

# Gender Responsiveness Initiative and Performance of Female Journalists in the Media Industry in Kenya

**Isaac Abuya**

Department of Open and Distance Learning, University of Nairobi, Kisumu, Kenya  
isaacabuya@yahoo.com

**Joan Wangusi**

Department of Open and Distance Learning, University of Nairobi, Kisumu, Kenya  
wangusi2000@yahoo.com

**Abstract:** *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 responsiveness initiative in the workplace. This study sought to investigate the influence of gender responsiveness initiative on the performance of female journalists in Kenya. The cross-sectional study was conducted in four mainstream media organizations in Kenya. Krejcie and Morgan table was used to determine the sample size while stratified random sampling technique was used to select 320 male and female journalists working with the Standard Media Group, Nation Media Group, Kenya Broadcasting Corporation (KBC) and Media Max Limited. Self-administered 5-point likert scale questionnaires were used to collect data from the respondents. The study established that gender responsiveness initiative influences the performance to a statistically significant extent. Additionally, it was found that gender responsiveness initiative accounts for a 23.1% percent of the variations on the performance of female journalists.*

**Keywords** — Gender responsiveness; performance; female journalists; media industry; gender mainstreaming

## 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, [33; 3]. According to [28] 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 [26] 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 [12] 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, [21] 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. [17] 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, [4] 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, [5] concluded that managers normally focus on the life aspect of work-life balance whereby they consider parenting issues to be fundamental. The managers, [5] 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, [25] 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 by [31] 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 [19] 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 [19].

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. [18] 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, [20] 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, [23] 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.

In this study, gender responsiveness initiative refers to actions taken to rectify gender imbalances including organization culture and norms, timely decision making and problem solving. In the past, a number of empirical studies have been conducted that have established that there is a strong relationship between gender responsiveness and performance of female employees.

Gender-responsiveness is the process of tackling the issues faced by women in an agreeable manner using gender responsive strategies, [9]. Over the years, gender inequities have hindered the achievement of health equity globally. Findings from a study by [25] indicate that gender responsiveness within a program or policy can help reduce gender health inequities while at the same time enhancing the acceptance, relevance and success of health promotion initiatives.

In another study that sought to assess the responsiveness of initiatives designed to improve the state of women affairs in New Zealand's service sector, [24] established that despite that fact that a high number of women are engaged in low paid work, they have however benefited from development of the service sector, increased penetration of professional and managerial work, and reduced gaps in gender pay. The study notes that while initiatives by the state with regard to equity have been put into place, the regulatory and policy frameworks still remain insufficient [24].

A study was conducted by [1] to gauge how gender and nationality affect the quality of services offered in Malaysia private universities on the basis of gender and nationalist. The study which was conducted among 250 male and female students who were from different nationalities adduced inadequate evidence on the effects of gender on the provision of quality services within the tertiary institutions, it was evident that nationality slightly affected the responsiveness dimension of the quality of services offered. Findings from a different study conducted to ascertain how stereotypical language coupled with attitudes in middle schools affected African American or Hispanic girls by [16], revealed that

schools should support teachers' programs that are responsive to issues of gender, the formation of cultural identities, and peer initiatives that enhance understanding and interactions among diverse groups of girls.

In a maternal health study that was conducted in Kenya to establish the opinions on access to and quality of care among women residing in slum areas, among other issues, [8] observed that the pattern of good reviews were offered by women with regard to access to and quality of health care provided by the clinics and maternity homes that were privately owned, inferior in standard and more often than not unlicensed which were located within their communities. The study was based on the foundation that despite the poor quality of services offered by the maternal health facilities, their responsiveness to women's needs in terms of sensitivities to socio-cultural and economic factors resulted in good perceptions and higher levels of utilization by the women [8].

A study that was conducted on to investigate the objectives and aptitude of Library and Information Science (LIS) professionals in Pakistan with regard to the understanding of issues related to gender in libraries found that only a mere 17 percent of the LIS staff is responsive to gender concerns, [13]. Findings from the study which was administered via online questionnaires further discussed the level of competencies, need for training, and attitudinal responsiveness of the staff with regard to gender issues, [13].

Performance of female journalists in this study refers to the execution of tasks by female journalists in terms of 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 [30]. 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. [11] 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 [10], 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, [22] 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 [27] 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 [27].

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, [6]. The study, 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 center by [32] 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.

### *1.1 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. The absence of gender responsiveness initiative in the organization has been shown to impact negatively on the performance of female employees because of the various injustices that are perpetuated against them; leading to high levels of dissatisfaction among employees and unhappiness which eventually results in the female staff members exiting the organization.

### **1.2 Purpose of the study**

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

## **1. Materials and methods**

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, [2]. 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 organizations. The different locations of the organizations 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 [15] 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 [29]. According to [14], 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. Section B was on gender responsiveness initiative and performance of female

journalists; with the following statements: GRI-1: My media organization does not privilege male over female staff; GRI-2: My media organization does not ignore differences in opportunities and resource allocation for male and female staff; GRI-3: My media organization addresses inequality generated by unequal norms, rules and relations at the work place; GRI-4: My media organization considers the specific needs of female staff; and GRI-5: My media organization does not intentionally target and benefit a specific group of male and female staff to achieve certain policy and program goals or meet certain needs. 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) in Western Kenya which has 300 members. [14] 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 correlation and regression analysis was computed to determine the relationship or associations between the independent variable 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.



## 2. Results & Discussion

### 3.1 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%

### 3.2 Background Information of Research Participants

The study sought demographic information 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 Olukayode (2013) 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 5.2 up to Table 5.8 below.

**Table 2: Gender of the respondents**

Gender	Frequencies	Percentage
Male	112	41.48
Female	158	58.52
<b>Total</b>	<b>270</b>	<b>100.0</b>

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
<b>Total</b>	<b>270</b>	<b>100.0</b>

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
<b>Total</b>	<b>270</b>	<b>100.0</b>

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
<b>Total</b>	<b>270</b>	<b>100.0</b>

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
Over 15 years	47	17.4
<b>Total</b>	<b>270</b>	<b>100.0</b>

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
<b>Total</b>	<b>270</b>	<b>100.0</b>

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
<b>Total</b>	<b>270</b>	<b>100.0</b>

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.

### 3.3 Performance of Female Journalists

The dependent variable in this study was the performance of female journalists (PFJ), 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	N	A	SA	Mean	Sd
PF J -1	The quality of work of female journalists in my media organization is satisfactory	16 (5.9%)	9 (3.3%)	35 (13.0%)	103 (38.1%)	109 (39.6%)	4.0 222	1.0 9386
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 (33.7%)	4.0 667	0.8 5098
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 (28.1%)	3.8 481	1.0 2165
PF J -4	Female journalists in my	13 (4.8%)	9 (3.3%)	36 (13.3%)	143 (53.0%)	69 (25.6%)	3.9 111	0.9 7528

	organization take initiative and very resourceful	5 (1.9%)	24 (8.9%)	36 (13.3%)	148 (54.8%)	57 (21.1%)	3.8 444	0.9 1957
PFJ-5	Female journalists in my organization are dependable							

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.

### 3.4 Influence of Gender Responsiveness Initiative on Performance of Female Journalists

This study sought to establish how gender responsiveness initiative influences the performance of female journalists in the media industry in Kenya. This was looked at from the perspective of organizations privileging male over female journalists; disregard of differences in opportunities and resource allocation for male and female staff; addressing of inequality generated by unequal norms, rules and relations at the work place; consideration of the specific needs of female staff; and the intentional targeting and benefitting of a specific group of male and female staff to achieve certain policy and program goals. The findings are presented in Tables 10 –14 below.

#### 3.4.1 Descriptive Analysis of Gender Responsiveness Initiative and Performance of Female Journalists

Descriptive analysis was conducted to assess how gender responsiveness initiative influences the performance of female journalists. Table 10 presents the results of the descriptive analysis.

**Table 10: Gender Responsiveness Initiative and Performance of Female Journalists**

Items	Statement	S D	D	N	A	S A	M e a n	Sd
GRI-1	My media organization does not privilege male over female staff.	7(2.6%)	18(6.7%)	72(26.3%)	83(30.3%)	90(32.9%)	3.8556	1.04074

1	does not privilege male over female staff.	6(2.2%)	6.7(2.4%)	26(9.3%)	30(10.7%)	33(11.8%)	56(20.1%)	407(14.7%)
GRI-2	My media organization does not ignore differences in opportunities and resource allocation for male and female staff.	20(7.4%)	8(3.0%)	42(15.4%)	119(44.1%)	81(30.0%)	3.8630	1.10748
GRI-3	My media organization addresses inequality generated by unequal norms, rules and relations at the work place.	21(7.8%)	15(5.6%)	48(17.8%)	102(37.3%)	84(31.1%)	3.7889	1.17116
GRI-4	My media organization considers the specific needs of female staff.	11(4.1%)	21(7.8%)	58(21.5%)	95(35.2%)	85(31.1%)	3.8222	1.08636
GRI-5	My media organization does not intentionally target and benefit a specific group of male and female staff to achieve certain policy and program goals or meet certain needs.	6(2.2%)	25(9.3%)	47(17.4%)	130(48.1%)	62(23.0%)	3.8044	0.91957

Table 10 indicates that respondents agree with GRI-1 with a mean of 3.8556 and standard deviation of 1.04074. It equally reveals that respondents agree with GRI-2 with a mean of 3.8630 and standard deviation of 1.10748. On GRI-3, respondents agree with a mean 3.7889 and standard deviation of 1.17116. Respondents also agree in GRI-4 with a mean of 3.8222 and standard deviation of 1.08636.

Regarding GRI-5, respondents agree with a mean of 3.8037 and standard deviation of 0.96903.

### 3.4.2 Inferential Analysis of Gender Responsiveness and Performance of Female Journalists

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

#### 3.4.2.1 Correlation of Gender Responsiveness and Performance of Female Journalists

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

**Table 11: Correlation of Gender Responsiveness Initiative and Performance of Female Journalists**

		GRI-1	GRI-2	GRI-3	GRI-4
<b>GRI-1</b>	Pearson Correlation	1	.579**	.509**	.320**
	Sig. (2-tailed)		.000	.000	.000
	N	270	270	270	270
<b>GRI-2</b>	Pearson Correlation	.579**	1	.640**	.454**
	Sig. (2-tailed)	.000		.000	.000
	N	270	270	270	270
<b>GRI-3</b>	Pearson Correlation	.509**	.640**	1	.410**
	Sig. (2-tailed)	.000	.000		.000
	N	270	270	270	270
<b>GRI-4</b>	Pearson Correlation	.320**	.454**	.410**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	270	270	270	270

\*\*. Correlation is significant at the 0.01 level (2-tailed).

The analysis in Table 11 reveals a weak correlation between variables GRI-1, GRI-2, GRI-3 and GRI-4 with  $r=0.320$   $P<0.01$ ,  $r=0.454$   $P<0.01$  and  $r=0.410$   $P<0.01$  respectively.

This indicates that there is a weak statistically significant correlation between the variables.

#### 3.4.2.2 Regression Analysis of Gender Responsiveness Initiative and Performance of Female Journalists

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

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.481 <sup>a</sup>	.231	.223	.96441

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

a. Predictors: (Constant), My media organization addresses inequality generated by unequal norms, rules and relations at the work place, My media organization does not privilege male over female staff, My media organization does not ignore differences in opportunities and resource allocation for male and female staff. The R-value is 0.481 which shows moderate correlation. The R-square is 0.231 which means that gender responsiveness initiative accounts for 23.1% of the variations in the performance of female journalists. This means that there is a weak positive correlation between gender responsiveness initiative and performance of female journalists in the media industry in Kenya.

#### 3.4.2.3 Analysis of Variance between Gender Responsiveness and Performance of Female Journalists

An Analysis of Variance was conducted to establish the influence of gender responsiveness initiative on the performance of female journalists. Table 4.23 presents the results of the descriptive analysis.

**Table 4.13: Analysis of Variance between Gender Responsiveness and Performance of Female Journalists**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	74.465	3	24.822	26.688	.000 <sup>b</sup>
	Residual	247.402	266	.930		
	Total	321.867	269			

a. Dependent Variable: Performance of female journalists

b. Predictors: (Constant), My media organization addresses inequality generated by unequal norms, rules and relations at



the work place, My media organization does not privilege male over female staff, My media organization does not ignore differences in opportunities and resource allocation for male and female staff.

The value of  $F_{ratio} = 26.688$ ;  $P < .05$  revealed that the regression model was statistically significant. Therefore, Gender Responsiveness initiative influenced performance of female journalists to a statistically significant extent.

#### 3.4.2.4 Coefficient Analysis of Gender Responsiveness and Performance of Female Journalists

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

**Table 14: Coefficients of Gender Responsiveness and Performance of Female Journalists**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.997	.251		7.962	.000
My media organization does not privilege male over female staff	.048	.071	.046	.673	.501
My media organization does not ignore differences in opportunities and resource allocation for male and female staff	.301	.075	.304	4.019	.000
My media organization addresses inequality generated by unequal norms, rules and relations at the work place	.179	.067	.192	2.679	.008

#### a. Dependent Variable: Performance of Female Journalists

The multiple linear regression analysis revealed a statistically significant beta coefficient for My media organization does not ignore differences in opportunities and resource allocation for male and female staff (Beta value .304;  $P < .05$ ); and My media organization addresses inequality generated by unequal norms, rules and relations at the work place (Beta value .192;  $P < .05$ ). However, My media organization does not privilege male over female staff had a statistically insignificant beta coefficient (Beta value 0.46;  $P > .05$ ). The highest beta coefficient was .304, meaning that My media organization addresses inequality generated by unequal norms, rules and relations at the work place had the greatest influence on the performance of female journalists.

#### 3.5 Discussion

The results emanating from this study indicate that the P-Value is 0.01 which suggests that gender responsiveness initiative has a statistically significant influence on the performance of female journalists. At the same time, R-Square of 0.231 percent, that gender responsiveness initiative accounts for 23.1% change in the performance of female journalists. The findings from this study suggest that that the organizational norms on gender responsiveness, decision making, timely solutions and organization value on gender responsiveness all have a statistically significant influence and accounts for variations in the performance of female journalists.

These findings agree with a maternal health study that was conducted in Kenya to establish the opinions on access to and quality of care among women residing in slum areas, among other issues. The study by [8] established that the pattern of good reviews were offered by women with regard to access to and quality of health care provided by the clinics and maternity homes that were privately owned, inferior in standard and more often than not unlicensed which were located within their communities. According to [8] despite the poor quality of services offered by the maternal health facilities, their responsiveness to women's needs in terms of sensitivities to socio-cultural and economic factors resulted in good perceptions and higher levels of utilization by the women.

Additionally, the findings concur with those from a study by [25] which established that gender responsiveness within a program or policy can help reduce gender health inequities while at the same time enhancing the acceptance, relevance and success of health promotion initiatives. According to the current study, the same could apply to the media industry in Kenya where gender responsiveness can greatly reduce the existing gender inequities.

### 3. Conclusions

Findings from this study conclude that gender mainstreaming initiatives significantly affect the performance of female journalists to a significant extent. According to the findings, the constructs “My media organization does not ignore differences in opportunities and resource allocation for male and female staff” and “My media organization addresses inequality generated by unequal norms, rules and relations at the work place” influence the performance of journalists to a statistically significant extent while “My media organization does not privilege male over female staff” had no statistically significant influence on performance of female journalists. The study concluded that that gender responsiveness initiative statistically significantly influences 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 must make sure that gender responsiveness initiative is strengthened. Deliberate efforts should also be put into ensuring that gender responsiveness policies are in place and operational and that gender unresponsiveness is eliminated within the organizations.

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