

Influence of Gender Equality Initiatives on Performance of Female Journalists in the Media Industry in Kenya

Joan Wangusi, Isaac Abuya

Department of Open Learning, University of Nairobi, Kisumu, Kenya

Abstract: Gender mainstreaming has variously been found to affect the performance of employees in organisations. Studies conducted in the past have established that gender mainstreaming is an important aspect of performance in the workplace. One important aspect of gender mainstreaming is gender equality initiative in the workplace. This study sought to investigate the influence of gender equality initiative on performance of female journalists in Kenya in terms of promotions, assignments, flexibility of working arrangements and the composition of employees. The results of this study will assist organizational managers to implement initiatives and programs that will enhance gender equality thus improving the performance of female employees in the workplace. The cross-sectional study which was conducted in four mainstream media organizations in Kenya used self-administered questionnaires which were used to collect data from randomly selected 320 male and female journalists working in the Standard Media Group, Nation Media Group, Kenya Broadcasting Corporation (KBC) and Media Max Limited. The survey established that gender equality initiative influences female journalist's performance to a statistically significant extent. Additionally, it was found that gender equality initiative accounts for a 24.6 percent variation in the performance of female journalists. It is therefore important to ensure that organizational management take cognizance of how gender equality initiative can actually influence the performance of female employees within their organisations.

Keywords— Gender Equality; Gender mainstreaming; Performance of female journalists

1. INTRODUCTION

One of the biggest challenges facing organizations today is the issue of gender mainstreaming initiatives, which continues being an important determinant of employee effectiveness within organizations. Gender inequality, has for a long time continued affecting the performance of employees in the workplace. Studies conducted on gender mainstreaming initiatives have found that gender equality initiative influence employee performance in the workplace. Gender mainstreaming has over the years been adopted as a novel approach of bringing about gender relations transformation in all aspects of development. However, its potential to bring about change normally seems to get lost during the implementation processes, while at the same time, efforts aimed at mainstreaming gender into programs seems to be yielding minimal results, [35; 2]. According to [27], although governments have adopted gender mainstreaming strategies to help them attain gender equality and improve women's well-being socially, politically and economically since the 1990's, its uneven implementation still persists in countries globally.

The issue of gender discrimination is not a new phenomenon in the workplace; it is a challenge that has existed for decades. Organizations have been grappling with this problem and have tried to come up with initiatives to mitigate its impact for many years. A study conducted by [24] in United States (U.S) found that although the options for women's careers had increased tremendously, sex discrimination was still rampant. The study also found that sex segregation at the workplace is influenced by cultural

attitudes, socialization; disproportionate opportunities for education and training; and family responsibilities.

Progress towards eradicating gender inequalities in the workplace have been met with a lot of impediments globally. Findings from a study conducted by [10] in Malaysia show that the process of attaining gender equality in the Malaysian workplace is still slow despite efforts towards ensuring the implementation of gender diversity and inclusion programs within organizations. At the same time, loss of motivation at work coupled with employee job dissatisfaction normally negatively impacts on performance at the workplace. In a study conducted to assess how job satisfaction and motivation affects the performance of employees in Kuningan, South Jakarta, [19] established that highly motivated employees who were satisfied with their jobs normally perform better than those who are not.

In the UK, many competent women are normally forced to make a compromise between their family and workplace responsibilities by opting for lower-level part-time jobs which are offer inferior grades and remuneration, and fewer training and growth opportunities, as well as lower retirement pension. [13] avers that although the modification of policy at the European Union (EU) level was done with the aim of improving the quality and availability of part-time jobs, it did not affect the UK job market in a major way as the part-time jobs continue being under-rated in organizations.

Australian organizations are normally faced with challenges on how to handle issues of gender and mature age among employees. In a study, [3] concluded that the issues of gender and mature employees in the workplace require

organizations to execute diversity management through employing the concepts of justice and fairness. In another study which was conducted among 35 Irish managers to determine how perceptions of fairness affect decision making by line managers, [4] concluded that managers normally focus on the life aspect of work-life balance whereby they consider parenting issues to be fundamental. The managers, [4] assert, utilize their decision-making powers on issues related to formal and informal work life balance in order to minimize injustice within their departments.

Studies have insinuated that gender responsiveness in organizations normally leads to improved performance of employees. Noting that gender inequity has hindered the achievement of health equity globally, [23] posit that gender responsiveness within a program or policy can help reduce health inequities related to gender while at the same time enhancing the acceptance, relevance and success of health promotion initiatives. In another study conducted [30] among 1740 employees in South Africa to assess whether job grading and salaries for male and female employees were varied on the basis of gender, as opposed to quantifiable variables, it was found that male employees held higher positions and salaries compared to their female counterparts although the difference was statistically insignificant.

Despite efforts put into place by organizations to stamp out sexual harassment in the workplace, a study conducted by [17] in the US found that the vice is still rampant in organizations. The study established that employees who reported on poor relations between the lower cadre staff and management faced higher chances of being sexually harassed within the workplace. The study which was conducted on 3,530 male and female employees found that issues of poor performance, poor time management and insufficient support by the administration increased the risk of junior staff being sexually harassed particularly by their senior colleagues [17].

Married and older women have for years been kept away from journalism practice and particularly the senior management levels as a result of hostile working environments. [16] cite sexual harassment and gender discrimination practices; institutional policies and cultures that are hostile to women with families; and a patriarchal cultural mentality as some the factors that have over the years led to the discrimination of women. Although many media organizations have gender mainstreaming policies, [18] however notes that there has been either little or no indication of initiatives to ensure opportunities in employment, training and advancement are given equally to both women and men in Kenya.

In a related study, [21] recommended that management in organizations should spearhead the development of gender responsive policies towards ensuring that discrimination with regard to recruitment, promotion, and division of labor is eliminated; since this would result in more qualified women

competing for senior positions and being recruited into leadership positions. The study which was conducted in Kenya further points to the fact that many female journalists in fulltime employment are ignorant of institutional policies including policies on sexual harassment, maternity leave and gender parity in recruitment.

2 STATEMENT OF THE PROBLEM

Gender mainstreaming initiatives are important for the successful performance of employees, the empirical literature reviewed suggests that lack of effective gender mainstreaming initiatives at the workplace are likely to affect the productivity, morale and overall performance especially of female employees. Available evidence shows that lack of gender equality initiative in the workplace results in poor employee performance leading to low morale among employees, high attrition rates and the reduced progression of employees in their careers, which eventually impacts negatively on the overall performance of the organization.

2.1 Purpose of the study

The purpose of this study was to examine the influence of gender equality initiative on performance of female journalists in the media industry in Kenya.

3 REVIEW OF RELATED LITERATURE

This section reviews empirical literature on the influence of gender equality initiative on performance of female journalists in the media industry in Kenya. Literature on performance of female journalists was also reviewed.

3.1 Gender Equality Initiative and Performance of Female Journalists

Gender equality initiative refers to the equal treatment of women and men including equal pay for equal work, equal access to promotion opportunities, flexibility in working arrangements and equal composition of employees in the workplace. A number of empirical studies have been conducted which have established that there is a link between gender equality initiative and the performance of employees in the workplace. Despite the fact that many workplaces have implemented programs dealing with the diversity and inclusion of gender, the attainment of gender equality in organizations has been slow and remains a mirage for many. Therefore, the optimization of female talents and leveraging of diversity is critical towards ensuring the realization of gender equality and sustainable development, [10].

A study that was conducted in Croatia to determine whether highly educated women experience lower levels of gender inequality in the workplace, by [33] established that there are minimal levels of gender segregation among women who are highly schooled. Additionally, the study which involved 675 and 177 highly educated women and men respectively also

found that highly educated women do not think that other contextual factors impact on their careers negatively. While these studies were conducted in non-media sectors, it would be important to carry out a similar study in Kenya to find out how these factors affect Kenya's media sector.

The progress of attaining gender equality in the Malaysian workplace is still slow despite efforts that have been put into place to ensure the implementation of gender diversity and inclusion programs in the workplace. While examining the relationship between gender inequalities in the workplace and discriminatory culture, motherhood and pregnancy stereotypes in a survey, [10], notes that these must be eliminated if the inequalities in gender have to be done away with.

In a longitudinal study that was conducted by [14], it was established that a number of factors can result in the failure of regulations aimed at generating a change in gender equality outcomes. The study was conducted with aim of assessing the progress of attaining gender equality in the workplace through the use of soft regulation and organizational learning in male-dominated steel manufacturing, distribution and mining industries Australia's construction industry is dominated by males despite efforts by the government and other actors to ensure gender equality in organizations. In a study that was conducted through interviews and surveys, [26] established that although gender equality is an important aspect for both companies, inconsistencies exist between perceptions and reality as well as the level of readiness among the people, which makes it difficult to eliminate gender inequalities.

Higher cases of emotional distress have been found in organizations that exhibit gender inequality compared to those that have gender equality [6]. A study conducted to investigate the relationship between workplace gender inequalities and psychological distress among 715 respondents in Northern Sweden through questionnaires highlighted the importance of ensuring that health policies take into consideration issues of gender equality in organizations, [6].

Various barriers have prevented women from ascending to leadership positions in different sectors in Kenya. [30] disclose that women in the education sector are normally faced with numerous barriers that normally prevent them from ascending to leadership positions. While this study was conducted on the teaching fraternity, it is important to conduct a similar study within the media organizations to find out the barriers related to gender inequalities that prevent women from ascending to leadership positions in the media industry.

Conversely, a longitudinal study conducted on 51,632 respondents to detail the psychosocial process involved in the persistence of inequities against women in the workplace, found that the mythology associated with

women's careers and the threats these pose on their children and family life mediates the link between prejudice and resistance to a mother's career, [32]. While longitudinal design was used in this study, the proposed study will use cross-sectional design and will seek to determine how the family/work life balance affects female journalists.

Although for a long-time research on collective bargaining was not considerate to gender perspectives, this changed in the late 1980's when researchers studied how collective bargaining could advance gender equality in the workplace in what is referred to as gender-equality bargaining [34]. A study aimed at reviewing the progress and debates around gender equality bargaining over a period of 25 years found that gender equality bargaining had been mainstreamed within collective bargaining agreements alongside.

3.2 Performance of Female Journalists

Performance of female journalists in this study refers to the execution of tasks by female journalists in terms adaptability, dependability, delegated responsibilities and job satisfaction. The dependent variable is discussed under different indicators that are considered critical to performance of employees which are adaptability, dependability, delegated responsibilities and job satisfaction of female employees.

A study that sought to assess the effect of different scopes of organizational spirituality on frontline employee adaptability was carried out by [29]. The study which used a sample of 517 frontline employees working in India's power sector found that the adaptability of this group of employees impacted positively on job outcomes in terms of satisfaction and performance.

Differences that exist between how professionals and beginners normally handle acceptance of vagueness, the roles they are expected to perform in solving clients' problems, adaptability, expectations about their own roles in finding solutions for their clients, keenness to appropriate details, and organizational stress management [7]. In a study conducted to investigate how instructional designers undertake complexities and ambiguous problems across organizational borders in two organizations, found that as opposed to the novices, employees who had workplace experience exhibited adaptability in the procedures and communications, [7].

Findings from a study that was conducted among 1,061 employees drawn from 131 organizations in Greece to evaluate the effect of an integrated Human Resource Management (HRM) system on employee reactions showed that HRM processes have a higher impact on employee reactions compared to the HRM content. [9] further posits that employees in organizations are normally more dedicated to and contented with their workplace when

the HRM system is dependable and distinctive, more gratifying and provides training opportunities.

In a study conducted by [8], it was established that despite the importance of delegation of authority as a management tool, little is known about how the characteristics of leaders affect their decisions to delegate. Findings of the study show that as opposed to powerful individuals, powerless individuals are normally less willing to delegate their decision-making authority.

Although it is a commonly held conviction that for CEO's to be successful, then they must delegate, [20] conducted a study that sought to dispel this belief by investigating whether delegation of responsibilities with top management teams can actually influence the dismissal of CEO's. Findings from the study which were consistent with the agency theory perspective showed that the CEOs had a right to choose whether or not to delegate authority to other top management team members.

The effectiveness of delegation of authority is higher in public hospitals compared to private ones. A research conducted by [25], with regard to delegation of authority among top hospital nurse managers within the public and private hospitals in Isfahan cite authority delegation to subjects and subordinates as one of the skills that managers are required to have in order to fulfill their duties and responsibilities. The descriptive quantitative study which involved 80 nurses cited assorted and specific codes that govern the management of private hospitals and the lack of trust of managers in their subordinates as reasons for lower levels hospitals [25].

A study conducted to examine whether job satisfaction is influenced by gender and age within organizations in Serbia showed that the general job contentment differs slightly between male and female employees [5]. The study [5], which included an analysis of the concept of theory of job satisfaction, further established that some dimensions of jobs which have statistically significant impact on the job satisfaction of males and females of diverse ages are in existence.

At the same time, supervisor support coupled with job satisfaction directly either negatively or positively affects the performance of teachers. The study which was conducted among 206 teachers in the public high schools in the Giresun province centre by [31] sought teacher's opinions on the support offered by their supervisors' support and job performance with the mediating role of satisfaction with their jobs in this relationship.

4. METHODOLOGY

Cross-sectional research design was used in this study. Cross sectional designs are designed to study a phenomenon by taking a cross-section of it at one time, [1]. Cross-sectional design collects data at a single point in time from a sample

drawn from a cross section of the population. The data was collected at a single point from among journalists working in four mainstream media organisations. The different locations of the organisations and the target population made the cross-sectional design the most appropriate for this study.

The sample size for this study was drawn from a target population of 1,931 journalists drawn from four mainstream media organizations in Kenya. The [12] sample estimation table was used to get a sample of 320 journalists which was considered sufficient for this study. Stratified random sampling procedure was used in this study. Stratified random sampling is a method of sampling that involves the division of the population into smaller groups called strata [28]. According to [11], in stratified random sampling or stratification, the strata are formed based on the member's shared attributes or characteristics.

A self-administered Journalists' Performance Questionnaire was used to collect data from participants. This questionnaire had seven (7) sections. Section A sought demographic information of the participants including age, gender, marital status and educational qualifications. GEI-1: My media organization has made gender equality a part of its overall corporate strategy, including its mission, values and strategic goals; GEI-2: My media organization has a leadership statement on gender equality goals; GEI-3: My media organization institutionalized oversight of gender equality performance indicators; GEI-4: My media organization audits gender initiatives on a regular basis for adequate resources including identifying champions from across the departments to spearhead these initiatives; and GEI-5: My media organization engages policy makers to secure their support for the implementation of improved gender equality policies and programs, whenever needed. Each of the statements had a 5 Likert scale ranging from Strongly Disagree (SD)=1; Disagree (D)= 2; Neutral (N)=3; Agree (A)=4; and Strongly Agree (SA)= 5 is used.

The questionnaire was pilot tested among 30 freelance journalists who are members of the Kenya Union of Journalists (KUJ) branch in Western Kenya which has 300 members. [11] advises that 10% of the population sample size is sufficient for pre-testing of a survey instrument. The research instruments also used grammar that was appropriate for all the respondents. The statements in the questionnaire were clear and precise. The research instruments were also reviewed by the supervisors who are experts in questionnaire design. The supervisors reviewed the questionnaires and made recommended on what was to be included and removed to ensure that the instruments were not ambiguous and difficult for all the respondents.

The data was analysed using the Statistical Package for Social Scientists (SPSS) Version 21. Descriptive and inferential statistics was analysed using the software. Descriptive statistics included the means, standard deviations, and frequency percentage. For inferential

statistics, simple linear regression analysis including the correlation and regression analysis were computed to determine the relationship or associations between the independent variables and the dependent variable.

A number of ethical issues were considered in this study. In order to ensure confidentiality of data received from respondents, a unique identifier was used while recording the same. Additionally, neither names nor phone numbers were requested for from respondents. Information that was obtained from other sources has been acknowledged in the reference section of this project. The researcher explained to all respondents the purpose of the study and sought their consent to participate in the study while explaining to them that their participation was purely on voluntary basis.

5. RESULTS

5.1 Questionnaire Return Rate

The researcher targeted a total of 320 respondents out of whom, 270 completed and returned the questionnaires giving a response rate of 84.3% (Table 1).

Table 1: Questionnaire Return Rate

No. of questionnaires distributed	Completed questionnaires	Percentage
320	270	84.3%

5.2 Demographic Profile of Research Participants

The study sought demographic profile of the respondents which included their age brackets, sex, and duration of working in the media industry, marital status, and highest level of education attained, salary range, employment status and type of media organization and how these affect the performance of female journalists. It was important to assess these demographic details of the respondents because as [22] established, age, marital status, educational background, organizational tenure and job status could affect the commitment and performance of employees. The results are presented in Table 2 up to Table 8 below.

Table 2: Gender of the respondents

Gender	Frequencies	Percentage
Male	112	41.48
Female	158	58.52
Total	270	100.0

Table 2 indicates that most of the respondents were females at 58.52%. Only 41.48% were males. This could be attributed to the fact that gender mainstreaming is more often than not considered a female issue.

Table 3: Age of respondents

Age	Frequencies	Percentage
-----	-------------	------------

18-20	27	10.0
21-25	37	13.7
26-30	46	17.0
31-35	63	23.0
36-40	29	10.7
41-45	33	12.2
Above 45 years	35	13.0
Total	270	100.0

Regarding the age of the respondents, 23% fell in the age range of 31-35 years. This was followed by 26-30 years at 17.0%, then 21-25 years at 17.0% then above 45 years at 13.0%. 12.2% were in the age range of 41-45. On the other hand, 10.7% were falling in 36-40 years and last 10.0% at age range of 18-20 years. A majority of the respondents were aged between 31-35 years.

Table 4: Marital Status of respondents

Status	Frequencies	Percentage
Married	130	48.1
Widowed	30	11.1
Divorced	17	6.3
Not married	93	34.4
Total	270	100.0

On marital status, the table 4 reveals that slightly less than half, 48.1% were married, 34.4% were not married, 11.1% widowed while 6.3% were divorced. These findings show that a majority of journalists in Kenya are married.

Table 5: Level of Education of respondents

Education level	Frequencies	Percentage
PhD	43	15.9
Masters	69	25.6
Bachelor's	60	22.2
Diploma	56	20.7
Primary	42	15.6
Total	270	100.0

Regarding level of education, 25.6% had Master's degree, 22.2% Bachelor's degree, 20.7% had Diploma certificate, and 15.9% had PhD while only 15.6% had secondary level education. This shows that more than a half of the journalists have acquired high level education with 63.7% having at least a Bachelor's degree and above.

Table 6: Working Duration of Respondents

Work duration	Frequencies	Percentage
Less than 1 year	48	17.8

1-5 years	89	33.0
6-10 years	57	21.1
11-15 years	29	10.7
More than 15 years	47	17.4
Total	270	100.0

On working experience, 33.0% of the respondents had between 1-5 years working experience. 21.0% had 6-10 years working experience, 17.8% had less than one year working experience, and 17.4% had more than 15 years' work experience, while only 10.7% had 11-15 years' work experience. From the results, a majority of the respondents have worked in the media industry for between 1-10 years. Less than 30% had worked in the media industry for over 10 years. This indicates that there is high attrition rate in the media which results in many journalists exiting the industry after a few years of service.

Table 7: Type of Media Organization

Media type	Frequencies	Percentage
Daily newspaper	61	22.6
Radio	35	13.0
Television	74	27.4
Weekly newspaper	39	14.4
Magazine	35	13.0
International news agency	26	9.6
Total	270	100.0

On type of media organization where respondents work, 27.4% work in television, 22.6% on daily newspaper, and 14.4% on weekly newspaper, 13.0% each work with radio stations and magazines and only 9.6% work with international news agencies. From these results, it can be concluded that a majority of journalists work with the newspapers and television stations as compared to the other types of media outlets.

Table 8: Gross Salary of Respondents

Gross salary	Frequencies	Percentage
Below 30,000	70	25.93
30,000-50,000	48	17.78
50,000-70,000	50	18.52
70,000-100,000	26	9.630
100,000-150,000	21	7.771
150,000-200,000	12	4.444
200,000-250,000	30	11.11
Above 250,000	12	4.815
Total	270	100.0

With regard to the Gross salary of respondents, 25.93% of the respondents earn a salary of less than Ksh 30,000; 17.78% and 18.52% earn Ksh 30,000-50,000 and Ksh 50,000-70,000 respectively; while 9.63% earn between Ksh 70,000-100,000. On the other hand, 7.77% earn between Ksh 100,000-150,000; 4.44% earn 150,000-200,000 and 11.11% earn Ksh 200,000-250,000. Additionally, 4.41% earn over Ksh 25,000. These findings indicate that a majority of the journalists are lowly remunerated with 62.23% of the respondents earning a salary of less than Ksh 70,000, with 25.935 earning less than ksh 30,000.

5.3 Performance of Female Journalists

The dependent variable in this study was the performance of female journalists, which was looked at from the perspective of quality of work of female journalists; productivity and industriousness of female journalists; sufficient knowledge of their jobs; initiative and very resourcefulness; and dependability of female journalists. The results from this variable are as outlined below:

Table 9: Performance of Female Journalists

Items	Statement	S D	D	N	A	S A	M ea n	Sd
PF J - 1	The quality of work of female journalists in my media organization is satisfactory	1 6 .9 %	9 (3. 3 %)	35 (13 .0 %)	103 (38 .1 %)	10 9 9.6 %)	4.0 22 2	1.09 386
PF J - 2	Female journalists in my organization are very productive and industrious	4 (1. .5 %)	4 (1. .5 %)	53 (19 .6 %)	118 (43 .7 %)	91 (3 3.7 %)	4.0 66 7	0.85 098
PF J - 3	Female journalists in my organization exhibit sufficient knowledge of the job they have been hired to do.	9 (3. .3 %)	20 (7. 4 %)	50 (18 .5 %)	115 (42 .6 %)	76 (2 8.1 %)	3.8 48 1	1.02 165
PF J -	Female journalists	1 3	9 (3.	36 (13	143 (53	69 (2	3.9 11 528	0.97

4	in my organization take initiative and very resourceful	(4.8 %)	3 (%)	.3 (%)	.0 (%)	5.6 (%)	1	
PF J - 5	Female journalists in my organization are dependable.	5 (1.9 %)	24 (8.9 %)	36 (.3 %)	148 (.8 %)	57 (1.1 %)	3.8 4	0.91 957

Table 9 presents findings on performance of female journalists. It reveals that most of the respondents agree with PFJ-1 with a mean of 4.0222 and standard deviation of 1.09386. They equally agree with PFJ-2 with a mean of 4.0667 and standard deviation of 0.85098. Regarding the PFJ-3, respondents agree with a mean of 3.8481 and standard deviation of 1.02165. They also agree with PFJ-4 with a mean of 3.9111 and standard deviation of 0.97528. On PFJ-5, respondents agree with a mean of 3.8444 and standard deviation of 0.91957.

5.4 Influence of Gender Equality Initiative on Performance of Female Journalists

This study sought to establish how gender equality initiative influence the performance of female journalists in the media industry in Kenya. This was looked at from the perspective of organizational mission values and goals; leadership statements; gender equality performance indicators; allocation of resources; and the engagement of policy makers. The findings are presented in Tables 10 -14 below.

5.4.1 Descriptive Analysis of Gender equality initiative and Performance of Female Journalists

Descriptive analysis was conducted to assess how gender equality initiative (GEI) influence the performance of female journalists. Table 5.10 presents the results of the descriptive analysis.

Table 10: Gender Equality Initiative and Performance of Female Journalists

Item	Statement	S	D	N	A	S	M	ea	n	Sd
GEI -1	My media organization has made gender equality a part of its overall corporate strategy,	5 (1.9 %)	39 (4.4 %)	24 (8.4 %)	80 (4.6 %)	12 (5.6 %)	4.0 5	18	1.135 61	

	including its mission, values and strategic goals									
G EI -2	My media organization has a leadership statement on gender equality goals.	4 (1.5 %)	40 8	33 2	87 2	10 3	3.9 6	29 6	1.113 72	
G EI -3	My media organization institutionalized oversight of gender equality performance indicators.	13 (4.8 %)	27 0	39 4	87 2	10 3	3.8 4	96 5	1.165 00	
G EI -4	My media organization audits gender initiatives on a regular basis for adequate resources including identifying champions from across the departments to spearhead these initiatives	7 (2.6 %)	31 1.	39 4.	10 3.	93 4.	3.8 4.	92 6	1.083 65	
G EI -5	My media organization engages policy makers to secure their support for the implementation of improved gender equality policies and programs, whenever needed.	9 (3.3 %)	30 1.	52 9.	82 0.	97 5.	3.8 4.	44 4	1.129 97	

The table 10 indicates that respondents agree with GEI-1 with a mean of 4.0185 and standard deviation of 1.13561. They equally agree with GEI-2 with a mean of 3.9296 and standard deviation of 1.11372. Respondents also agree with GEI-3 with a mean of 3.8963 standard deviation of 1.16500. On GEI-4 most of them agree with a mean 3.8926 standard

deviation of 1.08365 and lastly, on GEI-5 respondents agree with a mean 3.8444 standard deviation of 1.12997.

5.4.2 Inferential Analysis of Gender Equality Initiative and Performance of Female Journalists

Inferential analysis of the influence of gender equality initiative on the performance of female journalists was conducted in terms of correlation, regression and coefficients. The results are as outlined below:

5.4.2.1 Correlation of Gender Equality Initiative and Performance of Female Journalists

Correlation analysis was conducted to assess the influence of gender equality initiative (GEI) on performance of female journalists. Table 11 presents the results of the correlation analysis.

Table 11: Correlation of Gender Equality Initiative and Performance of Female Journalists

		GEI-1	GEI-2	GEI-3	GEI-4
GEI-1	Pearson Correlation	1	.745**	.729**	.404**
	Sig. (2-tailed)		.000	.000	.000
	N	270	270	270	270
GEI-2	Pearson Correlation	.745**	1	.777**	.468**
	Sig. (2-tailed)	.000		.000	.000
	N	270	270	270	270
GEI-3	Pearson Correlation	.729**	.777**	1	.466**
	Sig. (2-tailed)	.000	.000		.000
	N	270	270	270	270
GEI-4	Pearson Correlation	.404**	.468**	.466**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	270	270	270	270
**. Correlation is significant at the 0.01 level (2-tailed).					

From the analysis in Table 11, there is moderately weak positive correlation between variable GEI-1 and GEI-4 ($r=0.404$ $P<0.01$). This indicates that correlation is statistically significant. Correlation between the variable GEI-2 and GEI-4 revealed a moderately weak correlation ($r=0.468$ $P<0.01$). This reveals that correlation is statistically significant. Data above indicates a weak correlation between

variables GEI-3 and GEI-4 with $r=0.466$ and $P<0.01$). This also indicates that correlation is statistically significant.

5.4.2.2 Regression Analysis of Gender Equality Initiative and Performance of Female Journalists

Regression analysis was conducted to establish how gender equality initiative influences the performance of female journalists. Table 12 presents the results of the regression analysis.

Table 12: Regression Analysis of Gender Equality Initiative and Performance of Female Journalists

Predictors: (Constant), My media organization

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.496 ^a	.246	.238	.95510

institutionalized oversight of gender equality performance indicators, My media organization has made gender equality a part of its overall corporate strategy, including its mission, values and strategic goals, My media organization has a leadership statement on gender equality goals. The R-value is 0.496 which shows moderate correlation. The R-square is 0.246 which suggests that gender equality initiative explains 24.6% of the change in the performance of female journalists. It shows that gender equality initiative has a weak positive correlation with the performance of female journalists in the media industry in Kenya.

5.4.2.3 Coefficient Analysis of Gender Equality Initiative and Performance of Female Journalists

Coefficient analysis was conducted to assess the influence of gender equality initiative on the performance of female journalists. Table 14 presents the results of the coefficients analysis.

Table 13: Coefficients of Gender Equality Initiative and Performance of Female Journalists

Model	Unstandardized Coefficients		T	Sig.
	B	Std. Error		
(Constant)	.230	2.014	8.767	.000
My media organization	.0	.082	.042	.4
				.625

1	has made gender equality a part of its overall corporate strategy, including its mission, values and strategic goals	40		89		
	My media organization has a leadership statement on gender equality goals	.2 45	.091	.250	2. 69 0	.008
	My media organization institutionalized oversight of gender equality performance indicators	.2 27	.085	.241	2. 66 5	.008

a. Dependent Variable: Performance of female journalists

6. DISCUSSION

As per the results on the influence of gender equality initiative on the performance of female journalists in the media industry in Kenya, the P-Value is 0.01 which indicates that the four combined variables under the gender equity initiative have a statistically significant influence on the performance of female journalists. At the same time, R-Square of 0.246 percent, indicates that gender equality initiative accounts for 24.6% changes in the performance of female journalists. Results from this study indicate that gender equality initiative has a statistically significant influence on the performance of female journalists. This is because, in circumstances of gender inequality exists where there is unequal treatment of women and men in terms unequal remuneration for equal work, unequal access to promotion opportunities, inflexibility in working arrangements and unequal composition of employees in the workplace, the performance of female journalists will be affected negatively and the opposite is true.

Results from this study agree with Elwér *et al.*, (2013), who sought to investigate the relationship between workplace gender inequalities and psychological distress in Northern Sweden. According to the study, there is need to ensure that health policies take into consideration issues of gender equality in organizations, if they are to avert cases of psychological stress among their staff which can eventually negatively affect employee performance.

It additionally, it conforms to a study in Australia's construction industry by [26] which found that the industry is dominated by males despite efforts by the government and other actors to ensure gender equality in organizations. The study further established that although gender equality is an important aspect for both companies, inconsistencies exist between perceptions and reality as well as the level of readiness among the people, which makes it difficult to eliminate gender inequalities

7. CONCLUSIONS AND RECOMMENDATIONS

Findings from this study conclude that gender mainstreaming initiatives significantly affect the performance of female journalists to a significant extent. The study concluded that that gender equality initiative significantly affects the performance of female journalists.

Recommended solutions should be utilized to foster gender mainstreaming in the media organizations that were involved in the study as well as in other institutions and organizations both in Kenya and beyond. This study limited itself to four media organizations. The researcher therefore recommends that a similar study to be conducted covering the other media organizations. As a result of the findings of this study, it is recommended that media organizations should strengthen their gender mainstreaming initiatives and ensure that they make deliberate efforts towards implementing the same.

The media industry should strengthen the gender equality initiative; take a deliberate move to implement gender equality policies and also ensure that gender inequalities are eliminated in the organisations.

REFERENCES

1. Babbie, E. 1989. Survey Research Methods (2nd Ed), Belmont, CA, Wadsworth.
2. Cairns, M. R., Workman, C. L., and Tandon, I. (2017). Gender Mainstreaming and Water Development Projects: Analyzing Unexpected Enviro-Social Impacts in Bolivia, India, and Lesotho. *Gender, Place and Culture: A Journal of Feminist Geography*, 24(3), 325- 342. doi:10.1080/0966369X.2017.1314945
3. Dahanayake, P., Rajendran, D., and Selvarajah, C. (2017). Diversity Management from a Justice and Fairness Perspective: The Case of Women and Ageing Workforce. *Academy of Management Annual Meeting Proceedings*, 2017(1), 1. doi:10.5465/AMBPP.2017.13136
4. Daverth, G., Cassell, C., and Hyde, P. (2016). The Subjectivity of Fairness: Managerial Discretion and Work-Life Balance. *Gender, Work and Organization*, 23(2), 89-107. doi:10.1111/gwao.12113.
5. Djordjević, B., Ivanović-Djukić, M., and Lepojević, V. (2017). Relationship of Ages and Gender of the Employees in Organizations in the Republic of Serbia

and their Job Satisfaction. *Economic Themes*, 55(2), 263-280.

6. Elwér, S., Harryson, L., Bolin, M., and Hammarström, A. (2013). Patterns of Gender Equality at Workplaces and Psychological Distress. *Plos ONE*, 8(1), 1-10. doi:10.1371/journal.pone.0053246
7. Fortney, K. S., and Yamagata-Lynch, L. C. (2013). How Instructional Designers Solve Workplace Problems. *Performance Improvement Quarterly*, 25(4), 91-109.
8. Haselhuhn, M. P., Wong, E. M., and Ormiston, M. E. (2017). With Great Power Comes Shared Responsibility: Psychological Power and the Delegation of Authority. *Personality and Individual Differences*, 1081-4. doi:10.1016/j.paid.2016.11.052
9. Katou, A. A. (2013). Justice, Trust and Employee Reactions: An Empirical Examination of the HRM System. *Management Research Review*, 36(7), 674-699. doi:10.1108/MRR-07-2012-0160
10. Kaur, M., Jauhar, J., and Mohaidin, Z. (2017). Factors Causing Female Inequality in Malaysian Organizations: A Conceptual Model. *Global Business and Management Research*, 9361-373.
11. Kothari, C. R. (1985). Research Methodology: Methods and Techniques. Vishra Prakashan, New Delhi
12. Krejcie, R. V., and Morgan, D.V. (1970). Determining the Sample Size for Research activities. *Educational and Psychological Measurements*, 30, 607-610
13. Lyonette, C. (2015). Part-Time Work, Work-Life Balance and Gender Equality. *Journal of Social Welfare and Family Law*, 37(3), 321-333. doi:10.1080/09649069.2015.1081225
14. Macneil, J., and Liu, Z. (2017). The Role of Organizational Learning in Soft Regulation of Workplace Gender Equality. *Employee Relations*, 39(3), 317-334. doi:10.1108/ER-01-2016-0022
15. Media Council of Kenya (2015). Gender Equality: Observation from the Kenyan Media Perspective
16. Melki, J. and Farah, M. (2014). Educating Media Professionals with a Gender and Critical Media Literacy Perspective: How to Battle Gender Discrimination and Sexual Harassment in the Media Workplace; In Media and Gender: A scholarly Agenda for the Global Alliance of Media and Gender. UNESCO and International Association for Media and Communication Researchers (IAMCR)
17. Menendez, C. C., Snyder, J. A., Scherer, H. L., and Fisher, B. S. (2012). Social organization and social ties: Their effects on sexual harassment victimization in the workplace. *Work*, 42(1), 137-150.
18. Mugwe, R. (2012). Challenges Facing Women Media Practitioners in Kenya. College of Humanities and Social Sciences. Institute of Anthropology, Gender and African Studies. University of Nairobi.
19. Octaviannand, R., Pandjaitan, N. K., and Kuswanto, S. (2017). Effect of Job Satisfaction and Motivation towards Employee's Performance in XYZ Shipping Company. *Journal of Education and Practice*, 8(8), 72-79.
20. Oehmichen, J., Schult, A., and Wolff, M. (2017). Keeping their Cards Close to their Chests: How Non-delegating CEOs avoid Forced Career Ends. *Human Resource Management*, 56(2), 225-242. doi:10.1002/hrm.21732
21. Okono A.N (2013). Women working in the Media Industry in Kenya: How are they Faring? Communication Studies in the School of Journalism and Mass Communication, University of Nairobi
22. Olukayode, L. (2013). The Effect of Personal Characteristics and Other Status Related Factors on Employee Commitment to Work in the Manufacturing Industry in Nigeria. *IFE Psychologia*, 21(2), 150-159.
23. Pederson, A., Greaves, L., and Poole, N. (2015). Gender-Transformative Health Promotion for Women: A Framework for Action. *Health Promotion International*, 30(1), 140-150.
24. Reskin, B. F., Hartmann, H. I., National Academy of Sciences - National Research Council, W. E., and National Academy of Sciences - National Research Council, W. I. (1986). Women's Work, Men's Work. *Sex Segregation on the Job*
25. Riahi, R. T., Abedi, H. A., and Hosseini, S. M. (2016). A Comparative Study on the Delegation of Authority by Nursing Managers of Private and State-Run Hospitals of the City Isfahan in 2015-16. *International Journal of Pharmaceutical Research and Allied Sciences*, 5(3), 465- 475v
26. Salignac, F., Galea, N., and Powell, A. (2018). Institutional Entrepreneurs Driving Change: The Case of Gender Equality in the Australian Construction Industry. *Australian Journal of Management* (Sage Publications Ltd.), 43(1), 152-169. doi:10.1177/0312896217705179
27. Scala, F., and Paterson, S. (2017). Bureaucratic Role Perceptions and Gender Mainstreaming in Canada. *Gender, Work and Organization*, 24(6), 579-593. doi:10.1111/gwao.12182
28. Sharma, G. (2017). Pros and Cons of Different Sampling Methods. *International Journal of Applied Research*; 3(7): 749-752
29. Sony, M., and Mekoth, N. (2017). Workplace Spirituality, Frontline Employee Adaptability and Job Outcomes: An Empirical Study. *International Journal of Process Management and Benchmarking*, 7(4), 437-465. doi:10.1504/IJPMB.2017.10006820
30. Steyn, R., and Jackson, L. (2015). Gender-Based Discrimination in South Africa: A Quantitative Analysis of Fairness of Remuneration. *South African Journal of Economic and Management Sciences*, 18(2), 190-205. doi:10.17159/2222-3436/2015/v18n2a4
31. Uzun, T., and Ozdem, G. (2017). The Mediating Role of Job Satisfaction on the Relationship between Teachers'

Perceptions of Supervisor Support and Job Performances. *International Journal of Educational Administration and Policy Studies*, 9(7), 84-90.

32. Verniers, C., and Vala, J. (2018). Justifying Gender Discrimination in the Workplace: The Mediating Role of Motherhood Myths. *Plos One*, 13(1), e0190657. doi:10.1371/journal.pone.0190657

33. Vokić, N. P., Čorić, D. S., and Obadić, A. (2017). To be or not to be a woman? - Highly Educated Women's Perceptions of Gender Equality in the Workplace. *Revija Za Socijalnu Politiku*, 24(3), 253-276. doi:10.3935/rsp.v24i3.1432

34. Williamson, S., and Baird, M. (2014). Gender equality Bargaining: Developing Theory and Practice. *Journal of Industrial Relations*, 56(2), 155-169. doi:10.1177/0022185613517468

35. Ylöstalo, H. (2016). Organizational Perspective to Gender Mainstreaming in the Finnish State Administration. *International Feminist Journal of Politics*, 18(4), 544-558. doi:10.1080/14616742.2016.1149307

AUTHORS PROFILE



Ms. J.K. Wangusi is a PHD student in Project Planning and Management at the University of Nairobi. She holds a Master of Arts in Project Planning and Management from the University of Nairobi and a Bachelor of Science in Information Sciences from Moi University and a Diploma in Journalism from the Kenya Institute of Mass Communication. Ms. Wangusi has over 15 years' experience working as a journalist in mainstream media, and in public relations and communications in various organisations (both non-governmental and for-profit organisations). Additionally, she has over four years' experience managing and implementing youth projects and civil society organisations



Dr. I.O. Abuya holds a PHD Project Planning and Management from the University of Nairobi and Master of Arts in Project Planning and Management from the University of Nairobi and Bachelor of Education from Egerton University. Isaac Abuya is the former Chief of Staff in the County Government of Homa Bay, Kenya. Mr. Abuya has 22 years' experience in designing, implementing and evaluating high impact educational, health and social projects for vulnerable populations and communities in Kenya. He is the chairman of the Kenya Association for Performance Management (KAPM), and the Value Chain Management Association (VCMA)