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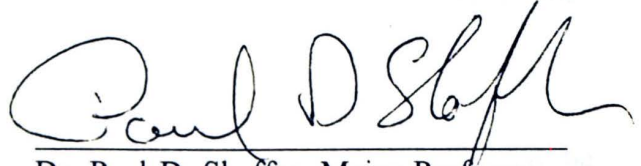
A COMPARISON OF OPPOSITE AND SAME SEX MENTORS AND THEIR  
EFFECT UPON WOMEN'S SUCCESS IN TELEVISION BROADCASTING

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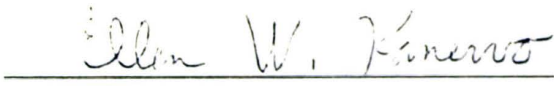
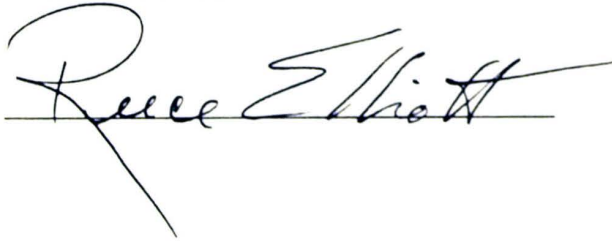
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To the Graduate Council:

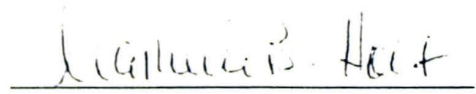
I am submitting herewith a thesis written by Toni Glaze DeLancey entitled "A Comparison of Opposite and Same Sex Mentors and their Effect Upon Women's Success in Television Broadcasting." I have examined the final copy of this thesis for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Master of Arts, with a major in Speech, Communication, and Theatre.

  
Dr. Paul D. Shaffer, Major Professor

We have read this Thesis  
and recommend its acceptance:

Accepted for the Council:

  
Dean of The Graduate School



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## ACKNOWLEDGEMENTS

The author wishes to express sincere appreciation to Dr. Paul D. Shaffer, Director of Television Studies, Austin Peay State University, for all of the encouragement, support, and patience extended during this study.

Sincere appreciation is also extended to Dr. Ellen Kanervo for her valuable suggestions and support and to Dr. Reece Elliott for his valuable assistance to this study.

The author also would like to express gratitude to Ms. Sue Ball for all the coordination and organization of helping me get this paper completed while living in another state.

And the author especially wishes to thank her husband and best friend, Douglas, and their son, Jay Douglas, for the total understanding and support given during this study. Without their total understanding and love, this thesis and resulting degree would not have been possible.

# Chapter I

## Introduction

### Background of the Problem

Women comprise a large part of the nation's workforce. The numbers and levels of positions open to women are increasing. This is especially true in the television broadcasting industry. Yet even with the increase of women in this industry (Stone, 1995), the majority of the higher level positions are still held by men (Beam, 1986). Since this is the case, and women are often excluded from the higher management and broadcasting positions within the industry, questions surface regarding the potential for upward mobility of women within the broadcasting arena.

Stone (1995) found that women comprised nearly 40% of all television newspeople at 47% of the nation's non-satellite commercial television stations. However, he also discovered that only 20% of the management positions at these surveyed commercial television stations were held by women. These numbers suggest that men show greater potential for upward mobility in the television industry.

### Research Questions

Since men do hold the majority of higher level management and broadcasting positions within the industry (Stone, 1995), this study will focus on the mentoring relationship between these men and its effect upon the rising women employees in broadcasting. The study will examine whether men in leadership positions exclude women from the mentoring relationships or whether women are forming their own

networks of mentoring relationships within the industry. Another question the study will address is whether the addition of a mentoring relationship, male or female, increases the level of success experienced by a female broadcasting employee. The study will also investigate whether the lack of a mentoring relationship, male or female, decreases the level of success experienced by a female broadcasting employee.

### Hypotheses

The hypotheses are: (H1) women broadcasting employees in mentoring relationships will be more successful than those who aren't, (H2) fewer women will consider themselves in mentoring relationships than will not since the majority of the leadership positions are held by men, and (H3) women who participate in a mentoring relationship where the mentor is a woman experience a higher level of success than women who have a male mentor.

### Definition of Terms

It is important to understand the following terms as they are used throughout this research:

**Mentor.** A senior person who guides, tutors, supports, and facilitates a junior person's career development.

**Television Broadcasting.** The industry that includes such professions as anchor, on-air personality, reporter, producer, director, editor, assignment editor, news director, or general manager.

**Protege.** A junior person who receives the guidance, tutoring, support, and facilitation from the mentor.



**Success.** An indication of achievement in the broadcasting industry. Those in managerial positions, positions of leadership and respect, and positions of on-air talent such as reporters or anchors in the Nashville Area of Dominant Influence (ADI) are, for purposes of this study, characterized as successful in the broadcasting industry. Executive Producers, Photographers, Assignment Managers, Anchors and Reporters are all characterized as being successful for purposes of this study.

**News.** Information about recent events of general interest appeal reported by television.

**Newscast.** A television broadcast of events in the news.

**Newsroom.** An area at a television station, in which news is prepared for release.

**Network Affiliate.** Any television station that airs ABC, NBC, or CBS programming.

Several assumptions have been made throughout this research. For purposes of this study, if female broadcasting employees are in management positions, working as on-air anchors or television reporters, or is in positions of leadership in the Nashville television market, they are considered successful broadcasters. Other factors affecting success, such as experience, education, intelligence, and persistence are equally distributed among the women in the study as having a bearing upon the level of success the woman broadcasting employee has obtained.

## Chapter II

### Review of Related Literature

Women in today's society are making great gains in obtaining positions within the workforce. According to Weaver and Wilhoit (1985), there has been a dramatic increase in the percentage of women working in broadcast news since 1971. In fact, Weaver and Wilhoit found that in 1971, 5% of the broadcast news journalists were women. In 1985, that number had jumped to 43%. However, men continue to hold the highest positions in most disciplines including the broadcasting industry.

There are several studies that relate to the hypotheses that mentoring will positively affect the success that a female broadcasting employee experiences. In 1989, Hill, Bahniuk, and Dobos hypothesized that "patterns of communication and academic success will differ for males and females with and without mentors"(p 20). They found that males with mentors had the highest scores on tests rating success, females with mentors had the next highest rating, females without mentors followed, and males without mentors scored the lowest. The researchers used a number of checklists in their study to test the reliability of their research. They used the Job Description Index to measure five factors of job satisfaction, they used the Personal Report of Communication Apprehension instrument to measure apprehensiveness, and the Survey of Organizational Communication instrument to measure information adequacy.

An issue that Hill et al (1989) focused on throughout their study was the implications involved with having men in higher positions in education and women rising through the ranks. Earlier studies (Hall and Sandler, 1983) point out that mentoring has

been primarily available to men most similar to the senior executives, thereby excluding women and other non-traditional men from this important source of career information. Men in the higher positions in the business world are choosing men like themselves to mentor (Hall and Sandler, 1983). In this way, women are kept from seeing some important view-points that the young male protege is privy to. This knowledge would benefit the young male employee. This lack of knowledge may keep the woman broadcasting employee from being able to compete with the male (Hall and Sandler, 1983).

Finally, Hill et al. (1989) discuss reasons that male executives may stray from mentoring a female. For instance, if a male mentors a female, there is the possibility that co-workers will accuse the executive of favoritism. It is also possible that the private lives of those involved could become affected because of the mentoring relationship.

Hill et al. (1989) state clearly within the study that "the sample appears to be fairly representative of faculty across the country"(p. 22). This investigation studied the extent to which variations in one factor (mentoring) correspond with variations in another variable (success). These variations are studied based on correlation coefficients. Hill et al. (1989) introduced a series of six tables into the results. One important table correlated the variable of success versus the variable of mentoring. Hill et al. (1989) found that males with mentors had the highest scores, followed by females with mentors, then females without mentors. Males without mentors came in last when comparing mentoring to success.

Eccles (1987) hypothesized that not only is success viewed differently based on gender, but women are socialized through life based upon the gender-roles they are



expected to assume. This causes a decline in the woman's realization of the male definition of success. In other words, Eccles attempted to prove that women are not as successful as men in various areas, because women have been socialized to believe that other parts of their lives need attention. Eccles suggests in her study that "expectations for success do influence occupational choice"(p. 147).

Eccles' (1987) article does not support the hypotheses that mentoring women affects their success in the broadcasting industry. In fact, it gives alternative positions as to the possibilities of why women are achieving success. Eccles stated that a variety of reasons affect the degree of success a woman realizes. One of these reasons was whether or not the woman had an expectation of being successful. At no time in Eccles' study was mentoring mentioned as being a factor for contributing to success.

In 1995, Hale conducted a similar study that argued that there are major deficiencies in the available literature on the mentoring subject to assume that mentoring is automatically helpful to women. She suggested that many women who are successful do not desire to mentor others, that differences in needs between men and women mean that mentoring is more difficult to find, and that gender alone is one critical concern in mentoring relationships (Hale, 1995). Hale suggested that there are three problems associated with opposite sex mentoring. The first is that many females are reluctant to seek male mentors; the second is that many male mentors are unwilling to accept females as proteges. The third problem Hale suggests is the problem of unwanted sexual overtones, office gossip, and potential for attraction and/or harassment (Hale, 1995). Contrarily, Hale suggests that same sex mentoring can offer the woman protegee "greater

empathy, better interpersonal skills, more comfort, less likelihood of encountering sexual issues, increased self-confidence, and a perceived fit between professional traits and self-image"(p. 329).

A study completed by Barbara Quinn in 1980 attributed social and cultural barriers to women's views of success. Her study traced the career difficulties of women back to their developmental processes such a socialization, peer experiences, and sex stereotypes. Quinn's study was based upon the idea that women with female mentors have fewer difficulties than women with male mentors because the women understand their proteges.

Lorele Vanzant (1980) completed a study on mentoring professional females. Her findings were based upon 273 professionals in the education industry. All subjects had at least a master's degree. She found that age has a profound bearing upon how women view their level of success. She found that women aged 40 through 69 years old exhibited a much higher sense of achievement motivation than women who were aged 20 through 39 years of age.

Vincent and Seymour (1995) conducted a study of women mentors that suggested that even though most mentors are white men, it is more desirable for women to have women mentors. There are several reasons for this: first, women can serve as better role models for other women and, second, women mentors would help to eliminate sexual issues as well as other organizational barriers (Vincent & Seymour, 1995). Ironically, Vincent and Seymour found that corporate women have thus far proven reluctant to take on mentoring roles. They suggest that women at the top have a Queen Bee Syndrome that

may be a result of having made it to the top without a mentor themselves. Vincent and Seymour suggest that since these successful women had no mentor, they may be unwilling to mentor others. They also suggest that the reluctance may come from the perception that if a successful woman does mentor another woman, some within their organization may scrutinize the union as a female power coalition, and this would be worse than not mentoring at all.

Vincent and Seymour (1995) sampled 1,000 women from a computerized random list of over 250,000 women in the National Association for Female Executives. They had a response rate of 65%. They found that 59% of these women had been mentors, and that 40% had not. Their recommendation was that women must not be afraid to mentor other women because of perceived negative scrutinization (Vincent & Seymour, 1995).

Kathy Kram in 1985 presented a study that focused on mentoring in work place relationships. In her study, she interviewed people in a business organization of 15,000 employees where 4,000 were managers. Her finding was that the word mentor has a variety of connotations depending on the employee. In her research, there was only one female mentor in the entire study. An important alternative for women, she found, was developing relationships with peer workers. Kram (1985) also found that when men acted as mentors to women, a variety of problems presented themselves. For instance, she found that men were less able to be role models to women who were trying to juggle careers and family. She also found that there were other elements that caused problems when men acted as mentors to women. Sexual tensions between the mentor and protege was one problem and peer scrutiny and resentment were others.



In another 1985 study authored by Kathy Kram along with Lynn Isabella, peer relationships were found to be an important alternative to mentoring relationships. Kram and Isabella (1985) conducted their research in a large, northeastern manufacturing company. They selected subjects from all levels of the organization and all ages and sexes. They focused most of their questions upon whether or not the individuals had mentors within the organization. If they did, Kram and Isabella (1985) then interviewed the mentor also. Through the interview process, Kram and Isabella (1985) found that the majority of their subjects relied more heavily on peer relationships for development than mentoring relationships. In fact, even employees who had mentors agreed that at some times during "an unfolding career, it makes more sense to consult a peer than a mentor"(p. 129).

Shapiro, Haseltine, and Rowe (1978) likewise found that peers are valuable mentor alternatives. Their study also suggested that due to a constantly changing workforce with the presence of women constantly evolving, that the older women who have "made it and are potential role models have done so under significantly different circumstances from those women entering the profession and wouldn't be valuable role models"(p. 53). However, Shapiro et al. (1978) suggest that proteges should pick and choose from the desirable traits of many potential mentors rather than focus on one person for traditional mentoring.

In 1979, Mary Cook wrote that women who have mentors derive a greater sense of satisfaction from their work than women who don't. Cook (1979) also proposed that, although unstated, it is widely known that promotions are frequently filled on the basis of these personal relationships or mentoring relationships. Finally, Cook (1979) suggested

that in the business world, few executives have the same sense of comradery with women as they do men, and for this reason alone many women miss out on this mentoring relationship. Although women benefit from these types of relationships, most men in the higher level positions are keeping these informal relationships open only for men.

In 1983, Daniels and Logan found that "many women in management encounter a variety of informal barriers that preclude them from complete integration into an organization or professional community"(p. 532). Daniels and Logan (1983) also reported that a national survey completed in 1977 indicated that the good ole boy network appeared to be alive and well and that women were not being invited to participate.

O'Leary (1976) had similar findings. He found that there are many psychological factors that may inhibit women from finding success. He found that, unlike men, women tend to be evaluated on the basis of personality, appearance, and education, in contrast to motivation, ability, and interpersonal skills used for men. These differences could contribute to mentors excluding women from these types of relationships. O'Leary (1976) also suggested that once conflicts and pressures mount between juggling home and career, the woman begins to question her decision to work which decreases her self confidence. Each of these problems is exclusive to women, and therefore most male mentors within organizations would be unable to serve as proper role models for these unique circumstances (O'Leary, 1976).

Dreher and Taylor conducted a study in 1996 that studied how race, gender, and mentoring experiences account for differences in salaries among Master of Business Administration (MBA) graduates. The study suggested that salary is indicative of the level



of success one realizes. Their results found that women with MBAs were less likely than men with MBAs to form mentoring relationships with white men. Dreher and Taylor (1996) also suggested that graduates who had been able to establish mentoring relationships with white men had an average salary of \$16,480 over those with mentors displaying other demographic profiles.

Hunt and Michael (1983) conducted research which found that mentoring is the most important element of the psychosocial development of men. They suggested that mentoring is equally important for the career success of women. Their study recognized the unique problems most women face trying to juggle careers and families while attempting to find a mentor who understands her unique lifestyle. Hunt and Michael (1983) reported that the male model of mentorship is not applicable to women and the scarcity of female mentors is apparent in traditionally male dominated careers as women begin to move into these fields.

Jane Adams wrote a book in 1979 that focused on the sex role stereotypes women have to deal with daily in the workplace and their effects on the mentoring process. She suggested that women are not brought up in the American society to be tough or ambitious as men are. Women are instead taught to be open to suggestion and assisted when times got tough. Her book focused on mentoring in a later chapter where she found that mentoring is not as available to women as it is to men. But, she did find that the younger women are having better luck searching out women mentors.

Merriam (1983) reviewed all available literature relating mentoring in adulthood to success in professional fields. She found that the study of mentoring is actually biased

and that most studies proclaim the phenomenon to be a greater enhancement to success than it actually is. She also found that the term mentor is not clearly defined and therefore causes much confusion. She stated that from a research design perspective, "the literature is relatively unsophisticated"(p. 169). Her main point was that much work needs to be done in the researching of mentoring in the workplace and its relationship to success by proteges.

Foss and Foss (1983) reviewed all available literature concerning the issue of women's differences from men's in the area of speech and communication. Their study implied that the evolution of the women's movement, along with the evolution of woman herself, is the cause for the disparity between the sexes. Foss and Foss do not specifically discuss mentoring within the broadcasting arena.

Egan (1991) randomly sampled 600 women from the professional organization of American Women in Radio and Television (AWRT) and determined that a mentor can enable a woman to position herself for self-defined success in broadcasting. Egan reviewed 390 usable surveys and from them sampled 31 women from various levels of broadcasting with which to conduct a telephone interview. She based her results on the survey itself and the telephone interviews. From the interviews, she concluded that women broadcasters are either traditional, meaning they value family roles, or assertive. Regardless of the category, Egan (1991) suggests that the implication for broadcasting educators remains the same, mentoring will help the broadcasting female student "envision how her goal might be accomplished"(p. 43).

In 1996, Egan once again completed a study that examined the worldly viewpoints

of women in the broadcasting industry and their relationships with mentors. Egan sampled 454 women from AWRT in order to find what women require in a mentor to achieve success. Egan suggested that previous research shows that mentoring relationships benefit women in many of the same ways as they benefit men, namely greater job success and job satisfaction, and personal power and influence. However, she did go further to suggest that psychosocial functions between mentors and proteges were a more important function for women than for men (Egan, 1996). Egan explained that since success is assumed in our culture as being the same for women as it is for men, formal mentoring programs have ignored the variations in women's needs such as esteem and communication. Her study examined how important the female perspective is in the mentoring process. The response rate for her study was 35%; she found that 75% of her respondents had been mentored but that only 31% of the sample had been mentored by women. The results of her study supported her hypothesis, that mentoring functions recognized and valued by women depend predominantly upon their perception of their worlds, not upon the preconceived notions our culture has labeled as successful (Egan, 1996).

One study established through census reports states that women are paid significantly less than men within the broadcasting industry (Beam, 1986). Beam stated:

The representation of women in the media work force and the power they have in the media can be substantially different. Census data do not provide a direct way of assessing whether women are playing an increasingly important role in

the media. However, salary is a rough surrogate for the degree of responsibility or amount of power women have in the media labor force (p. 8).

Beam (1986) collected and evaluated data from the 1970 and 1980 census reports.

Beam did not gather the data himself. All of the data examined were categorized as secondary sources. He used the evidence gathered in these sources to establish facts and reach conclusions about women in the broadcasting industry.

Chapter Three will present the methodology used to survey women broadcasters in the Nashville television market. It will also present details about the instruments used to measure the results of the surveys.



## Chapter III

### Methodology and Procedures

#### Sample

The three hypotheses were tested through a mail questionnaire of women broadcasters asking questions on their experiences with mentors in their careers. A Mentor Relationship Inventory (see Appendix A) was sent to 39 women broadcasters in the Nashville television market at the following television stations: WSMV Channel 4 (NBC), WTVF Newschannel 5 (CBS), and WKRN News 2 (ABC). This survey was the same Mentor Relationship Inventory designed and used by Vanzant in her 1980 doctoral dissertation studying the effect mentoring relationships had on women in education. The Mentor Relationship Inventory was chosen because Vanzant's study attempted to measure the same variables as in this study. She used her Mentor Relationship Inventory to study mentoring and its effect on women and their success in the education field.

Of the 39 inventories distributed, 21 were returned. Six came from women broadcasters at WKRN, seven came from women broadcasters at WSMV, and eight surveys were returned from women broadcasters at WTVF. This gave the study a response rate of 54%. This survey was not sent to all television stations in Nashville because the study focused on the major network affiliates with news departments.

In addition to the Inventory, demographic data sheets were attached to the questionnaires (see Appendix B) and were mailed to respondents. Confidentiality was assured in the opening paragraph of the data sheet. An informed consent statement was also included in this opening paragraph. The women were asked to fill out both sections,

the Mentor Relationship Inventory and the demographic data sheet, and then seal them in an envelope that was provided. News Directors from each station then collected the sealed envelopes from their employees and returned them in a stamped and addressed envelope.

### Instrument

The Mentor Relationship Inventory consisted of 22 questions. Questions were in statement form and subjects were asked to indicate their level of agreement with the statement on a Likert-style scale that ranged from 5 almost always agree to 1 never agree. Statements were designed to examine the effects of the mentor relationship on the career development of the female. In addition to the 22 questions, three questions were short answer type and attempted to determine how many mentors each woman has had throughout her career, whether she currently has a mentor, and who she felt most significantly influenced her career.

The Demographic Data Sheet consisted of eight questions designed to find out background data on each of the participating females. Women were asked current job title, years in current position, the date of their last advancement, educational level, marital status, age range, position of birth in their families, and ethnic background. This information is necessary to examine the level of success of each woman broadcasting employee.

Of the 21 women surveyed, six were still in the early stages of their careers, meaning they had been working in their career for less than three years while nine of the women were in the middle career stages, meaning they had between three and six years of service in their careers. And finally, six of the women surveyed were in the late stages of

their careers, meaning they had over six years of service in the broadcasting business.

Chapter Four will present the results of the questionnaire. Specifically, it will present the demographic data and the mentoring status of each woman surveyed and from these data, the hypotheses will be rejected or supported.

## Chapter IV

### Results

Demographic data from the questionnaires revealed that the majority of the subjects in this investigation were first born, married, and caucasian. Women in the range of 20 to 39 years of age represented 81% of the sample investigated (52 % were 20 through 29 years of age). Further observations of the demographic data revealed that 81% of the women had bachelors degrees and 19%, the remaining women in the study, had master's degrees. Of the 21 women in the study 38% were married, 33% were single, and 29% were divorced. Only one percent of the women studied were African American and only .05 percent of the women surveyed were Hispanic. Table 1 gives a demographic breakdown, by broadcasting position, of the women surveyed in this study.

Demographic data from Table 1 also revealed that four of the women surveyed were reporters, seven were producers, two of the women were anchors, one woman was a video-tape editor, two of the women surveyed were assignment managers, one of the women surveyed was an associate producer, two of the women were assignment editors, one woman was a photographer, and one woman was an executive producer. The order in which the women are listed in Table 1 is random.



Table 1

Demographic characteristics of women broadcasters

	Reporter	Producer	Anchor	Editor	Assign. Mgr.
Women Surveyed	4	7	1	2	2
Bachelor Degree	3	6	2	1	2
Master Degree	1	1	0	0	0
Married	1	5	1	0	0
Single	0	2	0	0	1
Divorced	2	1	1	1	1
Caucasian	4	6	1	1	2
African American	0	0	1	0	0
Hispanic	0	1	0	0	0

Table 1 (Continued)

Demographic Characteristics of Women Broadcasters

	Assoc. Prod.	Assign. Editor	Photog.	Exec. Prod.	Total
Women Surveyed	1	2	1	1	21
Bachelor Degree	1	1	0	1	17
Master Degree	0	1	1	0	4
Married	0	0	0	1	8
Single	1	2	1	0	7
Divorced	0	0	0	0	6
Caucasian	1	1	1	1	18
African American	0	1	0	0	2
Hispanic	0	0	0	0	1

Data from Table 2 show that women in the early and middle career stages reported having a higher frequency of mentoring relationships where the mentor was a female. Women in the late career stages reported a higher frequency of mentoring relationships where the mentor was a male.

In all stages of the career progression, some women reported having only relationships where peers performed the functions mentors traditionally perform. For the purposes of this study, these women were labeled as having no mentor as this study is

examining relationships between mentors and proteges. It is significant to note that one woman in the early career stage reported a significant peer relationship, four women in the middle career stage reported significant peer relationships where the peer was a male, and one woman in the late career stage reported a significant peer relationship in lieu of a traditional mentoring relationship.

The level of success was determined by analyzing all 21 women subjects based upon demographic data. Women in management positions, such as Assignment Manager or Executive Producer regardless of their age or educational background were categorized as having a high level of success for purposes of this study. Additionally, women holding on-air positions such as anchors or television reporters were also categorized as having a high level of success for purposes of this study. Photographers employed in the Nashville market are also categorized as having a high level of success (see Table 2).

Table 2

Career statues of women surveyed and their mentoring information

Status of Woman	Age	Gender of Mentor	Status of Mentor
<u>EARLY CAREER</u>			
Producer	20-29	No Mentor	N/A
Producer	20-29	Female	Executive Producer
Associate Producer	20-29	Female	Producer
Reporter	20-29	Male	News Director
Assignment Editor	20-29	Female	Assignment Manager
Producer	20-29	Male	Sports Director
<u>MIDDLE CAREER</u>			
Assignment Manager	30-39	Male	News Director
Producer	30-39	No Mentor	N/A
Editor	40-49	Male	Prior Supervisor
Producer	20-29	Female	Executive Producer
Producer	20-29	No Mentor	N/A
Reporter	20-29	Female	Executive Producer
Assignment Editor	50-59	No Mentor	N/A
Executive Producer	30-39	Female	Sister/Reporter
Producer	20-29	No Mentor	N/A
<u>LATE CAREER</u>			
Reporter	30-39	Male	Reporter
Anchor	30-39	Male	News Director
Reporter	40-49	Male	Reporter then Husband
Anchor	40-49	Male	Producer
Photographer	30-39	No Mentor	N/A
Assignment Manager	20-29	Male	News Director



## Hypothesis 1

Hypothesis 1 stated that women broadcasting employees in mentoring relationships will be more successful than those who don't have a mentoring relationship. Table 3 presents the data related to this hypothesis.

Table 3

### Success of women in mentoring relationships compared to women without mentors

	Mentor	No Mentor
High Level <u>of Success</u>		
Reporters	100% (4)	0
Anchors	100% (2)	0
Assign. Mgrs.	100% (2)	0
Photographer	0	100% (1)
Executive Producer	100% (1)	0
Lower Level <u>of Success</u>		
Editor	100% (1)	0
Producers	43% (3)	57% (4)
Assign. Editors	50% (1)	50% (1)
Assoc. Producers	100% (1)	0

Based upon the data shown here, Hypothesis 1 is supported. Previous data

examined that reporters, anchors, assignment managers, executive producers, and photographers in the Nashville television market system are in high success level jobs. Table 3 shows that all of the reporters, anchors, assignment managers, and executive producers who participated in this study reported having a significant mentoring relationship. There was only one photographer surveyed and her response goes against the hypothesis. Table 3 also shows that those women in the positions categorized as being in the lower level of success were mixed when it came to whether or not they had a mentoring relationship. The data shows that 43% of the producers did have a mentor, but 57% did not. Likewise, 50% of the assignment editors had mentors and 50% did not.

### Hypothesis 2

Hypothesis 2 stated that fewer women will consider themselves in mentoring relationships than those who will not. Table 4 presents the data related to this hypothesis.

Table 4

#### Women reporting mentoring relationships compared to women reporting no mentor

	<u>Mentor</u>	<u>No Mentor</u>
Women Surveyed	15 have mentor	6 have no mentor

The data presented in Table 4 fails to support the hypothesis that fewer women will consider themselves in mentoring relationships than those who will not. The data show that more women reported having a mentor than reported no mentor. Seventy one percent of the women surveyed did have significant mentoring relationships, whereas 29% reported that they did not have a significant mentoring relationship.

### Hypothesis 3

Hypothesis 3 stated that women who participate in a mentoring relationship where the mentor is a woman experience a higher level of success than women who have a male mentor. Table 5 presents the data that compare the success level to the mentor type. The table shows how many women in the higher level of success positions reported having male mentors and how many women in the higher level of success positions reported having female mentors. The table likewise shows which women in the lower levels of success positions reported having a male versus a female mentor.

The data in Table 5 fails to support the hypothesis. The hypothesis stated that women who participated in mentoring relationships where the mentor was a woman would be more successful than women who participated in mentoring relationships where the mentor is a man. The data clearly refute this hypothesis. Most of the women in the positions of higher success reported having male mentors. And, most of the women in the positions of lower success reported having female mentors.

Table 5

Female mentors compared to male mentors and the success of proteges

	<u>Male Mentors</u>	<u>Female Mentors</u>	<u>No Mentors</u>
<u>High Level</u>			
<u>of Success</u>			
Reporters	75% (3)	25% (1)	0
Anchors	100% (2)	0	0
Assign. Mgrs	100% (2)	0	0
Exec. Prod	0	100% (1)	0
Photographer	0	0	100% (1)
<u>Lower Level</u>			
<u>of Success</u>			
Producers	14% (1)	28% (2)	57% (4)
Assoc. Prod.	0	100% (1)	0
Editor	100% (1)	0	0
Assign. Editor	0	50% (1)	50% (1)

In the following chapter a discussion will be presented based upon the implications of the results found in this chapter. In addition, recommendations and suggestions will be made about how this study could have been improved or strengthened.



## Chapter V

### Discussion and Recommendations

The data suggest that women broadcasters who are mentored have achieved higher levels of success than women broadcasters who are not mentored. Hill et al. (1989) also found that in the education field, women who were mentored by senior faculty realized an element of success that was so much higher than those who were not mentored that it was significant. These findings support the hypothesis that mentoring positively affects the success a woman realizes. The Hill et al. (1989) study also suggests that the lack of a mentoring relationship decreases a woman's chance for success in the education field. We can assume that women in the education field are similar to women in the broadcasting field. The data gathered in this study agree with Hill et al. (1989). Women broadcasters in our sample who were not mentored did have a lower level of success than women broadcasters who were mentored.

The Egan (1991) study is also an important study for this research question because it determined that a mentor can enable a woman to position herself for self-defined success in broadcasting. This is significant because it directly relates the mentoring relationship to women in broadcasting. In 1996, Egan took the study a step further. She attempted to compare the success of women broadcasters based upon the presence of a mentor and the gender of the mentor. Egan (1996) found that women in mentoring relationships value different traits in a mentor than men value based upon their female perceptions. However, the data in this study suggests that women with female mentors are experiencing lower levels of success than women with male mentors. The explanation for

this could be since most of the higher level positions within the broadcasting industry are still held by men (Stone, 1991), women who want to excel in this field, must tap into the experience and viewpoints these male leaders have to offer. Women within the industry are still evolving, and just as Egan (1996) suggests, these women do have different perceptions of their world than these men; but, they are not yet ready to close male mentors out. Many of the authors in the Review of Literature chapter suggest that women require different traits in role-models than traditional male mentors can provide. For instance, Eccles (1987) hypothesized that since women are socialized in life differently than men, that they view success differently than men. Foss and Foss (1983) found that women are much different than men in the areas of speech and communication. These studies are both significant to this study because they tend to support the hypothesis that women who have women mentors would be more successful than women who have male mentors. This, of course, is contrary to the data found from the women broadcasters in Nashville. The women in Nashville reported greater success when their mentors were male. Once again, the explanation may be that women have just not evolved into the higher position yet to enable themselves to act as mentors to other women. Another explanation may be that since men are still in the higher levels, that women must take these traditional male perceptions of success and internalize them, thereby closing their minds and perceptions to what they truly view as successful.

Vincent and Seymour (1996) agreed that it is more desirable for women to have women mentors. They also found that most mentors in their study were white men, but, they suggest that women mentors would serve as better role models for women, and they

would also help eliminate sexual barriers (Vincent & Seymour, 1996). The data from Chapter 4 shows that there are potential problems when women have relationships with male mentors. For example one of the women reporters from the Nashville market reported that when she was just starting out in the world of news broadcasting, her mentor was a senior male reporter. After participating in a mentoring relationship with this man, he became her husband. Quinn's 1980 study attributed these social relationships that come from women with male mentors as avoidable, only if women have women mentors. She found that women with male mentors experience social and cultural barriers such as sex stereotypes and peer scrutiny (1980).

Although most of the studies agree that women would be better off with women mentors, the evolution of the broadcasting industry is not yet ready to support this. Not only is this due to men holding the higher level positions in broadcasting, but there are also several studies that suggest that women in higher level positions are not mentoring other women. An interesting finding came from Vincent and Seymour (1995) when they suggested that women in higher level positions in business have a Queen Bee Syndrome, where they refuse to mentor a subordinate woman because they didn't have a mentor themselves.

The Review of Literature identifies implications for broadcasters. Namely, it is realized that since mentoring is such a factor in the success of women in the broadcasting field, senior broadcasting executives and faculty members in broadcasting studies should become aware of the need for mentoring relationships. Also, women should be privy to the same jobs and salaries as their male counterparts within the broadcasting industry.

The research could have been greatly improved if there had been additional surveys and studies done on women and broadcasting. This is still a relatively new frontier for women. There was a critical shortage of empirical articles on the women in broadcasting area of study.

One significant relationship that is related to women in all professional fields is the peer relationship. This relationship seems to have had such an influence upon women in this study that it is critical for future studies. In the future, peer relationships should be included for their effect upon women in the broadcasting industry. In addition, it would be important to determine if the gender of the peer had a differing effect upon the woman broadcaster's level of success.

Finally, in summary, the implications from the study show that when women in the broadcasting industry are mentored, they recognize success more readily and in greater forms than if they are not mentored. Also, it is determined that based upon the above review, the lack of mentoring upon women in the broadcasting industry significantly decreases their potential for achieving success.



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## APPENDIX A

## Mentor Relationship Inventory

Instructions: The "Mentor Relationship Inventory" seeks to determine the effects of the mentor relationship on the career development of the female. Briefly think about your own career. You may have had, at various times, one or more mentors who have recognized your capabilities and helped you to advance in your career. Please read the following definition of "mentor" and complete the questions below.

A MENTOR IS A PERSON WHO ACTS AS SPONSOR, ADVOCATE, GUIDE---ONE WHO TEACHES, ADVISES, TRUSTS, CRITIQUES, AND SUPPORTS ANOTHER TO EXPRESS, PURSUE, AND FINALIZE HER CAREER GOALS.

1. Do you have a mentor at this time who fits the above description?

yes \_\_\_\_\_  
no \_\_\_\_\_

2. How many mentors have you had in all?

male \_\_\_\_\_  
female \_\_\_\_\_

3. What was your relationship with the individual who has most influenced your career (be Specific)? \_\_\_\_\_

Instructions: Use the following scale to indicate the extent of your agreement with the following statements which describe a mentor. (circle the number of your choice)

Key:                      5 = Almost Always  
                              4 = Much of the Time  
                              3 = Sometimes  
                              2 = Rarely  
                              1 = Never

My mentor or mentors have:

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 1. Influenced my career in a positive direction. | 5 | 4 | 3 | 2 | 1 |
| 2. Accepted me as a friend and colleague.        | 5 | 4 | 3 | 2 | 1 |
| 3. Supported my efforts to advance in my career. | 5 | 4 | 3 | 2 | 1 |

2. Praised my efforts in the presence of colleagues.	5	4	3	2	1
5. Served as an appropriate role-model on how to succeed.	5	4	3	2	1
6. Selected a qualified colleague for a promotion rather than a less qualified friend.	5	4	3	2	1
7. Maintained open channels of communication at all times.	5	4	3	2	1
8. Expressed pride in my successes and promotions.	5	4	3	2	1
9. Cautioned me to avoid behavior which might be detrimental to my career.	5	4	3	2	1
10. Been someone I could rely on for support during crises and uncertainties connected with my job.	5	4	3	2	1
11. Encouraged associates to express and pursue long-range career goals.	5	4	3	2	1
12. Considered my knowledge and experience an asset	5	4	3	2	1
13. Willingly listened to ideas and suggestions.	5	4	3	2	1
14. Given, as well as received, objective criticism.	5	4	3	2	1
15. Encouraged mutual trust and respect among associates.	5	4	3	2	1
16. Been readily available for consultation on an informal basis.	5	4	3	2	1
17. Considered an ambitious and talented female an asset to the organization.	5	4	3	2	1
18. Allowed me to disagree on issues without fear of retaliation.	5	4	3	2	1
19. Used appropriate behavior in situations regardless of masculine or feminine stereotype.	5	4	3	2	1
20. Believed that teamwork achieved maximum success.	5	4	3	2	1
21. Considered friendship, favor swapping, and informal social contacts important to career success.	5	4	3	2	1
22. Recognized my potential as a promising protege.	5	4	3	2	1

## APPENDIX B



## Demographic Data Sheet

Please complete this data sheet. Do not put your name on this page. This Survey is collecting data that is necessary for completion of a Thesis studying the relationship between women broadcasters, their mentors, and success in their field. All questionnaires will be kept private. Simply fill out the attached survey then place in the envelope provided and seal it. Only the researcher will see your comments. Any women filling one of the positions below is eligible for this survey. Participation in this study is voluntary and implies consent. It's often assumed that a researcher reports results back to participants. To protect your anonymity, if you are interested in obtaining the results of this survey simply send a postcard with your name and address to Toni DeLancey, 1431-A Eagle Loop, Fort Campbell, KY 42223. Your participation is greatly appreciated!

1. JOB TITLE (circle one):
- Reporter
  - Producer
  - Director
  - Anchor
  - News Director
  - Station General Manager
  - Editor
  - Assignment Manager
  - Associate Producer
  - Assignment Editor

2. YEARS OF SERVICE IN PRESENT POSITION \_\_\_\_\_

3. LAST ADVANCEMENT (PROMOTION OR INCREASE IN MARKET ADI) \_\_\_\_\_ (Give Date----Not Position)

4. EDUCATIONAL LEVEL (check one):

Master's degree \_\_\_\_\_

Bachelor's degree \_\_\_\_\_

Doctorate \_\_\_\_\_

Some College \_\_\_\_\_

Other \_\_\_\_\_

## 5. MARITAL STATUS:

SINGLE \_\_\_\_\_

MARRIED \_\_\_\_\_

SEPARATED/DIVORCED \_\_\_\_\_

WIDOWED \_\_\_\_\_

## 6. AGE:

20-29 \_\_\_\_\_

30-39 \_\_\_\_\_

40-49 \_\_\_\_\_

50-59 \_\_\_\_\_

60-69 \_\_\_\_\_

## 7. WHAT IS YOUR POSITION IN YOUR FAMILY? \_\_\_\_\_

Example: 1st Born, Middle Child, Youngest, etc. (ordinal position)

## 8. ETHNIC BACKGROUND:

African American \_\_\_\_\_

Native American \_\_\_\_\_

Caucasian \_\_\_\_\_

Hispanic \_\_\_\_\_

Asian \_\_\_\_\_

Other \_\_\_\_\_

## APPENDIX C

Toni G. DeLancey  
1431-A Werner Park  
Fort Campbell, KY 42223  
(615)431-6162

News Director  
Channel 4, WSMV  
5700 Knob Rd.  
Nashville, TN 37209

Dear Sir/Ma'am:

January 6, 1997

I am currently working on my Master's Degree Thesis entitled "A Comparison of Opposite and Same Sex Mentors and their Effect upon Women's Success in Television Broadcasting." One requirement for my thesis is that I collect data. I have chosen the Nashville market for my data collection.

May I schedule a date with you or your staff to come and hand out my survey questionnaire to your women broadcasters? It is a very short 22 question survey and will require very little time or effort to fill out. I understand that these women are extremely busy... I do not wish to impede their work process. For my survey to be valid I need at least ten women from each affiliate station. I am also contacting Channel 2 and Channel 5.

If this is impossible I can also send the questionnaires, along with a return pre-stamped envelope, for you to give out and then return. Either way is fine with me... I simply am at your mercy to get this requirement taken care of. If I come to your station myself I would like to schedule a time during the week of February 17th, if possible.

Thank you for your time and assistance with this matter. I will contact you soon to follow up. These surveys would **only** be used to either support or refute my hypothesis... and no names would ever be used.

Sincerely,

Toni G. DeLancey  
(615)431-6162