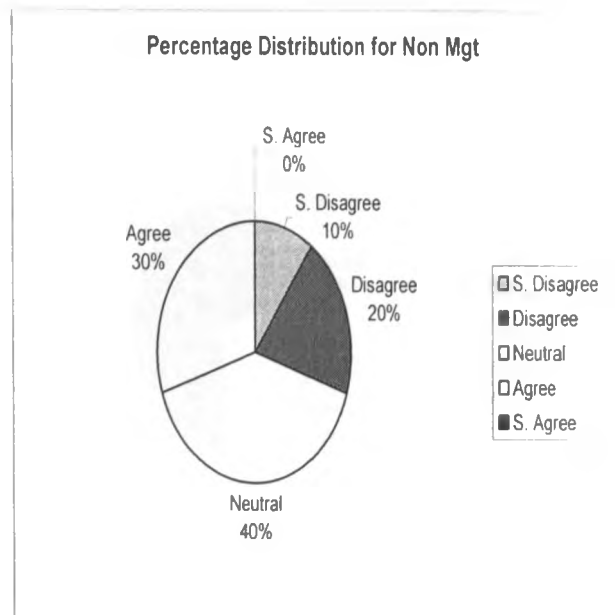
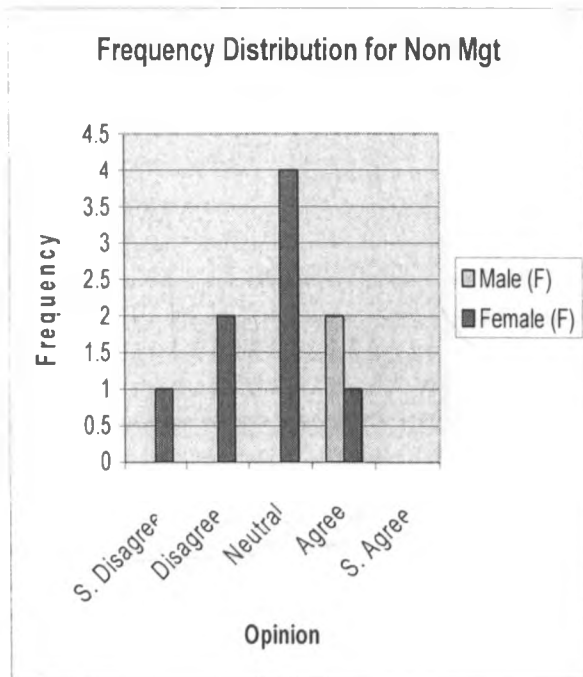
Table 70
Frequency Distr for Non Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREI
Male (F)	0	0	0	2	0	2	20	0.4	0	0	0.89443	-0.22116
Female (F)	1	2	4	1	0	8	80	1.6	1	1	1.51658	

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent
Total	1	2	4	3	0	10	100

Fig 70a

Fig 70b



A large percentage is neutral and also disagrees while the entire population of the men agree with the statement. The women disagree or neutral. This means that women in non-management have not been promoted from within to management positions.

The standard deviation indicates that the men have different views and women the same view. However, the correlation coefficient indicates that the views of the two groups are really varying.

19. Your org has effectively provided for training opportunities for women devt

Table 71 Frequency Distr for Non Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	0	0	0	1	1	2	20	0.4	0	0	0.54772	0.76376
Female (F)	0	2	0	2	4	8	80	1.6	2	0	1.67332	

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent
Total	0	2	0	3	5	10	100

Fig 71a

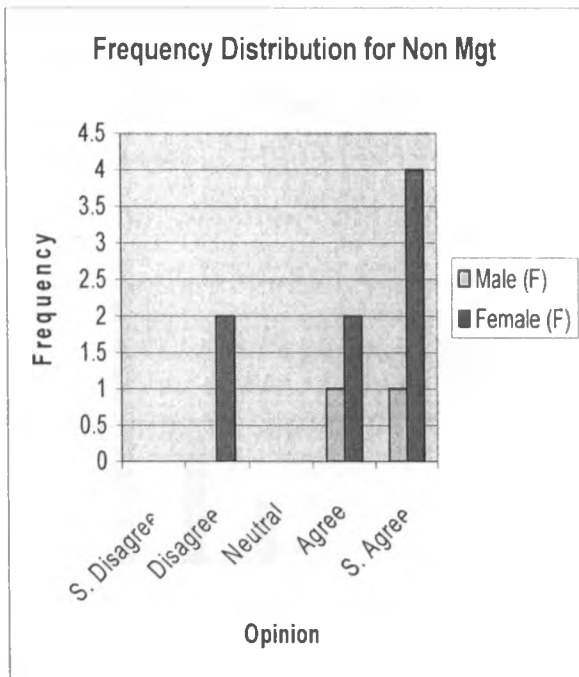
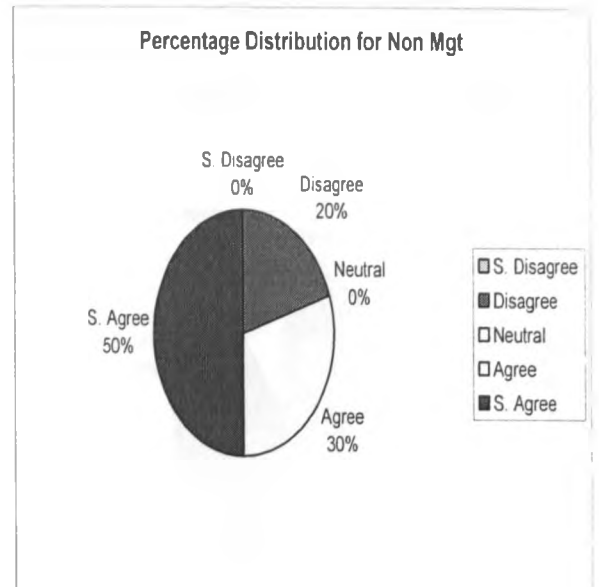


Fig 71b



Most of the women and men agree with the statement while a small percentage disagrees. This implies that the media is giving the basic training opportunities for women in development.

The men and women share the same views according to the standard deviation. The correlation coefficient indicates that the two groups somehow share the same views.

You,
 20. Expect your superiors to notice & acknowledge your potential for promotion

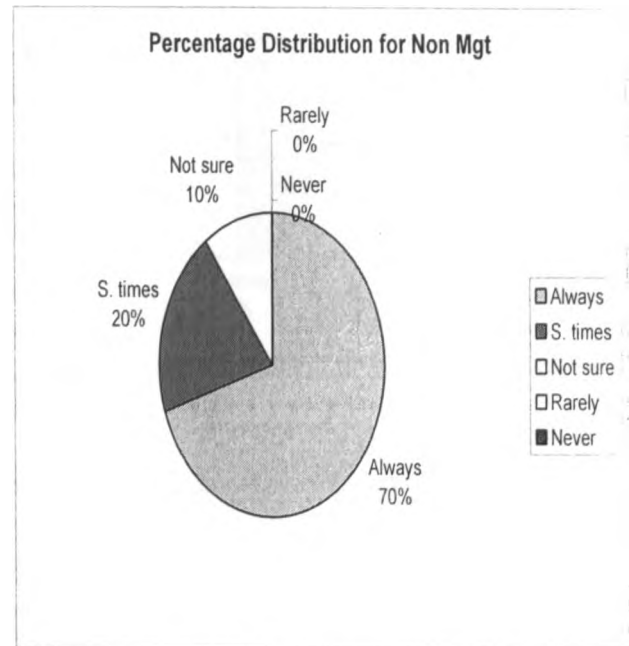
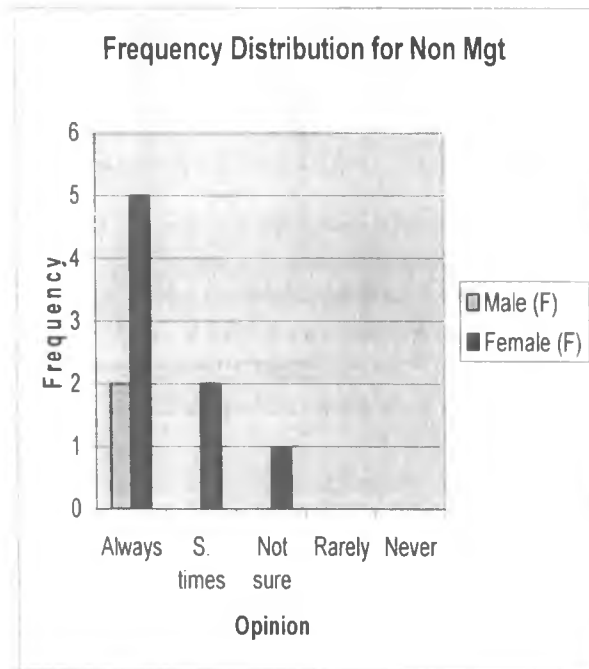
Table 72
 Frequency Distr for Non Mgt

	Always	S. times	Not sure	Rarely	Never	Total	Percent	Mean	Median	Mode	STDEV	CORREI
Male (F)	2	0	0	0	0	2	20	0.4	0	0	0.89443	0.91658
Female (l)	5	2	1	0	0	8	80	1.6	1	0	2.07364	

	Always	S. times	Not sure	Rarely	Never	Total	Percent
Total	7	2	1	0	0	10	100

Fig 72

Fig 72



A large percentage of the entire population expect to be acknowledged for promotion.

The women and men tend to share the same views according to the standard deviation. The correlation coefficient indicates that the views of the two groups are similar.

21 You would apply or request for a promotion if you felt you deserved

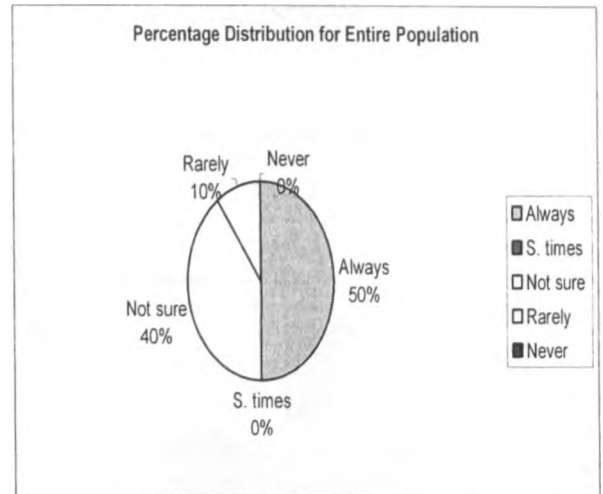
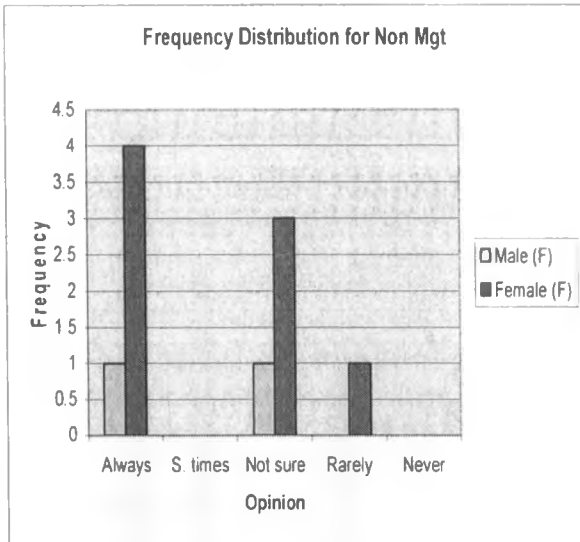
Table 73 Frequency Distr for Non Mgt

	Always	S. times	Not sure	Rarely	Never	Total	Percent	Mean	Median	Mode	STDEV	CORRELA
Male (F)	1	0	1	0	0	2	20	0.4	0	0	0.547723	0.954786
Female (F)	4	0	3	1	0	8	80	1.6	1	0	1.81659	

	Always	S. times	Not sure	Rarely	Never	Total	Percent
Total	5	0	4	1	0	10	100

Fig 73a

Fig 73b



Most women would apply for a promotion while a large percentage are also not sure. This recognizes the lack of confidence in the non-management staff.

The views of the men and women are far from the mean so they are divergent. The correlation coefficient indicates that they both share the same views.

22. You would ask for a pay rise directly if you felt you deserved

Table 74

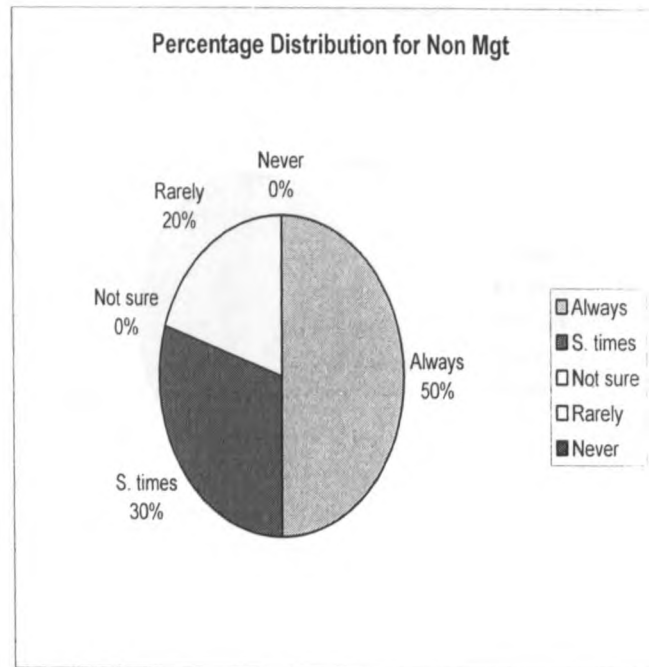
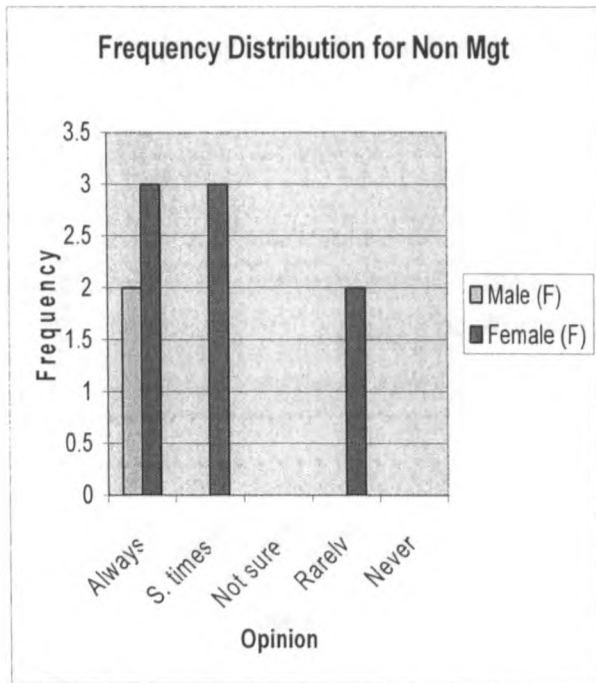
Frequency Distribution for Non Mgt

	Always	S. times	Not sure	Rarely	Never	Total	Percent	Mean	Median	Mode	STDEV	CORR
Male (F)	2	0	0	0	0	2	20	0.4	0	0	0.89443	0.510
Female (f)	3	3	0	2	0	8	80	1.6	2	3	1.51658	

	Always	S. times	Not sure	Rarely	Never	Total	Percent
Total	5	3	0	2	0	10	100

Fig 74a

Fig 74b



Most of the women and all the men would ask for a pay rise if they felt that they deserved it. On the other hand, a small percentage would not request for a pay rise.

While the men and women tend to share the same views, according to the standard deviation. The correlation coefficient indicates that the views of the two groups vary relatively.

23. Would talk about your abilities and achievements in a business setting

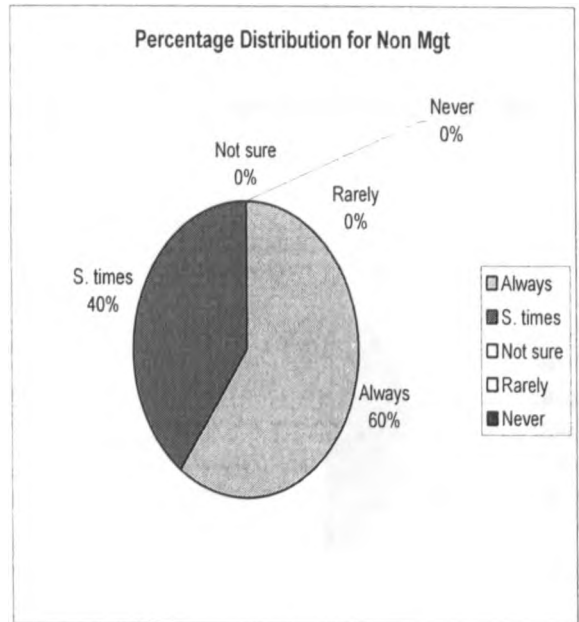
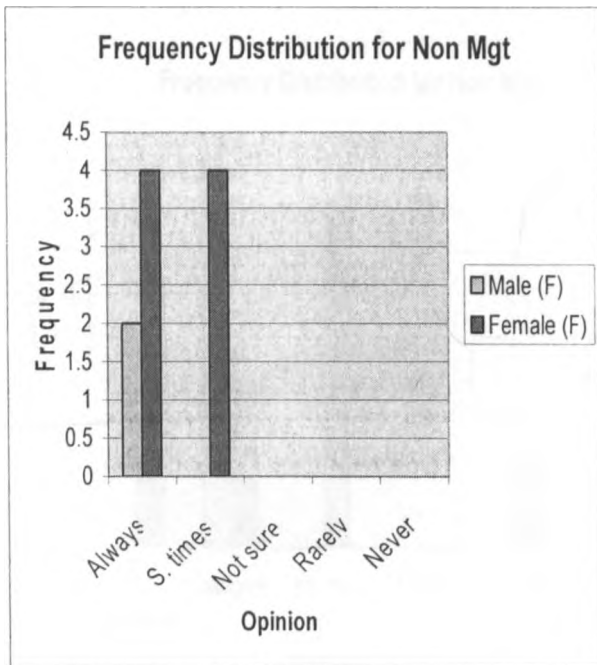
Table 75 Frequency Distribution for Non Mgt

	Always	S. times	Not sure	Rarely	Never	Total	Percent	Mean	Median	Mode	STDEV	CORREL
Male (F)	2	0	0	0	0	2	20	0.4	0	0	0.89443	0.61237
Female (F)	4	4	0	0	0	8	80	1.6	0	0	2.19089	

	Always	S. times	Not sure	Rarely	Never	Total	Percent
Total	6	4	0	0	0	10	100

Fig 75a

Fig 75b



The entire population would talk about their abilities. This show the ambition for people to seek recognition and be rewarded for it.

The views of the men and women are similar according to the standard deviation. The views of the two groups are similar according to the correlation coefficient.

STATEMENT

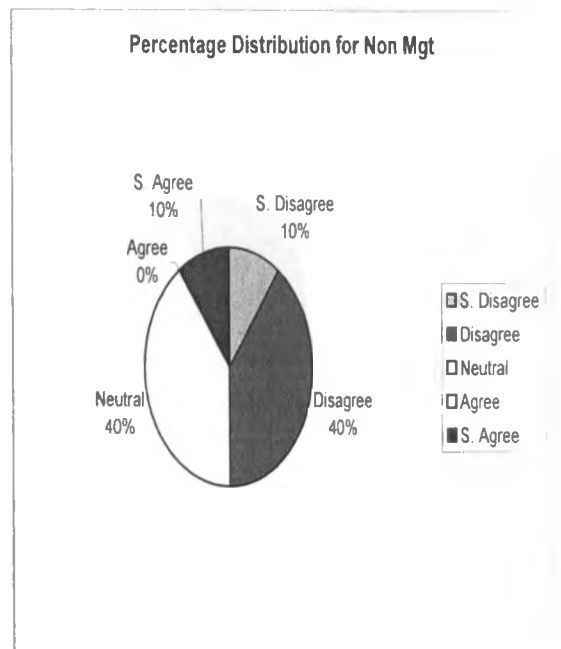
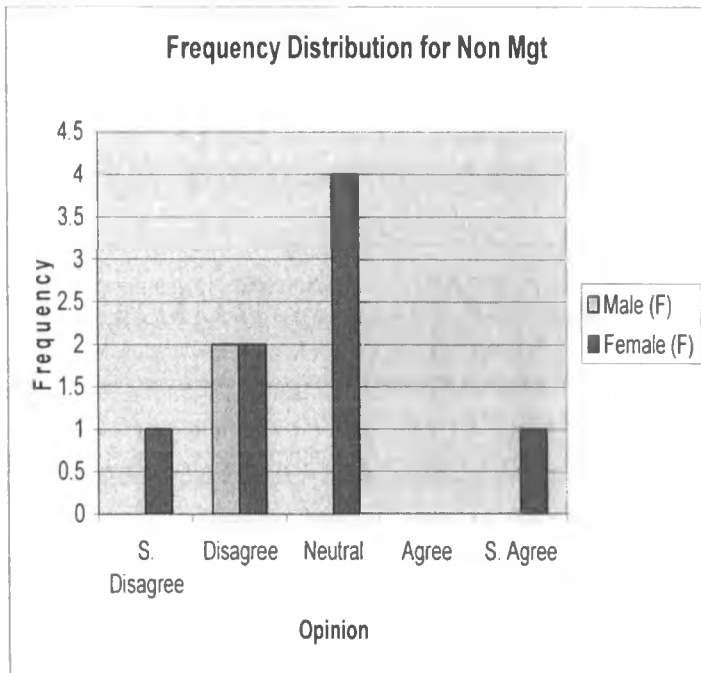
24. Career interruption like maternity would affect upward mobility in your org

Table 76 Frequency Distribution for Non Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORR
Male (F)	0	2	0	0	0	2	20	0.4	0	0	0.89443	0.14744
Female (F)	1	2	4	0	1	8	80	1.6	1	1	1.51658	
	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent					
Total	1	4	4	0	1	10	100					

Fig 76a

Fig 76b



While most of the women disagree, a large percentage is neutral. This could mean that they are not sure of the maternity policies.

The men disagree with this view.

The views of the men and women are similar according to the standard deviation. However, the views of the two groups are quiet different as evidenced by the correlation coefficient.

25. Your org has provided for work life & family friendly policies for women

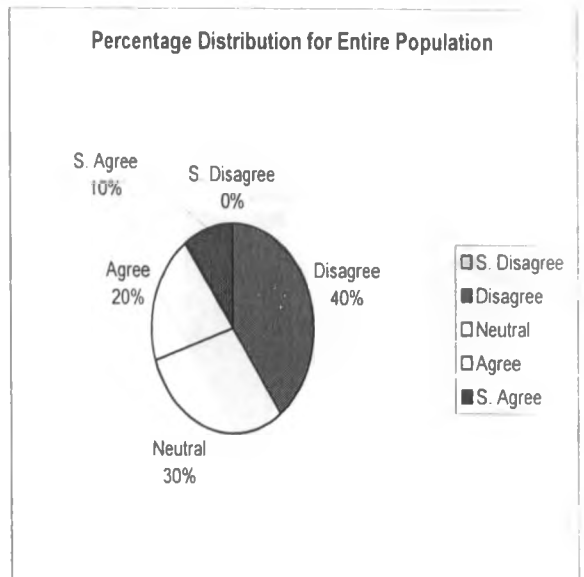
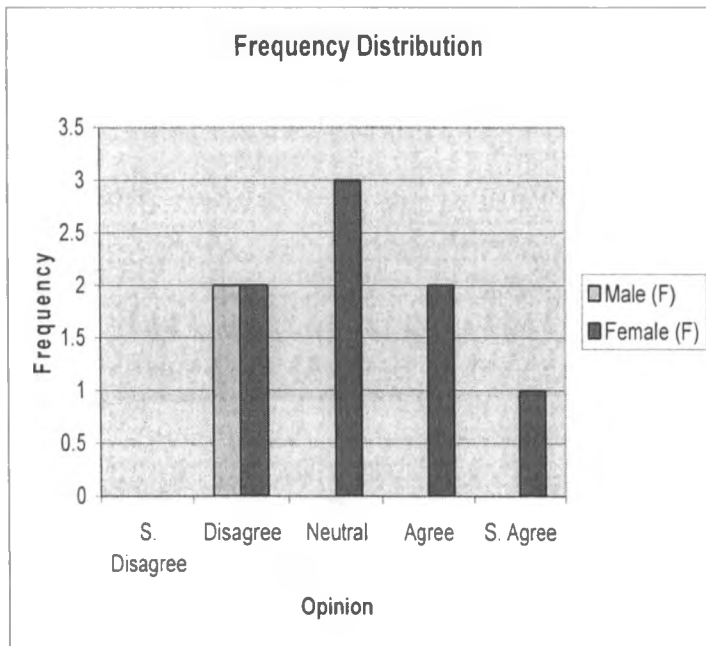
Table 77 Frequency Distribution for Non Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORR
Male (F)	0	2	0	0	0	2	20	0.4	0	0	0.89443	0.19612
Female (F)	0	2	3	2	1	8	80	1.6	2	2	1.14018	

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent
Total	0	4	3	2	1	10	100

Fig 77a

Fig 77b



The population of the men disagree while those of the women agree. These means the women feel they are not catered for.

The standard deviation indicates that the men and women share the same opinion.

The correlation coefficient indicates that the two groups have varying opinions.

26. Affirmative action is effectively used as a tool for developing women

Table 78 Frequency Distribution for Non Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORR
Male (F)	0	0	2	0	0	2	20	0.4	0	0	0.89443	0.58333
Female (F)	1	3	3	1	0	8	80	1.6	1	1	1.34164	

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent
Total	1	3	5	1	0	10	100

Fig 78a

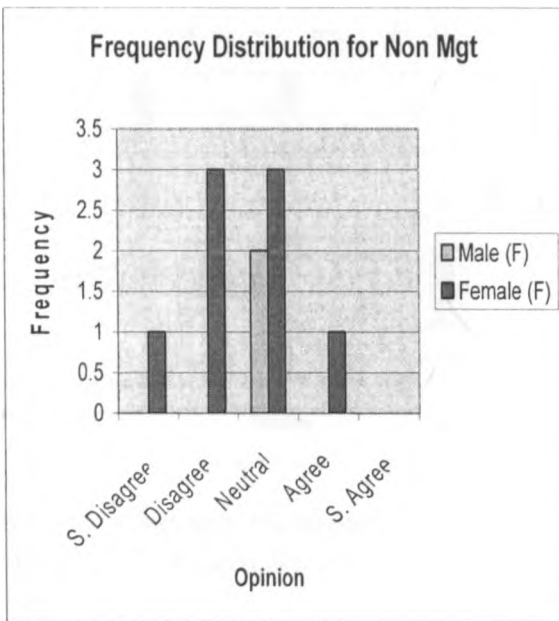
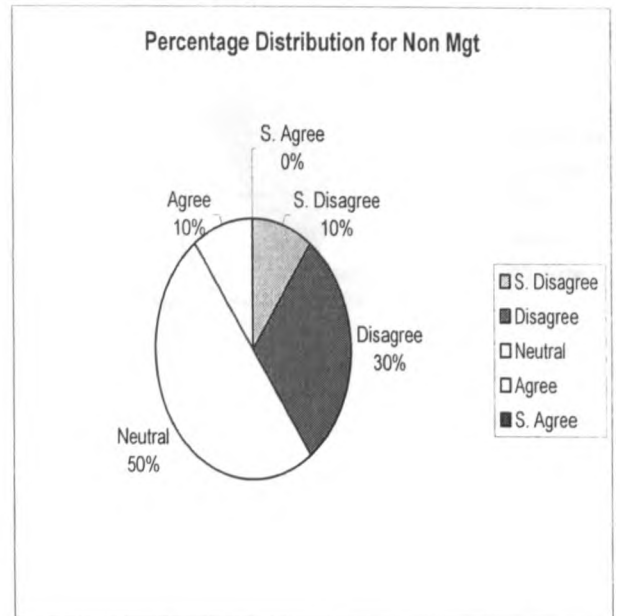


Fig 78b



40% of the population disagree with the statement while 50% are neutral. Most of the women disagree with the statement.

The men and women share the same views. The correlation coefficient indicates that the views of the two groups do not vary much.

27. You would give up your job to raise your child

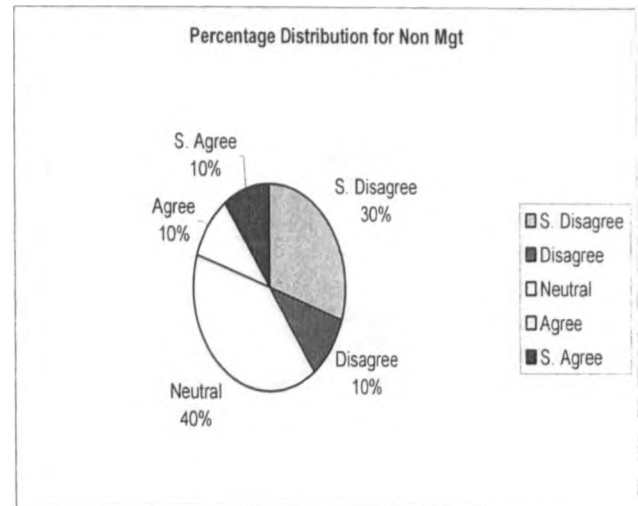
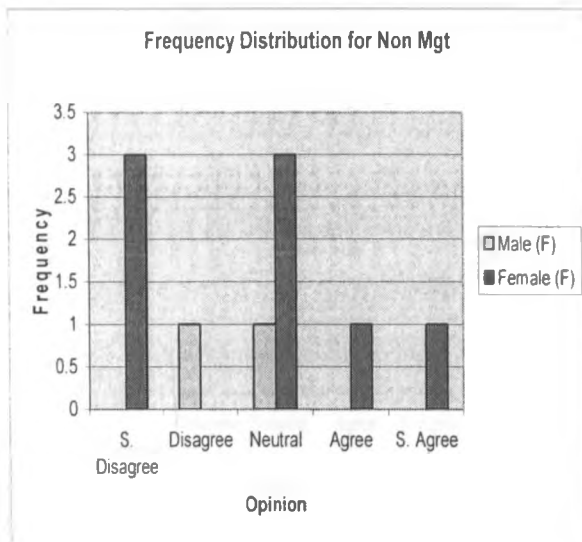
Table 79 Frequency Distribution for Non Mgt

	S. Disagree	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORR
Male (F)	0	1	1	0	0	2	20	0.4	0	0	0.547723	-0.068041
Female (F)	3	0	3	1	1	8	80	1.6	1	3	1.341641	

	S. Disagree	Disagree	Neutral	Agree	S. Agree	Total	Percent
Total	3	1	4	1	1	10	100

Fig 79a

Fig 79b



While few women agree with the statement, a large percentage disagrees and also a large percentage is neutral. This means that women are still uncertain in the career path when it comes to family issues.

The standard deviation indicates that the two groups have similar views. The correlation coefficient indicates that the two groups have really varied views on the statement.

28. Child raising and family life has affected the rate of career women's dev

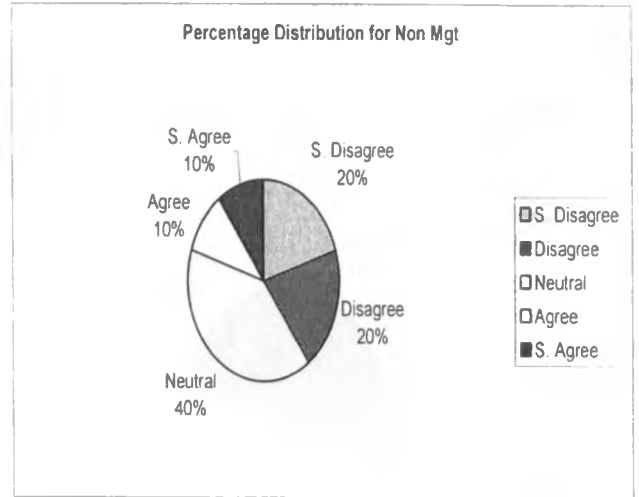
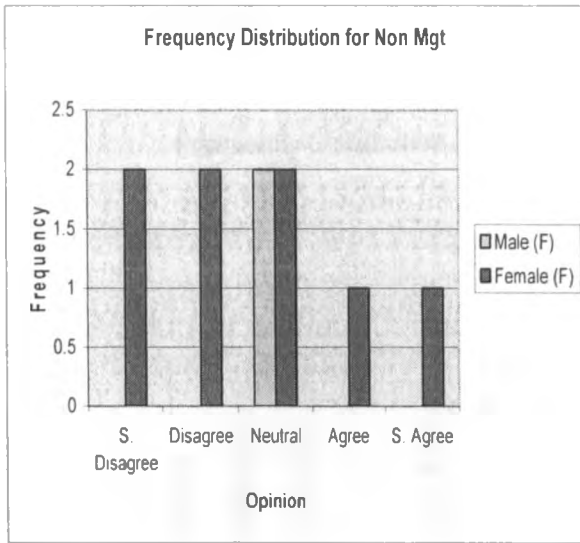
Table 80 Frequency Distribution for Non Mgt

	S. Disagre	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORR
Male (F)	0	0	2	0	0	2	20	0.4	0	0	0.894427	0.408248
Female (F)	2	2	2	1	1	8	80	1.6	2	2	0.547723	

	S. Disagre	Disagree	Neutral	Agree	S. Agree	Total	Percent
Total	2	2	4	1	1	10	100

Fig 80a

Fig 80b



Most women disagree with this statement. Some of the women are neutral while a small percent agree with the statement.

The men are mostly neutral to the statement. We could conclude that child raising has not affected the rate of career women's developm

The standard deviation indicates the two groups share similar views. However, the correlation coefficient indicates that the views are different.

29. Your org has provided for supportive maternity and pregnancy health issues

Table 81
Frequency Distribution for Non Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORR
Male (F)	0	0	2	0	0	2	20	0.4	0	0	0.89443	0.68641
Female (f)	1	2	3	0	2	8	80	1.6	2	2	1.14018	

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent
Total	1	2	5	0	2	10	100

Fig 81a

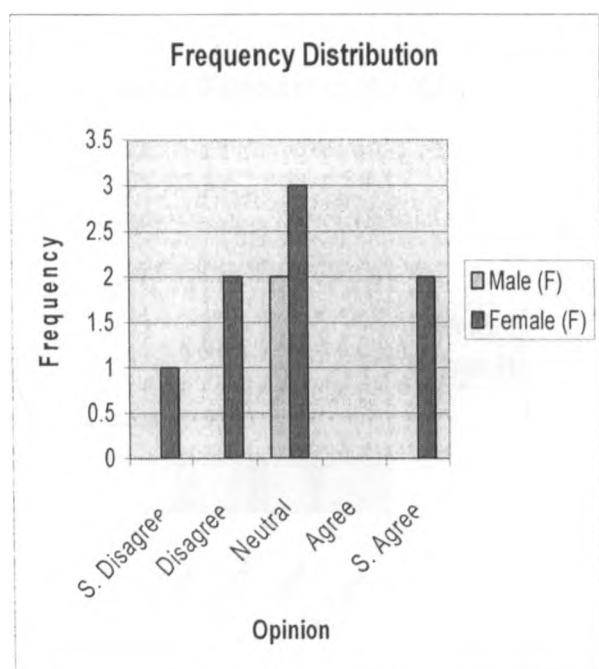
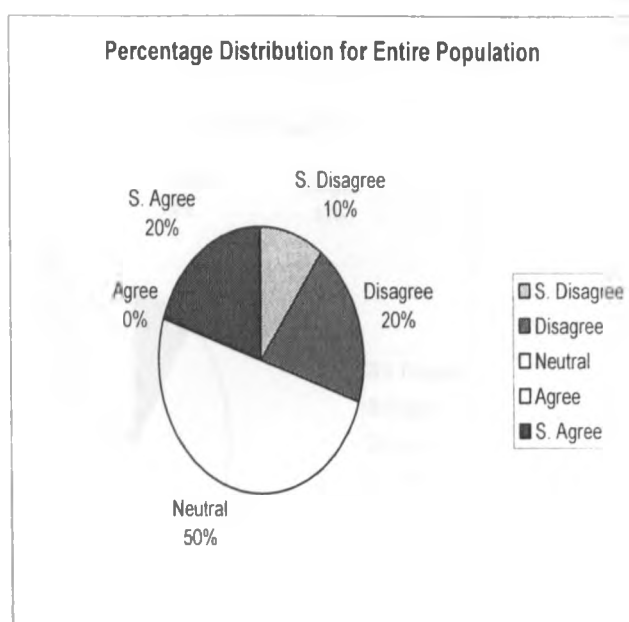


Fig 81b



The women mostly disagree with this statement while the men are neutral. This means that the policies are not effectively utilized.

The men and women share similar views. The correlation coefficient shows that the two groups somehow share the same opinion.

31. You would prefer to have male career mentors in your organization

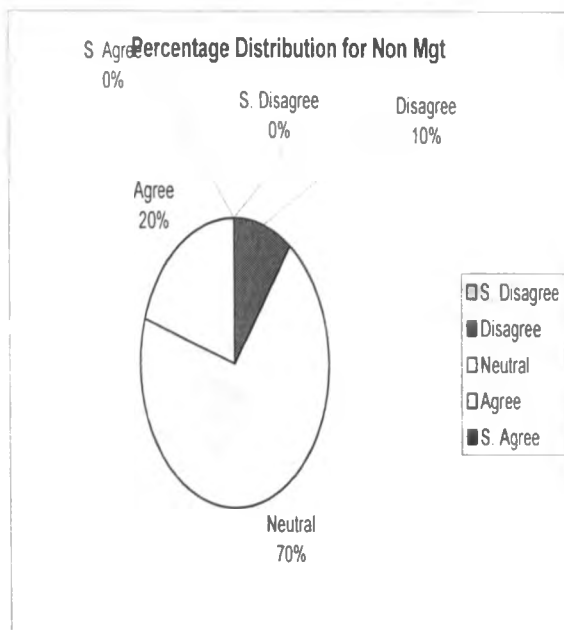
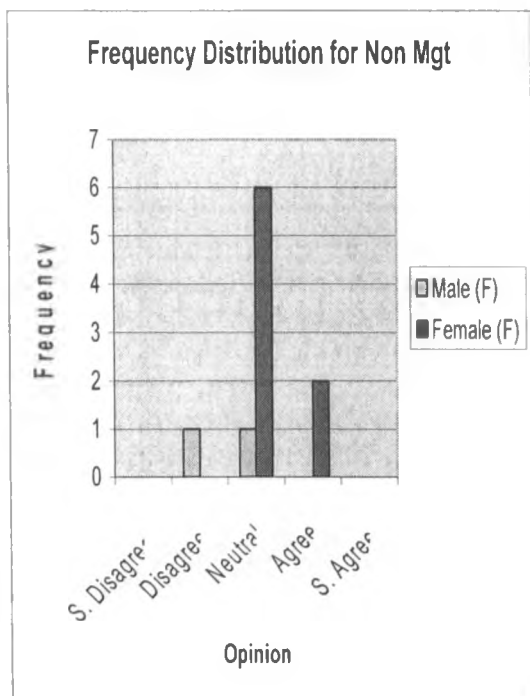
Table 82 Frequency Distribution for Non Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORRELA
Male (F)	0	1	1	0	0	2	20	0.4	0	0	0.54772	0.4901
Female (F)	0	0	6	2	0	8	80	1.6	0	0	2.60768	

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent
Total	0	1	7	2	0	10	100

Fig 82a

Fig 82b



While a small section of the women agree, most of the women are neutral while the men disagree or are neutral.

The standard deviation indicates the two groups share the same views. Correlation coefficient indicates that the views of the two groups vary.

32. Your org senior management is supportive of career minded women

Table 83 Frequency Distribution for Non Mgt

	S. Disagree	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORR
Male (F)	0	0	0	2	0	2	20	0.4	0	0	0.89443	0.91658
Female (F)	0	2	1	5	0	8	80	1.6	1	0	2.07364	
TOTAL	0	2	1	7	0	10	100					

	S. Disagree	Disagree	Neutral	Agree	S. Agree
TOTAL	0	2	1	7	0

Fig 83a

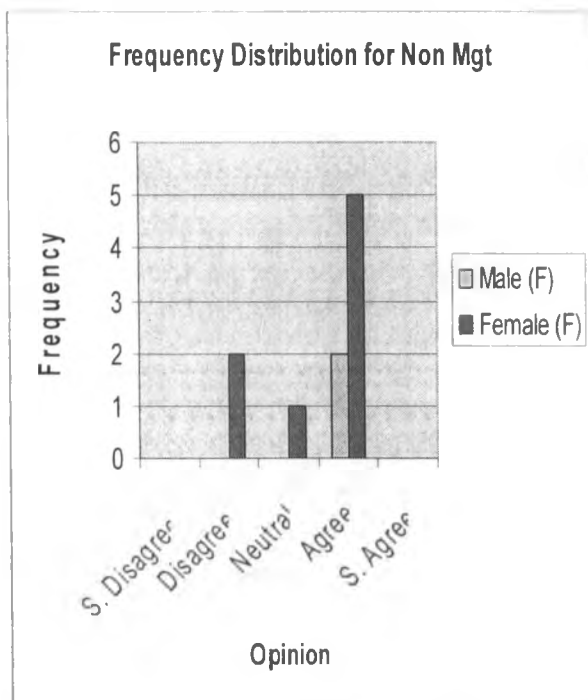
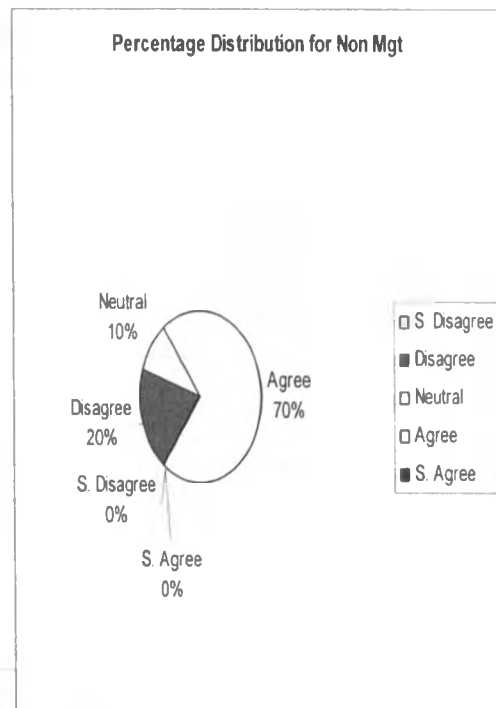


Fig 83b



Most of the women agree with the statement. The men also agree with the statement.

The standard deviation indicates men and women have similar views. The correlation coefficient indicates that the two groups have similar views.

33. You would take up a job that requires frequent travel

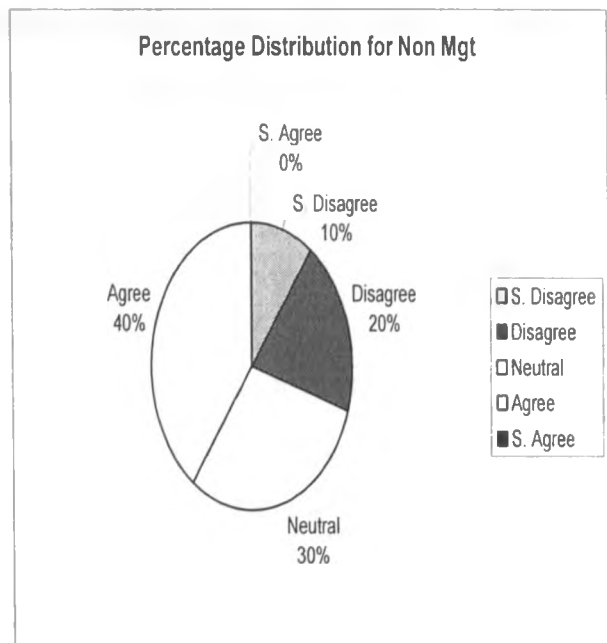
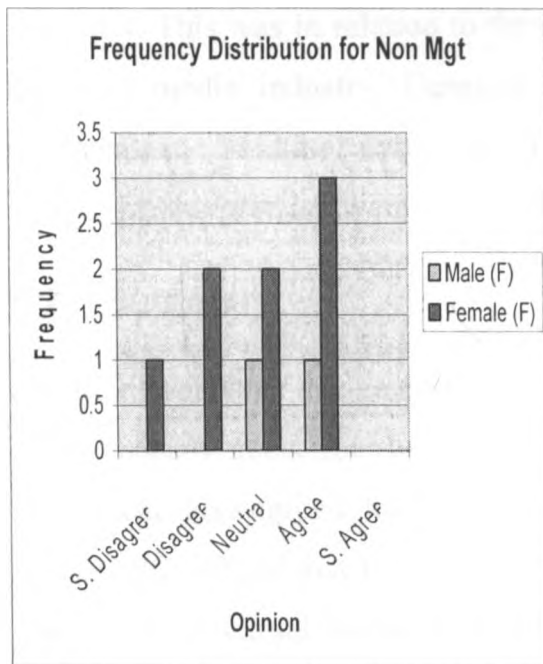
Table 84 Frequency Distribution for Non Mgt

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent	Mean	Median	Mode	STDEV	CORR
Male (F)	0	0	1	1	0	2	20	0.4	0	0	0.54772	0.72058
Female (F)	1	2	2	3	0	8	80	1.6	2	2	1.14018	

	S. Disagr	Disagree	Neutral	Agree	S. Agree	Total	Percent
Total	1	2	3	4	0	10	100

Fig 84a

Fig 84b



While 30% of the women disagree with the statement, a good percentage agree with the statement. The men agree with the statement or are neutral. This means that women are ready to explore new horizons.

The standard deviation indicates the two groups have similar views. The correlation coefficient indicates that two groups share the same views.

CHAPTER 5

SUMMARY AND CONCLUSIONS

5.1 Introduction

Often women experience barriers in their career progression which is known as the glass ceiling. However, many women are well represented at the bottom and fewer women higher up. Very few women are above the middle management level. This research study sort to determine if the statement of the problem above was true and if so why. This was in relation to the opinions of both men and women working in the print media industry. Opinions were sort from respondents in the senior management, middle management and non-management employees, and summarized to give an overall view of all the respondents.

5.2 Summary

All the respondents disagreed that sex labels were placed on jobs. This means that media houses subscribe to the policy of equal opportunity employment. All respondents also agreed that women are involved in decision making. Both men and women also agreed that that they would expect their superiors to acknowledge and notice their potential for promotion and would apply for a promotion if they felt they deserved one. They would also ask for a pay rise if they felt they deserved it and even talk about their abilities in a business setting. This view is different from that held in the literature review. It is a clear indication that women in the media industry are ambitious and are willing to fight for equal opportunities as men. Both men and women also disagreed that career interruption such as maternity would affect upward mobility. This disapproves the pipeline theory which presents that

women lag behind in their careers as they often drop out to have children. Both men and women also agreed that child raising and family life had affected women's career development. This is possibly due to the fact that women are unwilling to take up jobs that require frequent travel when they have a young family. These would be the opportunities that may give raise to promotions.

The research study also presents the divergent views shared by the men and women on different aspects of the research. Both the men and women have divergent views on the effective implementation of gender equality policies. Most of the respondents were neutral. This would mean that the organizations may not have such policies or if they do they have not communicated them to the employees and therefore need to make them available and implement them. While the men agreed that their organizations effect anti-discrimination pay and benefits, women disagreed and this is reflected the literature review. The men also agreed that pay is related to merit while the women dispute this, which is also in line with the literature review. While the men agreed that education and further studies plays a role in career development of women, the women large disagreed. Women also disagreed that women are promoted from non-management to management positions. It justifies the literature review since there are more senior male executives than women thus gate keeping positions and biased gender stereotypes largely contribute to this. However, this could as well be a stereo type as there are many women who have worked their way to the top. While the men agree that women are given training and development opportunities, women largely dispute this statement.

The both men and women have varied views as regarding the provision of work life and family friendly policies for women. It may mean that the organizations have not

provided employees with the policies on these issues. While some women would not give up their jobs to raise children, most women were neutral. This proves the literature review that women were still caught between giving up their jobs to raise their children or to develop a career. There were divergent views regarding the provision for supportive maternity and pregnancy health policies. This proves that the media industry has not come up with clear maternity and pregnancy health related policies. Most women do not have women career mentors, but would not accept to have male career mentors. This also qualifies the literature review. Men agreed that management is supportive of career minded women while women dispute that this is the case. This means that management needs to provide structures that support career minded women. While the men would take up jobs that require frequent travel, women are neutral meaning that they are hesitant for such opportunities, mainly because they do not want to be away from their families for long periods of time.

5.3 Conclusions and Recommendations

In conclusion, this research study has provided an insight on the challenges faced by women in management in the print media industry. The study has also compared the views of men and women with regards to the determined challenges. Finally, the research study has determined the extent to which women have moved to management positions in the Media Industry.

In this regard, recommendations, as a result of the research study are related to the objectives of the study. Men and women share the same opinion on certain issues while they differ in opinion on some issues. It is not possible to determine whether this is as a result of various stereotypes as the opinions are personal. The research

study however recommends actions that need to be undertaken by the media industry, that are of concern to women, in order to allow women to effectively compete in management.

The media industry needs to fight male stereotyping by instituting more transparent performance evaluation processes; implementing a series of checks and balances to safeguard against stereotyping and educating managers and executives about the negative influence of stereotyping. Secondly, the media industry needs to showcase the achievements of women leaders.

Chief Executive Officers should demonstrate commitment and include diversity in all strategic business plans. They should use affirmative action as a tool to promote women's ambitions; select, promote and retain qualified women and prepare women for senior positions. The Chief Executives also need to initiate work-life and family-friendly policies and strengthen enforcement of anti-discrimination laws. It is also important to provide maternity and pregnancy health related benefits. The Chief Executives also need to establish company-wide posting of job openings especially where the women are not able to leave the duty station due to family commitments. This could be through creating and implementing new organization structures to allow promotion of women. They should make available educational and training programs to women. There should also be effective implementation of gender equality policies especially on pay and benefits.

The media industry also needs to create structures that allow women's career mentoring. Generally, Management needs to be supportive of career minded women in order to tap this valuable human resource.

5.4 Limitations of the Study

Due to time and cost constraints, it was difficult to review all the media houses and therefore only the print media with a staff complement of over thirty employees was reviewed. Some of the employees in the media houses were reluctant to complete the questionnaires despite assurance of confidence. Some media houses declined to complete the questionnaires on the basis of policy. A few of the respondents did not fully complete the questionnaire. The research study did not include other industries other than the media industry.

5.5 Areas for Further Study

While extensive research has been carried out in the broad area of women in employment, it has not been exhaustive. Women continue to face challenges in the economic as well as social, political arena. Areas of further study that would be explored by potential researchers include:

1. The Role of the Human Resources Department in Promoting Women in Career Development
2. Challenges Facing Women in Management in the Electronic Media
3. The Role of the Constitution in Promoting Women's Development in Kenya
4. Emergence of Women in Leadership in Kenya

The challenge is up to the Media industry to take up and implement the theories aforementioned.

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APPENDICES

APPENDIX I: QUESTIONNAIRE CHALLENGES FACING WOMEN IN MANAGEMENT POSITIONS IN THE PRINT MEDIA IN KENYA

OPTIONAL

A. General Information

Name of the organization? _____

Position in the organization _____

What is the core business of your organization? _____

PART I

Please state your gender by ticking in the bracket. Male () Female ()

1. What is your age bracket? Please tick one option

1. less than 30 years

2. 30 – less than 40 years

3. 40-to less than 50 years

4. Over 50 years

2. What is your employment scale?

1 Non Management

2 Middle Management

3 Senior Management

3. How long have you been in your scale of employment?

1 1-5 years

2 6-10 years

3 11-15 years

4 16-20 years

5 Over 20 years

4. What is the staff complement of your organization

1 Less than 20 staff

2 21 -40 staff

3 41-60 staff

4 60 -100 staff

5 Over 100 staff

5. How many women are employed as non-management staff in your organization?

- 1 Less than 5 staff
- 2 5 -10 staff
- 3 11-20 staff
- 4 21 -30 staff
- 5 Over 30 staff

6. How many men are employed as non-management staff in your organization?

- 1 Less than 5 staff
- 2 5 -10 staff
- 3 11-20 staff
- 4 11 -30 staff
- 5 Over 30 staff

7. How many women are employed as middle-management staff in your organization?

- 1 Less than 5 staff
- 2 5 -10 staff
- 3 11-20 staff
- 4 11 -30 staff
- 5 Over 30 staff

8. How many men are employed as middle-management in your organization?

- 1 Less than 5 staff
- 2 5 -10 staff
- 3 11-20 staff
- 4 11 -30 staff
- 5 Over 30 staff

9. How many women are employed as senior-management staff in your organization?

- 1 Less than 5 staff
- 2 5 -10 staff
- 3 11-20 staff
- 4 11 -30 staff
- 5 Over 30 staff

10. How many men are employed as senior-management staff in your organization?

- 1 Less than 5 staff

- 2 5 -10 staff
- 3 11-20 staff
- 4 11 -30 staff
- 5 Over 30 staff

PART II

This part of the interview is divided into sections as follows:

- A. Compensation, benefits, promotion, training and Development
- B. Women’s attitudes and behaviors
- C. Balancing Work and Family Responsibilities
- D. Career Development and Mentoring

This section will have a 5- point rating scale:

- 1. Strongly disagree with the statement
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly agree with the statement

Please TICK one of the above ratings for each of the listed.

A. Compensation, Benefits, Promotion and Training and Development

11. Does your organization have policies on gender equality?

Yes

No

	1	2	3	4	5
12. Women are effectively involved in decision making in your organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Sex labels are placed on jobs in your Organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Gender equality policies are Effectively implemented in your organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Your organization has effectively enforced & practiced anti-discrimination policies in pay & benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Pay is effectively related to merit in your organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

17. Education and further studies play a role for Promotion of women within your organization

18. Your organization has promoted women within from non-management to management positions

19. Your organization has effectively provided for training opportunities for women development within the organization

B. Women's /Men's Attitudes and Behaviors

For this section please use a 5- point rating scale as follows:

1. Always
2. Sometimes
3. Not sure
4. Rarely
5. Never

Please TICK one of the above ratings for each of the listed.

You, **1** **2** **3** **4** **5**
20. Expect those in charge to notice and acknowledge your potential for promotion?

21. Would apply or request for a promotion if you felt you deserved?

22. Would ask for a pay rise directly if you felt you deserved

23. Would likely talk about your abilities and achievements in a business setting

C. Balancing Work and Family Responsibilities

Each of the remaining sections will have a 5- point rating scale:

1. Strongly disagree with the statement
2. Disagree
3. Neutral
4. Agree

5. Strongly agree with the statement

Please TICK one of the mentioned ratings for each of the listed.

- | | 1 | 2 | 3 | 4 | 5 |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 24. Career interruption such as maternity would affect upward mobility in your organization | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 25. Your organization has provided for work life and family friendly policies for women such as flexi-time and adequate maternity leave among others | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 26. Affirmative action is effectively used as a tool for developing women in your organization | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 27. You would give up your job to raise your children | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 28. Child rearing and family life has affected the Rate of career women's development | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 29. Your organization has provided for supportive maternity and pregnancy health related policies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

D. Career Development and Mentoring

30. Do you have women career mentors within your organization? Yes/ No _____

- | | | | | | |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 31. You would prefer to have male career mentors In your organization | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 32. Your organization's senior management is supportive of career-minded women. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 33. You would take a job that requires frequent travel | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Thank you for your input. Your survey responses will be treated as confidential.

APPENDIX II: INTRODUCTION LETTER

Roselyn Waudo
University of Nairobi
February 2007

To Whom It May Concern

Dear Sir/ Madam,

RE: CHALLENGES FACING WOMEN IN MANAGEMENT POSITIONS IN THE PRINT MEDIA IN KENYA

I am a post graduate student at the School of Business, University of Nairobi. I am undertaking a research in partial fulfillment of the degree of Masters of Business Administration (MBA) degree.

Your organization has been carefully selected to form part of this study. To this end, I kindly request your assistance by availing for completion the 10 attached questionnaires, to 5 women and 5 men of different grades in your organization ranging from Top/Senior-Management (Manager, Editors) Middle-Management (Sub-editors, Assistant Managers, Senior Officers, Officers), Non-Management (Clerks) or equivalent. Any information that you provide will be treated in the strictest confidence and will be only be used for the study. In no instance will your name or that of your organization be mentioned in the report. Your assistance in this regard will be highly appreciated.

Thank you in advance.

Yours sincerely,

Roselyn Waudo
MBA Student

Mr. Stephen N. M Nzuve
Supervisor

APPENDIX III: LIST OF MEDIA HOUSES

1. Nation Newspapers
2. Standard Newspapers
3. Kenya Times Newspapers
4. People Newspapers
5. Royal Media
6. Eve Magazine
7. Parents Magazine
8. Drum Magazine
9. True Love Magazine
10. Financial Times