

GHANA INSTITUTE OF JOURNALISM

SCHOOL OF GRADUATE STUDIES AND RESEARCH

(SoGSaR)

**EXPLORING THE INFLUENCE OF FEMINIZATION IN THE PUBLIC RELATIONS
PRACTICE ON THE FEMALE PUBLIC RELATIONS PRACTITIONERS IN
GHANA: A CASE STUDY OF WOMEN IN PUBLIC RELATIONS (WiPR) IN THE
GREATER ACCRA REGION**

DAGADU LINDA MIFATU

MADC 20111

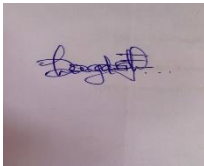
**A DISSERTATION SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES AND
RESEARCH (SoGSaR), GHANA INSTITUTE OF JOURNALISM IN PARTIAL
FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF
ARTS (MA) DEGREE IN DEVELOPMENT COMMUNICATION**

OCTOBER, 2021

CANDIDATE'S DECLARATION

I hereby declare that this dissertation is the result of my original research, and that no part of it has been presented for another (degree or diploma) in this institute or elsewhere.

I am solely responsible for any short comings.

A square image showing a handwritten signature in blue ink on a light-colored background. The signature appears to be 'Linda Mifatu'.

4th OCTOBER, 2021

DAGADU LINDA MIFATU

DATE

MADC 20111

SUPERVISOR'S CERTIFICATION

I hereby certify that the preparation of this dissertation was supervised by me in accordance with the guidelines of supervision of dissertation laid down by Ghana Institute of Journalism.



October 4, 2021

DR. COLLINS ADU-BEMPAH BROBBEY

DATE

(SUPERVISOR)

DEDICATION

I dedicate my master's thesis to my Fathers, Mr. Lawrence Dagadu and Dr. Ephraim Dagadu for always having my educational interest at heart, and encouraging me to be determined.

Also, I dedicate this thesis to my Aunty, Rejoice Essie Dagadu (Late) who was always a pillar of strength and my role model.

Further, I dedicate this research work to Almighty God for his directions throughout my studies in the Ghana Institute of Journalism (GIJ).

ACKNOWLEDGEMENT

I would like to acknowledge the efforts of everyone that have played diverse roles to make this study a success.

First of all, I would like to thank the Almighty God for guiding me and giving me the needed strength to finish this dissertation within the stipulated time.

Secondly, I wish to express my sincere thanks to my supervisor, Dr. Collins Adu-Bempah Brobbey who is a senior lecturer, Dean, School of Graduate Studies and Research (SoGSaR), Campus Director-Ring way Campus, Ghana Institute of Journalism, a visiting Assistant Professor, United Nations University for peace, Addis Ababa, Ethiopia, and an adjunct lecturer at the institute of African Studies, University of Ghana Legon who painstakingly provided me with an excellent atmosphere to supervised dissertation.

Also, to Madam Janet Edna, the executive Director of National Commission on culture and GETfund secretariat for immense financial support. God richly bless you for taking time off your busy schedules to assess and attempt at addressing any shortcomings in order for any dissertation to become exceptional. Her constructive criticisms and input and selfless attention went a long way to shape this work.

Again, I want to thank the Members of Women in public relations (WiPR) Ghana for assisting me with the relevant information I needed to make this research work a success. I appreciate their time and support.

TABLE OF CONTENTS

CONTENT	PAGE
CANDIDATE’S DECLARATION	i
SUPERVISOR’S CERTIFICATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
LIST OF ABBREVIATIONS	viii
ABSTRACT	ix
CHAPTER 1	1
GENERAL OVERVIEW AND BACKGROUND TO THE STUDY	1
1.0. Introduction	1
1.1. Statement of Problem	2
1.2. Research Questions	5
1.3. Research Objectives	5
1.4. Scope of the Study	6
1.5. Significance of the Study	6
1.6. Organization of the Study	6
CHAPTER 2	8
LITERATURE REVIEW	8
2.0. Introduction	8
2.1.0. Theoretical Foundation	8
2.1.1. The Social Role Theory (SRT)	8
2.1.2. Critique and Limitations of the Social Role Theory (SRT)	10
2.1.3. The Glass Ceiling Theory	11
2.1.4. Critique of the Glass Ceiling Theory	13
2.1.5. Feminist Theory (FT)	14
2.1.6. Critique of the Feminist Theory	18
2.1.7. Basic Assumption	19
2.2.0 Review of Related and Relevant Literature	19
2.2.1. An Overview of Public Relations	23

2.2.2. Profile of Women in PR Ghana	24
2.3.1. An Overview of Glass Ceiling	25
2.3.2. An Overview of Feminization	25
2.3.4. An Overview of the Social Role Theory (SRT).....	26
2.3.5. An Overview of the Feminist Theory	26
2.4. Operational Definition of Terms	27
2.5. Relevance of the Study.....	27
2.6. Chapter Summary	28
CHAPTER 3.....	29
METHODOLOGY	29
3.0. Introduction.....	29
3.1. Methods.....	29
3.2. Research Design	29
3.2.1. Population	30
3.2.2. Sample Frame.....	31
3.2.3. Sample Techniques	31
CHAPTER 4.....	35
ANALYSIS OF THE INFLUENCE OF FEMINIZATION IN THE PUBLIC RELATIONS PRACTICE ON FEMALE PUBLIC RELATIONS PRACTITIONERS USING WOMEN IN PUBLIC RELATIONS (WiPR), GHANA AS A CASE STUDY.....	35
4.0. Introduction.....	35
4.1. Analysis of Findings (Transcribing).....	35
4.1.1. Themes.	38
4.1.2. Research Participant’s Definition of Public Relations	40
4.1.3. Women in Public Relations	42
4.1.4. Challenges Encountered by Women in PR.....	44
4.1.5. Double Standards for Women	49
4.1.6. Research Participants Achievements and Inspirations	56
4.1.7. Measures of WiPR and Recommendations to the Organization from Research Participants.....	60
4.2. Discussions (in the light of objectives and field’s findings)	63
4.3. Conclusion	69
CHAPTER 5.....	71

SUMMARY OF KEY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....	71
5.0. Introduction.....	71
5.1. Summary of Key Findings.....	71
5.2. Conclusion	73
5.3. Recommendations.	74
5.3.1. Recommendation for Stakeholders Policy Action.....	75
5.3.2. Recommendation for Future Research	75
BIBLIOGRAPHY.....	76
APPENDIX.....	84

LIST OF ABBREVIATIONS

- FGCC – Federal Glass Ceiling Commission
- FT - Feminist Theory
- GCT - Glass Ceiling Theory
- PR - Public Relations
- PRSA - Public Relations Society of America
- SRT - Social Role Theory
- USA – United States of America
- WiPR - Women in Public Relations
- GSS - Ghana Statistics Service
- PRSA - Public Relations Society of America
- NAFTI - National Film and Television Institute
- CEO – Chief Executive Officer
- MC - Master of Ceremony
- IPR- Institute of Public Relations
- UNICEF – United Nations Children’s Fund

- U.S. - United States
- JCR – Junior Common Room

ABSTRACT

This study explored the influence of feminization in the Public Relations Practice on the female Public Relations practitioners in Ghana. It focused on elucidating the comprehensibility or understanding of how women in the Public Relations (WiPR) practice broke through the *glass ceiling*, the challenges faced by the women and how they are championing the cause for other women to follow and excel as Public Relations practitioners. Data was collected through interviews with 10 women working in leadership positions in the PR field using purposive and convenience sampling techniques. In addition, peer review articles and articles were deployed as secondary sources. Findings revealed that these women think that gender has influenced the challenges and successes they have faced in their careers; specifically, the participants described their challenges as promotional barriers and some also addressed the issue of inequalities in salary and how it has affected their representation in the industry and society, consequently women in PR are putting in measures to champion the cause for other women to excel. This study therefore concludes that, feminization has increased the challenges faced by women in PR, particularly with issues of specific roles and side lining among women in the Public Relations Industry. It thus recommend that women in PR practice should endeavour to increase the level of orientation in the capacity of women in Public relations profession to enable PR practitioners to see the need of ensuring a shift happening in the field of Public Relations regarding gender issues, which they believe will benefit women.

Keywords: Public Relations Practice; Public Relations Practitioners; Feminization; Women in Public Relations (WiPR) Ghana; Broke through the Glass Ceiling; Challenges and successes; Excel.

CHAPTER 1

GENERAL OVERVIEW AND BACKGROUND TO THE STUDY

1.0. Introduction

Public Relations (P.R) practice is an integral aspect of all management in any functional organization. The core role of PR practitioners has largely been and continuous to be the communication liaison between an organization and its publics (Grunig, 1984, p.6). As important as it is, PR practice globally, dates back to time immemorial. PR practice, over the years has therefore been expanded to include organizational image building; organizational image branding and clientelism (Grunig, 1984, p6).

Studies show that many organizations cannot function effectively without P.R practitioners hence there is an increasingly need of the PR practitioners globally of which Ghana is no exception. It is important to note that, both males and females are trained and recruited as PR practitioners in the PR practice in Ghana. Interestingly, the female PR practitioners seem to be increasingly dominating the PR practice profession to the extent that the female practitioners have constituted themselves into a formidable group called the women in Public Relations Practice (WiPR), given impetus to the theory of feminism in the PR practice.

Public Relations (P.R) can best be explained as the management of communication between an organization and its publics (J. Grunig and Hunt, 1984, p.6). While women have been a part of P.R since the beginning, it was not until 1971 that the Public Relations Society of America (PRSA) established a committee on the status of women in P.R, which was tasked with looking into economic and advancement inequalities facing women (Grunig, Toth and Hon, 2001, p.9).

According to Rojahn and Willemsen (1994, p.110), men are believed to be more self- assertive and motivated to master their environment while women are believed to be more selfless and concerned with others.

Similar to those ideas, Harper and Hirokawa (1988) talked about how men usually show traits of assertiveness and power while women tend to display traits of nurturance and open mindedness. This was because gender relates to the psychological, social and cultural differences between males and females (Giddens and Sutton, 2009). Gender is a crosscutting issue which makes it inevitable for any aspect of human life to escape gender relations.

Until the late 1960s, '*gender*' was used solely to refer to masculine and feminine words, like *le* and *la* in French (Nicholson 1994, 80; see also Nicholson 1998). However in order to explain why some people felt that they were 'trapped *in the wrong bodies*', psychologist, Robert Stoller (1968, p. 81) began using the term '*sex*' to categorize biological traits and '*gender*' to categorize the amount of femininity and masculinity a person exhibited. Women, on the other hand, are thought to be nurturing, affectionate, and gentle and are often expected to occupy less assertive positions (Fernandez and Coello, 2010).

Accordingly, studying gender in Ghana any field has become very important because cultural differences and social expectations may have an influence on what people do. Ghana is not homogenous, and each community is highly influenced by the views of its leaders, tradition and religious doctrines (Gender Policy for Ghana, 2011). Gender affects individuals, especially women in diverse ways. Gender issues are therefore present in employment, education, division of labour and violence (Ridegeway, 2011), hence studying feminization in WiPR professions continue to gain attention globally.

1.1. Statement of Problem

Studies reveal that society constructs roles for males and females in every aspect in almost every aspect of social life (Broom and Dozier, 1986; Creedon, 1991; Dozier and Broom, 1995 and Grunig, 1992). Similarly, Eagly (1997) posits in the *Social Role Theory* that males and

females are likely to perform roles assigned to them according to social constructs for both sexes. Various studies have been undertaken by PR experts in the United States of America and Australia to investigate gender roles in PR. They include studies by Broom and Dozier (1986), Creedon (1991), Dozier and Broom (1995) and Grunig (1992).

Meanwhile, Grunig et al. (2001), any field suddenly shifting to a female majority- or even experiencing the hint of more women than men – faces the realities of dwindling salary, status and influence within the organization. *Feminization Theory*, in relation to the PR industry is the impact on the field of PR that occurs when the number of practitioners who are female is larger than the number who are male (Heath, 2005, p. 323).

The main issue surrounding the idea of *Feminization* is, the concern that the increasing number of women working in a traditionally male occupation would devalue the profession, resulting in less management autonomy and lower salaries (Horsley, 2009).

Moreover, Horsley (2009) observed that even though the number of women in was increasing, the disparity between men and women, as well as lack of advancement opportunities for women, prevented women from achieving the same career goals as men in the profession.

Meanwhile, the Ghana statistical service (GSS) report of 2021, men spend more time at work on formal establishments such as corporations and government (65 minutes) than women (23 minutes) in a day, while women spend more time in a day on unpaid household work (2hours and 35 minutes) than men (40 minutes) . Women also have only half as many years of schooling as men. Women and girls, who are at the bottom of the social, economic and political ladder in most society have even less opportunities to acquire command over productive resources such as land or credit (The Ghana Women Children and North America collective, 2011).

In terms of access to employment, inequalities between men and women are still common despite noticeable improvements. Gender discrimination in employment occurs through

unequal access to work, unequal payment for equal work, unfair prerogatives in favour of men pertaining to parental authority and access to high leadership positions.

Hence Thompson (2008) concretizes this in her study as she found, female respondents earned a modal annual basic salary which was lower than their male counterparts.

Women are still employed in an undervalued positions even when they have higher levels of education and qualifications. In factories and companies, as well as on plantations in both rural and urban areas, some types of activities are deemed as the preserves of women while others are reserved for men, due to discriminatory interpretation of their respective capacities and unfair remuneration that tends to favour men.

For instance, Toth and Cline (1991) stated that both men and women agreed that a double standard at work was likely. Even though notably more women agreed with the statement, most men agreed as well. One study found that the majority of men in the PR field perceive the field to be feminized and that men working in the field work to adjust their behaviour to fit in with the women (Pompper and Jung, 2013). Fitch (2016) explains that certain kinds of PR activities are marginalized by an exclusive occupational identifier that hinges on a narrow conceptualization of (professional) PR.

This study takes keen interest in broom and Dozier's (1986) study of the public relations society of America (PRSA) where they observed that the managerial role increased 10 percent points representing 71-81 percent between (1979-1989), while the percentage of respondents performed technician roles decreased by 10 percent. Also, their study revealed that men and women differed in their participation in management decision-making and that both female practitioners and technicians participated in decision making less frequently than their male counterparts. This segregation scenario, presupposes that females find it difficult to break into

the top management positions because they have to face with numerous challenges before and after they get into that position.

1.2. Research Questions

This research provides answers to the following frequently asked questions.

1. What duties are assigned to women in Ghanaian PR departments?
2. What duties performed are self-selected by practitioners?
3. What are the challenges Women in public Relations (WiPR) face?
4. How did some females break through the *glass ceiling* of their profession?
5. How are they helping other women to break through the challenges in the profession and get to appreciable heights?

1.3. Research Objectives

This study has two-fold objectives namely; general and specific. Generally speaking, it explores the influence of feminization in public relations practice on the female public relations practitioners in Ghana: using women in Public Relations (WiPR) in the greater Accra Region as a case study.

It therefore, ascertains the roles of women practitioners in Ghana with view of understanding how they broke through the glass ceiling, the challenges they faced and how they are championing the cause for other women to follow and excel as PR practitioners.

Hence addressing issues of limitations imposed by virtue of being female and analyses the emergent wave advocacy and its influence in creating an enabling environment for other women in Ghana. However, specifically, it sought to:

1. Explore the roles assigned to women as PR practitioners in Ghana.
2. To ascertain how some women broke through the glass ceiling and the challenges they faced doing so.

3. Establish through *Feminization*, women PR practitioners are championing the cause of other women to also get there.

1.4. Scope of the Study

This study focuses on the roles assigned to women as PR practitioners in Ghana, how some broke through the *glass ceiling*, challenges they faced and how through *Feminization* they are championing the cause of other women to also get to the top. This study would also be limited to the members of the women in Public Relations (WiPR) Ghana. While focusing on our limited scope, this study envisages ways by which WiPR practitioners could help elucidate the understanding of how corporate organizations understand Feminization of PR as well as why they take the decisions they take.

1.5. Significance of the Study

As indicated in the statement of problem, very little research exists on the gender roles (principally women) and the challenges they encounter in breaking the *glass ceiling* in P.R in Ghana, even though many studies have been undertaken in the United States of America (USA) and Australia. Therefore, this study adds to scholarly work on gender roles and challenges that females encounter in breaking the *glass ceiling* in PR in Ghana.

Also, it serves to provide policy direction as to how WiPR practitioners could champion the cause of other women practising PR to break the bottleneck of competing equally with their male counterparts. Besides, it serves as an eye opener to the WiPR practitioners to sensitize women in PR positions themselves better and proper to improve their capacity as well as promoted other young female PR practitioners.

1.6. Organization of the Study

This study consists of five chapters which include, Chapter One which deals with the general overview and background to the study, introduction, statement of problem, research questions,

research objectives, scope of the study, significance of the study, and the organization of the study. Chapter Two reviews the literature for the studies and discusses the theoretical foundation upon which this study is grounded, conceptual framework with which the study elucidates that comprehensibility of the issue of feminization in PR practice in Ghana. It provides the operational definition of terms, relevance of the study and the chapter summary which brings out the knowledge gap to justify why this study ought to be conducted. Chapter Three discusses methodological process adopted in data gathering while chapter four deals with the analysis and discussion of key findings. Chapter Five summarizes the key findings, draws conclusions and makes recommendations for policy, future research and praxis.

CHAPTER 2

LITERATURE REVIEW

2.0. Introduction

This chapter is divided into three sections, that is, the theoretical foundation, conceptual framework and the review of the related and relevant studies. The first section provides the theoretical underpinning of this study. The *Social Role Theory*, *Glass Ceiling Theory* and *Feminist Theory* was used in this study to ascertain the roles of women practitioners in Ghana with a view to understand how they broke through the *glass ceiling*, the challenges they faced and how they are championing the cause for other women to follow and excel as public relations (PR) Practitioners. The second section which is the conceptual framework section discussed the principal concepts that underpin the study. The third section of this chapter explored some related works focusing on gender roles in Public Relations and how gender issues have influenced the experiences of women in leadership positions in Public Relations.

2.1.0. Theoretical Foundation

This study contextualized and discussed within the Theoretical Framework of the *Social Role Theory (SRT)*, the *Glass Ceiling Theory (GCT)*, and the *Feminist Theory (FT)*. These theories helps to understand why gender is an important phenomenon in Public Relations. The theories explain from a structural perspective why individuals behave the way they do in social systems and to show the challenges women go through before breaking the *glass ceiling* and how they are championing the cause for other women to excel.

2.1.1. The Social Role Theory (SRT)

The *Social Role Theory (SRT)* is a social psychological theory that suggests that most behavioural differences between males and females are the result of stereotypes about gender and the resulting social roles that are taught to young people (Eagly, 1987). Gender roles are

socially and culturally defined prescriptions and beliefs about the behaviour and emotions of men and women (Anselmi and Law, 1998: p.3). Eagly (1987), explains gender and development based on socialization. *SRT* suggests that the sexual division of labour and social expectations are based on stereotypes.

Gender stereotype vary on four dimensions: traits, role behaviours, physical characteristics and occupations (Deaux and Lewis, 1983). Eagly (1987) developed the theory during the 1980s as a gender related theory and to determine whether biological or society is the determining factor on how people behave. Even though earlier research addressed sex differences, their main focus was on biological differences and early childhood socialization (Dulin, 2007). Earlier studies in the 1970s has been strongly criticized because of their view on sexual differences and the progression on the topic was therefore slow. Since the 1980s, Eagly has devoted a lot of time on this topic and published a book in 1987 on the theory, *sex differences in social Behaviour: A Social Interpretation*. Eagly (1987) further explored social roles which regulate behaviour in adult life and proceeded to show how a theory of sex-typed behaviour could explain differences in men and women.

SRT posits that men and women behave differently in social situations and assume different roles because of the expectations society puts upon them (Eagly, 1987). These stereotypical gender roles are formed by social norms that apply to people of a certain category or social positions. According to Eagly (1997), society has shared expectations about women and men, with these expectations forming female and male gender roles. Therefore, individuals tend to act the way that these roles imply and as a result, men and women learn different skills, thus perpetuating sex differences. Eagly (1997), suggests that beliefs about the differences between men and women can be divided into two dimensions: *communal* and *agentic*.

Bakan (1966) suggest that *agentic* qualities are manifested by self –assertion, self –expansion and the urge to master, more independent; and are often attributed to males. *Communal* qualities are manifested by selflessness, concern for others and emotional expressiveness commonly associated with domestic activities and for the most part associated with women.

Eagly (1997) uses these dimensions to differentiate between males and females in work and family life. Division of labour, according to Eagly (1987) is the cause of the differences between males and females, since women often assume responsibilities at home, with men often assuming responsibilities outside the home. Division of Labour gave rise to gender role expectations and sex-based skills and beliefs, which in affect produced differences in social behaviour among males and females (Eagly, 1987). *SRT* implies that individuals might question the capacity of women in particular positions, such as leadership roles because of the stereotype role expectation by society.

Straker (2008) suggests three common patterns that correspond to the beliefs about gender. These are: women take on more domestic tasks; women and men often have different occupational roles; and in occupation, women often have lower status.

2.1.2. Critique and Limitations of the Social Role Theory (SRT)

Archer (1996) criticised by examining and comparing *Social Role Theory* and *Evolutionary Theory* as explanations for sex differences. *Evolutionary Theory* attributes most sex differences to the consequences of sexual selection and the conflict that arises with the different reproductive strategies of the sexes. Archer (1996) concluded that, since evolutionary theory could explain other mammals sex differences, it was a better explanation (Dulin, 2007). Eagly (1997) explains that the *Social Role Theory* is one of the many interrelated theories that worked with other theories to explain certain aspects of psychological and social processes by which gender behaviour was produced but not ultimate answer to the puzzle of sex differences.

Several limitations exist in the SRT, firstly, Sczesny and Kuhnen (2004) demonstrated that social stereotypes do not always affect the decisions and behaviour of the individuals, since people can make cautious and systematic decisions that do not necessarily perpetuate stereotypes. The second limitation is reflected in the meta-analytic research by Eagly (1997). The issue, of which size was appropriate for a study was a dilemma. There was considerable disparity between outcomes because of the issue of size, even though numerous studies were reviewed, but later studies considered other statistical analyses. Though the *SRT* has its limitations, it helps individuals to know that of a continuum of role styles (Dulin, 2007).

Even though other gender related theories exist, *SRT* best suits the study because it best explains of addresses one part of this study, which is the roles assigned to women as practitioners. The study sought to investigate the various roles performed by women in Public Relations practice. By using the *SRT*, the research identified the influence of gender and gender in PR practice.

2.1.3. The Glass Ceiling Theory

The *Glass Ceiling Theory (GCT)* was initially used to describe a corporate world in which women's access to the top-management positions was blocked by corporate tradition or culture (Jackson, 2001). It refers to the invisible barrier that prevent women from career advancement (Bombuwela and De Alwis, 2013; Sharma and Sehrawat, 2014). Later, the definition of *GCT* not only focused on working women but was expanded to include the minority groups in organizations (Roehling, Vandlen, Blazek and Guy, 2019). It is defined as obvious difficulties that prevent women and minorities from occupying the top-management positions of the organization (Pai and Vaidya, 2009). The focus of many studies is on commonalities rather than differences between women and the majorities at work (Corsun and Costen, 2001).

The *GCT* is one of the compelling metaphors for examining inequalities between men and women in the work place (Burke and Vinnicombe, 2005; International Labour Office, 2004;

Mcleod, 2008). The expression has been used widely in the popular media as well as in official government reports and academic publications (Canberra Bulletin of Public Administration 1994; Catalyst, 1990; Garland, 1991; Scandura, 1992; State of Wisconsin Task Force on the Glass Ceiling Initiative, 1993; United States (U.S) Department of Labour, 1991). The barriers that prevent women from ascending to senior management positions in large corporations have often been described by the *glass ceiling* metaphor, a transparent barrier which prevents women from moving up the corporate ladder past a certain point (Morrison, White, Van and the Centre for Creative Leadership, 1987).

As noted by Weyer (2007), the scarcity of female leaders is linked to ongoing prejudice and discrimination against women in the workplace. This means that although women are now capable of moving to upper levels, at some point they are halted by an invisible barrier. It applies to women as a group who are kept from advancing higher because they are women (Marrison et al., 1987). Auster (1993) points out, however, that the *glass ceiling* is not one ceiling or wall in one spot, but rather many varied and pervasive forms of gender bias that occur frequently in both overt and covert ways. The *GCT* is also very visible to those whose careers have been affected by it. However, the term was used by the U.S. Department of Labour in 1991, in response to a study of nine *Fortune 500 companies*. The study noted that women and minorities encountered substantial *glass ceiling* barriers in their careers; these barriers were experienced earlier in their professions than previously thought. Researchers found out that there are different kinds of *glass ceiling* barriers such as different pay for comparable work, sexual, ethnic, racial, religious discrimination or harassment in the workplace, prevailing culture of many businesses, lack of family-friendly workplace policies or on the flipside, policies that discriminate against people, non-parents, or single parents (Federal Glass Ceiling Commission (FGCC), 1995). Most the females felt that whiles their male counterparts did not have the responsibilities for housework and childcare during their work life , they personally

continued to have these responsibilities and that these responsibilities increased their stress level, since the family structure has a great impact on career success (Schneer and Reitman, 2002).

2.1.4. Critique of the Glass Ceiling Theory

According to Rai and Srivastava (2008, p.79) corporate executives argues that no *glass ceiling* exists. As argued women were paid lower salaries sine they left the jobs midway, worked for lesser time and joined low-risk jobs. Further, they argued that as present organizations operate globally, hence, several opportunities for career development exist from almost every woman. Therefore, the *glass ceiling* is just a myth and self-created issue. Their first argument is that women can hold higher positions based on their competencies, through hard work and aspirations. Their second argument is family responsibilities come into the middle of the career development.

Powell and Butterfield (1994: p.82) states that beside actual promotion decisions, perceptions of gender-based biases in such promotion decisions are likely to influence the pool of applicants for a promotion. They expect that women who believe that a *glass ceiling* may hold them back will restrict their applications. Their expectations are confined in a study of the reactions of Hispanic law associates to promotion decisions (Foley et al., 2002). That study finds a perceived *glass ceiling* does exist and that individuals may adjust their work-related attitudes accordingly, because belief in a *glass ceiling* decreases perceptions of promotion fairness.

This type of *glass ceiling* research entails an ambiguous message: on the one hand it problematizes representations of organizational promotion processes, but is does so by introducing self-selection as a producer of gender inequality. Whiles success is a function of both applause and plays into a repertoire of blaming women and their choices for gender inequalities in the workplace. Nonetheless, Liff and Ward (2001) stress the importance of the

broader context of organizational culture and the interpretation of and response to equality policies for the understanding of career choices of male and female managers. The *GCT* was used by researchers to ascertain the barriers and challenges women encounter before they broke through the *glass ceiling*.

2.1.5. Feminist Theory (FT)

The *Feminist Theory (FT)* is a major branch of theory within sociology that shifts its assumptions, analytic lens, and topical focus away from the male view point and experience toward that of women (Crossman, 2018). In doing so, the theory shines a light on social problems, trends and issues that are otherwise overlooked or misidentified by the historically dominant male perspective within *Social Theory*. Key areas that the Feminist Theory focuses include, discrimination and exclusion on the basis of sex and economic inequality, power and oppression, and gender roles and stereotypes, among others. The Feminist Theory is broad but eight (8) types of the theory are; *liberal feminism, radical feminism, cultural feminism, socialist feminism, postmodern feminism, lesbian feminism, black feminism, and counter-cultural feminism*.

This study, however, uses the *Liberal-Feminist Theory*. *Liberal feminism* was used in this study to help understand issues of inequity between men and women. The concept of *liberal feminism* focuses on equality between men and women and maintains that to achieve such equality requires efforts from not only women but from society (Tong, 2014, p.46).

The liberal feminism perspective emphasizes social and legal reform through politics that are designed to create equal opportunities for women and to establish individual civil rights so that no one is denied access to the social-economic system because of sex, race, or class (freeman 1990, p.75).

Liberal feminism as explained by Steeves (1987), assumes specific changes within the existing system ultimately can achieve freedom of expression and equity for women. The belief of liberal feminists'' is that women can maintain their potential for individual development like men and sexist discrimination is eliminated, women's liberation is achieved (Freeman, 1990). Most liberal feminists focus on finding ways to create and support opportunities for educational and professional success (Steeves, 1987)

In addition, Feminist Standpoint Theory was used in this study to help understand participants' experiences as women working in leadership roles in PR.

According to Swigonski (1994): A standpoint is a position in society , involving a level of awareness about an individual's social location, from which certain features of reality come into prominence and from which others are obscured. Standpoint theory begins with the idea that the less powerful members of society experience a different reality because of their oppression (p. 390).

Feminist Standpoint Theory emerged in the 1970s from the Marxist tradition, coming from the analysis of the conditions of the working class (Swigonski, 1994; Haring, 1991; Hartsock, 1983)

As Wood (2005) states, *Feminist Standpoint Theory* draws especially on the Marxist claim that the work we do – the activities in which we engage – shape our identities and consciousness and (are) extensions of our knowledge (p. 61).

Starting out, the theory was a type of analysis, connecting everyday life and politics to understand the oppression of women (Heckman, 2001). According to Harding, it (*Standpoint theory*) was proposed not just as an explanatory theory, but also prescriptively, as a method of theory of method (a methodology) to guide future feminist research (2004, p. 1).

Later after the theory was more developed, Hartsock (1983) further explained, the concept of a standpoint rest on the fact that there are some perspectives on society from which, however well-intentioned one may be , the real relations of humans with each other and with the natural world are not visible (p.117).

Hartsock (1983) also explained that such a standpoint regarding women expresses female experience at a particular time and place, located within a particular set of social relations (p.303).

Harding (1993) stated that starting off research form women's lives will generate less partial and distorted accounts not only of women's lives but also of men's lives and of the whole social order (p.56).

The idea was that women had different positions in society than men and that by starting with them or by trying to understand them, it would shed light on others, those marginalized and not groups of people.

One idea of *Feminist Standpoint Theory* is that knowledge is socially located and arises in social positions that are structured by power related (Hallstein, 1999). As Hallstein (1999) explains: (In other words) feminist standpoint theorist argue that women occupy a distinct position or standpoint in culture because, under the sexual division of labor ensconced in capitalist patriarchy, women have been systematically exploited, oppressed, excluded, devalued, and dominated ... theorists recognize that women as a group share the common experience of disadvantage in relation to men as a group.

Another idea of the *theory* has to do with objectivity and location. According to Swigonski (1994), for a position to count as a standpoint, an objective location is required, such as beginning with the life experiences within a particular group (p. 391). The idea is that social location, of a woman's life, shapes a person's standpoint (Wood, 2005). Swigonski goes on to

explain, life experiences structure one's understanding of life. Research must begin from concrete experiences rather than abstract concepts... such as beginning with life experiences (p. 390).

A few key elements that outline Feminist Standpoint Theory are:

- Society is structured by power relations, which results in unequal social location for women and man: Men are the dominant, privileged, or centred group, and women are a subordinate, disadvantage, or marginalized group... [And] these common conditions shape the experiences of women and men Hallstein (1999).
- Women are "*outsiders within*" (Collins, 1986), meaning that they have two views of women, one that the culture or society has [of women] and a personal view of what it means to be a female based on their own experiences (Hallstein, 1999). Subordinate people have the potential for "double vision" a knowledge of awareness and sensitivity to both the dominant worldview of society and their own perspective (Swigonski, 1994).

Given that women can be outsiders within they may be able to see the differences or connections between the dominant view and the view of those on the outside. The dominant group's view has the possibility to be partial and incomplete whereas the subordinate group's view could be more complete because they tend to care less about upholding social order and have a more open perspective (Swigonski, 1994).

- Standpoint refers "not simply to location or experience, but to a critical understanding of location and experience as part of – and shaped by – larger social and political contexts and, specifically, discourses" (Wood, 2005). Swigonski (1994) states, knowledge emerges from the oppressed through the struggles they wage against their oppressors. Swigonski (1994) explains, researchers can understand hidden aspects of

social relations between marginalized groups and the institution that structure their lives through their struggles to change those institutions and structures. This knowledge of struggle is needed to be able to try and understand the reality of women, the lesser group.

- Both men and women can have multiple standpoints and differences due to power relations elements like race and sexual orientation (Hallstein, 1999; Wood, 2005). Hekman (1997) suggests defining the *feminist standpoint* as situated and engaged knowledge, as a place from which feminists can articulate a counterhegemonic discourse and argue for a less repressive society. She goes on to explain, women speak from multiple standpoints, producing multiple knowledges. But this does not prevent women from coming together to work for specific political goals (Hekman, 1997).

2.1.6. Critique of the Feminist Theory

There have been different questions and complaints throughout the years surrounding this theory. The biggest issue with *Feminist Standpoint Theory* is the idea of essentialism, or the notion that the theory develops a generalization about women, as though all women are the same rather than acknowledging the diversity exists among women (Wood, 2005). The *Standpoint Theory* can be used to understand the experiences of many groups of women because not all women are the same, this is a way to try and avoid generalizing such as the critique suggests.

This critique suggests that even when using the *theory* to understand standpoint or experiences, scholars cannot really achieve understanding because of their presumptions about the nature of reality. Although this critique says that scholars cannot understand another's standpoint because of their previous beliefs, *Standpoint Theory* is still useful in bringing to light another person's experience. As Harding (1991) explains: only through such struggles can we begin to

see beneath the appearances created by an unjust social order to the reality of how this social order is in fact constructed and maintained.

This need for struggle emphasizes on the fact that a feminist standpoint is not something that anyone can have simply by claiming it a standpoint differs in this respect from a perspective, which anyone can have simply by *opening one's eyes*.

The goal in using this theory for this study is to learn how *Feminist Standpoint Theory* can be used to understand the experiences of women leadership positions in Public Relations. Based on the theory, in order to understand a standpoint, you have to be the one who experiences marginalization, so by focusing on those who are marginalized, bias can be identified and new questions can be asked about the experiences of women leaders in Public Relations. Using *Feminist Standpoint Theory* is appropriate for this study because the idea is to understand the experiences and the standpoint of women working in the Public Relations field.

2.1.7. Basic Assumption

The guiding hypothesis of this study as indicated in the statement problem, is that even though many studies have been undertaken in the United States of America (USA) and Australia, however, very little research exists on the gender roles (principally women) and the challenges they encounter in breaking the *glass ceiling* in PR professions in Ghana. This assumption has therefore been verified by the theories discussed above. In what follows, the review of the related and relevant empirical studies presented to elucidate our comprehensibility of the trajectories and nuances of the Women PR practitioners in Ghana.

2.2.0 Review of Related and Relevant Literature

As already indicated literature about the discourse on the capability of WiPR to break the glass ceiling and its associated challenges is legion, hence this section focuses on works from

different researchers across different part of the world. This turn to give a broader understanding of the topic understudy.

Firstly, this study reviewed work on influence on the role of gender in PR departments in the Ghana Commercial Bank, the Electoral commission and the University of Ghana. The study was undertaken within the framework of the *Social Role Theory*. The significance of this theory is that it amplifies the comprehensibility of readers about the role of gender in PR practices in Ghana in a way of advancing the frontiers of scholarly work on gender roles in PR in Ghana. Since this study focused on role performance in PR, the researchers believe it will broaden understanding on the various ways' PR roles are enacted.

A combination of qualitative in-depth interviews and observation was employed by the researcher to gather data using Fredrick's nine-item list of activities and Alimo-Metcalf's four-item of leadership styles. The researcher found that male and female managers appeared to be performing similar activities although male and female technicians differed in the activities they performed.

The researcher concluded that male and female technicians performed roles based on their gender and due to social expectations and female traits were the preferred traits for leadership positions. The researcher thus recommends further research to investigate how masculine and feminine traits affect promotion and job satisfaction to enrich the literature on the topic.

However, considering the institutions the researchers investigated were all public or governmental institutions, therefore, it is not satisfactory so my research will incorporate some private institutions. Then again, the in-depth interview method employed by the researcher may be prone to biases. Responses from respondents might have been to create a positive image.

Secondly, Janus' (2008) study on gender, leadership and PR. Revealed that women leaders in

PR performed less leadership roles than males, although women were made up of 70 percent of the work force of PR, yet only 20 percent filled leadership roles. Janus (2008) used *Feminist Theory* and *Social Role Theory* in examining the role of gender in PR profession and concluded that issues like work-life balance and the “queen bee syndrome” were two examples of how gender might filter decisions. Also, female leaders will conduct their leadership roles in a more transformational way (Using two-way communication styles or feminine traits) whereas men will lead in a transactional manner (Masculine Attributes, competitiveness, controlling and independence).

Janus (2008) asserts that women in PR industry will have stronger opinions about gender discrimination, whereas men will be less likely to acknowledge that there was a problem.

A case study was employed in the research. Twelve (12) in-depth interviews were conducted in addition to a participant observation. The identity of the firm used was protected by referring to the firm as MW. The interview consisted of twelve (12) MW PR counsellors. Six (6) subordinates and six (6) managers provided insights into views on management. Three (3) men and three (3) women for each experienced, helped discover how gender played a major role. The six (6) subordinates had three to five years of experience in PR. The Managers had 10-15 years’ experience. The twelve (12) interviews consisted of 60 minutes with six subordinates and executives. The questions for the subordinates were job information, mentoring experience, perceptions and leadership styles, work life balance, gender discrimination and diversity in the workplace. The questions for managers were job information, mentoring, perception and leadership styles, work-life balance, consideration for personnel decision, gender discrimination and diversity in the workplace.

Janus’ (2008) work revealed that life-balance did not come to play in hiring and promotion decisions. In addition, both men and women were transactional (Competitive, controlling etc.)

and transformational (using two-way communication styles). The managers said it was important to have work-life balance and found it easier to achieve now than they were juniors.

The findings showed that the many factors of the employee's overall social location (class, race) trumps gender when it comes to leadership styles, mentoring relationships, gender disparity, and work-life balance as well as hiring/promoting.

The work of Janus (2008) was significant for this study since the use of *Social Role Theory* directly reflecting the assumptions of this study.

The purpose of this research was to understand how gender has influenced the experiences of women in leadership positions in PR. This study collected data through interviews with ten (10) women working in leadership positions in the PR field and analysed into themes. The findings of this study revealed six (6) major themes related to the experiences of these women leaders in PR:

- Promotional Barriers
- Double Standards for Women
- Pressure of Stereotypes
- Leadership Styles
- Female Competition and Bullying, and
- Optimism About the Future

Further findings of this study which corroborated earlier studies revealed that these women thought that gender has influenced the challenges and success they have faced and chalked respectively in their careers; specifically, the participants described their challenges as promotional barriers as well as inequalities in salary and representation in leadership roles. The findings also indicated that these women thought they were perceived as leaders in both positive and negative light and believe a double standard exists between women and men

leaders.

The researchers based their story on the *Feminist Theory (Liberal Feminism and Feminist Standpoint Theory)*. The concept of *Liberal Feminism* focuses on equality between men and women and maintains that to achieve such equality requires efforts from not only women but from society as a whole and a standpoint is a position in society, involving a level of awareness about an individual's social location, from which certain features of reality come into prominence and from which others are obscured.

Moreover, another finding revealed an issue with female competition in the form of workplace bullying. However, the participants saw a shift occupying in the field of PR regarding gender issues, which they believe will benefit women.

After analysing these relevant and related studies, this study revealed that some of the theories used in this study are embedded in those studies on gender roles in PR in public sector. Therefore, the gap this study intends to plug has to deal with challenges faced by some members of WiPR Ghana in the private sector. The other two studies were on leadership and PR, the studies covered some aspects of my research like the breaking of *glass ceiling* and roles they performed but the jurisdictions those studies covered are different from this study. Therefore, using these three studies as my guide, this study intends to elucidate the role of women PR practitioners in the private sector of Ghana with a view to understanding how they broke through the *glass ceiling*, the challenges they faced and how they are championing the cause for other women to follow and excel as PR practitioners.

2.2.1. An Overview of Public Relations

Public Relations (PR) practitioners are engaged most industries globally, with slightly different skills and competencies emerging among practitioners. As a result, there is not one universally agreed definition of PR (Grunig 1992; L' Etang 1996; White and Mazur 1996; For instance,

Moloney 2000) and Harlow (1976) found 472 different definitions PR coined between 1900 and 1976. They built their own definition from these findings, offering: Public Relations is a distinctive management function which helps establish and maintain mutual lines of communication , understanding , acceptance and corporation between an organization and its publics; involves the management of problems or issues; helps management to keep informed on and responsive to public opinion; defines and emphasises the responsibility of management to serve the public interest; helps management keep abreast of and effectively utilize change; serving as an early warning system to help anticipate trends; and uses research and ethical communication techniques as its principal tool (Harlow 1976: 36).

Meanwhile, this definition contains over all goals, processes and tasks of PR and positions the position firmly within the organization, as a management role. It covers most aspects of PR but is somewhat long winded and other researchers have tried to simplify things by separating tasks from strategy. Grunig and Hunt (1984: 6), for example, went to the opposite extreme from Harlow (1976: p.36) and defined PR in one sentence as the “management communication between an organization and its publics”.

While, Grunig (1992) argues that this definition allows for differences in practice between practitioners in different contexts, but still includes important elements, such as the management of communication and the focus on external relationship, contrary, Kitchen (1997) is even briefer with his definition, suggesting that PR can be defined “Communication with various publics”, although he added to this by arguing that PR is an important management function and has a strategic role to play in organizations.

2.2.2. Profile of Women in PR Ghana

Women in Public Relations Ghana (WIPR) was founded by Miss Faith Senam Ocloo and registered in May 2017 as a not-for-profit Organization. WiPR Ghana is currently headed by

Miss Faith Ocloo and a team of eight (8) members (www.womeninpr.org.gh). Its vision is becoming the leading organization in Ghana that advocates for women and professionalism in PR practice while providing opportunities for career advancement, mentorship, networking and leadership. The objectives of this organization are:

- i) Create a platform to educate, mentor and empower young PR professionals and students.
- ii) Offer opportunities for career advancement towards leadership roles and personal development and build a networking community of women PR professionals who inspire and support each other.
- iii) Bridge the gap between working professionals and students.

2.3.0. Conceptual Framework

This section discusses the principle concepts which underpin this study and these include:

2.3.1. An Overview of Glass Ceiling

The Glass Ceiling Theory (GCT) was initially used to describe a corporate world in which women's access to the top-managerial positions was blocked by corporate tradition or culture (Jackson, 2001). It refers to the invisible barriers that prevent women from career advancement (Bombuwela and De Alwis, 2013; Sharma and Sehrawat, 2014). Later, the definition of *GCT* not only focuses on working women but was expanded to include the minority groups in organizations (Roehling, Roeling, Vandlen, Blazek and Guy, 2009). It is defined as obvious difficulties that prevents women and the minorities from occupying the top-managerial positions of the organization (Pai and Vaidya, 2009).

2.3.2. An Overview of Feminization

Major advancement took place in PR between the 1940s and 1970s, such as the establishment of the PRSA, the creation of a PR code of ethics, and the implementation of an accreditation process for professionals (Horsley, 2009). It was during this time that women started to enter

the field in large numbers. This was due in part to World War II, when women got the opportunity to work while the men were at war and wanted to continue doing so after completion of the war. During this time period, there was a remarkable growth in the number of women entering PR, Horsley (2009) wrote:

As men left their positions during the war, women were encouraged to enter the workforce and began to make their way into PR. When women entered the field during this time, they faced little pushbacks and few restrictions, but as the war ended and men began to return to the United States the conditions for women changed dramatically.

Feminization is therefore, the shift in gender roles and sex roles in a society, group or organization towards a focus upon the feminine. It can also mean the incorporation of women into a group or a profession that was once dominated by men (Douglas, 1997).

2.3.4. An Overview of the Social Role Theory (SRT)

The *SRT* is a social psychological theory that suggests that most behavioural differences between males and females are the result of stereotypes about gender and the resulting social roles that are taught to young people (Eagly, 1987). Gender roles are socially and culturally defined prescriptions and beliefs about the behaviour and emotions of men and women (Anselmi and Law, 1998: p.3). Eagly (1987), explains gender and development based on socialization. *SRT* suggests that the sexual division of labour and societal expectations are based on stereotypes.

2.3.5. An Overview of the Feminist Theory

With this study, two theories under the *Feminist Theory* were used; they are the *liberal feminism* and *Feminist Standpoint Theory*. *Liberal feminist* focuses on equality between men and women and maintains that to achieve such equality requires effort from not only women but from society (Tong, 2014, p.46) and the standpoint theory according to Swigonski (1994):

A standpoint is a position in society, involving the level of awareness about an individual's social location, from which certain features of reality come into prominence and from which others are a different reality because of their oppression (p. 390).

2.4. Operational Definition of Terms

Gender roles: The activities, duties or parts that are thought to be appropriate only for a particular gender group based on cultural and social influence.

PR roles: Technician and managerial positions assigned to PR practitioners in organizations.

Glass Ceiling: is defined as obvious difficulties or invisible barriers that prevent women and minorities from occupying the top-managerial positions of the organization.

Feminization: in relation to the PR industry is “the impact on the field of PR that occurs when the number of practitioners who are females is larger than the number who are male.

2.5. Relevance of the Study

This study explores the role of women practitioners in Ghana with a view of understanding how they broke through the *glass ceiling*, the challenges they faced and how they are championing the cause for other women to follow and excel as PR practitioners. This study can also be beneficial to other stakeholders as it is expected that it would provide empirical data that may go a long way to illuminate and inform policy decisions in this regard.

The essential reason for this study is to understand the role of women PR practitioners in Ghana with a view of understanding how they broke through the *glass ceiling*, the challenges they faced and how they are championing the cause for other women to follow and excel as PR practitioners.

As a researcher and a female Public Relations Practitioner, I acknowledge that the challenges are broad, and each has impact on the roles they play as practitioners and ultimately has gross effect in championing the cause for other women follow and excel as PR practitioners.

2.6. Chapter Summary

This Chapter reviewed literature for the study, which does not only serves as a strong backbone to this study, but also clarify the knowledge gaps as well as elucidate the comprehensibility of the role of gender in PR practice in Ghana. It further explains the issues under study, having critically assessed relevant and related works by other researchers. The Chapter also examined theories, relevant to the study, including the *Social Role Theory (SRT)*, *Glass Ceiling Theory (GCT)*, and the *Feminist Theory (FT)*. The chapter concluded by giving definitions of key terms for this study.

CHAPTER 3

METHODOLOGY

3.0. Introduction

This chapter analysed and explored the methods of data collection and analysis that were used for this study. It outlined the sample size, the sampling procedure, data collection, population as well as data analysis that were employed. The study was structured as a qualitative study where depth, rather than breath of phenomenon was of importance.

3.1. Methods

This study deployed a qualitative research method involving in-depth interview techniques which helped solicit information on the roles assigned to women as PR practitioners, how some broke through the *glass ceiling*, challenges they faced and how through *Feminization* they are championing the cause for other women to follow and excel as PR practitioners. This study ensured that participants were asked more detailed questions on the issue under consideration.

3.2. Research Design

According to Burns and Grove (2003: 195): a research design is a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings.

Cresswell (1994: 18) noted that a qualitative study is defined as an inquiry process of understanding a social or human problem, based on building complex, holistic picture, formed with words, reporting detailed views of respondents and conducted in natural setting.

As Gordon, (1980), cited in Musah (2007) asserts, effective in-depth qualitative interview entails creating a shared concern for each other, in which both the interviewer and the respondent understand the contextual nature of the interview. An interview guide was developed for the purpose of data collection. An interview guide according to Boyce and Neale

(2006) is a document that lists the questions or issues to be expected during the interview and includes an informed consent form. A semi-structured interview guide was used. This ensured that follow-up questions were asked based on the responses of the respondents. Responses from the participants were put together in a report and the notes gathered from the observation to the information acquired from the interview for correctness.

Prior to the interview a letter was sent to the institution head to allow me to interview individuals in the institution. The interviews were conducted over a period of two weeks. An interview guide was developed before the interview was conducted. A voice recorder was used in recording responses from the interviewees. The duration for the entire research work was from March, 2021 to October, 2021.

3.2.1. Population

Parahoo (1997:218) defines population as: the total number of units from which data can be used, collected, such as individuals, artefacts, events or organisations.

The population of this study included members of Women in Public Relations (WiPR) Ghana. These respondents were chosen because, the topic under study required people who would provide all the necessary information since it is believed they will have up-to-date information.

However, Wimmer and Dominick (2003) explained that in many situations, an entire population cannot be examined due to time and resource constraints. Therefore, the best procedure was to select a sample from the entire population. In carrying out my research, it would ideal for all the members of WiPR Ghana to be interviewed, but since it is impossible due to the hard to reach nature of some of them, coupled with the time constraints that comes with this academic research, hence I had to select sample for the study.

3.2.2. Sample Frame

Polit et al. (2001: 234) define a sample as “*a proportion of a population*”. The sample of the population comprised of members of Women in Public Relations (WiPR) Ghana. A careful selection of the sample provided a data representative of the population from which the study was undertaken.

3.2.3. Sample Techniques

According to Maykut and Morehuse (2000), a maximum variation sample is a purposefully selected sample of the persons or settings that represents a wide range of experiences related to the phenomenon under study. They argue that, its goal is not to build a random and generalizable sample, but rather to try to represent a range of experiences related to what the researchers are studying. Therefore, the population of this study covered women who are PR practitioners in Ghana. The research sampling focused on those who are part of WiPR Ghana. The study used purposive and convenience sampling techniques, as this method seeks subjects based on known characteristics and the type of purposive sampling used maximum variation.

This technique captured the variation in the institution under study and the varied experiences of female managers were considered an appropriate technique for this study.

O’Neil (2003) and Toth et al., (1998) have argued that the organizational environment and practice affects the experiences of PR practitioners, especially, women. Therefore, the institution (WiPR) was selected because the nature of practice in these institutions differed. In that, sampling for example, this study gathered different views from participants since the activities of these participants in their various institutions may necessarily differ from the activities of others. Data was collected through interviews with 10 women working in leadership positions in the PR field from different organizations.

3.2.4. Sample Size

A sample size of ten (10) PR female practitioners was selected using purposive and convenience sampling techniques for this study. The sample size of ten (10) female PR practitioners was used because the WiPR organization was established and registered in May 2017 as a not-for-profit organization, and was opened for membership in April 2019. The period was too short for making it possible for WiPR to register substantial number of membership. This is also coupled with the hard to reach nature of the population. Besides, the sample size is informed by Guest's (2006) argument that sample size of 6-25 participants in a qualitative research enables the researcher to reach saturation in phenomenology study, saturation should be the benchmark within the suggested range of sample size.

3.3. Sources of Data

There are two sources of data, namely, primary and secondary. Primary source of data involves the use of in-depth interviews and/or survey questionnaire while secondary sources deal with peer review articles, books, newspapers etc. In this study, both primary source (in-depth interviews) and secondary source (peer review journal articles and books, online newspapers) were used.

The objectives of this research was to explore the roles assigned to women as PR practitioners, how some broke through the *glass ceiling*, challenges they faced and how through *Feminization*, they are championing the cause for other women to follow and excel. Data was collected through in-depth interviews and observation. The interviews were used to explore the views experiences and motivations of individual respondents. Practitioners were asked a series of questions, which required them to provide their personal and professional experiences in their duties. Participants were asked questions on the activities they undertook and the leadership styles they employed in the performance of their roles in PR.

The length of each in-depth interview varied between thirty minutes and one hour, and the interviews were audio recorded and immediately transcribed to avoid any misunderstandings. A question guide was used during the interviews. After transcribing, a report was developed which was categorized into themes to answer the questions of the research and also meet the objectives outlined for the study.

In addition to the ten (10) in-depth interviews conducted for this study, observation of the respondents in their natural setting was conducted (in situ). This is necessary as in-depth interviews are often limited and the credibility of the information given by the respondents need to be ascertained. Often, in-depth interviews are combined with other forms of data such as documents, diaries, and observations to provide a rich source of information about the phenomenon under study.

3.4. Techniques of Data Analysis

The data gathered was then transcribed and analysed into themes. The transcribed data was organized into common patterns or themes based on the objectives of the study to identify the various roles assigned to women as PR practitioners, how some broke through the *glass ceiling*, challenges they faced and how through *Feminization*, they were championing the cause for other women to follow and excel. After the data has been transcribed, the findings of the research was discussed with references to the theory, concepts, themes and related work. In vivo was used as part of the research technique to analyse the research findings.

3.5. Ethical Issues

Ethical issues are very important in every research work and it is always necessary to protect the safety and dignity of research participants (Silverman, 2009). The purpose of this research was carefully outlined and explained to WiPR Ghana which they did not hesitate in taking part.

Nonetheless, several ethical considerations were taken into account to ensure that the study was conducted in an appropriate manner (Babbie & Mouton, 2001).

It has to be on record that all participants gave verbal consent after I sent a written letter to the office of WiPR Ghana to be interviewed and be participants of this research work. Upon arrival, the research purpose was vividly explained to them once again, before the interview. I also asked for permission for the interview to be recorded, no one declined on the basis that it would be kept confidential which I agreed. No one was forced or bribed to be part of this research work.

3.6. Limitations

The first limitations of the study was the in-depth interview research method used. The indepth method may be prone to biases. Responses from participants might have been given to create a positive image. Also, qualitative methods are interpretive and focused on meaning and understanding experiences rather than quantitative methods which are systematic and mathematical. When using a qualitative method, the researcher is the instrument, this can lead to bias and subjectivity. This is usually because all the understanding and interpretation emanates from the researcher, compared to using a quantitative method which involves numerical data and testing the relationship of variables to find the outcome of the research. Whiles qualitative method was a suitable method for the purposes of this study, its limitations should be recognized. Another limitation of this study was that, the research participants were all females. The study focused on the experiences and perceptions of women; however, additional studies of gender should include men, as well.

CHAPTER 4

ANALYSIS OF THE INFLUENCE OF FEMINIZATION IN THE PUBLIC RELATIONS PRACTICE ON FEMALE PUBLIC RELATIONS PRACTITIONERS USING WOMEN IN PUBLIC RELATIONS (WiPR), GHANA AS A CASE STUDY.

4.0. Introduction

This Chapter analyses and discusses the findings from the field study. The analysis was based on the responses from the interviews provided by ten (10) female PR Practitioners from WiPR Ghana participated in the in-depth interview process. The analysis was based on the role of women in Public Relations (PR), with the view of understanding the *glass ceiling*, the challenges they faced and how they are championing the cause for other women to excel. The profiles of the Participants were included to give a clear picture of who they are and the levels at which they operate professionally. The findings from research participants were classified in themes namely PR (PR), Women in Public Relations (WiPR), Promotional Barriers, and Double Standard for Women, and Career Drive. A description of each theme is listed in Table 1. All direct quotations come from the transcribed interviews.

4.1. Analysis of Findings (Transcribing)

The research participants were women in top PR positions who are also part of WiPR Ghana. Below are their summary profiles:

Participant 1 is the Public Affairs Director of the security agencies in Ghana. She holds a certificate and license to practice law, a Bachelor of Arts degree in journalism (Ghana Institute of Journalism). She also holds a Master's degree in communication studies from the University of Ghana where she served as the Junior Common Room (JCR) Judicial Board (CJ-Legon Hall).

She has worked in the media and communication industry for three years with private organisations and has practised law for nine years.

Participant 2 works as the communications manager in charge of corporate and marketing communication at one of the largest publicly traded international oil and gas companies with a presence in over 100 countries. After obtaining her Bachelor's degree in French and English from the University of Ghana, she moved on to work with an institution that teaches languages in Ghana, then later went to the Ghana Institute of Journalism to acquire her Master's Degree in Development Communication.

Participant 3 is the head of the Public Affairs Unit at a Regional security Command, responsible for managing media communications, establishing and maintaining goodwill between the institution and its publics within the region.

She holds a Master of Arts degree in Public Relations (Ghana Institute of Journalism, Accra), B.A (Hons) in Business Administration (Methodist University College, Accra) and a Diploma in Communication Studies (Ghana Institute of Journalism).

Her passion for work, especially in the area of security, motivated her to study and acquire a Master of Arts in Conflict, Peace, and Security from the Kofi Annan International Peacekeeping Training Centre (KAIPTC), Accra.

Participant 4 is the Customer Service Manager and Acting Corporate Affairs Manager of the largest non-bank financial institution in Ghana and has worked with the institution for over 15 years. She obtained her first Bachelor's degree at the University of Ghana.

Participant 5 is the head of communications at a non- bank financial institution. She has worked with seven media houses and in the ministries as media personnel for nine years

performing journalism and PR functions. For the past six years, she has been directly involved in PR for the non-bank financial institution where she currently works.

Participant 6 is the corporate communications manager at an organisation which organizes lottery for the public. She studied Journalism earlier and later pursued a Master's degree at the School of Communication Studies (currently Department of Communication Studies, University of Ghana Legon).

Participant 7 holds a Master's degree in Communication Studies from the University of Ghana.

She worked previously at one of Africa's global banks and an insurance company in Ghana as Marketing and PR manager. She is now the head of Communications in a trust holding company.

Participant 8 has worked with a company that generates, transmits and distributes electricity. Additionally, she worked with a national employer whose membership comprises of enterprises operating in all sectors of the economy and is currently with the premium communication school in Ghana as a lecturer. An astute PR consultant, she has worked with United Nations Children's Fund (UNICEF) and Social Protection Directorate of the Ministry of Gender and Social Protection. In addition to her consultation, she has worked with a Pan-African company that runs a programme to build media capacity, convene international leaders and improve access to information in order to advance transparency, accountability, and governance on the continent.

Participant 9 as well is the head of PR at a private specialist hospital. She used to do media and communication with an agency. She is an inclusionist, founder of Preventive Solutions which is basically a Health PR organisation. She has a Master's degree in Business

Organizational Communication with a specialty in PR and Marketing. Her first degree is in television production from the National Film and Television Institute (NAFTI).

Participant 10 started work as a PR freelancer and performed PR functions for many fashion designers in Ghana. Eventually, she got employed by an award-winning PR agency in Ghana. Whilst with the agency, she worked as an Accounts Manager for the largest company in producing and retailing of consumer goods. Additionally, she handled PR activities and programmes for a cement production company. At the moment she is the founder of WiPR Ghana and owns her own PR Company.

4.1.1. Themes.

This section will discuss the themes developed out of the responses in accordance with their codes. The themes will then be extended, and the appropriate responses and quotes will be discussed under each theme. Description of each theme is in the table below:

TABLE 1.

THEMES	CODING
4.2.1 Research Participants’ definition of Public Relations (PR)	1.1 Professionalism 1.2 Management 1.3 Relationship
4.2.2 Women in Public Relations (WiPR)	2.1 Women Empowerment 2.2 Union for women

<p>4.2.3 Challenges Encountered by Women in PR</p>	<p>3.1 Breaking the barriers</p> <p>3.2 Gender factor</p> <p>3.3 Management position</p> <p>3.4 Appreciation of PR</p> <p>3.5 Sexual appeal</p> <p>3.6 None</p>
<p>4.2.4 Double Standard for Women</p>	<p>4.1 Agreed</p> <p>4.2 Biological constructs</p> <p>4.3 None</p>
<p>4.2.5 Research Participants Achievements and Inspirations</p>	<p>5.1 Self-motivation</p> <p>5.2 Technology</p> <p>5.3 Relationship management</p> <p>5.4 Projects (Rebranding, establishing new offices, etc.)</p> <p>5.5 Faith</p> <p>5.6 Mentorship.</p>

<p>4.2.6 Measures of WiPR and</p> <p>Recommendations to the organization from</p> <p>Research Participants</p>	<p>6.1 Stakeholder engagement</p> <p>6.2 Awareness Creation</p> <p>6.3 Career development</p> <p>6.4 Awards</p> <p>6.5 Training</p>
--	---

4.1.2. Research Participant’s Definition of Public Relations

This addresses how research participants defined PR from their perspective. The codes which are in the same box with the theme are keywords from their definition which distinguishes how some defined the term or profession.

This theme was developed from the question which states that in your opinion what is PR.

The research participants in their definitions interchanged the highlighted codes to the extent that some can be found in one or more definitions. The following are their definitions of PR.

Research participants 1 defined, it is a professional way of managing brands. How “I apply professional techniques to manage the corporate image and branding of my organisation”.

Participant 2 said are measures we put in place to make sure that we communicate efficiently with stakeholders including commercial drivers, car owners, private companies and government because we are guided by the petroleum law of Ghana.

Research participant 3 defined PR as relations with the public, every organization seeks to create a cordial relationship between itself and the people. A very good relationship, you know, and beneficiary relationship because definitely, there will be an aim or objective at the end.

Research participant 4 said PR is just having an interaction with your publics, communicating to the publics, understanding your publics and trying to meet their informational needs. This definition denotes a relationship as a code.

Research participants 5 defined PR as virtually image building, it is about creating an image and maintaining that image.

Research participant 6 says PR is the practice of how the organisation relates to its public, its public not just being its stakeholders but staff as well, community and patrons. The totality of the relationship between an organisation and its public.

Research participants 7 defined PR as the effort the organization makes to relate with its environment, including Stakeholders, internal stakeholders like employees and external stakeholders like the government or even the community in which the organization is located. This definition lays more emphasis on relationship building.

Research participant 8 answered by defining PR as a management of a relationship between an organization and its publics. "I believe the import is to build a mutually beneficial relationship that benefits both the organization and the public they deal with".

Research participant 9 said PR has to do with using a communication strategy to help business outcomes. Using a communication strategy to help business activities and organizational outcomes. She iterated that for her, she used communication to complement the hospital's strategy and hospital business outcome.

Research participant 10 said PR is managing the image of an organization or personality. It also involves managing the person's or organisational reputation.

4.1.3. Women in Public Relations

This section discussed how the members of Women in Public Relations (WiPR) Ghana defined the organisations they belong to. The Participants highlighted specific words united by a common thread of '*women empowerment*' and '*unity amongst women*'. Below is a summary of key comments by participants whose definitions discusses women's empowerment.

This theme was developed from the question what is WiPR Ghana.

Research participants defined WiPR as an organisation which is specifically geared towards getting women to feel confident in themselves, getting women to stand up to the challenges or hindrances of being a woman in PR practice she completed by complimenting women in the industry by saying I think women in PR are generally doing well compared to the men because women are quite diligent, women, you know, we care about our image as persons as individuals and we apply the same attitude in building brands we handle.

Research participants 2 stated that it is an organisation which has women at heart and want to help them get to their preferred heights.

Research participants 4 said are Women in PR coming together trying to influence other women. She also added that I believe we want to come out to say that, we are also able to do things that other people or men can do.

Research participant 7 defined it is an attempt to bring together and empower women practising PR. It even includes female student practitioners.

Participant 10 said WiPR is basically a community of PR practitioners so it is like an Umbrella body where we network, where we come together, where we share ideas, where we sort of empower each other.

Other female practitioners defined it as a 'union or group' which is aimed at putting women together and helping them get to their preferred heights. In their definitions, one can find some elements of empowerment, but it mostly portrays women coming together as a single unit to achieve specific goals. These varying views can be seen below.

Research participant 3 defined it as a union for women, the way they want to be supporting each other for the advancement of all women in other organizations, she also added that WiPR as a body achieve goals easier than one would individually.

Research participant 5 said WiPR is an organisation, is made up of women PR practitioners who come together to shape each other.

Research participant 6 defined it as a group of female PR practitioners who have come together and who meet periodically to discuss the welfare of women in PR.

Research participant 8 said, it is a network of women who have come together to support each other in their careers. But more importantly, what we aim at doing is to mentor the next generation of PR practitioners and help them to get to the top.

Research participant 9 defined it as a group formed out of the need for women to be exposed in women's contributions in the PR industry. It provides mentorship for students and harness the talents that are already there for people to know that there are women performing in the PR industry.

4.1.4. Challenges Encountered by Women in PR

This thematic aspect addresses how the participants defined the *glass ceiling Concept*, the challenges they are encountering as managers and what they encountered before breaking the *glass ceiling*. It also speaks to issues of pigeonholing women to specific roles.

This theme was developed from the questions in the interview guide which asked participants what their understanding of the glass ceiling concept is, what are some of the challenges they face as a female PR practitioner and in their view, what were some of the reasons for the sidelining of women to specific PR roles.

Starting with how research participants defined the *glass ceiling concept*, most of them laid emphasis on the coded phrase “*breaking the barrier*” and “*gender factor*” while others spoke about “*management positions*”.

Research participants 1 understand it as breaking the barriers that have been created in terms of gender, so for a woman to break such barrier and rising in the field of practice. She further explained that gender is basically a social construct. Society has defined what they expect of men and with respect to women. Also, in relation to a management position, she said: Management is not something we expect of women for PR as a management position and so that is how the *glass ceiling concept* hinders women from going beyond these barriers.

Research participant 2 said it as an unseen structure put in place to prevent or serve as a stumbling block for women not to progress to the top.

Research participant 3 defined it as the barriers and factors that prevent women from excelling to the top, they are also certain factors that hinder women from achieving management positions.

Participant 4 explained the *glass ceiling* concept as the topmost of everything that you can think of, topmost position you think somebody can occupy.

Research participant 5 also defined the *glass ceiling* concept is an artificial caveat that has been put out there and it usually affects women. It says that all these positions are being preserved for men.

Research participant 6 usually, you would say that you have worked through the *glass ceiling*, meaning that you have gone beyond the standards or perceived standards. If I should say, “more often than not, it is perceived that women do not get the higher roles or the roles in management levels which is usually at a male domineering space in most organizations”.

Research participant 7 said the *glass ceiling* is a figurative barrier or something that limits easy transfer or movement through to the top. It is something that's like a blockage that takes more efforts to break through.

Research participant 8 defined the *glass ceiling* is basically the concept that there are barriers to women rising to the very top of their careers and the *glass ceiling* are the various barriers, inhibitions or restrictions that come the way of women and prevents them from getting to the very top of their carriers.

Research participant 9 understand it as how women have been socialized to think that they have a limit to achieve in any organisation which is not the topmost positions.

Research participants 10 defined it as the barrier where people feel that they have limitations to do whatever they have to do. It is that barrier that stops people from going beyond what they can achieve. So many factors that held back and it can be stereotypes or misconceptions.

Research participants in addressing the challenges which they encountered before breaking the ceiling and what they are still encountering mentioned many factors which some are coincidentally the same.

Research participant 1 stated that with her institution commanders even including the management board members do not understand and appreciate the role of PR in the whole

security setup although the services we provide entail that we practice PR almost on a daily basis and that is a very big challenge because if we do not operationalize PR well, it means that we won't situate it well in the helm of affairs.

Research participant 5 and 7 also stated a challenge which is similar to that of research participant 1 and they added a physiological factor and financial factor to it. She said, lack of respect for PR as a profession, that is unqualified personnel being used as PR managers and it is also presumed as a men's role.

So, it is just unfortunate that society would use our physiological construct. Research participant 7 added that: the board usually does not approve the financial demands of their project. Research participant 1's next challenge was the gender factor in relation to the organisation she is currently, she said, it is especially related to the fact that she is a female and security or protection of a state is said to be a man's job. She asked me to imagine if the service or corporate institution in which I am in, is seen to be a man's world and then PR is also seen as a management function which is also regarded as a man's zone, this makes it a very big challenge.

Research participant 6 added to the gender factor or physiological construct and also made a claim in the form of intelligence, she said it is seen as a male dominating space, therefore you not being assertive or showing any societal role which is deemed for men is a challenge. So just by being a woman, you are already targeted because women sometimes are more Intelligent especially, more emotionally intelligent. That makes us handle communication issues better than men would.

Research participant 9 said her challenge was being assertive and knowledgeable as a female; they tend to see me as disrespectful when I challenge the status quo.

The other research participants denied the claims of a challenge but based their arguments on attaining such level on merits, qualities they possess and type of organisation.

Research participants 3 stated that: she does not think there are challenges and once you have what it takes or if you have the qualities to be able to move on the ladder to the top, you are given that opportunity. She added that she does not see challenges unless of course, we talk about areas where biologically women would have to sometimes, you know, take themselves out of work for some time.

Research participant 4 also added another factor, she said: as a female PR practitioner, you know when she came to the department, she saw men and her boss (CEO) was the only woman here. So, she became the second woman. They were rather pampered sort of and did not have this stiff difficulty in having to do the things that we have to do. They also got support from the men and some went the extra mile to do “things we can’t do on our own for us”. So, she didn’t really have a lot of challenges here.

Research participant 2 stated that all the challenges she has faced are work-related and it is not because she is a woman, but basically because it is about work. She added that to be frank, colleagues, subordinates and management have been supportive.

Research participants 8 said in practice, she does not think that she faced any challenges. It will be probably in my teaching in academia that is where she can say she face challenges as a professional but not in practice, she had not seen any challenges that come her way as a professional.

Research participant 10: She does not face challenges as a female practitioner or because she is a lady, but the challenges she encounters are work-related, example, when she was with the agency moving from fashion to manage cement production was a challenge.

The last part of this theme will address the views of women being side lined to perform specific roles when it comes to PR as a profession. Some of the research participants agreed to the fact that women were being side-lined to perform specific roles in PR practice.

Research participants thinks it is just about social construct and misconceptions.

Research participant 2 started with a religious and cultural factor before adding the societal construct, she said it can be cultural, religious or a societal construct. No one is willing to give a woman another opportunity once you exhaust all the opportunities given to you. So, if you think that is what you want to do you should be up and doing, and even when you are in pain sometimes you also have to suppress the pain.

Research participants 4 addressed this by saying women are their own enemies not in the sense that people have been talking about, but you see, a woman will always want to give excuses. Even though she thinks there are no challenges she believed attitude-wise they are side-lined, and her point was on excuses.

Research participants 5 agreed and also stated that their physiological construct and societal definition of roles is the reason for limiting women to specific roles.

Research participant 8 added to the physiological factor, she stated that: she believes that if one was not competent it does not matter whether you are a man or woman, you should not be given the job. She said there are many who believe there are societal blockades or barriers that inhibit women from giving off their best, but she disagrees. She said her conviction is that nobody can side-line you if you are competent.

Research participant 9 noted that most women used their biological makeup as an excuse, saying women are too modest and like to be in their corner instead of stepping out because women like to conform. Again, she added that most women fail to own their achievements

when they do, they usually give the credit to the men, but a man would do something and own it even if it is a wrong thing.

Research participant 10 also addressed the background and mind set basis stating she just thinks that it is the stereotypes and mind sets that push people to do that, but there is not necessarily a lot of pressure on women. She said in most cases, it is the mind set and the cultural imperatives that say women are not supposed to do this or that.

Research participants 6 also made mention of the same factor and added another one in relation to gender. She said stereotypes are at play in society so at the executive level you will realize men still maintain dominance which leads to relegating the women and their ideas to the background.

Some research participants also thought otherwise. They disagreed and argued on the basis of the quality of output and experience.

Research participants 3 and 7 maintained that getting into a managerial position in life does not happen by chance. You need to have the knowledge and experience as foundational qualifications. Once a woman has this, it will be difficult to cast her aside or overlook her worth and impact.

4.1.5. Double Standards for Women

This section addresses the inequalities in opportunities for hiring, promotion, and remuneration for women in our societies.

This theme was developed from the combination of three questions which are in their opinion, do women have same opportunities in hiring, promotion and salary in PR as men, do they believe there are specific roles perceived to be for only women in the PR industry and has the reflection of gender inequality in society affected women in PR practice.

Research participant 1 believes that women have the same opportunities in hiring, promotion, and salary as men by law, but their physiological composition does not let them get there to compete. She said, by our physiological construct, we want to give birth, so we go on maternity leave. She also said there are managers who sometimes don't want the fact that women go on the three months mandatory leave for maternity in Ghana and because of that they would want a man rather than a woman. Therefore, these are the barriers; otherwise same pay for the same job is the applicable law in Ghana.

She also agreed to the claims on roles on gender inequality by stating that once you are a PR officer and you are a woman, something like giving a vote of thanks and introducing chairpersons, is what you are supposed to do, although there may be other practitioners who are men. Yes, because growing up our socialization has been that women aren't given certain opportunities even including taking up roles in management or even taking up certain jobs like PR practitioners. That largely affects the number of women who may want to go into the study or the practice of PR.

Research participants 2 came to terms with the claim on opportunities for hiring, promotion, salary and how gender inequality has reflected in PR but disagreed on the specific roles. She said; I don't work in a recruitment agency, so I don't know, but I think that if you're a woman and you are being employed, you have to be employed based on merit. You should be qualified for it by and shouldn't be favoured because you're a woman. In the same way, you should not be given the position because you are a man. It should be competitive; you should walk through the process. If it is exams, everybody should write and based on the scores, whoever tops should be picked as the best candidate. Previously, women would not have seen themselves going into PR because it was seen as a men's job.

All these have had an impact on women going to those areas. When I started off as a sports reporter, people were just looking at me like you are woman, why are you doing sports reporting? I justified why I want to do it. If you have the interest, just follow your dream.

Research participant 3 talked to this issue by relating it mostly to her organisation, she stated that; we have a standardized payment. We deal with the ranking system. I may not know what pertains in other organizations but with the organization where I work, it is standard. What I receive is the same as what everybody within my rank will also receive. If there are any allowances, it cuts across. There are limitations and there are exceptions. She also said that: having equal opportunities. I don't think so, because if you followed my earlier narrations what I said was, once the opportunity is there, women want to give out our best... Gender inequality or gender equality generally talk about the social construction of what roles to give to both biological traits of the two. So, at any point in time, we should be able to be given what we need to be able to rise to the top. This was her view on the issue of gender inequality.

Research participant 4 made similar claims to research participant 1 in relation to organisational factor, she said she haven't worked in the private sector before but the people I have encountered, my friends and family in the private sector, have made me realized that the men stand a chance of getting higher income and recognition. But when you come to my organization, it is not about that, the entry point is the same for everybody. So, if you are able to climb to the top then, whatever somebody is being paid as an executive member you also receive the same. She agreed that there is gender inequality but generalized it to other fields. When you come to our executive level the men are more, therefore, it is not about PR, but as I said, women are always giving excuses so as the men go up the women will be dropping. But she thinks that should not be the case.

She claimed she has been advising the young ladies, she advise them that, they don't have to do that. You must program yourself in such a way that home is catered for. Also, she felt the specific roles assigned were somehow perceptions and figments of peoples' imagination. She said in the mind of some people. Yes, I mean some people have this ideology that this is for men and this is for women... But I am a competitive person. I don't want to be favoured. She wants to go through the ranks and get to where she is. She completed by saying hire me or promote me based on what I can do. Not because I am a woman.

Research participant 5 doubted that women have the same opportunity in terms of hiring, promotion, and salary as compared to men but agreed on both specific roles and reflection of gender inequality, she noted that it could be like 60/40. It would have even gone lower than that. But recently, things have changed, so women are climbing up. I keep saying it is not like women don't know what to do. We know how to do it. Yes, PR has a lot of aspects. In most organizations, women in PR have been left to do the hospitality job and handling of protocol..., you see it all boils down to what society thinks that men must always be the heads.

She said she doesn't mind if you are her boss and a man, she will still work with you at the end of the day, I will put in all efforts and knowledge to ensure success. So, I am better off putting in my best and going the extra mile for you to make you look good.

Research participant 6 in addressing the issue of double standards raised an issue of not knowing the statistics to generalize but made some points and disagreed on both the opportunities for hiring, promotion, salary and women performing specific roles. She said that: I don't know the statistics, so i can't tell. I don't know if there are more women in PR than men. There is a stereotype like men write better and women speak better. So that pushes them to end up in that space. In discussing the two issues, she disagreed on, she said, I don't think so; in my organisation, we don't have anything of that sort. It is based on qualities and qualifications.

A woman doesn't have to be given preferential treatment because she is a woman, I don't believe so. She said maybe those are some of the stereotypes unless maybe in a meeting or activation they may want to use a woman for physical appearance appeal or something of that Sort.

Research participant 7 said women never have the same opportunities in hiring, promotion and salary not only in PR, but it cuts across and “I have experienced it a lot. Sometimes, we must fight for it, and it makes those of us who undertake such initiatives rigorous and targeted among the industry we found ourselves in”. She also felt that men also matter when she was tackling the question on specific roles, she said I don't think so, so far as we are willing to fight for equality and want it to be something which will be part of the system. We should not also use that to neglect or side-line men. “I think competence and qualifications should place you somewhere” she said. Her stance on gender inequality was on level grounds, she stated that generally there is gender inequality. “We all know that. But in this case, it can be in the favour of women and it is most likely. The only thing is that when it comes to going to the top. Sometimes they want women to be in the department but not at the top”.

Research participant 8 in addressing the issue of hiring made mention of the Ghanaian labour law, she said: Yes, we have the same opportunities in hiring because per our labour laws when you are hiring you can't say I want a female or male for this. Formally, you cannot do that. Then, I would say that the opportunities are the same for men and women. It is in the hiring process that I think that sometimes, there will be challenges, where for example because she is a female, somebody will be asked for sex, before she's given the job. There may be a problem with promotion, for any organization that is promoting based on competence, I don't think that there will be any disadvantages for the woman. Unless the organization is not looking at competence.

But if you have a man and a woman and they are both competent, then, I doubt any organization would decide that they will promote an incompetent man rather than a woman, but it is also possible.

She said it is possible because there are instances where organizations think that she is a woman, if you give it to her, she will marry and give birth and when she gives birth there will be a vacancy at the place. “Generally, I do think there are many challenges when it comes to or any difference when it comes to promotion. As long as both are competent. The underlined word for me is competence. Salary wise, I have heard stories or especially in the private sector where the males are paid higher than females. But again, the Ghana labour laws do not allow that. People should be paid equally for equal work. That is what the labour law Stipulates. With the private sector sometimes but in the public sector where I am, we are paid the same and with the perceived specific roles, she noted that: there have been challenges with women rising to the top or to the managerial roles. I wouldn't blame it mainly on organizations or on the women, but on society at large. Informally, many women want to complete school and go and marry; so, at that point, you may not focus on your career progression. If that happens, you may be forced to be left in the technician role”.

She said in the last few years, a lot of women rise in PR which means it is possible to rise to the top. You just have to work on yourself, but again our biological functions, as women sometimes force young ladies to think that it is more important to marry than to further your career. If that happens then you may have to continue occupying a technician role and then again, I think that it comes back to what society teaches us. As for a woman, a man will take care of you and all of that. So, if she thinks a man will take care of her why should she stress for roles which will let her earn what will be catered for by her husband. With the inequality in relation to the gender, she agreed to a large extent, she said yes, it has to a large extent. Our patriarchal society has some expectations of women and that becomes a bit problematic. The

corporate setting, so, we say for example in our society, if a woman acts assertively, she is seen as a witch. Now, if you don't want to be called names and if you want to please society, what it means is that you lay back a bit in what you want to push for. Corporate practices do not support childbirth which comes with a maternity leave. Maternity leave is good, but it is for three months. If there were things like flexy work, so, the woman after giving birth may be home till the next year and work from home or things like that.

Research participant 9 do not think that we are equal because we have diverse roles, diverse things and God created us equally so when we are talking about equality, he created us equal. But there are different things that women bring on board the same as men. We complement each other. That being said, the fact that the society has, you know conscientised us and also socialized us to think that men are superior to women in the workplace. In hiring, she said no, because when she came to the interview, she was the only woman. But if she was pregnant, she believes they would have not considered her. Also, female doctors came and were pregnant and were hired, this is because with my role here, they look at personality including beauty, height, shape, etc. because they think you are only going to be the face of the organisation.

With salary, it depends on policies and that's some of the things we are trying to solve as people who are gender sensitive, because if you are a man or a woman and you are supposed to take equal salary for equal role but on the specific role she agreed based on experience, she stated that yes, with her current organisation when she came and was organising programs she use to be her own Master of Ceremony (MC) to reduce cost of hiring another but they decided to push her to that role when they organised programs. Therefore, it boils down to the knowledge of Research participant 10 who said she can't tell because our system doesn't allow us to see other people's pay slip and have not seen any research on that, but she believed you earn your input. With specific roles, she does not believe but think for us, we are all human, but it is just that, even as humans we are created differently. In a PR industry, practitioners are able to lean a

little better to the woman's side because we feel that women are very passionate people. We have a lot of sentiments; share a lot of sentiments and we are very emotional people. So, when you need people to go and fix issues when there's a crisis, women can be a little more diplomatic and handle the crisis well... With the inequality in Ghana, she thinks because we don't have the statistics, it would be difficult to tell at this point but believes if we have a research that supports everything that we do here, I am sure we can know that, but as I said, we are working with a Global Report, the Global PR Report, which obviously has inequality in the body at the top.

4.1.6. Research Participants Achievements and Inspirations

This section discussed the achievements of research participants and what inspired them to get to those heights. With this, they stated their achievements, tools or ways of achieving and what inspired them to get to those heights.

This theme was developed from these questions in the interview guide, they are; where do you draw your strength and inspiration from as a female PR practitioner and generally, what are some of your achievements as a PR practitioner.

Research participant 1 with regards to inspiration, she noted that: she is innately motivated to build the brand and with achievements employing technology and the use of social media in building the brand of my organisation to the extent that in 2018 we won two awards. The first engagement.

Research participant 2 said she draws it from God. Not because like everyone is saying, grace. But really, it is God because when I read the Bible, and I see what God did with Moses and people like Joseph and David who were nothing and reading success stories from women especially Chris Norris And Michelle Obama. I tell myself that I can be great. To also motivate herself and achievements, she was able to make her organisation make an annual event which

is the Women's Cup of Nations a memorable one. Since becoming a manager, we have won some awards as a company.

Research participant 3 inspiration comes from the fact that "I want to deliver, I have a strong edge to deliver and the fear of failure inspires me not to fail because people or everybody is watching. They want to see if you can do it. So I take a lot of inspiration from that... Achievements as personnel with security agency I would state three and they are community engagement which is educating the community on our services and how we want to be closer to them, school educational programmes to schools; we educate them with the support of other people, we have introduced drama series and we educate them through drama and rescue teams. This has really whipped the interest of the students, and with road safety, we have merged with regulatory bodies to educate drivers on some measures to take on the road".

Research participant 4 said she does not hang around negative people even when she was a child. "This makes me appreciate myself. Therefore, right from the word go, I encourage myself and if I fail, that doesn't mean I should stop. That gives her the opportunity to challenge and if she fails, she plans of making it better. Again, I rely on God I know, I'm really proud of setting up the contact centre for a non-bank financial institution in Ghana".

For the following research participants in order to get to their preferred heights, looked up to successful seasoned practitioners who have had an impact in the PR industry.

Research participant 5 decided to come into PR full time. She said "because of my former boss, she used to be a Corporate Office Manager of a non-bank financial institution. She is the reason I decided to go full time into PR because during my days in the media any time an issue comes up, the way she handles the issue and talks about it inspires me. Aside from her, Esther Cobbah, she's a fantastic PR person and I look at her and I take a lot of inspiration from her... Helping my organisation in rebranding, major contributions in making the contact centre to meet

modern standards and media communication that is making the media understand what my organisation stands for is what I can brag of’.

Research participant 6 said is by the grace of God and the practitioners who have done it before. “I mean, look at what they have achieved and decide to be like this woman someday. For example, the woman at Bank of Ghana and Esther Cobbah of Stratcom...She has achieved so much. She's always receiving awards here and there...I started a communication strategy by putting together a presentation and it was about one of our raffle games and that was a one minute advert about the organization, which was put on the radio and online. I have helped move the organisation to go digital and meet modern standards in terms of payment, access to the company and proximity through online”.

Research participant 7 takes inspiration from seasoned practitioners like Sylvia Owusu Ankomah who is the Corporate Relations Director at Guinness Ghana and other seasoned practitioners. “As a practitioner I can say that through the employment of some new media tools we have increased awareness and growth in clients. Also, we have revived our relationship with about 70% of our dormant clients”.

Research Participant 8 said the easiest thing that'll come to mind is God. “I enjoy what I do. For me, it's important as I have said in class it is important that, you work in an area of purpose. I see that this is what I was created to do so it is easier to do it, I love it and it’s difficult as some other work... Achievement for me in academia, it would be the number of students who have passed through my hands. The number of young people who write back or send an e-mail back to you and say because you taught me this and that, I have been able to get to this or these heights.

That is the greatest source of achievement or fulfilment and it's basically because, I am in academia. For me, it's important that practitioners know that there is a professional way of

going about PR... At least one thousand who have passed through my hands so i should s hundreds of students who have passed through my hands. I can attest to the fact that I have consistently talked about being a lot more professional at what we do. Hundreds of students who have passed through my hands. I can attest to the fact that I have consistently talked about being a lot more professional at what we do”.

Research participant 9 take her strength from God first and foremost and, take advice from friends who are also practitioners and some outside the PR field. She also takes inspiration from her godmother who is also a practitioner and think that when I came here, we had some challenges with customer service and internal clients. “I realized that they didn’t have organizational values. So, I started developing organisational values for the organization. I have taken the Corporate Social Responsibility programme higher. Now people know about Trust Hospital because of some of the things I do. She also helped the hospital to implement electronic medical records. So now when you come to the hospital, you don’t need a folder. Everything is electronic”.

Research participant 10 said her inspiration is from seeing women excel in whatever endeavours they take and by being able to identify my niche and finding the gap when it comes to fashion PR. Due to that she have been able to talk at events and tell them more about my niche. Also being able to transition across different industries when it comes to communication. Then starting WiPR and owning a PR company which specialises in fashion.

4.1.7. Measures of WiPR and Recommendations to the Organization from Research Participants

In this section, this study presents some of the measures being put in place by WiPR Ghana, views from research participants on what WiPR have to do to improve the conditions of the upcoming female practitioners and ways to help them excel. It was found that most of the research participants spoke about their forums or summits they organise which they said brought in seasoned practitioners to share their experiences.

This theme was developed from two questions in the interview guide, which are what is/are the measure(s) being put in place by Women in Public Relations (WiPR) Ghana to help other women practising PR to excel and what in their opinion can Women in Public Relations (WiPR) do to improve the conditions of female PR practitioners in the country.

This section is sub-divided into two parts, the first part outlining the measures being put in place by WiPR to help other female practitioners excel and recommendations on what WiPR has to do in addition to what they do:

Measures being put in place by WiPR Ghana are as follows:

Research participant 1 they organise forums that are specifically geared towards getting women to feel confident in themselves and getting women to stand up to the challenges or hindrances of being a woman in PR practice.

Research participant 2 spoke about outreach programs for students, so they engage the students in all the communication schools, she knows Ama Amoah has been in charge of that. They also seek attachment opportunities for student members and, we have a *WhatsApp* group where we share ideas and find solutions to work-related issues.

Research participant 3 said they mentor them, coach them, and let them know the merits and demerits and make sure what we learn in school is different from the practice. Especially, being a PR in the security establishments like the police is very difficult.

Research participant 4 said they organise forums to advise students in communication schools on the benefits of PR.

Research participant 5 said they organize conferences to invite people with experience in the field to share ideas with us because PR itself, until recently, wasn't seen as a management function. PR was low at the bottom of the management hierarchy, until recently, and even in the places where you see PR, the management level is usually being headed by a man. We do a quarterly meeting where we share experiences in PR and then we bring up challenges in our job as we work in new projects and discuss it, we mentor students and also contact our friends in PR and encourage them to sign up and those outside PR to also do PR courses.

Research participants 6 said they provide females with opportunities to work in other organisations and provides them with guidance on how to excel.

Research participant 7 said we organise forums to educate students and practitioners by bringing in experienced practitioners and award winners like Esther Cobbah.

Research participant 8, what we basically do is to hold networking events and sessions that showcase what other women are doing or how they moved to the top. Recently, we've had a chat with Esther Cobbah. These are ways that we encourage ourselves and conclude that the way she has done it, others can also do it. With regards to mentoring, we are also training young people to know that it is possible to rise to the top.

Research participant 9 said they give female practitioners internship and national service opportunities to work with our organisations and organise summits and invite seasoned practitioners to come and talk to the upcoming ones.

Research participant 10, we encourage women through our forums and then to create network avenues for women which will push them. If there are opportunities for women to take roles, we will be there to support each other. We do this by inviting award-winning and experienced practitioners to our summits.

The following are the suggestions or recommendations made by the Research Participants to help WiPR improve the conditions of the upcoming practitioners.

Research participant 1, she suggested that: by visiting the women at their workplaces, for them to know what WiPR does and by mentoring the younger ones who want to go into PR. Not only by going to schools that train PR practitioners like Ghana Institute of Journalism, but to catch them young. Visiting basic schools to let them know that we are breaking the barriers. We are jumping the hurdles and crossing the rivers that exist between women and men when it comes to PR.

Research participant 2, she suggested: that they should continue with what they have been doing, that is organising conferences, but they should add courses for people to attend and get certificates. Also, they should partner IPR Ghana and other networking bodies to give members more opportunities.

Research participants 3, she noted that: coming together as the women in PR are doing, bringing people under the same umbrella and then organizing maybe courses, then getting partners and also may be coming with awards and all to make the field or the industry more attractive.

Research participant 4, we train the upcoming ones through mentorship, by providing them with clues on seasoned practitioners and what to do to be like them or better.

Research participant 5 said they should partner other organisations like the Institute of PR Ghana, lobby for Government to elect PR personnel for the role of the Minister of Communications and provide female student practitioners internship and national service opportunities and also retain them after.

Research participant 6 suggested linking up with the PR gurus, both males and females to lobby and expand their field and also make policies which will portray and request for equity among gender.

Research participant 7 also spoke about building capacity by linking with other organisations and movement which is spearheaded by both genders.

Research participant 8 asked that we take research seriously. And be able to address issues from an evidence-based advocacy point rather than just do things based on conjecture. So, one of the things I want to do is to use research to help shape PR practice for women.

Research participant 9 said to expose younger women to all aspects of PR like investor relations, community relations, government relations, and international communication. All angles of PR and train them to fit.

Research participant 10 said we want to give our members opportunities by affiliating with more global networks so that we can help upcoming practitioners get to the topmost positions or start their firms like me.

4.2. Discussions (in the light of objectives and field's findings)

Based on the research findings the study revealed the definition of PR by research participants was coincidentally similar to that of J. Grunig and Hunt, (1984, p. 6) definition of PR which

states that PR is “the management of communication between an organization and its publics”. It gives us a view of how research participants understand their profession. This makes us conclude on the part of their opinions on PR as a concept which is basically about managing an organisation and its publics through effective communication. Their ideas on the *glass ceiling concepts* are similar to Jackson’s (2001) definition of *glass ceiling* which states that women’s access to the top-management positions was blocked by corporate tradition or culture and some had the elements of Bombuwela and De Alwis, (2013); Sharma and Sehrawat, (2014) like the ‘invisible barriers’ that ‘*prevent women from career advancement*’. After, the definitional elements, the research addressed the objective of the study on how the research participants broke through the *glass ceiling* and the challenges they faced in doing so.

This study corroborates those of Weyer’s (2007) assertion which states that, scarcity of female leaders is linked to ongoing prejudice and discrimination against women in the workplace. Some research participants in narrating the challenges they encountered said they found themselves in jobs which are the societal constructed job for men which prescribed managerial roles or leadership roles for men only. Aside from those challenges, some discussed how their physiological factors as females prevented or slowed them down in attaining managerial roles and the subsequent struggles in contesting for promotion if you were a woman.

Schneer and Reitman (2002) in their research noted that Most of the females felt that while their male counterparts did not have the responsibilities for housework and childcare during their work life, they personally continued to have these responsibilities and that these responsibilities increased their stress level, the family structure has a great impact on career success.

Some of the research participants disagreed with the ideas of Schneer and Reitman (2002) by saying that getting to the top was on the basis of qualifications and competence. They argued that women encounter all those factors mentioned above which is the physiological or societal

construct. However, your competence and qualifications can negate those factors and still pave the way for female practitioners.

The objectives of this study was also addressed. The first objective which was to find out the roles assigned to women as PR practitioners in Ghana. The researchers found out that the research participants executed their roles as PR managers in their various institutions even though gender stereotypes and societal construct played a role as a challenge, but they used their experiences, competence, and qualifications as a fend to play their roles.

6 out of the 10 research participants in addressing the issue on the reasons why women were side lined to specific roles agreed and made references to the fact that roles are societal and physiological construct which Anselmi and Law, (1998:3) posited in the *Social Role Theory* by arguing that gender roles are “socially and culturally defined prescriptions and beliefs about the behaviour and emotions of men and women”. Another research participant extremely agreed with Deaux and Lewis’s (1983) views on stereotypes specifically role behaviours.

When research participants were asked if they thought they were given the same opportunities in promotion and hiring as their male colleagues, many said yes; however, many of these research participants went on to describe different barriers they saw impeding the advancement of women. They had numerous diverse views where some aspects gave an extent to Rai and Srivastava’s (2008) views. The latter argued women were paid lower salaries since they left the jobs midway, worked for lesser time and joined low-risk jobs. The extension on the basis of women having lower salaries and promotion becomes an issue due to some complying with the biological and societal construct and not challenging the status quo but some research participants’ views contradicted this claim because they worked with public institutions.

Powell and Butterfield (1994, 82) noted that besides actual promotion decisions, perceptions of gender-based biases in such promotion decisions are likely to influence the pool of applicants

for promotion. This boils down to the view where some research participants demonstrated the zeal of having strong mind set to withstand physiological, intellectual and societal perceptions associated with women in reaching their preferred heights.

The findings in the study seems to support the ideas of *Liberal Feminism*. One of the main ideas behind *Liberal Feminism* is that once things are made equal for women and men in the public sphere, politically and socially, women would be able to succeed as men. Based on the research participants' experiences, they argued about how the labour laws in Ghana and some organisation comply with the call for equality. Due to this, that is why some women are occupying managerial roles including their mentors, they mentioned in the PR industry are beneficiaries of *Liberal Feminism* call for equality.

Liberal Feminism also focuses on creating opportunities for success for women. Most research participants talked about how women were supportive of other women. It was evident that women were supportive when it came to other women, based on the experiences and interactions the research participants had with other females after joining or becoming members of WiPR Ghana. They organise forums to educate the upcoming female practitioners and gave them opportunities to work with them in their various organisations. This goes to dispute Dalton's (2007) description of "queen bees" as, women who achieve success then effectively build a moat around themselves rather than build bridges to enable and mentor other women. The research participants stated measures being put in place by the group they belonged to and what they thought should be done to make other females excel. These initiatives are seen as very supportive of other women. These measures by WiPR address the objective of how through *Feminization*, the women are championing the cause for other women to excel.

One theory advanced to explain queen bee behaviour is a belief that the number of positions available to women decreases exponentially at higher organizational levels and that this reverse

funnel effect is far more pronounced for women than it is for men (Dalton, 2007). Thus, the number of positions available at the upper echelons of organizations is far more constrained for women than for men. This assertion by Dalton (2007) is true and was confirmed during the researchers' interview and observation researchers found out that most of them were breaking the *glass ceiling* ended up at managerial levels in their various organisation.

The strengths and weaknesses of the *Feminist Standpoint Theory* can be used to explain the experiences of women in PR. Hallstein's (1999) main concept of the theory—that “society is structured by power relations resulting in unequal social locations for men and women, with men being the dominant and women being the disadvantaged”—provides an explanation for why men dominate high-level positions and hold a greater share of power in PR even though there are more women in the industry. Also, in relation to this, it connects with what research participant 8 said. She is a lecturer and at level 400 second semester she asked her class, especially, the women what they wanted to do. Most of them thought of starting families than moving to higher positions as compared to the men. This boils down to how society has conditioned and made women's physiological traits a disadvantage when it comes to the field of work. Therefore, if men are seen as dominant, it is understandable that women are constantly being compared to men, which women face more obstacles when trying to succeed.

Additionally, this study revealed that the reflection of gender inequality in society affected women in PR practice. Due to this, the key idea of standpoint referring not only to location or experience but to a critical understanding of location and experience as it relates to the bigger picture in society would suggest that women in PR understand how gender plays a role in their everyday lives at work. The issues they discussed mainly, were they overcoming the issues which are embedded in the claims of inequality and rather capitalize on it to defy the societal construct, but most research participants did not raise the issue of sexism.

Some research participants said they thought in general, people were supportive of women leaders in PR and that more women were rising to leadership positions which portrayed them as worthy and capable. Similar to previous research conducted by Vasavada (2014) that said that women leaders used gender as a strategic tool or a way to represent their company, this study also found that some women leaders viewed their gender as an advantage and felt that they could use it to benefit themselves and their organisations. Some of them spoke about how women were emotionally intelligent, calm and their appearance mostly suits the role of PR manager. They thought all these factors could help them to address issues better as practitioners. Some also spoke about how they were being supported by their colleagues and subordinates, including males at their respective organisations.

Again, through observations, this study revealed that most research participants wanted to keep the interview positive by focusing on the “changing times” or other positive aspects of their careers rather than talk about how they may have been treated differently because of gender. Even those research participants who explained in detail an instance where they experienced gender inequalities on the other side made it look like a thing of the past. They did this by stating how they were received well and how their colleagues were supportive of them.

Furthermore, this study revealed that research participants cited the issue of work-life balance and the impact that children have on a woman’s career (societal and biological construct) as work considered by society. Some of the women said that having work-life balance is important but difficult, especially with children which were mainly the key challenge. Just as Hill et al., (2016) found, “Women are usually the primary (if not the only) parent caring for children and other family members during their peak years in the workforce” (p.18) which affects their progress. In relation to this a research participant also said that when applying for her role as a PR manager, she would not have been recruited if she was pregnant.

Again, the above findings in this study addressed both the objectives and the research question. Research participant mentioned how she mastered ceremonies at her organisation to reduce the cost of hiring one but later, it was imposed on her due to this she stopped mastering ceremonies. More so, this study contributes to relevant and qualitative understanding of the role of women practitioners in Ghana with a view to understanding how they broke through the *glass ceiling*, the challenges they faced and how they are championing the cause for other women to follow and excel as PR practitioners.

Therefore, the findings of this study agrees with the idea of *Liberal Feminism* that states by making changes in the “*system*”, women will achieve equality, this sheds light on what WiPR was doing in terms of measures being put in place to help women succeed as PR practitioners. This study further revealed that inequalities still exists for women in the workplace, which raises the question of whether *Liberal Feminism* can still apply to the Ghanaian case. This study highlights the strengths and weaknesses of the *Feminist Standpoint Theory*. It demonstrates the importance of trying to understand women’s experiences and in particular, what issues women leaders in PR are still experiencing. This is against the back-drop of the existence of inequalities and work-life balance still being relevant in Ghana.

4.3. Conclusion

This Chapter discussed the role of women PR practitioners in Ghana with a view to understanding how they broke through the *glass ceiling*, the challenges they faced and how they are championing the cause for other women to follow and excel as PR practitioners. The research sought to ascertain the positions they held in their various institutions and whether they performed specific roles and if they were being side lined by their male colleagues. The findings demonstrate that female practitioners accepted women had the same opportunities in hiring, promotion and salary in Ghana. Some also believe that there are specific roles due to

social construct and physiological factors. The researcher also found that females sometimes got side lined with research participants giving mixed views on if there were inequalities in how female PR practitioners were treated.

In addition, the researcher made research participants speak on the measures being put in place by WiPR and what in their opinion WiPR should do. The next Chapter is devoted for the summary of key findings, conclusions and recommendations.

CHAPTER 5

SUMMARY OF KEY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0. Introduction

This is the concluding Chapter of the study. It summarises some of the major findings, makes recommendations for policy on the study and concludes the study.

5.1. Summary of Key Findings

This study focused on *Feminization* in PR: a case study of Women in PR Ghana. The study aimed at finding answers such as the role of women in PR and how they broke through the *glass ceiling*, the challenges they faced, and how through *Feminization*, they are championing the cause for other women to excel. A total of ten (10) research participant took part in the study. An in-depth interview was used to gather the data and the results from the interview were transcribed, coded and put into themes.

The first research objective was to find out the roles assigned to women as PR practitioners in Ghana, the researchers findings made it clear that, there are no specific roles assigned to female practitioner unless the self-selected ones like what Participant 9 said she decided to MC programmes to reduce cost. Apart from this, roles were based on qualifications and competence.

The second objective was to ascertain how some women broke through the *glass ceiling* and the challenges they faced in doing so. The participants in addressing this question mentioned numerous challenges which their physiological construct and societal gender perception were dominant. The participants stated clearly in terms of breaking the *glass ceiling* as a woman, your physiological construct which comes with duties of being a wife and giving birth turns out to be a challenge, they also added how society view women to be subordinates and how

managerial roles are socially constructed as a man's job. Participant 8 even made mention of you being tagged as a witch if you turn to over compete as a lady.

The final objective that this research addressed was how through *Feminization* they are championing the cause of other women to also get there. This question was more about the measures being put in place by WiPR Ghana to help upcoming female practitioners and their recommendations on other measures they think WiPR should adopt to help them champion the cause of other women to also break the ceiling. With the measures all the participants mentioned the forums or seminars being organised by the organisation, to bring in award winning or seasoned practitioners to advise the upcoming ones on how to get there. The recommendations varied, some participants made mention of internship opportunities for upcoming practitioners and students while others mentioned partnership with already established organisation to aid them push the agenda.

This study revealed that research participants who were interviewed had at least a communication background and held leadership or managerial roles at their respective organisations.

This study was organised into five Chapters. Chapter one was an introduction which looked at the background of PR and societal role for gender. It focused on the statement of the problem which is addressing the role of women in PR in with the view of understanding how they broke through the *glass ceiling*, the challenges they faced and how through *Feminization* they are championing the cause for other women to excel. Again, the scope of the study was to help us understand how corporate organizations understand the *Feminization* of PR as well as why they take the decisions they take.

The significance of the study, objectives of the study, research questions, rationale of the study and organisation of the study was also captured in Chapter one.

In Chapter Two, the literature review was reviewed for the study and addressed the theoretical framework in which the study is being done. These were; *The Social Role Theory*, *The Glass Ceiling Theory* which had the *utilitarian theory of justice* as a supportive theory and the *Feminist Theory* including the *Liberal Feminism Theory* and the *Feminist Standpoint Theory*. The next discussion was on the conceptual framework. The last topic under Chapter two focussed on the related studies to the study. Under this, three distinctive works were found in relation to our work.

Chapter Three discussed the methodological process of the study. The research design used was a qualitative one. The techniques of collecting data were through in-depth interviews and were conducted with research participants to obtain the objectives of the study.

Data analysis and interpretation of results from my field research were discussed in Chapter four. This Chapter discussed the transcribed data, how it was coded and aligned with various themes of the study. Results from the interview were transcribed and information documented.

The last Chapter which is Chapter five discussed the summary, recommendation, and conclusion of the entire work research work.

5.2. Conclusion

This study explored how female PR practitioners have fared in Ghana. The study was premised on the assumption that women PR practitioners play a different role with a view to understanding how they broke the *glass ceiling* and challenges they faced, and how through *Feminization* they were championing the cause for others to succeed.

To achieve the broad aim of the study, three main objectives were considered. They were: to find out the roles assigned to women as PR practitioners in Ghana, to ascertain how some

women broke through the *glass ceiling* and the challenges they faced in doing so and to know how through *feminization*, they were championing the cause of other women to also get there.

In order to arrive at the findings, the study adopted an in-depth interview methodology in addition to observation. A question guide was developed by the researcher. A sample size of 10 practitioners was selected. The research practitioners practised PR at different organisations such as financial, security, academic, with some of them having their own agencies.

It was also revealed that female managerial practitioners performed the most managerial roles but some had challenges with regards to approval in terms of finances. On the other hand, their biological and societal construct served as a challenge to some of them in terms of promotion and breaking the *ceiling*, but their qualities and competence fended of those challenges. The issues of specific roles and side lining were also addressed with some research practitioners attesting to the fact that the reason for performing specific roles and their side lining was due to their physiological traits and societal construct on gender. In addition, female technicians self-selected ushering roles, food serving duties, and food requisition duties in their PR practise.

Additionally, the study revealed that events like seminars, internship opportunities, were put in place by WiPR to help other female practitioners exceed. Through these, they cited some of their achievements and suggested to upcoming practitioners, what they can do to be also great. This study again revealed that gender which is socially constructed has influenced the experiences of women leaders in PR in a variety of ways, such as salary, promotions, challenges, and expectations. Furthermore, this study posits that it is likely that gender will continue to impact women's experiences until equity is achieved.

5.3. Recommendations.

This study makes a number of recommendations as follows; First, recommendation for stakeholders policy action and secondly, for future research and praxis.

5.3.1. Recommendation for Stakeholders Policy Action

Policymakers should also look into the issues of gender inequality and should not use societal constructs and physiological construct as a weakness when it comes to promotion, hiring and salary but they should rather evaluate their competence and qualifications as individuals. The side lining and performance of specific roles due to one being a woman should be ceased because from our findings, we got to know most of the research participants felt specific roles which were lesser were given to women which is inappropriate and looks like an agenda against women.

5.3.2. Recommendation for Future Research

For further studies, future research is recommended on this area with a larger sample than what has been used in this study. For future studies, more institutions could be researched to explore more on roles, challenges and how through *Feminization* they are championing the cause for other women to excel and also the area of women performance when they get to their preferred heights.

For the subject, this study recommend that the, *Feminization* of PR should advocate for females who are competent and qualified. These will enable them to execute their roles well and this ultimately influences policymakers or board members to recruit more females to achieve this aim. Women should not be forced into this field but there should be conscientious efforts to target women who are interested to work in this industry.

BIBLIOGRAPHY

- Alimo-Metcalf, B. Eds., 1994. *Women in Management*. Morgan Tanton. Routledge. London.
- Anselmi, D. L and Law, A.L., 1998. *Questions of Gender: Perspectives and Paradoxes*. McGraw-Hill, Boston.
- Archer, J., 1996. *Sex Differences in Social Behaviour: Are the Social Role and Evolutionary Explanation Compatible?* American Psychologist. 51, 909-917.
- Bakan, D., 1966. *The Duality of Human Existence: An Essay on Psychology and Religion*. Rand McNelly. Chicago.
- Bombuwela, P. M., and De Alwis, A. C., 2013. *Effects of Glass Ceiling on Women Career Development in Private Sector Organizations—Case of Sri Lanka*. Journal of Competitiveness. 5(2), 3–19.
- Boyce, C. and Neale, P., 2006. *Conducting In-Depth Interview: A Guide for Designing and Conducting In-Depth Interviews for Evaluation Input*. Pathfinder International Tool Series, Monitoring and Evaluation-2. Retrieved on 20/01/2019 from http://www.pathfind.org/site/DocServer/m_e_tool_series_indepth_interviews.pdf?docID=6301
- Broom, G.M and Dozier, D.M., 1986. *Advancement for Public Relations Role Models*. Public Relations Review, 12, 37-56.
- Burns, N. and Grove, S. K., 2003. *Understanding Nursing Research*. Philadelphia, Pa.: Saunders.
- Canberra Bulletin of Public Administration. 1994. *The GC: Illusory or Real?* Canberra Bulletin of Public Administration.
- Catalyst 1990. *Women in Corporate Management: Results of a Catalyst Survey*. New York.

Collins, P., 1986. *Learning from the Outsider Within: The Sociological Significance of Black Feminist Thought* (pp. S14-S32). Patricia Hill Collins. DOI: 10.2307/800672.

Creswell, J., 1994. *Research Design: Qualitative and Quantitative Approaches*. Sage Publications: London.

Corsun, D. L., and Costen, W. M., 2001. *Is the Glass Ceiling Unbreakable? Habitus, Fields, and the Stalling of Women and Minorities in Management*. *Journal of Management Inquiry*. 10(1), 16–25.

Creedon, P., 1991. *Public Relations and Women's Work: Towards a Feminist Analysis of Public Relations Roles*. *Public Relations Research Annual*. 67, 3-12.

Crossman, A., 2018. Feminist Theory found [LinkedIn Post, 28 September]. Retrieved on July 7 from: <https://www.slideshare.net/bojoguillermo/feminist-theory-117051220/>

International Labour Office, 2004. *World Employment Report 2004-2005. Employment, Productivity and Poverty Reduction*. Article, Retrieved on 01/2019 from:http://www.ilo.org/global/publications/ilobookstore/orderonline/books/WCMS_PUBL_9221148130_EN/lang--en/index.htm,

Deaux, K. and Lewis, L.L., 1983. *Assessment of Gender Stereotypes: Methodology and Components*. *Psychological Components*. 13, 25-34.

Douglas, M., 2015. “Sources of data”. Retrieved on 22/01/2019 from <http://www.onlineetymologydictionary/data>.

Dozier, D.M and Broom, G.M., 1995. *Evolution of the Manager Role in Public Relations Practice*. *Journal of Public Relations research*. 9, 3-26.

Dulin, M. A., 2007. *A Lesson on Social Role Theory: An Example of Human Behaviour in the Social Environment Theory*. (Published doctoral thesis). University of Houston, Texas.

Eagly, A., 1987. *Sex Differences in Social Behaviour: A Social Role Interpretation*. Hilldale, Erlbaum. New York

Eagly, A.H., 1997. *Sex Differences in Social Behaviour: Comparing Social Role Theory and Evolutionary Psychology*. *American Psychology*, 50, 1380-1883.

Federal GC Commission., 1995. *Good for Business: Making Full Use of the Nation's Human Capital*. U.S. Department of Labour. Washington, D.C.

Frederick, J.B., 2003. *The representation of male and female traits in high-level and low-level hiring in Public Relations*. (Published Master's thesis). West Virginia University, Morgantown

Fernandez, J. and Coello, M. T., 2010. *Do the BSRI and PEQ Really Measure Masculinity and Femininity?* *The Spanish Journal of Psychology*, 12, 1000-1009.

Fitch, K., James, M., and Motion, J., 2016. *Talking Back: Reflecting on Feminism, Public Relations and Research*. *Public Relations Review*, 42(2). 279-287.

Foley, S., Kidder, D. L., and Powell, G. N., 2002. *The Perceived Glass Ceiling and Justice Perceptions: An Investigation of Hispanic Law Associates*. *Journal of Management*, 28(4), 471 -496.

Freeman, M., 1990. *Beyond Women's Issues: Feminism and Social Work*. *Affilia* 5(2), 75-151.

Ghana Statistical Service. 2012. *How Ghanaian women and men spend their time:*

Ghana time-survey 2009. Accra: Ghana Statistical Service.

Giddens, A. and Sutton, P.W., 2009. *Sociology*. Policy Press. Cambridge.

Grunig, J. E., and Hunt, T., 1984. *Managing Public Relations*. Holt, Rinehart and Winston.

New York.

Grunig, L. A., Toth, E. L., and Hon, L. C., 2001. *Women in Public Relations*. The Guilford Press. New Jersey.

Grunig, J.E., 1992. *Excellence in Public Relations and Communication Management*. Lawrence Erlbaum Inc. New York.

Grunig, J. E., and Hunt, T., 1984. *Managing Public Relations*. Holt, Rinehart and Winston. New York.

Grunig, L. A., Toth, E. L., and Hon, L. C., 2001. *Women in Public Relations*. The Guilford Press. New York.

Grunig, J.E., 1992. *Excellence in Public Relations and Communication Management*. Lawrence Erlbaum Inc. New Jersey, NJ.

Grunig, J.E. and T. Hunt., 1984. *Managing Public Relations*. Holt, Rinehart and Winston. New York.

Gyan, A., 2014. *A Study of Gender Roles in Public Relations Practice in Ghana*. A Dissertation Is Submitted to The University of Ghana, Legon in Partial Fulfilment of the Requirement for The Award of Ma Communication Studies Degree.

Harding, S., 1991. *Who's Science? Who's Knowledge? Thinking from Women's Lives*. Cornell University Press. New York. pp. 127.

Hallstein, L.O., 1999. *A Postmodern Caring: Feminist Standpoint Theories, Revised Caring, and Communications Ethics*. *Western Journal of Communications*, 63(1).

Harlow, R.F., 1976. *Building a Definition of Public Relations*. *Public Relations Review* 2(4).

Harper, N. L., and Hirokawa, R. Y., 1988. *A Comparison of Persuasive Strategies Used by*

Female and Male Managers: An Examination of Downward Influence. Communications Quarterly, 36(2). 157-168.

Hartsock, N., 1983. *The Feminist Standpoint: Developing the Ground for A Specifically Feminist Historical Materialism*. In S. Harding, and M. B. Hintikka (Eds.), *Discovering reality* (pp. 283–310). Boston: Ridel. Keller ... *Signs* (1983). 73–98

Heath, R. L. Ed., 2013. *Encyclopaedia of Public Relations*. Sage Publications.

Hekman, S., 1997. *Truth and Method: Feminist Standpoint Theory Revised*. *Journal of Women in Culture and Society*, 22(2), 341-365.

Horsley, S. J., 2009. *Women's Contributions to American Public Relations, 1940-1970*. *Journal of Communication Management*. 13(2), 100-115.

Beyond Welfare Economics, Utilitarianism and Rawlsian Ethical Theories. *Humanomics*, 26(3), 200–211.

Jackson, J. C., 2001. *Women Middle Managers' Perception of the Glass Ceiling*. *Women in Management Review*, 16(1), 30–41.

Janus, J.M., 2008. *Gender roles, Leadership and Public Relationships*. (Published master's thesis). University of Missouri, Columbia

Kitchen, P. J. 1997. *Public Relations: Principles and Practice*. International Thomson Business Press. London.

Krugler, E., 2017. *Women in Public Relations: The influence of gender on women leaders in Public Relations*. A thesis submitted to the Iowa State University's graduate Faculty in partial fulfilment of the requirements for the degree of Master of Science.

L'Etang, J. and Piezcka M., 1996. *'Public Relations as Diplomacy' in Critical Perspectives in Public Relations*. International Thomson Business Press. London.

Liff, S., and Ward, K., 2001. *Distorted Views Through the Glass Ceiling. Gender, Work and Organization*, 8(1), 19 - 36.

Maykut, P. and Morehouse, R., 2000. *Beginning Qualitative Research: A Philosophic and Practical Guide*. Routledge Falmer. London.

Moloney, K., 2000. *Rethinking Public Relations: The spin and the substance*. Routledge. London.

Morrison, A. M., White, R. P., Velsor, E., and the Centre for Creative Leadership. 1987. *Breaking the GC: Can women reach the top of America's largest Corporations?* Reading, MA: Addison Wesley.

McLeod, S., 2008. *Measuring Women's Beliefs about Glass Ceilings: Development of the Career Pathways Survey*. Career Pathways, retrieved on 01/2019 from:

<https://www.ro.uow.edu.au>

Nicholson, L., 1998. "Gender", in *A Companion to Feminist Philosophy*, A. Jaggar, and

I. M. Young (eds.), Malden, Mass.: Blackwell Publishers Inc. Nicholson, L., 1994. *Interpreting Gender, Signs*. 20: 79–105.

O'Neil, J., 2003. *An Analysis of the Relationships among Structure, Influence, and Gender: Helping to Build a Feminist Theory of Public Relations*. *Journal of Public Relations*, 15, 151179.

Parahoo K., 1997. *Nursing Research: Principles, Process and Issues*. Basingstoke: Macmillan; 1997.

- Polit, D.F., Beck, C.T., Hungler, B.P., 2001. *Essentials of Nursing Research: Methods, Appraisal, and Utilization* (5th edn). Philadelphia: Lip Pai, K., and Vaidya, S., 2009. *Glass Ceiling: Role of Women in the Corporate World. Competitiveness Review: An International Business Journal*, 19(2), 106–113.
- Pompper, D. and Taejin, J., 2013. *Outnumbered Yet Still on Top, But for How Long? Theorizing About Men Working in the Feminized Field of Public Relations*. *Public Relations Review*. 39(5). 497-506.
- Rai, U. K. and Srivastava, M., 2008. *Women Executives and the Glass Ceiling: Myths and Mysteries from Razia Sultana to Hillary Clinton*. *BHU Management Review*, 1(2), 79.
- Ridgeway, C., 2011. *Framed by Gender: How Gender Inequality Persists in the Modern World*. Oxford University Press.
- Roehling, P. V., Roehling, M. V., Vandlen, J. D., Blazek, J., and Guy, W. C., 2009. *Weight Discrimination and the Glass Ceiling Effect Among Top US CEOs*. *Equal Opportunities International*, 28(2), 179–196.
- Rojahn, K. and Willemsen, T. M., 1994. *The Evaluation of Effectiveness and Likeability of Gender-Role Congruent and Gender-Role Incongruent Leaders*. *Sex Roles*. 30(1). 109-118.
- Scandura, T., 1992. *Breaking the GC in the 1990s*. U.S. Department of Labor Women's Bureau. Washington, DC.
- Sczeny, S., and Kuhnen, U., 2004. *Meta-Cognition about Biological Sex and Gender Stereotypic Physical Appearance: Consequences for the Assessment of Leadership Competence*. *Personality and Social Psychology Bulletin*, 30, 13-21.
- Stoller, R. J., 1968, *Sex and Gender: On the Development of Masculinity and Femininity*, New York: Science House.
- Straker, D., 2008. *Changing Minds, Persuasion Psychology*. Gower Publication. Great Britain.

Sharma, S., and Sehrawat, P., 2014. *Glass Ceiling for Women: Does it exist in the Modern India?* Journal of Organization and Human Behaviour, 3(2–3), 9–15.

Steeves, L. H., 1987. *Feminist Theories and Media Studies. Critical Studies in Mass Communication.* 4(2), 95-135.

Swigonski, M. E., 1994. *The Logic of Feminist Standpoint Theory for Social Work Research.* National Associate of Social Workers, 39(4), 387. *Trends in Public Relations Roles.* 1990-1995. Public Relations Review. 24, 145-164.

Thompson, E. E., 2008. *Gender differences of Public Relations Practice: A study of Public Relations practitioners in Ghana.* (Unpublished Master's thesis) University of Ghana, Legon.

Tong, R., 2014. *Feminist Thought: A More Comprehensive Introduction.* Boulder, CO: Westview Press. U.S. Department of Labor., 1991. *A Report on the GC Initiative.* Government Printing Office. Washington, DC.

Toth, E.L., Serini, S.A., Wright, D.K., and Emig, A.G., 1998 Schneer, J., and Reitman, F., 2002. *Managerial Life without a Wife: Family Structure and Managerial Career Success.* Journal of Business Ethics, 37(1), 25-38.

Toth, E. L., and Cline, C. G., 1991. *Public Relations Practitioner Attitudes towards Gender Issues: A Benchmark Study.* Public Relations Review, 17(2). 161-174.

Weyer, B., 2007. *Twenty Years Later: Explaining the Persistence of the Glass Ceiling for Women Leaders.* Women in Management Review, 22, 482-496. Wood, J. T., 2005. *Feminist Standpoint Theory and Muted Group Theory: Commonalities and Divergences.* Women and Language, 28(2), 61-64.

APPENDIX

INTERVIEW GUIDE FOR RESPONDENTS FOR WOMEN IN PUBLIC

RELATIONS (WiPR) GHANA

TOPIC: EXPLORING THE INFLUENCE OF FEMINIZATION IN THE PUBLIC

RELATIONS PRACTICE ON THE FEMALE PUBLIC RELATIONS

PRACTITIONERS IN GHANA: A CASE STUDY OF WOMEN IN PUBLIC

RELATIONS (WiPR), IN THE GREATER ACCRA REGION

I am a final year student of the Ghana Institute of Journalism (GIJ) undertaking a research in partial fulfilment of requirements for the award of a Master's degree in Communication Studies. My topic is **Exploring the Influence of Feminization in the Public Relations Practice on the Female Public Relations Practitioners in Ghana: A Case Study of Women in Public Relations (WiPR), in the Greater Accra Region.**

This study seeks to appreciate the role of women practitioners in Ghana, with a view to understanding how they broke through the *glass ceiling*, the challenges they faced and how they are championing the cause for other women to follow and excel as Public Relations (PR) practitioners.

I will be grateful if you assist me by granting an interview on these sub-themes. This exercise is strictly for academic purposes hence, I guarantee that every information provided will be treated with utmost confidentiality.

PART ONE: PUBLIC RELATIONS BACKGROUND

1. In your opinion what is PR?
2. How long have you been practicing as a PR practitioner?
3. What is Women in Public Relations (WiPR)?
4. Are you a member of Women in Public Relations (WiPR)?
5. Do you have a position in Women in Public Relations (WiPR)?
6. What role do you play in Women in Public Relations (WiPR)?

PART TWO: BREAKING THE GLASS CEILING

1. What is your understanding of the *glass ceiling* concept?
2. What are some of the challenges you face as a female PR practitioner?
3. In your opinion, do women have same opportunities in hiring, promotion and salary in PR as men?
4. Do you believe there are specific roles perceived to be for only women in the PR industry?
5. In your view, what are some of the reasons for the side lining of women to specific PR roles?

PART THREE: CHAMPIONING THE WOMEN AGENDA

1. Has the reflection of gender inequality in society affected women in PR practice?

2. What is/are the measure(s) being put in place by Women in Public Relations (WiPR) Ghana to help other women practising PR to excel?

3. Where do you draw your strength and inspiration from as a female PR Practitioner?

4. Generally, what are some of your achievements as a PR practitioner?

5. What are some of your challenges?

6. What in your opinion can Women in Public Relations (WiPR) do to improve the conditions of female PR practitioners in the country?

7. What else do you have to say?

THANK YOU FOR YOUR TIME.