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INVESTIGATING THE GLASS CEILING: HOW WOMEN IN TOP MEDIA
MANAGEMENT SHATTERED THE GLASS CEILING

A Thesis
presented in partial fulfillment of requirements
for the degree of Master of Arts in the Department of Journalism
The University of Mississippi

by

JESSICA F. LOVE

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ABSTRACT

This paper explores the successful experiences of women in top media management and their attitudes toward factors of the glass ceiling to identify which factors they perceive as most important, those that remain prominent, and other factors that may have aided in their success. The glass ceiling is the “unseen, yet unbreachable barrier that keeps minorities and women from rising to the upper rungs of the corporate ladder, regardless of their qualifications or achievements” (Cotter, Hermsen, Ovadia, & Vanneman, 2001). This ceiling persists for women in top media management, despite increased feminization in these fields. Previous studies conclude that family obligations, lack of development opportunities, lack of mentorship, organizational support, and gendered occupational roles are more prominent factors that hinder women from advancing into top management. An internet survey was used to measure the attitudes of women in media management and to gain qualitative data about their experience. A total of 114 responses were collected and results indicated that nearly half (45.54%) of women reported that they had not experienced the glass ceiling in terms of restricting them from their management careers. Qualitative data revealed, however, that it was not that they had not encountered the glass ceiling; it was the idea that because they had ignored the glass ceiling, they did not believe it restricted them from their management careers. This coping mechanism further normalizes the hegemonic structure of most broadcast environments.

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INTRODUCTION

Nancy McKinstry, CEO of Wolters Kluwer, a Dutch publishing and information company, recalled holding a strategy meeting in which the press in Holland wrote that she wore a suit that was the same color as the KLM flight attendants. As she told the *New York Times* recently, “Here we were talking about the plans for the business, and that’s what they focused on” (Ibarra & Hansen, 2009). McKinstry’s story is indicative of the metaphor glass ceiling, the “unseen, yet unbreachable barrier that keeps minorities and women from rising to the upper rungs of the corporate ladder, regardless of their qualifications or achievements” (Cotter, et al, 2001).

Like McKinstry, many women today downplay and even ignore workplace sexism and, instead, adapt “male-like” mentalities and personas to advance into the masculine occupational culture of society (Barragan, Mills and Runte, 2010). In environments favorable to men, women are less likely to live up to the “ideal” worker and, as a result, are less likely to become successful (Adams & Demaiter, 2009). Although many women have broken through the intangible glass ceiling, many women remain hindered, receiving lower pay and fewer advancement opportunities. Likewise, the glass ceiling persists for women in top communications management, despite increased feminization in these fields (Wrigley, 2002).

Exploring perspectives and openly listening to women in the top media workplace can help to identify and understand barriers that constrain their opportunities and advancement.

Examining variables that contribute to their success also can help to identify attitudes about the glass ceiling and factors that hinder or aid to progression into top management.

BACKGROUND

The Glass Ceiling

Cotter, Hermesen, Ovadia & Vanneman (2001) described the glass ceiling as the “unseen, yet unbreachable barrier that keeps minorities and women from rising to the upper rungs of the corporate ladder, regardless of their qualifications or achievements.” The Office of Federal Contract Compliance Programs at the U.S. Department of Labor conducted a nationwide study that led to the glass ceiling initiative. Sampling 94 compliance reviews of Fortune 1000 companies, a total of 147,179 employees, data revealed that female officials and managers represented only 16.9 percent of the total combined workforce, and that minorities totaled only 6 percent (Breger, 1992). This led to the Corporate Initiative Policy Directive of 1988, encouraging companies to include women in top management positions.

This federal study included 21 bipartisan members, who observed those artificial barriers that kept women and minorities from top management. These pilot reviews were summarized in the Secretary of Labor's Glass Ceiling Report released August 1991, which confirmed what the studies had indicated—that artificial barriers existed for women and minorities in top management positions (Wrigley, 2002). Since this report, many scholars argued that the glass ceiling still exists today (Carnes, Morrissey & Geller, 2008; Barragan, Mills & Runte 2010; Adams & Demaiter 2009).

While the situation seems to have improved somewhat, only an estimated one or two percent of women make the breakthrough to top-level executive positions (“Women’s Bureau,”

1989). Recent statistics cite that women comprise 50.8 percent of the population (Warner, 2014). Although they hold almost 52 percent of all professional-level jobs, American women are still the minority in leadership positions (Warner, 2014; Pew Research, 2015).

In a 2014 report published by the Center for American Progress, women accounted for only 14.6 percent of executive officers, 8.1 percent of top earners, and 4.6 percent of Fortune 500 CEOs. Even more, women control 80 percent of consumer spending in the United States, yet they account for just 3 percent of creative directors in advertising; and only 16 percent of all the directors, executive producers, producers, writers, cinematographers, and editors in top-grossing, domestic films of 2013 (Warner, 2014). Nonetheless, women continue to make strides toward jobs in managerial positions, up from 30.6 percent in 1968 (Pew Research, 2015). Yet, they account for only 22 percent in senior management positions in 2014 (Pew Research, 2015).

Tennant and Tennant (2008) argue that even though women display higher levels of secondary education, their gender and prevailing social norms make it difficult for them to advance to top level positions. Women earn almost 60 percent of undergraduate degrees and 60 percent of all master's degrees (Warner, 2014; Pew Research, 2015). Per Acker (1990), these gender barriers and social norms are built around the history and traditions of work division that place women at the head of household and men as providers of the household. Data from a 2015 study conducted by The American Association of University Women revealed that women were paid only 20 percent less than their male counter parts. And the pay gap increases by nearly -6.1 percent further in the upper echelons of leadership (Frank, 2015.) Because of such norms, women have been cast as antithetical to the image of the "ideal worker," who is competitive, flexible, and hardworking (Tennant and Tennant, 2008). Many argue that women lack competitiveness, flexibility because of outside and family obligations, experience and tenure in

the field, and the ability to think rationally and not morally (Tennant & Tennant, 2008; Barragan, Mills & Runte, 2010; Demaiter & Adams, 2009). Thus, women are deprived of advancement opportunities into leadership.

Theoretical perspectives

Several theories have been utilized to guide research exploring the glass ceiling metaphor. The social role theory explains the labor division between men and women and the difference in their leadership styles (Sabharwal, 2015). Men are regarded as more aggressive, dominant, and independent. Female behaviors are more communal- empathetic, nurturing, and kind. This theory posits that individuals might question the capacity of women in leadership roles, because requirements of leadership contradict the social role of women (Sabharwal, 2015). Because men majorly occupy leadership roles, it is largely assumed that leadership demands male-like personas. Therefore, women are judged less favorably when seeking management positions. Moreover, managers are less likely to promote women because of their social responsibility as mothers, which ascribes the primary responsibility of family (Sabharwal, 2015). Role incongruity and the perpetuating masculine stereotype contribute to the challenges women face in leadership positions (Sabharwal, 2015).

The social exclusion theory, first used in France, has also been applied to the study of the glass ceiling across disciplines of education, sociology, psychology, politics and economics. This theory examines the disadvantages of marginalized groups in societies. It contends that groups of people are systematically blocked from certain rights, opportunities and resources normally afforded to members of a different group (Silver, 1994). It highlights why women are denied resources needed to advance in leadership positions (Sahoo & Lenka, 2016). Because there are few women in middle and top management positions, aspiring females are deprived of mentors

needed for professional guidance. This hinders advancement opportunities and interest in leadership roles (Sahoo & Lenka, 2016).

The human capital theory is another approach used in examining the glass ceiling. It was first theorized by Becker (2009), who stressed the significance of education and training as keys to functioning within a global economy. This economic view contends that humans must collect resources—knowledge, talents, skills, experience, training in order to cumulate economic value within a society. Women lack the adequate experience, skills and knowledge required for top management positions because they spend more time outside the labor force for domestic responsibilities (England, 1982). As a result, they are unable to invest in their careers. This depreciates their human capital and progression in top management positions.

The theory that guided this body of research was hegemonic masculinity theory. Hegemonic masculinity was first introduced in 1982 field reports that sought to discuss masculinity and the experience of men's bodies in Australian high schools (Connell & Messerschmidt, 2005). The theory developed from the premise of cultural hegemony that analyzes power relations among the social classes in a society (Connell & Messerschmidt, 2005). The term *hegemonic* defines cultural dynamics of a social group that dominates position in a social hierarchy. Hegemonic masculinity theory has been used across various disciplines including education, criminology and health. More recently, scholars have utilized this theory to identify social hierarchy and gender gaps in institutions (Connell & Messerschmidt, 2005). This concept grew to explain how and why men maintain dominant social roles over women and other gender identities in a society. Unlike the theories aforementioned, hegemonic masculinity theory better informs this body of research because it not only seeks to explain why men have power and privilege over women, but the impact both genders have on another (Connell &

Messerschmidt, 2005). This relational approach explains how women are essential in the construction masculinities, especially in the gender division of labor. Gender hierarchies are affected by new configurations of women identities and practices, so this theory explores the interaction of femininities and masculinities (Connell & Messerschmidt, 2005).

Western businesses largely recognize male-like character and behavior as the defining principles of leadership. (Carter, 2010). However, very few men enact in hegemonic masculinity. It is not assumed to be normal. Yet, it defines the most accepted way of being a man, requiring others to position themselves in relation to it and women in subordination to it (Kareithi, 2014). Therefore, organizations find attractive candidates who resemble hegemonic styles, assumptions, values, and beliefs. The issues perpetuated by this concept are cyclic and acclimatize male power and dominance over women. Consequently, women are kept out of organizational leadership because of its emphasis and confirmation of masculinity (Connell & Messerschmidt, 2005 & Carter, 2010).

The relationship between masculinity and the media gained scholarly attention in the late 1980s to theorize and interpret masculinity within the media. These studies recognized masculinity as a product of representation and primarily focused on the representation of the male body and its cultural significance, political valences, and materiality (Hanke, 1998).

Media scholars have used the concept to explain how general assumptions and beliefs about masculinity have shaped consciousness and norms of conduct. The media often perpetuates the idea hegemonic masculinity by naturalizing social and historical relations of power and privilege (Hanke, 1998; Trujillo, 1991).

Trujillo (1991) analyzed print and television representation of baseball pitcher Nolan Ryan to explain how media commodified Ryan. He hypothesized that media functioned

hegemonically by personifying Ryan as an archetypal male athletic hero. Trujillo (1991) expanded the concept of hegemonic masculinity by identifying five features that defined when masculinity was hegemonic in US media culture:

(1) when power is defined in terms of physical force and control (particularly in the representation of the body) (2) when it is defined through occupational achievement in an industrial, capitalistic society, (3) when it is represented in terms of familial patriarchy, (4) when it is symbolized by the daring romantic frontiersman of yesterday and the present-day outdoorsman, and (5) when heterosexually defined and centered on the representation of the phallus. (Trujillo, 1991, pp. 291-2)

A similar case found that prostate cancer in contemporary mass print is rooted in themes related to masculinity, sexuality, competition, brotherhood, and machismo (Clarke, 1999). A study about the televised program *Two and a Half Men*, formed a similar argument (Hatfield, 2010). Performances of hegemonic and subordinated masculinity in the show reinforced the dominance of hegemonic masculinity as the acceptable performance of manhood in American society (Hatfield, 2010).

In institutional structures, scholars use the concept of hegemonic masculinity to explain experiences of women. Smith (2013) used the concept to explore the experiences of 15 Australian women who worked in the construction industry. The study revealed that perceptions of masculinity related strongly to the physical male body. Tough male bodies are recognized as ideal, and therefore valid in manual trades (Smith, 2013). Women found it necessary to engage with hegemonic masculinity dynamically and changeably. Gender was not experienced as stable or simple. Instead, some women used their gender as a resource to work smarter and safer.

Media studies have largely used the glass ceiling hypothesis to explain the male-like environment of media workplaces. The incorporation of women journalists into traditional male professions normalizes male-directed agenda (Byerly & Ross 2008). This routine allows male perspectives to dominate. (Byerly, & Ross 2008). This culture is organized as a man-as-norm and woman-as-interloper structure.

Few scholars apply the concept of hegemonic masculinity to explain the disproportion of women in top media management. This theory will guide the research to explain how male dominated media workplaces have hindered women from advancing above the glass ceiling.

Women in Top Management

Historically, the image of the model worker was designed by men, for men. Therefore, many women in leadership disguise themselves in order to create a sense of belonging in male-dominated fields. Hence, many women adapt by downplaying gender and adopting male-like mentalities and personas of competitiveness, strength, and high performance (Barragan, Mills and Runte, 2010). In a glass ceiling study conducted by Barragan, Mills, and Runte (2010), many women in top Mexican management positions did not challenge the glass ceiling, but developed the sameness perspective to acclimate into the masculine occupation. For example, for a woman to be a manager in Mexico, it is necessary for her to commit herself just as a man would, void of weakness, sensitivity, and gender (Barragan, Mills, & Runte, 2010). Marshall (1993) describes this “sameness” perspective as a coping mechanism women use to defy the importance of gender. To cope, some women emulate stereotypical male characteristics of toughness and aggression in the workplace, engage in male-dominated social activities to fit in, ignore gender and sexism, and even opt to not have families in order to fully compete and commit themselves as men are able (Barragan, Mills, & Runte, 2010 & Marshall, 1993). The most common coping

strategy among women in top management is to become mute (Marshall, 1993). Here, women ignore male dominated organizational cultures, believing that if they down play sexuality and gender these will not be noticeable characteristics for others. These coping strategies later create problems that are unavoidable, such as the paradox of child bearing (Adams & Demaiter, 2009). Many women believe that top management is often a choice between having a family and pursuing a career (Barragan, Mills & Runte, 2010).

Women who can assimilate and take on these “male-like” qualities can make occupational gains, yet they face gender and other social barriers in the workplace. For example, Adams and Demaiter (2009) explored the successful experiences of women in information technology. The scholars found that these successful women recognized their success, but denied the fact that they have experienced gender inequality, while unknowingly identifying incidents where gender did seem to be an issue. These women regarded such incidents as natural, common, and typical of human nature. Love (2014), in a similar case study that examined the successful experiences of women in the field of broadcast television, revealed that although women denied the existence of the glass ceiling, they cited several instances of gender inequality. Nelson discussed the burden of isolation as the only woman present in board meetings. She explained how she battled with reinforcing her position to her male counterparts within her work environment and often felt alone in meetings (Love, 2014). Chatman also discussed the power struggle in dealing with the former news director who was male. Admired by the community, sources would asked to confer with Chatman instead; this created friction within the workplace that Chapman attributes to gender (Love, 2014).

Undoubtedly, the glass ceiling provides disadvantages for women in male-dominated jobs. However, Eiser and Morahan (2006) and Kim, Skerlavaj and Dimovski (2009) have found

that increasing leadership opportunities, providing mentorship, disassociating cultural norms, eliminating gender stereotypes, and ratifying policies can increase the number of women in top management positions. In a field as competitive and rigorous as mass communication, these factors augur well for women in the field.

Women in Top Media Management

Although much progress has been made, women are still the minority in media management. According to a survey completed by the Media Management Center at Northwestern University that examined 137 daily newspapers with circulations of more than 85,000 readers, only 18% of them had female publishers (Strupp, 2003). In 2007, women accounted for only 14 percent of top executive positions and only 13 percent were among board members of 10 major entertainment companies (Schultz & Sheffer, 2007). Out of 120 executive positions for broadcast and cable companies, women accounted for only 16% (Schultz & Sheffer, 2007). In 2012, only 15% of women in broadcasting (radio and television) had managerial positions (Malone, 2012). The Radio and Television Digital news association reported in 2016 that women comprised of only 33% TV news directors, 18.9% TV general managers, 24.3% radio news director, and 19.1% of radio general managers.

Sheffer and Schultz (2007) argue that the same gender differences exist for women in media top management. Because the world of sports, entertainment, and mass communications are based on competitiveness, risk-taking, and minimal obligations; women are often at a disadvantage because of social norms and stereotypes (Schultz & Sheffer, 2007; Wrigley, 2002). Additionally, McGregor (2006) argues that such competitiveness and assertiveness cause many women to become frustrated in the field. This tough and ruthless approach is praised, causing many women to become reluctant to seek senior editorial roles.

Those women who do gain top media management positions still often encounter barriers related to the glass ceiling. For example, women account for most of the workforce in public relations, yet receive less pay than male counterparts (Wrigley, 2002). In sports, women who get top media positions often perceive their attractiveness as the underlying factor for employment (Schultz & Sheffer, 2007). Scholars assert that without women in leadership positions, it will be difficult to make progress (Schultz & Sheffer, 2007; McGregor, 2006; Wrigley, 2002). This, along with the glass ceiling initiative and other independent studies strongly suggest that the glass ceiling remains.

The literature reveals four prominent factors/themes of the glass ceiling: difficulty balancing both work and family, lack of development opportunities, lack of mentorship and organizational support for women in early career stages, and gendered occupational roles.

The difficulty of balancing both work and family

Women often indicate that top management is often a choice between having a family and pursuing a career. (Barragan, Mills & Runte, 2010). A study conducted by Carnes, Morrissey, and Geller (2008) revealed that review processes may bias against women because of family and outside obligations. Some women who choose not to have families, view them as a setback to the advancement of their careers (Barragan, Mills & Runte, 2010). To compete in male-dominated occupations, women believe that they must invest all their time and efforts into their profession. Managing family and work is still an important concern for women in top media management (Love, 2014). Female media managers identify family and work as the most important issue and one that hinders them. Women are forced to choose between leadership and family (Barragan, Mills & Runte, 2010; Love, 2014). In the ever-changing world of mass communications, women find it hard to progress with the addition of family. Deadline pressures,

news productions cycles, and competition make the field unaccommodating to the working mother (McGregor, 2006).

The lack of development opportunities for women

“In most cultures masculinity and leadership are closely linked: The ideal leader, like the ideal man, is decisive, assertive, and independent” (Ibarra, Ely & Kolb, 2013). In contrast, women are considered less capable leaders than men; because of this assumption they lack development opportunities. Burns (1978) developed the concept of leadership as two categories, transformational and transactional. Transactional leadership refers to the practice of rewarding or disciplining the followers depending on their performance. By contrast, transformational leadership is a process shaped by individuals’ value standards, ethics, and long-term goals.

A study conducted by Chao and Ha (2008) of women leadership in the cable industry found that women possess qualities like transformational leaders. Similarly, the literature identifies these qualities in failing to promote women, because they characterize women as passive, morally-bound, and motherly-natured in male-dominated occupations (Tennant & Tennant, 2008; Barragan, Mills & Runte, 2010; Ibarra, Ely & Kolb, 2013).

Also, women remain blinded to development opportunities. They lack career tools to expand their resume. In a study conducted by Ibarra, Ely and Kolb (2013) women cite lack of career tools as their largest problem. Improving opportunities can improve women’s access to core areas of the business through traditional and non-traditional job assignments (Kim, Sherlavaj & Dimoviski, 2009). This leads to greater experience and visibility.

However, most women remain unaware of such opportunities because they lack mentorship and face gendered biases. The pipeline argument suggests that women have not been in career fields long enough to become capable leaders (Carnes, Morrissey & Geller, 2008). This

also deprives women of development opportunities, because it directly relates to lack of mentorship and organizational support.

Lack of mentorship and organizational support for women at an early stage in their careers

Aspiring leaders seek relatable role models to foster relationships. Because of the lack of women in male-dominated fields, there are limited networking and mentorship opportunities available to aspiring females. Because of this, connections are less effective. Mentorship provided for men tends to include senior individuals who provide direct developmental opportunities (Ibarra, Ely & Kolb, 2013). Also, organizational support significantly hinders female career progression. In a study where researchers examined the glass ceiling for Malaysian mid-level managers, women reported limited access to family-friendly initiatives and support service (Kim, Sherlavaj, & Dimoviski, 2009). Similarly, this complexity exists for women in health-related fields. Carnes, Morrissey, and Geller (2008) discovered that the lack of female participants correlated to the lack of women's health advancing research in the field.

Management programs provided opportunities and help women envision ownership and leadership (Love, 2014). Management programs directly impact the types of mentorship and networks available to women. Career development opportunities, additional knowledge, and confidence are products of mentorship. Ibarra, Ely and Kolby (2013) argue that because male networks provide more informal mentors who help them get promoted without the use of programs, women need programs that provide mentoring relationships. Mentors influence career and personal development (Woolnough & Fielden, 2014). Advancement opportunities, mentorship, and personal initiatives significantly impact the managerial careers of women in media (Love, 2014).

In some cases, women do not receive support from other women (Wrigley, 2002; Ibarra, Ely & Kolb, 2013). Most women defer from leadership positions because they often feel responsible for other women who view them as influential. Overall, this affects the number of women advancing in top management and those who could benefit from them. Some women in top management view mentoring as additional responsibility that impedes other obligations; like family (Ibarra, Ely & Kolb, 2013). Moreover, some women in top management resent other women. In a qualitative study about the glass ceiling in public relations and communications, many women resented the fact that they received no support from other women. Consequently, they channel that negative energy toward others (Wrigley, 2002). Women cited that some women who advanced without the help of other women did not feel entitled to do the same. This they explained because women are not good mentors and are generally tougher on each other. Some also expressed resentment toward “corporate bitches”, a stereotype ascribed to women who advance in top management determined to keep others from advancing, in fear of losing their jobs (Wrigley, 2002). They also expressed bitterness toward women who deny other women top management positions because they fear the “look” of having too many women in leadership.

Gendered occupational roles

Acker (1990) explains that the context of history position women at the head of the family. Thus, many organizational structures are designed to fit the lives of men. Cultural stereotypes assume women are best fit for clerical jobs, institutional housekeeping, and educational jobs, which limits career advancement. To advance, women sometimes face what is known as the double-bind (Adams & Demaiter, 2009; Ibarra, Ely & Kolt, 2013). In this construct, women adopt male-like qualities to advance into certain fields. These women become

“one of the guys”—tough, emotionless, and competitive. This in turn, reciprocates feelings of loneliness, leaving women often feeling muted and overlooked.

Gender stereotypes are beliefs about traits that define gender role and responsibilities, physical features, or career occupations (Helgeson, 2015). Gender roles culturally define acceptable and expected behavior (Cotter, D. A., Hermsen, J. M., Ovadia, S., & Vanneman, R, 2011). Occupations in the United States traditionally associate success and leadership to the male gender; while women are traditionally regarded as docile, domestic, and submissive to men (Levant & Richmond, 2007).

Gender stereotypes are the most significant and influential attribute that form occupational image. Occupations are heavily shaped by images of people within an occupation rather than the tasks that occupation requires (Adachi, 2013). Successful job applicants mirror the dominate gender in the field, and are more likely to be hired than others. In this case, women are not viewed as ideal candidates in occupations dominated by men. Parenthood also influences gender occupational roles. Parental role also affect judgments of commitment, agency, and job availability (Biernat, Deaux, Fuegen & Haines, 2004). Gender stereotypes are considered under the social role of parenthood. Mothers are assessed more critically than fathers. This is because the social role of a woman is aligned more with parenthood than men. Mothers are found less attractive by employers and are seen as less qualified, even compared to men with children (Biernat, Deaux, Fuegen & Haines, 2004).

Female Ownership of Media

Academic research on women and media across the globe has majorly focused on the representation of women in media content (Byerly, 2011). A lesser amount of this research has focused on women’s employment in the media and even less, women’s ownership of media.

Statistical data show that women lag in media ownership as well. In 2007, reports indicated that women in the United States owned fewer than 6 percent of radio and television stations in the United States; 14 percent of radio stations and just 13.7 percent of TV stations (Beresteanu & Ellickson, 2007 & Byerly, 2011). In 2012, the Federal Communication Commission reported that women owned just 6.8 percent of full-powered TV stations, 7.8 percent of AM stations, and 5.8 percent of FM stations (Byerly, 2014). Women experts identify six specific ways that women's ownership is blocked: exclusion from places where decisions are made, denial of promotion, lack of mentorship, dismissal of women skills and differences, rejection by investors, a hostile regulatory apparatus (Byerly, 2011).

Media conglomeration also blocks female ownership of media. Conglomeration further marginalizes and consolidates the political and economic power of men (Byerly, 2014). It sustains the status quo by reinforcing existing structural blocks to women's viewpoint in public discourse and participation.

Scholars also place more responsibility on the FCC to report accurate data, useful to research about minority and female ownership in the media industry. Beresteanu and Ellickson (2007) argued that data provided by the FCC were too incomplete to draw an empirical analysis. The researchers cited that the data included missing variables, incomplete reporting, and poor data management.

Challenging the Glass Ceiling

Not all scholars agree on the glass ceiling phenomenon to explain gender inequality in the workforce. Scholars who challenge the idea find the greatest issues in downward mobility, as opposed to upward mobility (Baxter & Wright, 2000; Bihagen & Ohlson, 2006; Zeng, 2011). Baxter & Wright (2000) argue that previous studies fail to provide systematic research to support

the claim of the glass ceiling. Such studies do not assess probabilities of women and men promoted into a given level of management as they advance within the hierarchy. This empirically implies that the relative rates of women being promoted to higher levels compared to men should decline with the level of the hierarchy. The researchers held that a valid test of the glass ceiling should directly measure promotional trajectories for men and women using data. Evidence revealed a strong gender gap in authority and that the odds of women having authority are less than those of men (Baxter & Wright, 2000). However, no evidence of the systematic glass ceiling effects in the United States was found. Weak evidence of the glass ceiling was found in Sweden and Australia. Most women found more difficulty advancing in the lower to mid-range levels of management position than from mid-range to top management positions (Baxter & Wright, 2000).

A similar study aimed to investigate the pattern of female disadvantage to determine whether the gap is due to accrual, attenuation, threshold or constancy, using Swedish longitudinal data between 1972 and 2000 (Bihagen & Ohlson, 2006). Results indicate that women in Sweden experience the strongest disadvantage at lower levels in the occupational hierarchy, and the experience eases as they advanced upward.

Zeng's (2011) findings parallel. The study concluded that the lack of women and minority groups in top management is due to their difficulty accessing mid-range managerial position. The researcher critiqued that previous glass ceiling research did not show a consistent pattern of female and minority disadvantages in actual promotions and hiring decisions to account for the glass ceiling. The researcher used data from Engineers Statistical Data System (SESTAT) to conduct a stock-flow analysis of a national sample of science and engineering college graduates for men and women of three broad racial groups: Caucasians, Asian-

Americans, and underrepresented minorities (Zeng, 2011). Analyzing their transition through authority levels, the researcher found that poor experiences while transitioning to top position is the cause of the problem. The major hindrance that Asian men and underrepresented minorities encounter in the workplace is a higher rate of downward mobility; while the obstacles facing Asian and white women are lack of upward mobility and lower labor force attachment (Zeng, 2011). Downward mobility is the argument that women face greater difficulty advancing in lower echelons of management, as opposed to upper management. The poor number of women and minority groups in top management is due to their difficulty accessing mid-range managerial positions (Baxter & Wright, 2000; Bihagen & Ohlson, 2006; Zeng, 2011).

Some researchers found alternatives to the glass ceiling hypothesis. One study found that women are promoted to higher hierarchical levels less frequently because they are in jobs that offer fewer opportunities in promotion (Maassen van den Brink & Groot, 1996). This is the ‘dead end’ hypothesis. In a study examining both hypotheses, more evidence supported the ‘dead-end jobs’ hypothesis. Results found no significant difference in the rate at which male and female workers are promoted. Secondly, women having jobs that offer promotion less frequently than men is due to differences in treatment rather than differences in characteristics (Maassen van den Brink & Groot, 1996).

The social dominance approach is another alternative. It assumes individual difference among men and women contributes to differences in leadership role selection (Pratto, Sidanius, Siers & Stallworth, 1997). Men and women might want different jobs because they have different interests. They differ in their desire for hierarchy roles because they hold different values concerning group dominance (Pratto, et al, 1997). Previous research finds that women mainly desire hierarchy-attenuating: altruism, or helping others, and equality among individuals.

On the contrary, males value status, prestige, and high incomes from their jobs more than women do (Pratto, et al, 1997).

In conclusion, the literature revealed that social norms and gender differences create barriers that hinder women from advancing in male-dominated occupations. Although many women have broken through the intangible glass ceiling, many remain hindered, receiving lower pay and still face difficulties created by gender stereotypes. Previous studies have concluded that many factors hinder women from progressing in male-dominated fields, like family obligations, lack of development opportunities, lack of mentorship and organizational support, and gendered occupational roles. This study seeks to examine attitudes about these prominent factors and other factors that contribute to the success of women in the field, and those that remain prominent.

METHODOLOGY

Research Questions

As scholars assert, the progress of women in top media management begins with involving them in leadership positions (Schultz & Sheffer, 2007; McGregor, 2006; Wrigley, 2002). On the whole, many women are kept from such positions by the glass ceiling effect, while a small number manage to break through the glass ceiling. Looking at women who have successfully broken through the glass ceiling can help researchers better understand the glass ceiling effect in terms of the obstacles such women had to overcome. Thus, the following research questions to guide the survey:

RQ₁: Which factors do successful women perceive as most important in breaking through the glass ceiling in media management? The factors in the literature include lack of development opportunities, lack of mentorship, emphasis on family roles, and gender occupational roles.

RQ₂: What other factors account for success, according to women who are successful in media management? Themes in the literature may not explain all possible situations. Other factors could include family background, income disparity, cultural differences, etc.

RQ₃: Which factors do successful women in media management still perceive as difficult to overcome?

Survey Research Methodology

This research examined variables that contributed to the success of women particularly in radio and television broadcast management, attitudes about the glass ceiling and factors that

hinder or aid progression into top management. A survey method is most effective because it is commonly used to assess thoughts, opinions, and feelings (Jeanne, Shaughnessy & Zechmeister, 2011). Psychologists and sociologists have used surveys to analyze behavior. Additionally, surveys are used to meet the more rational needs of the media, such as evaluating political candidates and professional organizations, public health and advertising (Jeanne, Shaughnessy & Zechmeister, 2011). Survey research is one of two most common methods used to collect data used in mass communication quantitative research (Ha, et al, 2015).

A survey is a qualitative, systematic method for collecting information from a sample to construct quantitative descriptors and a statistical estimate of the characteristics of a target population (Fowler, 2013; Jansen, 2010). It is a list of predetermined questions aimed at extracting specific data from a group of people and can be conducted by phone, mail, via the internet, and face-to-face (Jeanne, Shaughnessy & Zechmeister, 2011). Researchers can generalize and describe the attitudes of the population from the drawn sample, compare and contrast those findings to different segments, and look for changes in attitudes over time. The population under investigation may be inhabitants of a specific region or members of a specific category (Jansen, 2010).

There are two fundamental premises of the survey process. One is that by describing the sample of people who respond, one can describe the target population. The second premise of the survey research process is that is that respondents answer questions. Answers reflect the experience, opinions and other characteristics of those answering the questions, and can be used to accurately describe characteristics of the respondents (Fowler, 2013).

Internet Survey Research and Method

The greatest challenge of using surveys as a data collection method is cooperation of the sample (Ha, et al., 2015). Non-response is a major issue in survey research, and is heavily factored by the survey design, implementation, and the method of sample retrieval. (Ha, et al., 2015). In some cases, unique populations are more difficult to reach; such is the case for women in top media management. Made evident in the literature, women remain the minority in this field. Because of this, it is difficult to recruit candidates from an existing sample. Therefore, the researcher relied on internet databases to compile a census of potential candidates for the sample and to conduct the research. Online survey research is most effective for this research because it enables the researcher to cast a wider search for respondents on a platform that is convenient.

Internet survey methods refer to surveys completed by respondents either by email or over the World Wide Web (www) (Bickman & Rog, 2008). The Internet is a more efficient mechanism the researcher can use to gain access to people who share specific interests, attitudes, beliefs, and values regarding an issue, problem, or activity, who would otherwise be difficult to find and contact through other media (Wright, 2005). Moreover, the internet has become a common channel for businesses and organizations to disseminate information and promote their presence. Internet-based survey research is also time efficient, allowing a researcher to connect with many people in a short amount of time, despite geographical limitations distances (Wright, 2005).

Questionnaire Design

The questionnaire was designed in Qualtrics, an online survey software sponsored by the University of Mississippi. It is comprised of seventeen questions and divided into two major sections (Appendix A). It is designed to address each of the major factors discussed in the literature that hinder women from progressing into top management. These factors again are lack

of development opportunities, organizational support, lack of mentorship, and balance between work and home. The questionnaire was divided into two sections. The first section asked specific questions related to the research questions, and the second part was demographic information.

Question one of the survey defined and asked participants if they have experienced the glass ceiling. If they answered yes, respondents continued to questions 2-8, which further explored personal attitudes about how each factor hindered or aided their success in top management. Allowing respondents to measure how each factor contributed to or hindered their success helped the researcher identify what successful women in top management regarded as most important in breaking through the glass ceiling.

Research question two asked about other factors that could influence the respondents' success. Themes in the literature may not explain all possible situations. Other factors could include family background, income disparity, cultural differences, etc. In an open-ended format, question seventeen invited respondents to share their personal experience, or additional information regarding the subject. This allowed respondents to provide insight about other factors not addressed in the survey that may have contributed to their success.

These responses would help address RQ₃, and specifically which factors of the glass ceiling remain difficult for women to overcome. Those factors that were poorly ranked helped the researcher identify factors that remain difficult for women to overcome. Some of the questions were designed on a 5-point Likert scale to ration responses and assess attitudes. The demographic information was more ordinal and nominal in nature.

Recruitment procedures

The researcher initially compiled an email list of women in top management by using internet databases to locate potential respondents. It is important to note that top media

managers, for the nature and purpose of this study, are defined as women who make executive decisions in regards to the function of television and radio broadcasting. These women may or may not directly work with content produced. Some, however, work with other functions that impact the television or radio stations/companies they work for or own. For example, sales, marketing and education. There is no definite list of titles, but titles may include terms like: manager, producer, general manager, executive chief executive officer, owner, president, director, founder, editor-in-chief and senior vice president just to name a few.

As noted, because of the relative lack of women for the study, finding potential respondents was difficult. There is no single industry source that allows for identification of women in broadcast management. Instead, the researcher had to look for individual sites and collect names and direct emails from various sources. The researcher searched for unique organizations of women in radio or broadcast management, databases of television stations and radio stations using Google search engine. The search also included well-known radio and television affiliates like Radio Ink, PBS, and iheartmedia. Additionally, the researcher went to individual radio and Television station websites to gather potential respondent's information from their contact listing. These sources included state broadcasting associations, television station listings, and published articles on radio websites (Appendix B). The intent was to create a census of all women in broadcast management, but the researcher acknowledges that the final list was not inclusive of all potential respondents. While this eliminates the benefit of random sampling, there were not enough names to take a smaller sample.

After compiling the list of respondents, an introductory email was sent out February 24, 2017, describing the nature and purpose of the study. The researcher included in the introduction a short description about herself, signaled that the survey link would be available within one

week, and encouraged them to forward the email to other female colleagues in top media management (Appendix C). It was hoped that this snowball approach would help increase response. On March 1, 2017, the survey link was sent out to respondents with the direct appeal to take part in the study (Appendix D). The survey was available until March 27, 2017. On March 13, 2017, subjects were sent a reminder email to encourage participation and signal the close of the survey on March 27, 2017 (Appendix E).

Once the data were collected, it was analyzed using Statistical Package for the Social Sciences (SPSS). The researcher conducted several T-Test and weighed different variables to look for statistical significance. Finally, interested respondents received a copy of the results along with a thank you email on May 1, 2017. (Appendix F). Per Dillman (1991), repeated contact is the best method for increasing survey response.

A total of 400 email invitations were sent out. Of those, 111 were invalid. Thus, the total number of valid email addresses the researcher compiled was 289. The researcher used the snowball approach to acquire more participants for the study. Therefore, an exact number of email recipients cannot be determined. Final survey response was 114, suggesting a response rate of 39%. It was believed that the repeated contact did improve response. The initial response after the second email was 86. After the third email was sent out total response was 114.

RESULTS

RQ1 directly asked respondents if they had experienced the glass ceiling in terms of restricting them in their management careers. Responses to this question indicated that (54.46%) had and 45.54% had not. Those women who experienced the glass ceiling reported that it was not very strong in their case. On a scale of 1-5, with one being extremely weak and 5 being extremely strong, the mean was only 3.73 (Appendix G).

Research question one also asked which factors successful women perceive as most important in breaking through the glass ceiling in media management. Organizational support (44.1%), professional development (20.6%), and mentorship (17.6%) were most important factors for women succeeding in media management (Appendix H). RQ2 asked about other factors that contributed to their success. Women mainly cited that female-centric organizations, family businesses, networking, family support systems, income disparity/affirmative action, personal drive and education were additional factors that contributed to their success in top media management.

RQ3 identified factors that remain difficult for women to overcome. Organizational support (43.3%), ownership (17.9) and Balance of work and home responsibilities (17.9%) were the top three factors cited (Appendix I). Organizational support alone, however, revealed to be the most difficult factor for women to overcome, falling below the neutral mean 2.94 (Appendix J). Additionally, the researcher found no significant demographic differences in terms of age. The

mean for the group of women under 40 was 3.86, while the mean for women over 40 was 3.66. A fuller description of demographic results can be found in (Appendix K).

DISCUSSION

Nearly half (45.54%) of the women reported that they had not experienced the glass ceiling in terms of restricting them from their management careers. Qualitative data revealed, however, that it was not that they had not encountered the glass ceiling, it was the idea that because they had ignored the glass ceiling, they did not believe it restricted them from their management careers. They found ways to navigate around its invisible barrier. In fact, most of these successful career women acknowledge and understand its presence. These women understood that they had to demand more, work harder and not be afraid to ask. One media business owner with 60-plus years of experience stated, “There’s no denying that a man with my skills would have moved forward and been far more appreciated and better compensated than I was during most of my career. But it comes from inside you. You have to SEEK mentors. You have to speak up.”

Barragan, Mills and Runte (2010) explained this as a coping mechanism women use to advance into the masculine occupational culture of society. One marketing and promotions director with over 21 years of experience stated that she chose to find work-arounds and keep the beast as tamed as possible. “No matter, it is real and often burdensome.” Marshall (1993) explained “muteness” or ignoring workplace sexism as a common coping strategy among women in top management, believing that if they downplay sexuality and gender, these will not be noticeable characteristics for others. Similarly, this study revealed that many women in broadcast

media management overlook or become mute to gender issues as well. As the first television station general manager in her market, one 40-49 year old explained that she just kept her head down and pushed through. “Some competitors tried to sully my reputation with advertisers, telling clients my position was title only and I was really a glorified secretary. I didn’t let it bother me.”

Women cope by emulating stereotypical male characteristics of toughness and aggression (Barragan, Mills, & Runte, 2010). Particular to this case, many of the women attributed their success to “personal tenacity, thick skin, ability to stick with it, and going above and beyond” attitudes that align with the glass ceiling. Women regard this aggression and tough perspective as critical to their success in broadcast media management, in needing to survive in the field. Ironically, however, when women take on these attitudes they are identified as what Wrigley (2002) describes as corporate bitches, tough and bitter- difficult to work with. “This is unfortunate,” a director of programs with 11-15 years of experience expressed. “We women in the industry have to overcome the notion that we are either easy or a bitch.” They also cope by engaging in male-dominated social activities to fit in, ignoring gender and sexism. A vice president of talent relations and programming explained how she discovered that her male-executive colleagues played games of putt golf on Friday evenings and invited herself. “One day I showed up at 4pm with my own club and walked in and said ‘where’s my turn?’ I proceeded to sink every putt.”

This study confirms what scholars have found, that successful women recognize their success but denied the fact that they had experienced gender inequality, while unknowingly identifying incidents where gender did seem to be an issue (Adams & Demaiter, 2009; Barragan et al, 2010). These women regarded such incidents as natural, common, and typical of human

nature. One media consultant believed that everything isn't gender bias, that some things are just common within the field. "Broadcast is a creative field and one that is personality driven. Some things are gender bias; others are just the nature of the beast."

Respondents provided an interesting perspective on how women pursue leadership in broadcast media. Rather than focusing on upward mobility into management, many step "sideways" and build experience, proving that they are qualified. This is a better transition into top management. A 40-49 year old digital sale manager described how this set her apart from her business peers. "I've taken several opportunities to do new and different things within the industry that many people would describe as a step "sideways. Those steps have given me valuable knowledge and experience that now set me apart from my peers in the business." An executive producer with 11-15 years of experience agreed that varied career experience contributed to her success in media management. "Those factors allowed me to ask for increased responsibility/title/remuneration."

Women regarded experience over education as one of the most contributing factors to success because it provided a legitimate and tangible way to solidify their qualifications. By proving themselves (experience), women were more confident in their leadership abilities. Evidence shows that women feel less self-assured than men (Mohr, 2014). Especially in environments favorable to men, like broadcast management, experience gives women the confidence to navigate toward leadership roles. "That experience was critical to my success within the industry", a chief executive officer cited. "I was able to stand on my achievements and industry reputation."

Furthermore, female-centric support systems and mentors were essential enabling factors for many successful career women that helped them navigate around the glass ceiling. For many

of the respondents, these factors provided connections that aligned with leadership and career progression. This was the case for one 30-39 year old manager of education and community engagement who cited that because of her network, she could move throughout various roles in media. Respondents suggest that media organizations provided a network of opportunities and support systems that enabled them to develop professionally and acquire new skills. This aligned with Ibarra, Ely & Kolby's (2013) assertion expressed earlier in the paper, that management programs directly impact the types of mentorship and networks available to women. A media partner with over 21 years of experience stated that this was how she was able to build a high profile and a network of female leaders. "By becoming engaged in female-centric organizations and high profile industry event planning I build a high profile, a strong professional brand and an incredible network of female leaders." Another respondent explained that joining professional organizations early on at the age of 21 years old has paid off. Now as a senior vice president, she is still in touch with the same network of professionals.

While respondents recognized the contribution of mentors, they openly expressed that the support of other women in the field was even more viable in the broadcast industry. "It wasn't until I came to my current station that I feel I have been groomed for further development", an assistant news director expressed. "The biggest difference? A woman in charge." As Woolnough and Fielden (2014) explained, mentors influence careers and personal development. Similarly, this aligns with Ibarra et al.'s (2013) assertion, senior and relatable mentors provide direct developmental opportunities for aspiring leaders. This is true for women in the broadcast industry. Many women were given direct opportunities into leaderships through female management. This was true for 40-49 year old executive news director, who was promoted into

her position by a woman while 6 months pregnant. “I don’t think the male managers I have had since would do that.”

Although it is possible to become successful while ignoring the glass ceiling, these coping strategies later create problems that are unavoidable, such as the paradox of childbearing and the burden of work and home (Adam & Demaiter, 2009). Although women judged their ability to balance work and home as somewhat strong (44.12%), many cited that it remains a significant challenge for women in top media management. “Balance between work and home is extremely challenging in news media management,” an executive news director with 21 years of experience explained. “Companies say they support mothers, but then make demands of those women that clearly indicate they are only paying lip service to the idea.”

Some also believe this to be the reason why many women opt out or avoid leadership in broadcast management. As McGregor (2006) explained, in the ever-changing world of mass communications, women find it hard to progress with the addition of family. Deadline pressures, news productions cycles, and competition make the field unaccommodating to the working mother. For this reason, many women in top media management indicate that top management is often a choice between having a family and pursuing a career. (Barragan, Mills & Runte, 2010). One program director also with 21-plus years of experience stated that she had many opportunities to level up in her market, but chose to stay close to family. “I did not want to move my child from city to city.” Similarly, a president with six children believes that some women make choices to not take high profile management and stressful position during the years they’re raising children. “I was only able to truly begin to reach my full potential once my children were older and less dependent on me.”

Furthermore, ignoring the glass ceiling further normalizes the hegemonic structure of most broadcast environments. The assumption that if women ignore the glass ceiling and find ways to navigate around the issue, acclimatizes men power and dominance over women (Connell & Messerschmidt, 2005; Carter, 2010). This confirmation of masculinity maintains the dominate leadership role of men in broadcast media, because it finds attractive candidates who resemble hegemonic values, attitudes, and beliefs. This has also shaped assumptions about norms of conduct, forcing women to position themselves in relation to it; hence the reason why many women remain mute about the issue.

Previously explained in the literature, the incorporation of women into traditional male professions normalizes male-directed agenda (Byerly & Ross, 2008). This routine allows male perspectives to dominate a culture organized as a man-as-norm and woman-as interloper structure. Several of the respondents recognized the dominance of men, referred to as the “boy’s club,” as a normalized part of the broadcast media occupation. “It’s a boys’ club”, one media owner 60 years and older expressed. “Always has been. Whining about it will not change a thing. Stepping up, speaking up and taking control are what works...Power is not given. It is taken.” Another general manager with nearly 20 years of practice experienced the reality of the boy’s club as she reached the highest level.

Ignoring the glass ceiling also normalizes issues of gender stereotypes and the wage gap in broadcast media work environments.

“There are subtle slights, such as the male anchor being introduced first in the produced news open regardless of which anchor has more experience or longevity in the market, an executive producer described. Then there’s the more obvious type of disparity: news stories men cover versus women, or different salaries for the same jobs. Anecdotally, as

long as I have worked in a newsroom, women nearly always answer the phone. It does not matter who is working, who is on a deadline or numbers of women and women who are in the room, men wait for women to be the receptionist and answer the phone.”

Similarly, another manager of education and community engagement explained her experience with income disparity. “I left to take a job offering 7,000 more annually. Upon leaving the company, a new male editor who was transplant in the company, was chosen and his starting pay was 7,000 more annually than my salary upon leaving.”

Although the broadcast industry has changed tremendously for women, they still lag in leadership positions. This study revealed that organizational support is the greatest barrier women encounter in their careers. According to respondents, the industry does not encourage women to reach higher goals, nor do they provide formalized training that focuses on executive level position. These arguments support what Kim, Sherlavaj, & Dimoviski (2009) found, that lack of organizational support significantly hinders female career progression. Many felt that institutional support was “generally lip service,” but not physically present in the work environment. A president with nearly 20 years of experience cited that there is little if any formalized training for people as they enter management or into executive level positions. “Most media companies do not have formalized programs. Those that are available tend to be mainly focused on the entry level employee.” Likewise, one station operations manager less than 50 years of age believes that women are not encouraged to reach higher goals or given extra training. “We are not allowed to ask questions. I am expected to do my job without expecting anything more from the company, there is no opportunity for advancement.”

At the core of this issue is the nature of the broadcast industry and gender stereotypes. Women feel that it is one that does not support its people. One president in the 50-59 year old

bracket explained the industry as the survival of the fittest. Another broadcast operations manager with nearly 10 years of experience agrees that the industry does not take care of its people, “I need a career that will allow me to get ahead in life not just get by.” The world of sports, entertainment, and mass communications are based on competitiveness, risk-taking, and minimal obligations. For this reason, women are often at a disadvantage because of social norms and stereotypes (Schultz & Sheffer, 2007; Wrigley, 2002). There is still the belief that women cannot do the job; therefore they are not provided the equal opportunity to move up in management. In this case, women are not viewed as ideal candidates in occupations dominated by men (Adachi, 2013). Cultural stereotypes assume women are best fit for clerical jobs, institutional housekeeping, and educational jobs, which limits career advancement (Adams & Demaiter, 2009; Ibarra, Ely & Kolt, 2013). Organizational support was the biggest obstacle for one senior vice president, 60 years or older. “Companies just don’t think women could do the job,” she said. A respondent, who is a general sales manager of 21-plus years, believes that she is good at what she does, however there is “a difference in the willingness of companies to move women up in management.”

Limitations and future research

Overall, participants were enthusiastic and helpful in recruiting others participants for the study. This snowball technique, however, did not provide an exact number of how many people were reached during the study. Because the study received only 114 responses, this study was limited and had a 10% sampling error. Therefore, results are representative of the limited number of responses received.

On the survey instrument, the researcher failed to allow respondents who said no to having experienced the glass ceiling explain why. Asking these respondents to explain why

would have provided more detailed results. Yet, because this request was not specific, only a small number of respondents explained why they had not experienced the glass ceiling in the open-ended portion of the survey. This question allowed all respondents to leave additional comments, providing some way for women who answered no to the glass ceiling to expound.

Future research about the glass ceiling needs to focus on ways to formalize institutional support in media/broadcast workspaces. This includes understanding what support women want and need from the industry, and if organizational support is realistic or limited in competitive industries like radio and television. Education is the beginning to understanding how the glass ceiling impacts women and ultimately creates awareness within the work environment.

Additional research should explore the male perspectives on the glass ceiling, as they largely impact the profession. Understanding how men think and feel about the glass ceiling is just as important as how women think and feel about the glass ceiling. This is because they have greater influence to change and shape workplace behaviors in environments favorable to men. Educating them on the glass ceiling will also create awareness, make them more sensitive to the issue, and empower them to promote diversity in the workplace.

CONCLUSION

Nearly half of the women in the study believed the glass ceiling had not restricted them in their management careers because they ignored it. They recognize its presence, understanding that they must work harder and speak up. These women navigate by stepping “sideways” into management not upwards. They do this by gaining experience that solidified their qualifications, and by building networks around female-centric organizations that provided mentorships and opportunities to develop their skill set.

Consequently, “muteness” to the issue maintains the hegemonic structure and subservient role of women in broadcast management. This coping mechanism creates problems that are inescapable, such as the paradox of childbearing and the burden of work and home.

Organizational support, however, remains the greatest issue for women. These successful career women do not believe that the industry provides formalized training for women who desire executive level position. At the core of this issue are gender stereotypes, which assume women are not capable of leadership. Therefore, they are not provided the equal opportunity to move up in management.

One respondent perfectly summed up the study with her comment, “Damn the glass ceiling,” which reflects the difficult position of women in media management. Those that do not acknowledge the glass ceiling still suffer from its effects. Those that did recognize the glass ceiling still have issues with organizational support and balancing work and family. If these issues persist, the glass ceiling will continue to be an important area of academic study.

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LIST IF APPENDICES

APPENDIX A: GLASS CEILING SURVEY

Graduate student Jessica Love at the University of Mississippi is currently conducting a study on the glass ceiling for women in broadcast management. The Institutional Review Board at the University of Mississippi has reviewed and approved this project. If you have any questions about the project or your rights in taking part, you can contact the IRB at 662-915-7482. By submitting this survey, you acknowledge that you are 18 years or older and give consent for your information to be collected, analyzed, and published. All information is anonymous and confidential. For more information, you can contact Jessica Love at jflove@go.olemiss.edu, or her faculty supervisor, Dr. Brad Schultz at bschultz@olemiss.edu. Please take a few moments to answer the following questions, giving only one response to each question.

Q1. The glass ceiling is considered an unseen barrier that prevents women from advancing in their career despite their professional qualifications. Have you experienced the glass ceiling in terms of restricting you in your management career?

- ☐ Yes (1)
☐ No (2)

If you answered no to question one, please skip down to the demographic portion of this survey (question 12). If you answered yes to question one, please continue with question two.

Q2. How strong do you feel the glass ceiling effect was in your particular case?

	Extremely weak (1)	Somewhat Weak (2)	Neutral (3)	Somewhat strong (4)	Extremely strong (5)
Effect on me Personally (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q3. If more women became media owners, to what degree does that change the glass ceiling effect?

	No change (1)	Little change (2)	Neutral (3)	change (4)	Extreme change (5)
Effect of Women Ownership on the glass ceiling (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q4. How would you assess your opportunities for professional development (workshops, resume building, conferences) in your profession?

	Extremely weak (1)	Somewhat weak (2)	Neutral (3)	Somewhat strong (4)	Extremely strong (5)
My opportunities of professional development (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q5. How would you describe the professional mentorship you've received (career advice, skill enhancement, educational support, knowledge transfer, etc.)?

	Extremely weak (1)	Somewhat weak (2)	Neutral (3)	Somewhat strong (4)	Extremely strong (5)
My professional mentorship (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q6. How would you describe the organizational support you had in your career (maternity leave, work incentives, promoting leadership, educational development, family support, etc.)?

	Extremely Weak (1)	Somewhat weak (2)	Neutral (3)	Somewhat strong (4)	Extremely strong (5)
My Organizational Support (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q7. How would you assess the support of other women in management positions similar to your job?

	Extremely weak (1)	Somewhat weak (2)	Neutral (3)	Somewhat strong (4)	Extremely strong (5)
The support of other women managers (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q8. How would you judge your ability to balance responsibilities at work and home?

	Extremely weak (1)	Somewhat weak (2)	Neutral (3)	Somewhat strong (4)	Extremely strong (5)
My balance of work and home responsibilities (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q9. Which factor do you believe is most important in terms of women succeeding in media management?

- ☐ Ownership (1)
- ☐ Professional development (2)
- ☐ Mentorship (3)
- ☐ Organizational support (4)
- ☐ Balance of work and home responsibilities (5)
- ☐ Support of other women (6)

Q10. Which factor of the glass ceiling do you believe is still most difficult for women to overcome?

- ☐ Ownership (1)
- ☐ Professional development (2)
- ☐ Mentorship (3)
- ☐ Organizational support (4)
- ☐ Balance of work and home responsibilities (5)
- ☐ Support of other women (6)

Q11. What other factors contributed to your success media management (family background, income disparity, cultural differences, etc.) ? Type your comments directly in the box below:

Q12. In what age group are you?

- ☐ 29 years old and under (1)
- ☐ 30-39 years old (2)
- ☐ 40-49 years old (3)
- ☐ 50- 59 years old (4)
- ☐ 60 + years old (5)

Q13. Please select your race/ethnicity:

- ☐ African-American (1)
- ☐ American Indian (2)
- ☐ Asian (3)
- ☐ Caucasian/White (4)
- ☐ Hispanic/Latino (5)
- ☐ Hawaiian/ Pacific Islander (6)
- ☐ Two or more races (7)
- ☐ Unknown (8)

Q14. What is your level of education?

- ☐ Less than high school (1)
- ☐ High school graduate (2)
- ☐ Some college (3)
- ☐ Associate degree (4)
- ☐ Bachelor degree (5)
- ☐ Master/ professional degree (6)
- ☐ Doctorate or similar terminal degree (7)

Q15. What is your job title? (Type directly in the box below):

Q16. How long have you been working in your field?

- ☐ 0-5 years (1)
- ☐ 6-10 years (2)
- ☐ 11-15 years (3)
- ☐ 16-20 years (4)
- ☐ 21+ years (5)

Q17. Please feel free to share any comments or thoughts you have regarding this topic. Type directly in the box below:

APPENDIX B: INTERNET DATABASE SOURCES

Source	Link
Tennessee Broadcasters Association	http://tabtn.org/member-directory/
WLJT Public Media	http://wljt.org/board.php
Gray Television, INC	https://gray.tv/index.php?page=general-managers
Wikileaks	https://wikileaks.org/sony/docs/01/Sales/SPT%20Sales/Scott%20Projects/GSM/SP.GSMs_12-11%20(2).xls.pdf
Mentoring & Inspiring Women in Radio Directory	http://www.radiomiw.com/directory.html
East Tennessee PBS	http://www.easttennesseepbs.org/about/contact-us/
Radio Ink	http://radioink.com/2015/06/25/the-100-most-influential-women-in-radio/
TV News Check	http://www.tvnewscheck.com/tv-station-directory
KPRA Radio	https://kpfa.org/contact/staff-directory/
Washington State Association of Broadcasters	http://www.wsab.org/directory.html

APPENDIX C: INTRODUCTORY EMAIL



Jessica Love <jflove@go.olemiss.edu>

Women in Media Management

1 message

Jessica Love <jflove@go.olemiss.edu>

Fri, Feb 24, 2017 at 11:23 AM

Jane Doe,

I realize you don't know me, but let me introduce myself. My name is Jessica Love, a graduate student at the University of Mississippi, currently conducting research on the successful experiences of women in top media management.

That's why I'm reaching out to you. My Master's thesis is on the role of the glass ceiling for women in broadcast management, and I would very much like to get your input.

In the coming days, I will send out another email with a link to a short survey on this topic. I would greatly appreciate it if you could take just a few minutes to complete the survey. All responses will be confidential and anonymous. Obviously it is difficult to identify women for this study. If you know someone who would like to receive this or take part in the study, please feel free to forward this email on to them.

In the meantime, if you have any questions about me or my project, feel free to contact me.

Thanks for your consideration.

--

Jessica Love
University of Mississippi
Meek School of Journalism and New Media
Master of Integrated Marketing Communication
jflove@go.olemiss.edu

APPENDIX D: SUREY LINK



Jessica Love <jflove@go.olemiss.edu>

Women in media management survey

10 messages

jflove@go.olemiss.edu <jflove@go.olemiss.edu>

Wed, Mar 1, 2017 at 10:48 AM

Jane Doe,

Last week, I contacted you about a research project I'm doing at the University of Mississippi. As a graduate student, I'm studying the effect of the glass ceiling on women in media management and I would really like to have your input.

I've created a short survey that should take you no more than 10 minutes to complete. All responses will be confidential and anonymous. The online survey can be accessed at:

http://uofmississippi.qualtrics.com/SE/?SID=SV_8IEXZZMJ7TcMKln

If you feel there are others like you in media management that would like to complete the survey, feel free to pass it along to them. If you have any questions or problems regarding the survey, feel free to contact me or my faculty supervisor, Dr. Brad Schultz (bschultz@olemiss.edu).

Jessica Love

University of Mississippi

Meek School of Journalism and New Media

Master of Integrated marketing Communication

jflove@go.olemiss.edu

APPENDIX E: REMINDER EMAIL



Jessica Love <jflove@go.olemiss.edu>

Just a reminder

1 message

Jessica Love <jflove@go.olemiss.edu>

Mon, Mar 13, 2017 at 10:30 AM

Jane Doe,

Just a reminder! Friday, March 27, 2017 is the last day to complete the survey about women in media management. Remember, this survey is a part of my graduate thesis at the University of Mississippi and please forward this along to others like you in media management that would like to complete the survey.

To access the survey, click here:

http://uofmississippi.qualtrics.com/SE/?SID=SV_8IEXZZMJ7TcMKIn

If you have any questions or problems regarding the survey, feel free to contact me or my faculty supervisor, Dr. Brad Schultz (bschultz@olemiss.edu). Thank you for your time and participation.

Jessica Love
University of Mississippi
Meek School of Journalism and New Media
Master of Integrated Marketing Communication

jflove@go.olemiss.edu

APPENDIX F: THANK YOU EMAIL



Jessica Love <jflove@go.olemiss.edu>

Thank you

1 message

Jessica Love <jflove@go.olemiss.edu>

Mon, May 1, 2017 at 9:00 AM

Jane Doe,

I simply want to thank you for taking part in my graduate thesis. I could not have done this without your help. You have truly made this research experience a successful one. Attached to this email are the results of the survey. If you have any other questions about the project, feel free to contact me. Again, thank you and continue to knock down whatever glass ceiling hovers above you. .

--

Jessica Love
University of Mississippi
Meek School of Journalism and New Media
Master of Integrated Marketing Communication
jflove@go.olemiss.edu

APPENDIX G: GLASS CEILING

2. How strong do you feel the glass ceiling was in your particular case?		
N	Valid	67
	Missing	
Mean		3.73

APPENDIX H: MOST IMPORTANT FACTORS

9. Which factors do you believe is most important in terms of women succeeding in media management		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ownership	6	5.3	8.8	8.8
	Professional Development	14	12.3	20.6	29.4
	Mentorship	12	10.5	17.6	47.1
	Organizational Support	30	26.3	44.1	91.2
	Balance of Work and home	4	3.5	5.9	97.1
	Support of other women	2	1.8	2.9	100.00
	Total	68	59.6	100.0	
Missing	System	46	40.4		
Total		114	100.0		

APPENDIX I: FACTORS DIFFICULT TO OVERCOME

9. Which factors of the glass ceiling do you believe is still most difficult for women to overcome		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ownership	12	10.5	17.9	17.9
	Professional Development	8	7.0	11.9	29.9
	Mentorship	3	2.6	4.5	34.3
	Organizational Support	29	25.4	43.3	77.6
	Balance of Work and home	12	10.5	17.9	95.5
	Support of other women	3	2.6	4.5	100.00
	Total	67	58.8	100.0	
Missing	System	47	41.2		
Total		114	100.0		

APPENDIX J: THE AVERAGE MEAN OF ORGANIZATIONAL SUPPORT

	N	Mean	Std. Deviation	Std. Error Mean
6. How would you describe the organizational support you had in your career (maternity leave, work incentives, promoting leadership, educational development, family support, etc.)? My organizational support.	68	2.94	1.179	.142

APPENDIX K: DEMOGRAPHICS

Demographic	Mean	P Value
Age		
Over 40	3.66	.37
Under 40	3.86	
Race		
White	3.78	.14
Non-white	3.38	
Education		
College	3.73	.49
Non-college	3.75	
Experience		
Less than 15	3.64	.37
More than 15	3.74	

VITA

JESSICA LOVE

PROFILE

I aim to become a skilled researcher and professional in Mass Communications. With 5 years of research experience, my academic interests are women and the glass ceiling, race relations and marketing. I am equally a multifaceted communications novice, with experience in journalism, marketing communications, public relations and broadcasting.

EDUCATION

Meek School of Journalism and New Media

University of Mississippi • May 2017

Master of Arts: Journalism

Summa Cum Laude • 4.0

Rust College • April 2015

Bachelor of Arts: Mass Communications

Magna Cum Laude • 3.7

RESEARCH EXPERIENCE

Master Thesis

Investigating the Glass Ceiling: The Successful Experiences of Women in Media Management

University of Mississippi • 2017

Faculty Supervisor: Dr. Bradley Schultz

AEJMC Midwinter Conference

The Relationship between the University of Mississippi Racial Image Change and its Brand Equity

University of Mississippi • March 2017

Faculty Supervisor: Dr. Robert Magee

Ronald E. McNair Postbaccalureate Achievement Program

Investigating the Glass Ceiling: Women in Top Media Management

University of Mississippi • July 2014

Faculty Supervisor: Dr. Bradley Schultz

PROFESSIONAL EXPERIENCE

Mississippi Conference of the United Methodist Church Connectional Ministry and Communication Intern

Jackson, Mississippi • June - July 2016

Transcribed stories for biweekly circuit rider

Revised stories for annual conference publication

Assisted conference photographer with layout design

Strategic planner for “Imagine No Malaria” campaign

Internet and Mobile Media

University of Mississippi • spring 2016

Wrote stories for IMC program blog website

Devised marketing communications plan for an organization

Provided actionable insights for blog using Google analytics

Institute of Community Service

Public Relations Department Intern

Holly Springs, Mississippi • fall 2013

Collected data for demographic research

Created a promotional video

Designed photographic layout for annual report

Broadcast Story Telling

University of Mississippi • 2016

Multimedia Project: “I Let God Use Me” illustrates the vital role of the Vice President of Student Affairs at Rust College

Black College Fund Lina H. McCord Ambassador

Nashville, Tennessee • 2012 - present

Give an oral presentation about the funding

Maintain relationships with the organization’s publics

Recruit prospects and provide mentorship

Audited financial records and pertinent documents

PROFESSIONAL ORGANIZATIONS

United States Air Force - 2012

Ronald E. McNair Scholar - 2014

Kappa Tau Alpha Honor Society - 2017

Black College Fund Ambassador - 2012

Black Graduate Professional Student Association - 2016