

Gender Equity in Leadership positions in Print Media Companies in Tanzania: A Review of theoretical Literature

Abstract

Gender equity has been recognised for over 33 years. The 1995 Beijing Declaration and Platform for Action, the worldwide policy declaration on gender equality, makes it a strategic goal. In the 33 years since the Beijing Declaration, equity in leadership dispensation has made little headway toward this strategic objective. Women continue to be underrepresented in administration, which is a severe issue across all nations with regard to the gender gap in leadership positions (Julius, 2018). Media companies have gender inequality. Even while more women are studying and entering journalism, they remain underrepresented and face major challenges to leadership, safety, support, and career advancement. According to the IWMF, 35% of journalists globally are women, and 27% are in leadership positions. This paper reviews the pertinent literature on gender equity in leadership positions in print media companies in Tanzania, particularly with regard to women's occupational advancement within media organisations, as well as the theoretical underpinnings of gender equity. It strives to increase knowledge about gender equity, specifically women's role in a profession that gives women visibility, a voice, and greater civic and political participation. The study examines gender equity impediments and proposes solutions for Tanzanian media gender equality by suggesting best practices.

Keywords: *Leadership, Women, Gender Equity, Print Media, Tanzania*

1. Introduction

Gender disparities in leadership positions have been dominated by men, and such domination has been observed in various organisations, including media organisations (Stelter, 2002). Media organisation impacts society. They interpret current events, mobilise citizens on various topics, perpetuate dominant culture and society, and entertain (Llanos and Nina, 2011). The media can promote gender equity in the workplace by hiring and promoting workers at all levels and by portraying women and men fairly. Gender disparity in leadership positions in media organisations is a serious problem across all countries, whereby women are still underrepresented in administration (Julius, 2018). Statistics show that the percentage of women in administrative positions is lower than that of men. The Organisation for Economic Co-operation and Development (OECD, 2013) reveals that 71 percent of male graduates are in media management, whereas only 43 percent of female graduates work as professionals. This scenario has had an effect on global actions aimed at attaining gender equality and equity.

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is a severe issue across all nations with regard to the gender gap in leadership positions (Julius, 2018). Media companies have gender inequality. Even while more women are studying and entering journalism, they remain underrepresented and face major challenges to leadership, safety, support, and career advancement. According to the IWMF, 35% of journalists globally are women, and 27% are in leadership positions.

The fact that more males than women are brought in from the outside to fill leadership roles is another tendency that can be seen, and it makes it even more difficult for women to develop their careers within the organisation. According to the findings of the survey by McKinsey (2020), the top management positions filled by external recruits consisted of 79 percent males and 21 percent women. It is very evident that women are aware that the odds are stacked against them. Comparatively, only seven percent of men working in the media and entertainment industry believe that their gender has been a factor in their being passed over for a raise, promotion, or other opportunity that would have allowed them to advance in their careers. However, twenty-seven percent of women working in these industries say that gender has played a role in them being passed over. In addition, McKinsey found that 35 percent of women, compared to only 15 percent of men, believe that it would be more difficult for them to receive a pay increase or promotion in the future because of their gender (2020).

According to a report by the Eastern Africa Journalists Association (EAJA, 2017), men predominate in the media in Eastern Africa, with women making up under 20% of all professional journalists. Additionally, it was shown that female journalists made less money than their male counterparts and were more likely to cover "soft" news. According to the poll, female journalists were frequently targets of sexual harassment, abuse, and intimidation in media organisations, and their accomplishments, efforts, and legal rights were undercut and neglected. The study emphasises how female journalists have lower levels of schooling than their male counterparts. Country culture, religion, nationality, and low self-esteem are other factors that influence how much women participate in the media. Female media workers typically confront major societal and cultural obstacles that affect their careers. For instance, many married journalists claim that their husbands do not like the work they do. The study's findings also demonstrate how women are underrepresented and only given minor roles in the media. Less than 10% of the sources for economic, political, and sports items are female, making up just 17% of all news sources. However, 17% of the parliamentarians in the area are female.

According to the Glass Ceiling Study (2019), which looked at media outlets in Southern Africa, women make up 21% of top management and 20% of senior management roles in Tanzania. Within the SADC, this was less than average. Men are more likely than women to be employed on permanent, full-time contracts and to be given different stories to cover, according to the study. Women made up 40% of the media workforce in Tanzania, according to research into the ratios of all media personnel (including those in administration and other fields). However, only 28% of women were working as journalists. Over 40% of women work as TV reporters and presenters, which is the largest percentage of any occupation. Print journalists are least likely to be women (25%).

The data on the gender gap in Tanzania also reveal that men are more likely than women to have permanent, full-time jobs (64%) and that this gap widens for entry-level positions (36%). The survey goes on to note that women make up a sizable portion of the freelance workforce (59%),

whereas men predominate in every other role, including printing and distribution (100%), technical/IT (70%), advertising/marketing (68%), and production (68%). Human resources is another field in which women are largely relegated to administrative or secretarial tasks. The Glass Ceiling report also details other disgraceful employment policies and procedures in the Tanzanian press. Only one-third of editors are women, and even fewer editors (36%) give gender consideration during promotion exercises. Female reporters are relegated to covering "soft beats" such as gender equality and health, while their male counterparts are given the opportunity to cover "hard beats" such as politics, finance, business, investigative, and in-depth issues. No concrete goals have been set for achieving gender parity.

As a percentage of the media industry's leadership, women make up around a fifth of the upper echelons. There are fewer female professional journalists (36%) than male journalists (64%) according to the employment index (Gender Links, 2009). In the largest newsroom in Tanzania, Tanzania Standard Newspaper (TSN) Limited, only 34% of the journalists were women (Gender Links, 2009). The largest disparities between the sexes were seen at Global Publishers Ltd. (79% male journalists) and Majira (78% male). According to the Tanzanian Glass Ceiling study, the lack of trained female journalists and role models, the difficulty of balancing professional and personal responsibilities, and a general feeling that media houses are not doing enough to recruit female journalists all contribute to this skewed employment outlook (Gender Links, 2009).

From the foregoing data, it is clear that Tanzanian media outlets must make significant efforts to mainstream gender and achieve gender equality in accordance with the SADC Protocol on Gender and Development. The best way to approach the topic of women in leadership roles in Tanzania's print media companies is from the perspective of a thorough theoretical review that seeks to comprehend the preponderant structure, systems, and ideologies that govern society, with an emphasis on the question of whose interests are being served. This method is useful because it sheds light on unjust social conditions and power structures, making it possible for victims to seek justice (Littlejohn, Foss, 2011). This study, while acknowledging the importance of alternative theoretical frameworks for understanding gender equity, adopts a liberal feminist perspective and focuses on potential solutions.

2. Liberal Feminism and Gender Stereotyping in shaping Leadership roles

The concept of liberal feminism hinges on equity between men and women. It avers that to achieve equality between women and men, a raft of measures has to be taken not only by women but also by the whole society (Tong, 2009). Liberal feminism theory is based on political reforms that aim at seeing equal chances and opportunities accorded to both men and women, who would be forced to establish individual rights so that no one can be denied access to social, economic, and political over sex, race or class (Freeman, 1990). Steeve (1987) points out that liberal feminism would see specific changes within the existing system that may help women achieve freedom of expression and equality. The belief in liberal feminist theory is that when women have equal opportunities as men in pursuing their potential and eliminating sex discrimination, their liberation is likely to be achieved (Freeman, 1990). A good number of liberal feminists focus on seeking ways to create and support opportunities for educational and professional success (Steeve, 1987).

One of the elements that explains feminist theory is that society is structured by power relations, which bring about unequal social locations for females and males. Men are the privileged,

dominant or centered group, and women are marginalised and disadvantaged. These appalling conditions shape the experiences of women and men (Holstein, 1999). However, Eagly et al. (2002) point out that women are outsiders within, arguing that they have two views of women on that the culture or society has (of women) and an individual view of what it means to be a female based on their experiences. Marginalised people have the potential for double visions, knowledge of awareness and sensitivity to both the dominant world view of society and their own perspective (Swingski, 1994). Hekman (1997) calls on a clear explanation of feminist standpoint as situated and engaged knowledge, a place from which feminists can articulate a counter genomic discourse and expound on a less repressive society.

According to the theory developed by feminist researchers, gender is always intertwined with other social interactions, including race, class, ethnicity, sexual orientation, religion, and a variety of other social identities, in any culture (Malson, et al, 2003). An individual Asian American may feel her gender differently from other ethnic and social groups owing to their distinct backgrounds in class, sexual orientation, religion, etc. ; thus, it is important to understand how that experience differs from other ethnic and social groups.

There is evidence that feminists all over the world are able to identify common ground, although the academic tendency has placed great emphasis on distinctions among individuals in their local environments. Feminist scholars, working from an incorrect understanding of gender and its interaction with other social factors, seek to identify the causes of women's marginalisation and subordination and propose remedies for the problem by theorising knowledge in opposition to what has been commonly accepted in the male-dominated world (Beasley, 2006).

Under a patriarchal system, the normative behaviour of the dominant group is imposed on the subordinate groups, and the subordinate groups have no choice but to conform. Therefore, studying the dominant institutions and their habits and practices is necessary for finding solutions to the inferior position of women in society. Feminism is "a mode of analysis that could be usefully applied to studying society as a whole," as Hartsock and many other feminist scholars have argued, because women's subordination is the result of all the systematically related social forces and barriers embedded in various social identities.

According to Harding (1986), feminist scholars had trouble incorporating women's activities and gender relations into the conventional theoretical discourse that explains human life because the majority of the existing theoretical framework (liberal political theory and its empiricist epistemology, Marxism, critical theory, psychoanalysis, functionalism, structuralism, hermeneutics, and to some extent, psychoanalysis) was based on male perspectives. Harding (2002) noted that feminist scholars encountered numerous challenges when attempting to incorporate women's activities and gender relations into the traditional theoretical discourse that elaborates on human life because the majority of the existing theoretical framework (liberal political theory and its empiricist epistemology, Marxism, critical theory, psychoanalysis, functionalism, structuralism, and hermeneutics, to name but a few) does not apply to women and gender. Instead of relying simply on these conventional ideas to analyse women's lives, scholars should use women's individual and communal experiences as a springboard for developing fresh insights.

Not only do women hold fewer high-level leadership roles, but they also often make much less money and have less authority even when they do. It is common knowledge that men and women

with equal education start out with salaries that are identical, but after ten years, males end up making at least 20% more than women. It takes women longer than males to advance to top management (Sluder, 2007).

Women are underrepresented in senior management roles and have unique experiences in these positions, which has prompted many studies on gender and leadership that have been growing in importance and volume over time. In today's culture, organisations are intricate systems made up of shifting networks of connections. According to Hogue and Lord (2007), "a complex set of processes involving a dynamic, sophisticated network of interactions among multiple components in a complex organisational system determines how gender affects leadership. However, the majority of academic techniques merely offer a scant analysis of the situation. We might be able to gain a better overall view by combining various methods.

The majority of organisational theories on leadership are male-oriented intellectual investigations, as numerous feminist researchers have noted. Current organisational literature, according to Harriman (1996), is based on a "masculine" model of work that emphasises masculine characteristics such as reason, aggression, detachment, and competitiveness as the norm and labels feminine characteristics such as emotion, cooperation, and intimacy as "deviant." The majority of organisational theories on leadership are male-focused intellectual explorations, feminist researchers have noted. According to Harriman (1996), modern organisational literature is based on a male paradigm of work, emphasising masculine characteristics such as aggressiveness, rationalism, and competition as the norm and feminine characteristics such as emotion, collaboration, and closeness as the exception.

According to history, many leadership theories have emphasised the importance of stereotypically masculine traits in leaders and have perpetuated the myth that leadership is largely a male endeavour. In regard to the issue of gender and leadership, masculinity is typically associated with managerial success, whereas femininity is typically associated with characteristics that are known to impede professional advancement. Researchers in this field frequently make the case that women who want to fill leadership positions must, in fact, find a way to conform to this patriarchal model (Nicholas, 2007).

For the same reason that Steeves (2004) stated, "gender inequalities in communication media are entwined with inequalities in all areas of life," the theme presented in both liberal feminism and gender stereotyping theories about women and leadership should find its strong resonance in the field of women and media. Despite ongoing theoretical sophistication and the changing global communication environment, Gallagher (2004), who was among the first group of feminist media scholars to be concerned with women's representation in media content and in the media profession, cautioned that the issues that need to be addressed regarding women and media are fundamentally the same and revolve around the most fundamental questions of power, values, access, and exclusion.

3. Barriers to Gender Equity in Media Companies

Although women make up the majority of each year's graduating class of journalism students, their numbers dwindle rapidly as they move up in the news industry, especially at large, well-established outlets (York, 2015). A recent study by McKinsey (2021) found that top leadership positions were occupied by disproportionately few white males and a tiny percentage of women.

Currently, women make up just 21% of the executive ranks. How can professional women overcome the obstacles that prevent them from reaching the top levels of media companies? Media industry women professionals may create fair workplaces where they flourish by capitalising on their abilities and accessing the necessary tools. Women have made tremendous strides in the business sector during the past half century, and many now hold executive positions. However, constant barriers frequently slow down and impede their progress.

Lifestyle choices, gender stereotypes, networking, the glass ceiling, and the difficulty of forming successful partnerships/networking are all factors that prevent women in media companies in Tanzania from reaching the highest levels of management (Glass Ceiling, 2019). However, according to the information gathered by EAJA, gender and empowerment did not appear to be a major obstacle (2017). A summary of the literature, for example, Ferrier & Garud-Patkar, 2018; Reinardy, 2014; Goldman, 2018; White, 2009; FAMU, 2018, points out the following as the common barriers to gender equity in media companies:

Internal and external harassment

Persistent harassment in the news media, whether overt or covert, can cause mental anguish, put a journalist's job or safety at risk, and necessitate legal and technical solutions to repair the harm done to their professional identity and standing. Misogynistic and racist assaults from the outside can have a chilling effect, causing them to refrain from speaking out online and serving as a disincentive to free speech, which in turn threatens press freedom (Ferrier & Garud-Patkar, 2018). TrollBusters and the International Women's Media Foundation recently conducted a study showing a worldwide surge in online threats, with more than 30 percent of women considering abandoning the field as a result of online attacks (FAMU, 2018). Even if they have no intention of leaving, employees who feel threatened may consider taking on less prominent roles in an effort to feel more secure, even if this comes at the expense of future promotion. Toxic stress from repeated incidents of harassment, for example, has been shown to have actual effects on health. It is not unreasonable to assume that women of all races who are subject to discrimination and harassment at work experience a similar "weathering" effect, a term originally coined by Arlene Geronimus to describe the long-term detrimental health effects of discrimination and racism on the well-being of African American women (Geronimus, 1996).

Ambiguous evaluation and promotion practices

There is some debate over how objectively media firms evaluate their employees, with raw skill, work ethic, and personal connections all potentially playing a part in a journalist's ability to advance in their chosen field. Behavioral economics research shows that decision-makers are susceptible to unconscious bias when making subjective evaluations, which can lead to a less favorable evaluation of members of historically underrepresented groups compared to members of a dominant group, even when competence and track record are taken into account (Castilla, 2008; Castilla, 2016; Bohnet, 2016). Even a broadly meritocratic culture is unable to overcome gender inequities, as research shows, so long as subjectivity exists in performance assessment methods. One study found that managers in a meritocratic culture were more likely to make biased decisions than those in a nonmeritocratic culture. This is likely because managers in the former group attributed more authority to their own discretionary judgement, even though they were still subject to unconscious biases. For example, Castilla discovered that supervisors in

meritocratic organisations were more likely to show performance incentive bias or to differently compensate otherwise equally well-performing male vs female employees (Castilla, 2008). These difficulties are amplified in fresh or start-up businesses, which often reward tenacity and resourcefulness but lack formal human resources procedures.

Gender bias and stereotyping

The leadership aspirations of professional women are hampered by bias and stereotyping based on gender. While men's assertiveness in the workplace is generally seen as strong and dominating, it is sometimes misinterpreted as harsh and strident when displayed by women. When a working woman acts in a way that goes against societal expectations, she may encounter resistance. On the other hand, a woman runs the danger of being viewed as less competitive than men if her actions are consistent with traditional gender stereotypes, such as being accommodating or putting the needs of others before her own.

Less Assertive tactics when seeking promotions

It is possible that women are less forceful than males while applying for promotions because they anticipate facing more sexism and stereotyping because of their gender. However, professional women's advancement to top positions is hampered by their reluctance to ask for a raise or promotion when they deserve it. Unfortunately, professional women might be more risk-averse and less pursuers of success if they have been socialised to believe they should strive for perfection in every aspect of their lives. While guys are often encouraged by adults to take chances and behave courageously, girls are often taught to play it safe. Female employees are less likely to advocate for themselves in the workplace, according to research by Hanitzsch and Hanusch (2012).

Gender bias and opacity in compensation practices

The Harvard Business Review reports that women are less likely to earn a pay raise than males because they are perceived as less appealing during salary negotiations (Bowles et al., 2005). Pay disparities may have their roots in unfair choices, but they continue due to a lack of disclosure. In fact, some states have implemented laws outlawing pay concealment because of the significant role it plays in maintaining wage inequities based on race and gender (Wong, 2019). Women already face extra pressure due to our culture's emphasis on outer beauty. Focusing on "image parameters", including beauty, race, body type, and age, may limit the acceptable career routes and lifetime of female TV news presenters (Cavendish, 2019). Campbell Brown, a former CNN anchor and current NBC News White House reporter, said, "Even if it is unsaid, there is a very obvious expectation that you will maintain a particular image if you're a woman" (Goldman, 2018).

Less developed female Leadership Networks

Historically, men have held more positions of power in the workplace, which has led to fewer women establishing their own networks of influence. Mentoring and sponsorship by established women in the field are crucial for the development of new female talent, as stated by Gallagher et al. (2010). Professionals may network, learn about one another's enterprises, and figure out how they can support one another during informal wine tastings or more serious lectures on

business follow-up at female leadership networks. However, as women leaders are still playing catch-up, promising young women in the workforce are less likely to benefit from mentorship and sponsorship programmes than their male counterparts.

Family responsibilities

Women in professional roles typically have trouble juggling their personal and professional lives. Their capacity to advance in their careers may be hampered by the demands of raising a family. This is because many women shoulder the bulk of caregiving for children, the sick, and the elderly in addition to working full time. McKinsey (2020) found that with the advent of COVID-19, mothers in two-income families (where both parents earn an income) are twice as likely as dads in the same situation to devote several hours per day to housework. Despite the fact that mothers with advanced degrees spend more time than men caring for their homes and children, they are not always afforded the same benefits as men in the workplace in terms of paid leave and adaptability. Because of this disparity, many working women are forced to make choices that negatively impact their careers and incomes, such as taking unpaid leave, changing jobs to gain flexibility, or leaving the workforce altogether to care for family members.

Finally, the news media's persistent lack of diversity may be a symptom of the industry's general lack of interest in the issue. Some speculate that the extremely competitive and defensive nature of the business, as well as the primarily male leadership structure that emerged after its professionalisation, are to blame for the lack of measurement and openness to initiatives to promote diversity and inclusion. In addition, "power in the news industry has historically gained slowly, over the course of decades," which is why it is often held by a single family (Mahler & Rutenberg, 2019).

4. Strategies to address the barriers to gender equity in media companies

Women in media companies have access to a variety of tools and approaches that can assist them in overcoming the problems presented by these barriers to female leadership. Because of this increased focus, a variety of tactics are required to achieve gender parity. A good number of strategies may be implemented by media companies as follows:

Taking ownership. The leadership, like every other organisational goal, is set at the top. The first crucial stage in any change programme is to establish gender equity as a priority, to develop KPIs for the entire company and to assess their performance as part of the regular agenda of the leadership team. Leaders need to take a public and private position against discrimination and harassment in the workplace, be the first to participate in training and other programs, and head the committees charged with finding solutions. To prevent unfavorable unintended outcomes, leaders should also carefully monitor the signals provided by diversity and inclusion programs (Sahu, G. K., & Alam, S. (2013).

Modernise Human relation practice. In regard to building and managing a diverse workforce, nearly every human resources practice in companies that use them has to be revised. Increase employee diversity through proactive recruiting, hiring, and retention strategies. Increasing gender equality may be achieved in two ways by elevating qualified women to positions of power: When women hold positions of power in the news industry, more women choose to work

in those organisations (though this is based on the ASNE data that may have a positive skew). Help recruit, keep, and advance women and people of colour working in the media by creating mentorship and training programmes. In addition, applicants from lower socioeconomic backgrounds should be encouraged to apply by providing them with alternative pay incentives, flexible work schedules, and public transportation subsidies (Knight Commission, 2019).

Appointing organisational catalysts. Catalysts are crucial to the success of most top-down and bottom-up organisational change programmes because they are in a position to mobilise the necessary shift in attitude and behaviour among employees. Catalysts in organisations often work in pivotal, cross-functional roles, serving as bridges between departments that may not otherwise communicate. People in these positions are able to recruit others who possess social capital and knowledge to serve as change agents for the organisation. They are respected and powerful throughout the several departments that set policies and make the many decisions that ultimately define advancement in one's career. They are fluent in the local tongue and can do business in the local money. These people are influential not because of their position but because of how they bridge the gap between individual and systemic issue solutions (Sturm, 2009).

Female leadership programs. Successful women can find a support group of peers who can relate to their struggles in the workplace through female leadership courses, as reported by Morna, et al. (2010). Women in the workplace benefit from these classes because they help them better understand the challenges they encounter and offer strategies for overcoming those challenges. In the workplace, for instance, a woman may doubt her own leadership skills if she takes an unorthodox approach. Her team-building methods and active listening abilities, however, may be evaluated by her female colleagues when she completes a course for women in leadership. Female leadership programmes educate women on how to make the most of their abilities by outlining methods of distinctively maximising female leadership qualities, including the ability to inspire others and demonstrate empathy.

Media companies in the country may need to rethink their organisational structures if they want to increase the number of women in leadership roles. This may be done by creating more internal and external avenues for women to reach the top. It can be done; many other media businesses in the country have hired women into leadership positions in the past 7 years, and over 45% of companies now have three or more women in the top compared to less than 30% of organisations in the past (EAJA, 2017). It is imperative that all initiatives addressing gender in the media focus on strengthening the skills and knowledge of women in the field. As more women enter journalism and pursue higher education, we may expect to see more of them in leadership roles at major news organisations.

5. Conclusion and recommendations

For more than 33 years, gender equity has been recognised. Gender equality and equity is a strategic objective according to the 1995 Beijing Declaration and Platform for Action. The equity in leadership dispensation has made little progress toward this strategic goal in the 33 years after the Beijing Declaration. A serious problem with the gender gap in leadership roles is that women are still underrepresented in administration (Julius, 2018). Gender disparity exists in Tanzanian

media enterprises. Even while more women are studying and entering journalism, they remain underrepresented and face major challenges to leadership, safety, support, and career advancement. According to the IWMMF, 35% of journalists globally are women, and 27% are in leadership positions. According to studies on the gender ratios of all media employees, women make up 40% of the media workforce in Tanzania (including those in administration and other fields). However, just 28% of women were journalists. The highest percentage of any profession is seen in the over 40% of women who work as TV reporters and presenters. Women are least likely to be print journalists (25%).

In addition, males are more likely than women to have permanent, full-time work (64%), and this discrepancy expands for entry-level occupations (36%), according to data on the gender gap in Tanzania. According to the report, males dominated in every other position, including manufacturing (68%), technical/IT (70%), advertising/marketing (68%), and printing and distribution (100%), although women make up a large share of the freelance sector (59%). Another industry where women are primarily restricted to secretarial or administrative work is human resources. The Glass Ceiling investigation also exposes other reprehensible hiring practices and policies in the Tanzanian media. Only 36% of editors are female, and only 36% of editors take gender into account when making advancement decisions. While their male colleagues are given the chance to cover "hard beats" such as politics, money, business, investigative, and in-depth problems, female reporters are forced to cover "soft beats" such as gender equality and health. For reaching gender parity, no specific objectives have been established.

Women represent around a fifth of the top echelons of leadership in the media business as a whole. According to the employment index, there are 36% fewer female professional journalists than male journalists (Gender Links, 2009). Only 34% of the journalists at Tanzania Standard Newspaper (TSN) Limited, the country's major news organisation, were women (Gender Links, 2009). Global Publishers Ltd. (79% male journalists) and Majira (78% male) had the greatest gender imbalances. The lack of trained female journalists and role models, the difficulty of juggling work and personal obligations, and the perception that media organisations are not doing enough to attract female journalists are all factors in this skewed employment outlook, according to the Tanzanian Glass Ceiling study (Gender Links, 2009). It is clear from this theoretical review that Southern African media and local Tanzanian media are remiss in their duty of upholding the provisions of the 1995 Beijing Declaration and Platform for Action and the SADC Protocol on Gender and Development, specifically the gender and media aspects. This paper urges swift action to address the issue by media organisations making a determined effort to hire female reporters, modernise human relation practice, appoint organisational catalysts, advance women into managerial positions, create a welcoming workplace, and mainstream gender into all facets of their operations.

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