

GENDER ROLES AND ATTITUDES IN THE WORKPLACE: ASSESSMENT OF HUMAN ATTRIBUTES AND GENDER DIFFERENTIATION IN MEDIA HOUSES

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Abstract

The media is recognised as a reflection of the society just as it is credited for shaping the society. This symbiotic relationship informs the blame cast on the former as regards promotion of gender stereotype. It is argued that, the pervasive power of the media on its consumers has been negatively employed in transforming gender representation in its content into the reality held by men and women about themselves and their roles in the society. Principally, the media is accused of engendering a statuesque in which women are subtly discriminated against. Therefore, this paper used the survey method to investigate gender operations within the media houses with the aim of establishing the prevalence and direction of gender discrimination and stereotype. Although findings obtained through a self-designed questionnaire reveal the existence of the glass ceiling phenomenon, it however, indicate strong, positive relationships between human attributes of staffers in the media houses regardless of their gender. Based on this, the study recommends positive work-attitudes from staffers, especially, female staffers to correct the age-long bias and stereotype against them.

Keywords: Gender roles; Glass ceiling; Media houses; Stereotype

Introduction

The management of media organisations is a collective effort of all stakeholders in order to realize both individual and collective goals. Like any other organisation, the media house is a structured industry with set goals, vision and mission as well order of operations, all of which are driven by human resources. In line with the thoughts espoused by Katz and Kahn (1978) in their *Social Psychology of Organizations*, the media organisation is a complex open system that requires an interaction between its component parts and the environment to discharge its oversight functions of educating, entertaining, informing as well as laying surveillance to ensure the security of the society (Uwakwe, 2010). The media so much determine the mien and milieu of the society that Hart (2008) had to note: "without 'the media' to serve 'the people', I dare to say that the world, as we know it today, would be very different indeed and quite unrecognisable" (p.36).

Like in other disciplines, studies have unveiled the prevalence of gender imbalance in media activities, contents and programming. For example, studies on media representation of gender indicate that gender issues are tilted in unrealistic, stereotypical and limiting perspectives with women being subtly discriminated against (Wood, 1994,

Ukonu, Ani, & Njoku, 2014). Various reasons have been adduced for this lopsidedness ranging from stereotypical male superiority to female nonchalance (Turner, 2002).

Gender is described as a social construct with strong root in culture. This is fast obliterating a clear delineation of differences in behaviour and personality between male and female as being innate or due to cultural factors. Hence, scholars have tried to investigate the extent to which some aspects of gender differences are due to biological or physiological differences in men and women and the ones that are culturally crafted. To many people, the knowledge of self is borne out of the image created by the media (Wood, 1994, Risman & Feree, 1995). In mediating events and issues, radio, television, film, video games and other forms of media are involved in selecting, constructing and representing reality. By so doing, the media tends to emphasise and reinforce some values and images that later constitute the template for consumers of media contents (Richmond, 1992). Programme scripts and contents reflect societal ideals. For instance, programme producers go after scripts that compliment societal gender prescriptions of active males and emotional or soft females; anything short of this draws comments like 'these women aren't soft enough; these women aren't feminine enough' (Faludi, 1991, p. 150). As one of the most pervasive and powerful instruments that shape how human beings view the world, the projection of women in the media not only cast some aspersions to them in the mind of others, it also creates some defeatist notion of self in their own minds (Griffin, 1981).

Statement of the Problem

To a very large extent, the media influences the sub-consciousness of man, instilling a sense of what is good, fashionable and the socially approved conducts by both males and females. This, coupled with the high rate of workplace gender discrimination mostly against women, gives rise to the need to examine what goes-on inside the media houses where both male and female staffers are supposed to be employed on the basis of their professional qualifications without gender sentiments. This study equally seeks to establish how both male and female staffers in media houses live-up to their callings as against the belief that the media sideline the women 'from anything associated with brain and brute strength' (Ukonu, Ani, and Njoku, 2014).

Objectives of the study

This study aims at:

1. Identifying the status of gender representation in the media houses.
2. Investigating the existence of stereotypical views of male and female gender in media houses.
3. Examining how the glass ceiling phenomenon affect appointment into managerial positions in the media houses.
4. Assessing the relationship between the human attributes of male and female staffers of media houses.

Research Questions

1. Is there gender under representation in the media house?
2. Are the stereotypical views of male and female gender true of media houses?

3. How does the glass ceiling phenomenon affect appointment into managerial positions at the media houses?
4. What is the relationship between the human attributes of male and female staffers of the media houses?

Literature Review

Portrayal of gender in the media

All forms of media communicate images of the sexes, many of which perpetuate unrealistic, stereotypical, and limiting perceptions of the female gender. According to Wood (1994), The description of women in the media reflect three themes: (i) women are *underrepresented*, which falsely implies that men are the cultural standard and women are unimportant or invisible; (ii) men and women *are portrayed in stereotypical ways* that reflect and sustain socially endorsed views of gender; (iii) *depictions of relationships* between men and women emphasise traditional roles and normalise violence against women. Ukonu, Ani, and Njoku, (2014) are more vivid in their report on *newspaper coverage of women participation in politics* in which they claim that: 'the entertainment and movie industries are awash with women as symbols of beauty, sex, modeling...sidelining them from anything associated with brain and brute strength' (p.654).

In the view of O'Connor (1989), the media depicts gender bias in its programming where children's television shows typically portray the males as aggressive, dominant, and performers of exciting activities with 'masculine' accomplishments for which they receive rewards from others while women are cast in supportive roles. The same tone is observed in prime-time television shows where ideal men are projected as independent, aggressive, and in charge; a situation that sometimes create inferiority complex in the minds of men who feel short of these descriptions in reality (McCauley & Rozin, 1988). Television programming, for all ages, disproportionately depicts men as serious, confident, competent, powerful, and in high status positions. Highly popular films project men who embody the stereotype of extreme masculinity, thereby, reinforcing longstanding cultural ideals of masculinity. Craig (1992) discloses gender differences in the portrayal of men and women in television commercials. In his study, Craig deciphered discrimination in timing and content of the commercials more in favour of men than for women. He observed: 'male primary characters were proportionately more likely than females to be portrayed as celebrities and professionals in every part while women were proportionately more likely to be portrayed as interviewers/demonstrators, parents/spouses, or sex object/models...' (Craig, 1992, p. 204). This places men in more credible positions than women and when the differences emerged, they clearly favoured men.

Portrayal of gender at workplaces

Sasson- Levy and Rapoport (2003), attributed men's dominance at the workplace to women's unwillingness to take up responsibility thus, creating a 'vacuum' that only the men can fill. This inadvertently, lend credence to the assumption that women are incapable of holding leadership positions or lacking adequate skills no matter how good they really are. West & Zimmerman, (1987) see gender as the activity of managing situated conduct in the light of normative conceptions of attitudes and activities appropriate for one's sex category. As enthused by Craig (1992): '...masculinity is what a culture expects of its men' (p. 3), just as femininity is a socially conscripted notion. Arguably, anyone can perform social and traditional roles like cooking, and parenting roles perfectly only if the society has not conditioned the players' minds otherwise. Risman (1983) aptly concludes her series of controversial propositions on societal constructions of gender roles thus: "What I found was, more complicated. At the time, I concluded that men could "mother" but did not do so in ways identical to women. After having been influenced by studies ... I came to the realisation that gender itself was a structure and would not disappear when men and women were distributed across the variety of structural positions that organise our social world". This, undoubtedly, informs the high visibility enjoyed by men as the cultural standard of the society, while women appear to be underrepresented (Wood, 1994, Ukonu, Ani, & Njoku, 2014).

Scholars, such as, Gumbus and Grodzinsky (2004) have investigated the assumptions surrounding the considerations of certain professions as the reserve of specific gender. Studies affirmed the opinion that "Women who wanted to succeed in the male professional world had to leave their feminine selves behind" (Lumsden, 1995, p. 913). This is due to some perceived weaknesses purportedly imbued in women that inhibit their fitness for all job types. Weibel, Wissmath and Groner, (2008) disclosed that, the featuring of women as newscasters in Germany in 1971 was greeted with criticism with such expressions as: '...cannot imagine that a woman can read news without breaking out in tears' (p.2) and 'would I believe a woman telling me the news? No! of course not, until it became a familiar thing; once it became familiar it's quite acceptable' (Conway, 2004, p. 286). Beyond the sarcasm in the quotation from Conway is the disturbing fact that the statement was actually made by a woman working at the CBS radio news at the time (Weibel et al., 2008).

In their study on the impact of the demography of the source on message credibility, Abdulbaqi and Mustaffa (2012) reported that male sources are considered to be more credible than their female counterparts. As a result, information obtained from the male is seldom subjected to further verification. A woman's performance and stability at work are considered to be affected by sentiments, emotion, community affiliation and other related factors which may impede concentration (Gumbus and Grodzinsky, 2004).

The glass ceiling phenomenon

The glass ceiling phenomenon refers to the hindrance on women's upward mobility into executive ranks in corporate organisations. Predicting the likelihood of reduction in the invisible barrier to women's hold on power and decision making, the originators of the coinage, Hymowitz and Schellhardt (1986) cited in Gumbus and Grodzinsky, (2004, p. 136) explain that 'the caste undoubtedly will crumble more quickly

in some fields than in others. It may disintegrate within a decade in financial services, insurance and retailing, where women make up a third of all managers. It also could happen relatively soon in banking and communications, where sizable number of women hold top posts in middle management.' Interestingly, unfolding events are beginning to confirm this prediction. Findings from a metaphoric analysis of feminine tensions in conflict situations by Burrell, Buzzanell and McMillan (1992) defrayed the traditional attribution of challenges faced at work to emotional frivolities. They reported that women managers displayed stoic endurance and rational determinism when faced with the challenges of decision making at critical instances.

Away from the degrading picture of the female gender created by the media which 'reiterate the cultural image of women as dependent, ornamental objects whose primary functions are to look good, please men, and stay quietly on the periphery of life' (Woods, 1994, p.33), the Grameen Bank explored the provision of an eclectic theory to improve the organisational process in a developing country by providing equal grounds such as education, training programmes and access to necessary in-puts for men and women in the spirit of equity and fairness (Miller, 1999, p. 124-125).

Theoretical Framework

This study is premised on the Social Structure theory that was propounded by Eagley in 1987. The theory explains sex differences and recognises the role of social structure in the scheme. It is based on the germinal thesis that, women are less powerful, are lower in status than men and control fewer resources. This feature of social structure is indicative of gender hierarchy. In feminist language, it is *patriarchal*. In addition, women perform more domestic work than men and spend fewer hours in paid employment. Although, more and more women are now engaged in the work force, women are generally believed to be thinly represented in the higher level of organisation hierarchies (Miller, 1999). However, it is expedient to investigate the prediction of a reduction in the glass ceiling phenomenon in the communication industry made by Hymowitz and Schellhardt (1986) as cited in Gumbus and Grodzinsky, (2004, p. 136). Hence, the attempt to examine the social structure of selected media houses and the gender distribution of the people in control of organisational affairs in this study.

The parameters of distribution of men and women into social roles are predicated on the biological endowment of men and women among other parameters. The sex differentiated physical attributes that influence role occupancy includes man's size, strength and presumed level of intelligence. Although, the greater physical strength is believed to be an advantage to men in the context of jobs that demand strenuous physical activity, these attributes may be less important in post-industrial societies where many jobs are mechanised and less dependent on physical strength. In the realm of media jobs, energy is expended on mobility to source for news, generate programme ideas, seek sponsorship for media contents and programmes and ensure the smooth running of the day-to-day activities of the media houses. Given the general tone of gender stereotype arising from the biological determinant of gender role, it is predicted that females will run away from exhausting activities under seemingly plausible excuses. Consequently, this study tries to clarify whether the notion of laziness often ascribed to female staffers in the labour market is equally true of media houses.

In the social role theory, an important meditating process is the formation of gender roles by which people of each sex is expected to have characteristics that equip them for the tasks they typically carry out (Eagley, 1987). These expectations contain the preferred or desirable attributes of men and women that produce gender roles. For instance, the characteristics that are referred to as performing sex-typical tasks become stereotypic of women and are interpreted into female gender roles. To the extent that men more than women occupy roles that demand resource acquisition behaviour or dominant behaviour for the successful role performance, such tendencies become stereotype of men and are incorporated into a male gender role. This is further illustrated in situations where men and women are involved in team work with established clear division of labour. The particular character of the activity each sex performs determines its affiliation in the social structure. Historians have indicated that men's specialisation in activities such as warfare and herding brought greater status, power and wealth to them. On the other hand, women's specialisation in activities such as housekeeping, child rearing, and sharing, brought loving appreciation for them.

This differing distribution of men and women into social roles forms the basis of a socio-structural meta-theory of sex difference. The first meta-theoretical principle derives from power and status produces more dominant behaviour. For instance, women are accommodated into roles with lesser power and that status produces more subordinate behaviour. The second principle follows from the differing activities associated with the typical roles of each sex. This calls for an assessment of both male and female staffers, based on some human attributes, towards the realisation of media house goals and objectives as an indicator of sexual division of labour and gender hierarchies.

Methodology

A survey was conducted on members of staff of selected media houses in Ilorin, Nigeria. The public media houses (owned by both Federal and State governments) namely: the Nigerian Television Authority (NTA); the Kwara State Television Authority (KWTv); the Radio Nigeria, (Harmony F M); the Kwara State Broadcasting Corporation (Radio Kwara) and the Kwara State Printing and Publishing Corporation (the Herald) constituted the population of study. A sample size of 200 (50 from each organisation) was drawn from the selected media houses through a mixture of simple random and snow ball sampling techniques. Structured questionnaire was personally administered to staffers who were on ground at the time of visit while some copies were dropped with colleagues for those out on assignment and were collected within two days. The questionnaire was segmented into three sections dealing with organisational details, supervisor's assessment of subordinates and demographics.

The researchers developed a scale to measure Gender Attributes (GAS). The scale was tested for reliability and validity using Cronbach's Alpha. The result indicates the items were highly consistent with Cronbach's Alpha value of 0.87. Items in the questionnaire were further subjected to an Exploratory Factor Analysis (EFA). Items with factor coefficients exceeding 0.50 primary loading were retained (Hair, Black, Babin, & Anderson, 2010). The five emergent factors (male stereotype, female ground breaking, common lapse, self-acclaimed and daring) explained 72.8% of the variance in the study.

Gender Roles and Attitudes in the Workplace: Assessment of Human Attributes

The total variance are explained and the contributions of each of the factors are presented in Table 1.

Table 1: Total Variance Explained by the Factors

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.377	38.076	38.076	8.377	38.076	38.076	5.297	24.076	24.076
2	2.853	12.968	51.044	2.853	12.968	51.044	4.413	20.059	44.135
3	2.428	11.036	62.080	2.428	11.036	62.080	2.679	12.179	56.313
4	1.346	6.116	68.196	1.346	6.116	68.196	1.941	8.824	65.137
5	1.033	4.697	72.893	1.033	4.697	72.893	1.706	7.756	72.893
6	.898	4.081	76.974						
7	.794	3.608	80.582						
8	.713	3.242	83.823						
9	.495	2.251	86.075						
10	.476	2.162	88.237						
11	.396	1.800	90.037						
12	.384	1.744	91.781						
13	.326	1.482	93.263						
14	.317	1.441	94.704						
15	.265	1.204	95.908						
16	.194	.881	96.789						
17	.169	.768	97.557						
18	.159	.723	98.280						
19	.125	.570	98.850						
20	.102	.464	99.314						
21	.089	.403	99.716						
22	.062	.284	100.000						

Extraction Method: Principal Component Analysis

Data Analysis and Presentation

A total of 177 copies of the questionnaire, representing 88.5%, were retrieved for analysis out of the 200 copies administered. The demographic variables were grouped into two, namely, gender and marital status. An analysis of the respondents by gender showed that 112 (63.3%) of them were males while 65 (36.7%) of them were females. Meanwhile, 117 (66.1%) of the respondents were married while 60 (33.9%) were single as shown in Table 1.

Table 1 Demographic Distribution of Respondents

Gender	Frequency	Percentage
Male	112	63.3
Female	65	36.7
Total	177	100
Marital Status	Frequency	Percentage
Married	117	66.1
Single	60	33.9
Total	177	100

Research Question One: Is there gender under representation in the media house?

As shown in Table 2, there are more males than females in all the media houses. Altogether, there are 110 males representing 62.2% while there are 67 females representing 37.8%

Table 2 Cross-tabulations of Gender by Media Houses

Gender	Media House					Total
	KWTV	NTA Ilorin	Radio Kwara	Harmony FM	Herald	
Male	24 (13.6%)	24 (13.6%)	16 (9.0%)	22 (12.4%)	24 (13.6%)	110 (62.2%)
Female	21(11.9%)	13 (7.3%)	18 (10.2%)	10 (5.6%)	5 (2.8%)	67 (37.8%)
Total	45 (25.4%)	37 (20.9%)	34 (19.2%)	32 (18.1%)	29 (16.4%)	177 (100.0%)

Research Question Two: Are the stereotypical views of male and female gender true of media houses?

Section B of the questionnaire provided answer to this question. The analysis of data through Exploratory Factor Analysis (EFA) indicates that 22 out of the 26 items presented for dimension reduction had loading coefficient higher than 0.5, while the remaining four cross-loaded significantly on more than one primary factor and were therefore deleted. The varimax rotation produced five factors with Eigen values higher than one. Results of the EFA with varimax rotation are reported in Table 3.

Table 3: Exploratory Factor Analysis with Varimax Rotation of the Gender Attribute Scale

Human Attributes	Component				
	Male Stereotype	Female Ground- breaking	Common lapse	Male Ego	Daring Female
Talented male	.886				
Efficiency with minimum supervision male	.840				
Innovative male	.826				
Adventurous male	.768				
More involving male	.737				
Time-consciousness male	.728				
Hardworking male	.576				
Efficiency with minimum supervision female		.862			
More involving female		.747			
Self reliant female		.734			
Hardworking female		.710			
Talented female		.678			
Time-consciousness female		.629			
Innovativeness female		.628			
Leadership quality female		.601			
Lackadaisical male			.852		
Truancy male			.798		
Truancy female			.760		
Lackadaisical female			.663		
Self- reliant male				.679	
Leadership quality male				.679	
Leadership quality female					.725
Adventurous female					.518

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 8 iterations.

Research Question 3: How does the glass ceiling phenomenon affect appointment in to managerial positions at the media houses?

Part B of the questionnaire which was filled by only Heads of departments or Supervisors among the respondents provided answer to this question. A cross tabulation analysis indicate that of the 72 respondents that filled this section, 48 of them representing 66.7% were males while the remaining 24, representing 33.3% were females as shown in Table 4.

Table 4 Cross tabulation of gender *HODs /Supervisors

Gender	HODs/Supervisors	Percentage	Total
Male	48	66.7	48
Female	24	33.3	24
Total	72	100	72

Research Question 4: What is the relationship between the human attributes of male and female staffers of the media houses?

A correlation analysis of the summation of scores for each of the five dimensions obtained from the EFA explained above indicate a significant positive relationship between factors of male stereotype and female ground-breaking ($r = .65, p < .01$), female ground-breaking and male ego ($r = .58, p < .01$), as well as between male stereotype and female's daring attitudes ($r = .62, p < .01$). However, an insignificant relationship exist between all the factors and lapses common to both male and female staffers of the media houses as indicated in Table 5.

Table 5 Correlations Between male stereotype, female breaking-ground, common lapses, male ego and daring female

		Male stereotype	Female ground- breaking	Common lapse	Male ego	Daring Female
Male stereotype	Pearson Correlation Sig. (2- tailed) N	1 63				
Female ground- breaking	Pearson Correlation Sig. (2- tailed) N	.651** .000	1 61			
Common lapse	Pearson Correlation Sig. (2- tailed) N	-.123 .383	-.036 .801	1 56		
Male ego	Pearson Correlation Sig. (2- tailed) N	.816** .000	.582** .000	-.150 .279	1 68	
Daring female	Pearson Correlation Sig. (2- tailed) N	.619** .000	.689** .000	.002 .986	.558** .000	1 65
**. Correlation is significant at the 0.01 level (2-tailed).						

Discussion

This study reveals a disproportionate gender representation in the media houses. It portrays a preponderance of male staffers and an underrepresentation of females, more evidenced at the Herald (print medium) than at the television and radio houses (broadcast houses). A potent reason for this differential could be the nature of jobs at both print and

broadcast organisations. Workers at radio and television stations are more visible either by audio or visual or both whether as interviewers or demonstrators. This finding tends to confirm the conclusions drawn by Craig (1992), Engstorm and Ferri (2001), as well as Ukonu, Ani, and Njoku (2014) that the potentials of women lie more in their physical appearance than professionalism; qualities that are more obvious in the broadcast media where their physical beauty in body structure and voice could be traded off. The fact that male staffers out-number their female counterparts in all the media houses studied confirms an underrepresentation of the female gender (Wood, 1994).

Going by the results of the Explorative Factor Analysis (EFA), it is statistically clear that male staffers in the media houses examined enjoy the stereotypic attributes of being talented, efficient with minimum supervision, innovative, adventurous, more involving in organizational activities, time-conscious and hardworking. Thus, corroborating the propositions of Eagley (1987) in his social structure theory where males are considered to be better endowed than the females.

However, a new trend seems to be emerging with females making ground-breaking impacts at the media houses. Away from the traditional belief that females are far 'from anything associated with brain and brute strength' (Ukonu, Ani, and Njoku, 2014), this study has statistically proved that females compete favourably with their male counterpart in matters relating to efficiency with minimum supervision, more involving in organisational activities, self reliance, hard work, talent, time-consciousness, innovativeness, leadership quality. With this finding, the myth associated with male dominance and female defect is dispelled data obtained from the media houses.

To confirm that human imperfection is not gender bound, the human attitudes of being lackadaisical and playing truancy loaded on the same factor that is described as 'common lapse' in this study for both male and female. Impliedly, members of both genders are guilty of this negative attitude towards work and it would be grossly unfair to place the females on disadvantaged positions because of these lapses while looking the other way for the males. If the trend of noting human strength and weaknesses as natural phenomenon and not as a peculiarity of particular gender or a function of sex (Eagley, 1987) is maintained, the debilitating feelings of failure will be obliterated and individuals will be at their maximum in the discharge of their responsibilities.

The fallacy of stereotyping the males as being self-reliant and possessing an exclusive right to leadership quality does not hold sway in this study. Emerging statistical evidence shows the qualities as being rather self-acclaimed or an exaggerated opinion about self. And lastly, the female staffers of the media houses examined have adopted a daring posture as away from the belief that women are less powerful and of lower status to men (Eagley, 1987). The females recorded significant loading on leadership quality and being adventurous. On the whole, there is enough statistical evidence to proof that, although some stereotypes of the male gender are upheld, unfolding events have clearly indicated that, it will be erroneous to consider women as being passive or indolent.

There is a very wide gap in the ratio of male to female staffers on the managerial or supervisory cadre, an indication that the glass ceiling phenomenon affect appointment into managerial positions in the media houses. Considering the fact that professionalism and training is a pre-requisite for appointment into the media houses, the ratio 2:1 gender differentiation on the appointment rung is worrisome (Gumbus & Grodzinsky, 2004).

Four out of the five groups of human attitude (male stereotype, female ground breaking, self-acclaimed and daring) correlated positively will one-another while the forth (common lapse), failed to correlate with any of the categorization. The results of this assessment of relationship between the human attributes of male and female staffers of media houses clearly signals a high yield from organizational utilization of human resources. If the strength of both male and female staffers is judiciously tapped, there will be a sense of mutual benefit between the organization and its human resources. The organization will be at its best as it draws maximally from the endowment of its staff to accomplish its goals. The staffers will, on their own part, will enjoy a sense of belonging and self-fulfillment that arise from being recognized for worthy contributions towards the growth and realization of organizational vision and mission. Indolence and truancy do not add any value to the progress of an organization, thus, ineptitude should be eschewed by both male and female.

The daring outburst of female to rear their heads and make an impact in an erstwhile male dominated world does not inflict an arm on the organization as evidenced from this study on gender relations in media houses. Rather it creates a very pleasant, cordial working environment and camaraderie among professionals. The engaging nature of media work lives no room for frivolities like gender sentiments and bigotry. This study confirms the old cliché that 'there is no gender in journalism'.

Conclusion

Gender differences are ordained by nature. This assessment of human attributes and gender differentiation in media houses confirms the appreciable consequence of collaboration between the male and female staffers of an organisation for the smooth running of the organization on one hand, and the job satisfaction experienced by the staffers on the other. Stereotyping against the females kills their initiatives and dampens their morale. Deep understanding of the worth of both males and females engender tolerance and perseverance when anybody displays human imperfection. The findings in this study lend credence to the assertion that gender is a significant socially constructed, and not biologically determined factor that influences the interpretation of experiences. The mind-set with which male and female staffers of an organisation relate with one another informs their assessment of the relationship that exist between them.

Recommendations

Based on the findings above, this study advance the following recommendations:

1. Employers of labour at the media houses and, indeed, other organizations should pay cognizance to maintaining some levels of gender balance in congruent with the tenet of the affirmative action in order to redress the issue of gender under representation in the media house.
2. The human strength that resides in all staff should be adequately utilized devoid of the stereotypical views against any gender true.
3. More females should strive to get to the pinnacle of their carrier through hard work and unique contributions to the progress of the organization they work for in order to break the glass ceiling phenomenon. Having satisfied all requirements to get to the managerial level, the system should be accommodating by providing

a level playing ground for both male and female without discriminating against the females.

4. Much need be borrowed from the collaborative efforts between male and female members of staff at the media houses that produces stimulating and innovative ideas required for the smooth and excellent running of the media industry. The engaging and tasking nature of media work should be adapted by all corporate organizations so as not to encourage idleness and ineptitude.

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