The Effects of Anti-Sexual Harassment Policies Practices on Journalist Job Performance. A Case Study of Broadcasting Media Houses in Kigali, Rwanda

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Abstract: *The research project titled "The Effect of Anti-Sexual Harassment (ASH) Policies on the Job Performance of Journalists in Five Broadcasting Media Houses in Rwanda" focused on assessing the impact of both awareness and understanding of ASH policies and the implementation and enforcement of these policies on the job performance of journalists. The study targeted journalists and media organizations in Kigali, Rwanda, and categorized the effects into two groups: high and very high impact. The study found that for every one-unit increase in awareness of ASH policies, job performance improved by 0.289 units. This suggests that even a modest increase in knowledge about the policies can have a positive effect on journalists' ability to perform their duties effectively. More strikingly, the study revealed that a one-unit increase in the implementation of these policies resulted in a much larger improvement in job performance, with a gain of 0.885 units. This indicates that the actual enforcement and application of ASH policies have a far more substantial impact on journalists' job performance compared to mere awareness. The P-values for all factors related to awareness, understanding, and implementation were found to be below 0.05, indicating that the relationships between these variables and job performance are statistically significant. This provides compelling evidence supporting the study's hypotheses, affirming that both the awareness and enforcement of anti-sexual harassment policies are crucial factors in improving job performance among journalists.*

Keywords: *Anti-Sexual Harassment (ASH) Policies, Job Performance, Journalists, Media Organizations, Awareness and Enforcement*

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1. Introduction

Sexual harassment within broadcasting media houses in Rwanda presents a serious challenge that directly affects the professional environment and, more importantly, the job performance of journalists. While various efforts have been made to address this issue through the introduction and enforcement of Anti-Sexual Harassment Policies (ASHP), there remains a significant gap in understanding how these policies influence journalists' performance at work. Although existing studies by scholars such as Uwase (2015), Niyonsaba et al. (2018), Mukamana and Uwimbabazi (2017), Nyirahabimana and Uwimana (2014), and Ngendahimana et al. (2021) have highlighted the prevalence of sexual harassment in Rwandan media institutions, few have explicitly examined the effect of these policies on the job performance of affected journalists.

Reports from the Rwanda Governance Board and the International Labour Organization (ILO) further reveal that 28.2% of women and 16.2% of men have experienced sexual harassment in the workplace, indicating the urgency of evaluating whether current policies truly support employee performance and well-being. Despite the increased presence of ASHPs in media organizations, there is limited empirical evidence demonstrating a direct link between these policies and improved performance outcomes such as productivity, job satisfaction, and staff retention.

This research, therefore, aims to fill that gap by investigating the impact of ASHPs on journalists' job performance in broadcasting media houses in Kigali, Rwanda. It focused on assessing journalists' awareness and understanding of these policies, examining how effectively they are implemented and enforced, and exploring potential correlations between policy effectiveness and key job performance indicators. The goal is to provide a clearer picture of how a safe and respectful working environment, shaped by effective anti-harassment measures, can enhance the professional output, satisfaction, and overall performance of journalists in Rwanda's broadcasting media sector.

General objective was to examine the effects of Anti-Sexual Harassment policies practices on the job performance of journalists in broadcasting media houses.

Specific Objectives

1. To assess the effect of awareness and understanding of Anti-Sexual Harassment Policies on the job performance of journalists in selected media houses in Rwanda
2. To analyse the effect of the Implementation and Enforcement of Anti-Sexual Harassment Policies on job performance of journalists in selected media houses in Rwanda

Research hypotheses

1. H01: There is no significant effect of awareness and understanding of Anti-Sexual Harassment Policies on the job performance of journalists in selected media houses in Rwanda.

2. H02: There is no significant effect of the Implementation and Enforcement of Anti-Sexual Harassment Policies on the job performance of journalists in selected media houses in Rwanda.

2. Literature Review

2.1 Theoretical Review

This section reviewed key theories that informed the study of anti-sexual harassment policies and their impact on job performance. These theoretical insights helped explain how such policies influenced workplace behavior and productivity, particularly among journalists in Rwanda's broadcasting media houses. This framework guided the research approach, shaping the analysis of how these policies affected journalists' performance and supporting the development of hypotheses for the study.

2.1.1 Organizational Justice Theory

Organizational Justice Theory, initially introduced by J. Stacy Adams in 1965, has become a foundational concept in understanding how employees perceive fairness in the workplace. It identifies three core dimensions: distributive justice (fairness of outcomes), procedural justice (fairness of processes), and interactional justice (fairness of interpersonal treatment). While this theory has been widely applied to various workplace settings, it has limitations when examining the effectiveness of anti-sexual harassment policies, particularly in contexts where such policies are newly introduced or culturally sensitive (Colquitt et al., 2020).

In the context of the study on the effects of anti-sexual harassment policies on job performance among journalists in Kigali, Rwanda, Organizational Justice Theory provides a useful framework for evaluating the perceived fairness of policy implementation. However, a significant gap in the current literature is the lack of studies applying this theory specifically to sexual harassment policies in media organizations. Previous research has primarily focused on broader organizational contexts, with limited focus on the media sector (Ambrose & Arnaud, 2019). Moreover, the theory's application in African contexts, particularly Rwanda, remains underexplored, where cultural dynamics and the evolving legal framework around gender equity may affect employees' perceptions of justice in unique ways (Duffy & Pineda, 2021).

Despite these limitations, the theory remains valuable in examining how perceived fairness in the enforcement and implementation of anti-sexual harassment policies affects journalists' job performance. By investigating these perceptions, the study can explore how fairness influences critical job performance indicators, such as job satisfaction, productivity, and turnover rates, thereby filling an important gap in the literature. Furthermore, this research can provide practical insights into improving the design and enforcement of anti-sexual harassment policies within broadcasting media houses in

Rwanda, ultimately leading to better workplace outcomes.

2.1.2 Social Learning Theory

Social Learning Theory, introduced by Albert Bandura in the 1970s, has been pivotal in understanding how individuals acquire new behaviors through observing and interacting with others. According to Bandura (1977), individuals learn not only from direct experiences but also by observing the behaviors of others, the outcomes of those behaviors, and the reinforcement or punishment that follows. While Social Learning Theory has been widely applied in various domains, there is a noticeable gap in its application specifically to the effectiveness of anti-sexual harassment policies in organizational settings, especially within media houses (Cohen & Collingwood, 2020). Most studies using Social Learning Theory have emphasized general behavioral changes or personal learning experiences, leaving the organizational dynamics and their role in shaping behavior, particularly regarding sensitive issues like sexual harassment, underexplored (Lammers et al., 2021).

In the context of the study on the effects of anti-sexual harassment policies on journalists' job performance in Kigali, Rwanda, Social Learning Theory is particularly useful for examining how journalists acquire knowledge about these policies and how workplace behaviors are modeled. Journalists, for instance, may observe how colleagues or supervisors respond to incidents of sexual harassment, and these observations can influence their own attitudes toward such incidents. This theory, however, also has limitations in understanding how deeply ingrained cultural and institutional norms around sexual harassment might affect journalists' behavior and perceptions, especially in contexts with strong gender dynamics like Rwanda (Nkosi, 2020).

The theory's relevance lies in its potential to explain how behaviors and attitudes toward sexual harassment prevention are learned and reinforced within media organizations. By observing how others engage with or react to anti-sexual harassment policies, journalists may internalize these norms, leading to either compliance or resistance, ultimately affecting their job performance. In this study, Social Learning Theory provides a lens to explore how policy adherence and the social environment influence behaviors such as reporting incidents, workplace interactions, and overall job satisfaction. Moreover, the theory helps to identify opportunities for intervention, where positive behaviors can be modeled, and negative ones addressed, in order to foster a more supportive and respectful workplace

2.1.3 Psychological Contract Theory

Psychological Contract Theory, introduced by Denise Rousseau and George Strauss in the 1980s, focuses on the implicit expectations and beliefs employees hold about their relationship with their employers. According to the theory, employees develop an understanding of what they are entitled to receive from their organization and what they are expected to contribute in return. These expectations, although often unspoken, significantly influence employees' attitudes, behaviors, and overall job performance. However, there is a gap in the literature regarding how breaches in these psychological contracts, particularly in the context of anti-sexual harassment policies, influence job performance (Robinson & Morrison, 2021). While Psychological Contract Theory has been used to explore general workplace dynamics, its application to issues like workplace harassment and the specific impact of anti-sexual harassment policies is less studied (Ng, 2020).

In the study investigating the impact of anti-sexual harassment policies on the job performance of journalists in Kigali, Rwanda, Psychological Contract Theory offers a useful framework for understanding how journalists perceive the commitments made by their employers to maintain a safe and respectful work environment. Anti-sexual harassment policies serve as one component of the psychological contract, with journalists expecting these policies to be effectively implemented and enforced. According to Rousseau (1995), violations or perceived failures in fulfilling these commitments can lead to significant negative consequences, such as reduced job satisfaction, decreased trust, and poorer job performance.

The theory's relevance to the study lies in its ability to assess how journalists' perceptions of organizational commitment to implementing anti-sexual harassment policies influence their behavior and performance. If journalists believe that their employer has failed to uphold the psychological contract by not adequately enforcing these policies, it could lead to dissatisfaction, disengagement, and ultimately lower job performance (Ng, 2020). Additionally, Psychological Contract Theory helps to identify the broader implications of such breaches, such as a potential breakdown in trust and a hostile work environment that impact both individual and organizational outcomes.

Psychological Contract Theory provides essential insights into how to strengthen the psychological contract between journalists and media houses by aligning organizational actions with employees' expectations. By ensuring that anti-sexual harassment policies are clearly communicated, effectively enforced, and perceived as fair, media organizations can foster a positive psychological contract. This, in turn, can improve journalists' attitudes, job satisfaction, and performance. Ultimately, the theory offers valuable

recommendations for enhancing the implementation of anti-sexual harassment policies to ensure a fair, supportive, and productive work environment.

2.3. Empirical Review

Williams et al. (2018) explored the prevalence and impact of sexual harassment within media organizations in cities like New York, London, Mumbai, and Tokyo. The study highlighted how sexual harassment negatively affects journalists' psychological well-being and job performance. The study employed a mixed-methods design, with qualitative interviews and quantitative surveys, to assess the awareness and impact of anti-sexual harassment policies. Williams et al. found that while policies were present in these organizations, challenges in awareness and enforcement often led to insufficient outcomes. The scope of the study covered multiple international locations, yet its limitation lies in the fact that the findings may not be fully generalizable to smaller or non-urban media organizations. The study used descriptive statistical methods to analyze the data, focusing on the relationship between policy awareness and job satisfaction.

In Africa, Nkomo (2019) in *"Navigating Hostile Work Environments: The Struggles of Journalists in Africa"* and Adeniran et al. (2020) in *"Gender Inequality and Sexual Harassment in African Media"* examined sexual harassment within media organizations in cities like Nairobi, Lagos, Johannesburg, and Accra. Their studies shed light on the challenges faced by journalists, particularly women, in navigating work environments where power dynamics and entrenched gender inequalities contribute to harassment and discrimination. Nkomo (2019) employed a qualitative research design, using in-depth interviews with 150 journalists to explore their personal experiences with harassment and their understanding of anti-sexual harassment policies. The study's scope focused on the broader African continent but acknowledged regional differences in policy implementation. The limitations included the sample size, which, although large, did not cover all African countries, and the lack of quantitative data to corroborate the qualitative findings. Adeniran et al. (2020) conducted a survey-based study with 200 journalists, using descriptive statistics to assess the prevalence of harassment and the effectiveness of policies in various African media organizations. Their findings indicated that while policies existed, the enforcement and awareness levels were low, particularly in rural areas, limiting the generalizability of their conclusions.

Studies by Uwase (2015) in *"Sexual Harassment and Its Impact on Journalists' Well-Being in Rwanda"* and Niyonsaba et al. (2018) in *"Gender Inequality and Harassment in Rwandan Media Houses"* explored the prevalence of sexual harassment within Rwandan media organizations and its negative effects on journalists' job performance. Uwase's (2015) study was a qualitative case study that focused on Rwandan media houses, using interviews with 50 journalists to understand their experiences with harassment and the perceived effectiveness of anti-sexual harassment policies. The study revealed that while awareness of such policies was relatively high, enforcement mechanisms were weak, and cultural barriers often prevented full implementation. A limitation of the study was its small sample size, which may not fully represent the broader media landscape in Rwanda. Niyonsaba et al. (2018), on the other hand, employed a mixed-methods approach in their study, which involved a survey of 100 journalists across several Rwandan broadcasting media houses. They used regression analysis to identify correlations between policy awareness and job satisfaction, finding that greater policy awareness was positively correlated with improved job satisfaction and lower turnover rates. However, their study was limited by the lack of in-depth qualitative interviews, which could have provided richer insights into the personal experiences of the journalists.

Further research by Nyirahabimana and Uwimana (2014) in *"Challenges in Sexual Harassment Policy Implementation in Rwanda's Media Houses"* and Ngendahimana et al. (2021) in *"The Perception of Sexual Harassment and its Impact on Job Performance in Rwandan Media"* also explored discrepancies in journalists' perceptions of policy enforcement. These studies revealed that while policies existed, the gap between policy implementation and the actual experiences of journalists was significant. Nyirahabimana and Uwimana (2014) used a qualitative approach with interviews and focus group discussions, while Ngendahimana et al. (2021) employed quantitative methods, using surveys to assess job performance indicators like turnover rates and productivity. Both studies found that the perception of policy enforcement significantly affected journalists' job performance, particularly in terms of trust and satisfaction, with limitations related to the generalizability of the findings due to the small sample size and regional focus.

Studies such as those by Ongeri and Kariuki (2014) in *"Employee Experiences and Policy Enforcement in East African Media Houses"* and Kimani et al. (2019) in *"Gender and Harassment in East Africa's Media: Policy and Perception"* explored employees' experiences with policy enforcement in the East African Community (EAC) region. Using quantitative analyses, the studies assessed the impact of anti-sexual harassment policies on job performance indicators such as satisfaction, productivity, and turnover rates. Kimani *et al.* (2019) employed statistical methods to explore correlations between policy enforcement and job outcomes, while Ongeri and Kariuki (2014) used case studies to illustrate the personal experiences of employees. However, both studies were limited by their focus on specific countries, limiting their applicability to the wider EAC region.

3. Methodology

Within this section, the researcher delved into the subjects of study, the criteria guiding their selection, methods employed for data collection, strategies for data analysis, dissemination of our findings, and the unwavering commitment to ethical conduct throughout the research process.

3.1 Research Design

The study employed a descriptive survey research design to investigate the impact of anti-sexual harassment policies on the job performance of journalists in broadcasting media houses in Rwanda. This design was appropriate as it allowed the researcher to systematically collect, analyze, and present data that described the existing conditions and relationships between variables without manipulating them.

3.2 Study population

In research, the population is all the units that share a specific trait the researcher is interested in. It's like a big group of objects or people who have something in common and can help the researcher make generalizations about their findings.

The study prioritizes journalists (2301) as the largest group because they are directly impacted by anti-sexual harassment policies, and their experiences are central to understanding how these policies affect job performance. The other categories include editors (77), whose role in overseeing policies and editorial practices makes their insights valuable but less numerous compared to journalists. Employees (51) from various non-journalist roles provide important perspectives on the overall work environment, though their numbers are smaller as they are not directly involved in policy implementation. Human Resource Managers (8) are crucial for understanding how policies are structured and enforced, but their smaller number reflects the limited number of HR personnel in media houses. Lastly, victims and perpetrators (126) are included to assess the real-world impact of harassment policies, though their sample size is kept smaller due to ethical considerations and the sensitive nature of their experiences. This distribution ensures a comprehensive understanding of the policies' effectiveness while balancing the need for diverse perspectives.

3.3 Sample Size

The sample size for respondents (beneficiaries) in this study was determined using the formula of Taro Yamane as shown below:

$$n = \frac{N}{1 + N*(e^2)}$$

where **n** = sample size   **N**= Total population   **e**= margin of error

This formula is recommended when the population is finite and the size is known. The study used 5% margin of errors while confidence level is 95%.

$$n = \frac{2563}{1 + (2563*0.05^2)} = 346$$

3.4 Data Collection Instruments

In this study, various instruments were used by the researchers to gather information from respondents. These instruments included surveys, questionnaires, interviews, and possibly observation techniques. Each instrument was carefully designed and implemented to effectively collect data on the awareness, understanding, implementation, and enforcement of Anti-Sexual Harassment Policies among journalists in selected broadcasting media houses in Kigali, Rwanda. The use of multiple instruments allowed for a comprehensive exploration of the research objectives and ensured a thorough understanding of the topic under investigation.

3.5 Data Analysis

Analysis of data was done through both descriptive (mean and standard deviation) and inferential statistics (regression model).

Descriptive statistics help make data easier to understand. They make it simpler to see what's going on in the dataset. In this study, the focus was on common methods like frequencies (how often things happen), mean (average), and standard deviation.

The Spearman or Pearson correlation coefficient is a way to see how closely two things are related. It tells us if one thing goes up or down, what the other thing does. The number can range from -1 to +1. If it's positive, it means both things tend to go up or down together. If it's negative, it means when one goes up, the other tends to go down. If it's close to 0, there's no clear relationship.

The processing and analysis of data were conducted using SPSS version 25 for the Social Sciences, which guided the presentation, examination, and interpretation of the findings. Emphasis was placed on the hypothesis during the presentation. The selected statistical methodology was customized to fit the specific characteristics of the problem, with particular attention given to the uniqueness of the collected data. Descriptive statistics, including means and standard deviations, formed the foundation of the analysis.

The model that was used in the study took the following form:

$$Y = B_0 + \beta_1 X_1 + \beta_2 X_2 + e$$

Where: Y= socioeconomic development (dependent variable)

β_0 =constant (co-efficient of intercept), β_1, β_2, β_3, β_4 are regression coefficients to be estimated,

3.6 Ethical Considerations

The researcher obtained informed consent from all participants involved in the study. This includes informing participants about the purpose of the study, their rights as participants, the procedures involved, potential risks and benefits, and their right to withdraw from the study at any time without consequences.

Researcher ensured the confidentiality and anonymity of participants. This involves protecting the privacy of participants by keeping their personal information confidential and ensuring that their identities cannot be linked to their responses or data collected during the study.

Researchers treated all participants with respect and fairness. This involves avoiding discrimination, coercion, or exploitation of participants and ensuring that their voices are heard and valued in the research process.

The researcher conducted the study with honesty, integrity, and transparency. This involves accurately reporting the methods, findings, and conclusions of the study, avoiding fabrication or falsification of data, and acknowledging any limitations or biases in the research process.

4. Results and Discussion

This chapter presents and discusses the research findings in detail. The analysis was done using SPSS software version 25. Importantly, all 346 survey respondents completed and returned their questionnaires.

This section focuses on the relationship between independent and dependent variables of the study and provides evidence-based answers to the research questions. The research used regression analysis to understand how the model behaves.

Table 1: Model Summary and Regression Analysis

Multiple R	0.954
R Square	0.911
Adjusted RSquare	0.904
Standard Error	0.183
Observations	346

Source: Primary data (2025)

This means that 90% of the variance in the dependent variable (job performance of journalists) can be explained by changes in the independent variables (awareness and understanding of anti-sexual harassment policies, and their implementation and enforcement). An Adjusted R Squared value of 0.90 is quite high, suggesting that the model fits the data well. However, it is not 100%, indicating that there are other factors beyond the independent variables in the model that could also affect job performance. These could include elements such as individual work experience, external work pressures, management practices, or personal motivations that were not included in this analysis.

It's important to note that while the model explains a significant portion of the variance in job performance (90%), the remaining 10% is still unexplained, meaning there are additional variables not considered in the model that may also influence job performance. However, the high Adjusted R Squared value suggests that the primary factors identified—awareness, understanding, and implementation of anti-sexual harassment policies—are highly relevant in explaining variations in journalists' job performance.

R Value (0.95)

The R value in Table 1 is reported as 0.95, which indicates a very strong positive relationship between the study variables awareness and understanding of anti-sexual harassment policies, implementation and enforcement of these policies, and job performance of journalists. This high correlation value suggests that 91% of the variance in the dependent variable (job performance) is explained by changes in the independent variables (awareness and implementation). This means that improvements in awareness, understanding, and the enforcement of anti-sexual harassment policies are strongly associated with better job performance among journalists in the broadcasting sector in Kigali, Rwanda.

The strength of this positive relationship reinforces the importance of these policies. It shows that as awareness and understanding of anti-sexual harassment policies increase, and as these policies are effectively implemented and enforced, journalists' performance improves significantly. This aligns with the broader research literature on the impact of a supportive work environment on employee performance and productivity.

Table 2: ANOVA (Analysis of Variance)

	Df	SS	MS	F	Significance F
Regression	4	17.414894	4.353723	129.84	4.42002E-26
Residual	341	1.7101064	0.033531		
Total	345	19.125			

Source: Primary data (2025)

The ANOVA table in Table 2 assesses the overall reliability and validity of the regression model. The significance F value reported in the ANOVA table is less than 0.05, indicating that the model is statistically significant. This means that the independent variables (awareness, understanding, and implementation of anti-sexual harassment policies) significantly influence job performance, and we can reject the null hypothesis, which would state that there is no relationship between these variables and job performance.

The calculated F value of 129.84 is much higher than the critical F value of 3.01, suggesting that the regression model is highly reliable. The fact that the F statistic exceeds the critical value indicates that the variance explained by the model is statistically significant, and the independent variables contribute meaningfully to explaining the variation in job performance. This further supports the alternative hypothesis, which posits that awareness, understanding, and the enforcement of anti-sexual harassment policies positively affect job performance among journalists.

Table 3: Regression Equation and Coefficients

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%
Intercept	-0.22606383	0.2460537	-0.918758	0.3625	-0.72003715	0.2679
awareness and understanding of Anti-Sexual Harassment Policies	0.289893617	0.098592937	2.940308169	0.004918172	0.091960038	0.487827196
Implementation and Enforcement of Anti-Sexual Harassment Policies	0.855053191	0.138549235	6.171475351	0.003471811	0.576903995	1.133202388

Source: Primary data (2025)

The regression equation presented in the study is:

Job Performance$= -0.226 + 0.289X1 + 0.885X2$

Where:

- **X1** represents awareness and understanding of anti-sexual harassment policies.
- **X2** represents implementation and enforcement of these policies.

Interpretation of the Coefficients:

The constant value (-0.226) represents the baseline job performance when both awareness (X1) and implementation (X2) are zero. In theory, if there were no awareness or implementation of anti-sexual harassment policies, job performance would be negative. While the negative value is more of a statistical artifact and doesn't imply actual job performance, it highlights the importance of these factors in determining job performance.

The coefficient for X1 (0.289) indicates that for every one-unit increase in awareness and understanding of the anti-sexual harassment policies, job performance improves by 0.289 units. This means that awareness and understanding of the policies have a moderate but positive impact on job performance. As journalists become more informed and aware of the policies in place to protect them, they are likely to experience increased job satisfaction, feel more secure in their roles, and perform better overall.

The coefficient for X2 (0.885) shows that for every one-unit increase in the implementation and enforcement of anti-sexual harassment policies, job performance improves by 0.885 units. This coefficient is much larger than that of awareness, indicating that the enforcement and implementation of the policies have a stronger impact on job performance. When policies are not only

in place but are actively enforced, it creates a work environment where journalists feel more confident, respected, and empowered, leading to higher productivity and improved performance.

P-Values

The P-values for all of the independent variables are below 0.05, which indicates that each of these factors awareness and understanding of anti-sexual harassment policies and their implementation and enforcement has a statistically significant effect on job performance. This means that the results are not due to chance and that the relationships observed in the data are meaningful and reliable.

Conclusion and Implications

In summary, the regression analysis and associated statistics provide strong evidence that both awareness and understanding of anti-sexual harassment policies, as well as their implementation and enforcement, are highly significant in determining the job performance of journalists in media houses in Kigali, Rwanda.

Awareness and understanding have a moderate but positive effect on performance ($\beta = 0.289$), suggesting that as journalists become more informed about their rights and the protections available to them, they perform better in their roles.

Implementation and enforcement have a stronger effect ($\beta = 0.885$), highlighting the critical importance of ensuring that policies are not just in place but actively enforced.

These findings suggest that media houses in Kigali should prioritize not only increasing awareness of anti-sexual harassment policies but also ensuring robust enforcement mechanisms. By doing so, they can enhance job satisfaction, and reduce turnover.

5. Conclusion and Recommendations

5.1 Conclusion

The study provides compelling evidence that both awareness and implementation of Anti-Sexual Harassment Policies have significant, positive effects on the job performance of journalists in broadcasting media houses in Kigali, Rwanda. These findings emphasize the need for media organizations to prioritize education and active enforcement of such policies to improve overall job satisfaction, reduce harassment, and foster a more productive and inclusive work culture.

5.2 Recommendations

1. Media houses should conduct regular, comprehensive training sessions for all staff, whether new or long-term employees. These sessions should focus on explaining what constitutes sexual harassment, the legal and organizational consequences of such behavior, and how journalists can report harassment confidentially and without fear of retaliation.
2. media houses should focus on creating an organizational culture that places a strong emphasis on respect, inclusion, and zero tolerance for harassment. This involves fostering an environment where every employee feels valued and supported, not just through policy enforcement but also through everyday practices such as leadership communication, peer support, and collaboration.

5.3 Areas for Further Research

Future researchers should delve into the long-term impacts of Anti-Sexual Harassment Policies on job satisfaction and performance, particularly within various media settings, where journalists may face unique challenges.

Additionally, studies could investigate the specific factors that influence journalists' perceptions of policy effectiveness, considering the different variables that might impact their understanding of the policy's success or failure.

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