

The Influence of Feminization in Public Relation Field towards Public Relation Work Practice and Job Satisfaction

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Abstract: Woman entering the public relations field has increased at a fast rate nowadays causing the phenomenon of feminization to occur in the industry. Studies in the field have shown that female public relations practitioners are facing challenges in the workplace especially sexual discriminations. Therefore it is important to identify the working trends in the current industry, roles, and the position of women in public relations field. The objective of the research is to find out how women's roles are being distinguished from men and to examine whether feminization in the field does influence the job performance of women in the field. Thus, this research also aims to explore the perception of female public relations towards gender issues happening in the work place. This research is carried out through an online survey questionnaire to gain feedback from 450 targeted respondents. In the research, researches identified the reasons and effects with regards to this issue. According to the concept of velvet ghetto there is an argument on the status discrepancy between men and women in the industry. From the perspectives of theoretical contributions, this study offers an insight which indicates the relationship between gender discrimination climate happening in the organization and the effect to the job satisfaction which is interrelated to the work practice and advancement in an organization. Researchers also identify the elements that cause the phenomenon to occur, which have an impact on both employer and employee relationship. The findings demonstrate a good fit to the data, and thus, this study has identified the relative relationship between gender discrimination and job satisfaction.

Keywords: Feminism, Public Relations, Work Practise, Job Satisfaction

INTRODUCTION

Public relations field act as communication tool of management through which organization adapt to, alter, or maintain their environment for the purpose of achieving organization goals. Public relations in Malaysia began after World War II; the purpose of the public relation in the early years was characterized to government run. Then after, government took initiative with the help of the public relations to create a shared values and common wills among its different ethnic groups to build up a national identity among its citizens (Culbertson & Chen, 1996). Throughout all these years, campaigns have been carried out to promote the symbols of national culture with different ethnic groups with the help of public relations. Besides that, corporate group began to see the importance of the public relations where they help to disseminate the message to their audience. At such, it poses the dramatic growth of public relations in the country.

According to Institute of Public Relations Singapore, statistics compiled by the productivity and Standards Board from 1995 – 2001 showed that there are around 70 public relations companies employing about 500 professionals in the field of public relations in Singapore (Institute of public relations of Singapore, 2011). The Institute has grown to a current membership base of more than 500 active members who are professionals from diverse business backgrounds, thus contributing to its strength and dynamism in today industry (Institute of public relations of Singapore, 2011). On the other hand, Institute of Public Relation Malaysia also has played a significant role in the training and development of more than 5,000 Malaysian in preparing and qualifying them for a career in public relations. (Institute of public relations Malaysia, 2009). Herewith, the growth of public relations industry also has increased the number of female work in the field.

Women have entered public relations field at a much faster rate than men over the last two decades. This dramatic change has been transformed the public relations field to a female-dominated field. In 1983, women were 50.1 percent of the total of public relations workforce, a decade later the figures increased to 66.3 percent. By 2000, the percentage had reached at about 70 percent, where it remains today (Wilcox & Cameron, 2009). Due to the feminization in the field, there are issues argued on the gender inequality influence job performance and job satisfaction of female public relations practitioners.

Studies of the field showed that female public relations practitioners are facing many difficulties in the work place such as gender discrimination, gender inequality of the job responsibilities, glass ceiling and etc due to the influence of feminization in the field. For example, the case of Malaysia Airline System (MAS) (Bhatt, 2005) which happened in the year 2005 where a flight stewardess who had been working for MAS for 11 years is terminated by MAS due to the reason that she is pregnant as the management think that her pregnancy will influence her job performance. Pregnancy is a normal physical condition that would experience by most of the women, and is definitely not an excuse to claim that it will affect the productivity of a female worker.

Then, another interesting case was the Dekker case (Bhatt, 2005) where a applicant for a job, Mrs. Dekker a Dutchwomen, was found to be the most qualified applicant at the job interview and was recommended for hiring by the hiring committee. Unfortunately the job was not offered as she was three months pregnant. 'Feminist theory' explains that there is nature gender inequality, where women treated differently by our society, and that women have frequently and systematically been unable to participate fully in all social arenas and institutions (Lee, 1997) where this can be apply in this phenomenon.

Besides that, in the velvet ghetto study supports the findings of researchers in SanDiego that women are increasingly filling the role of communication "technicians" rather than managers. (Toth & Cline, 1989).

Although the ideas of feminism and equal opportunities are being emphasized in today's society and even though government has introduced the 'One Malaysia' concept which mainly explains that everyone is equal and reserve equal opportunities however there is still disparity of the gender issue in the field. This unhealthy phenomenon is causing job dissatisfaction among the female public relations practitioners where at the end it might influence the organization performance as well. Besides that, studies showed that undergraduate practitioners are uncertain about this issue.

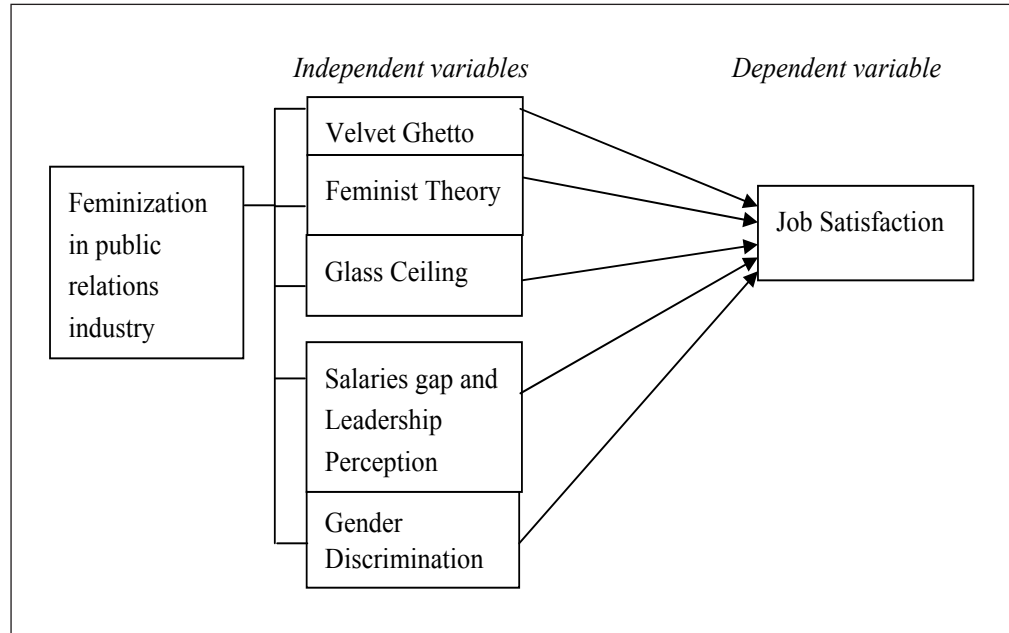
Therefore, the objective of the research is to identify the trends, roles, position of women in the public relations field and how their roles being distinguish from the men in the field to examine whether the phenomenon of feminization will influence the job performance of female practitioners and also explore the perception of the female practitioners toward gender different in their working practice and to find out whether they are treated fairly thus their job satisfaction toward the issue. The findings will suggest that the education of public relations students toward gender challenges in the field must not only start after graduation but during undergraduate, and also ways to overcome these challenges. In the research, the researcher aims to understand the reason to this phenomenon and how the working female public relations practitioners perceive the issue. For example, the trend in leadership of the managerial position in public relations agencies.

Research Questions

1. Does gender differences in the field influences job performance?
2. Identify the corelation between gender discrimination, job satisfaction and company's productivity among the PR practitioners'.

This research will highlight the trends of feminization influence towards the work practice of public relations by examining the independent variables which includes the concept of velvet ghetto, feminist theory, salaries gap and leadership perception in the industry, the concept of glass ceiling and gender discrimination. These variables would affect the dependent variable of this study which is the job satisfaction of public relations practitioners. As a result job satisfaction of the practitioners will be measured in this study.

Research Framework



LITERATURE REVIEW

Feminization and Velvet Ghetto

Feminization in public relations can be explained as the women had dominated the employment in the public relations field and this profession had slowly turned from male-dominated to female-dominated, at the same time this phenomenon created many issues related to gender based inequalities in salary and status within the industry (Grunig, 1992).

Nowadays, a feminization trend for mass media and communications has occurred in public relations, about 70 percent of today's practitioners are women, and this has created a gender imbalance in many departments and public relations firms. Besides that, such imbalance phenomenon is not a healthy workplace situation. The major reason for this is that more women are in the educational pipeline. Studies show that for every 50 women who graduate, only 37 men do (Wilcox & Cameron, 2009). There are few reasons explaining this phenomenon, where women find more welcoming environment in public relations and see more opportunities for advancement than in other communications fields, such as news-paper related work or journalism.

Velvet Ghetto was being discovered in 1980's and this concept is emphasizing on the feminization in the public relations industry. The term Velvet Ghetto is named after a Business Week article (1978) where it speculated that the public relations field is

always a safe place for the women to gain affirmative action goals or policies in this industry and this has resulted more women to involve themselves in this profession. Besides, the concept of Velvet Ghetto also proposed that people got the perception where public relations field is suitable for women in the sense of both appearance, practice and the women tend to have characteristics such as sensitivity towards audience and better communication in this field. Thus, this has undoubtedly created an influx of feminization to the public relations industry.

Although the public relations industry continues to be female-dominated, yet there are salary and status discrepancies between the men and the women in this industry where this is one of the issues being discussed in Velvet Ghetto concept. Women are constantly paid less than men and are more unlikely to be promoted in the top management level in the public relations industry or they will often implement both technical and managerial tasks even they are being designated as “managers” (Toth & Grunig, 1993).

Feminist Theory

Feminist theory is the extension of feminism into a more theoretical discussion and it is being designate to study the women’s social roles in a variety of fields in the society. The theory also being considered as an outgrowth of the general movement to empower women worldwide and it has the belief where there is inequality between males and females in the social, economic and political aspects.

In the perspective of public relations, the theoretical research primarily focuses on how women and feminist values can benefit to the industry, positing that feminist values are intrinsic to the public relations profession (Hon, 1995). In other words, it does focus in examining the gender inequality which still continues to exist in the society nowadays and the feminist tend to promote the women’s rights and issues in various fields as it is believed that women should enjoy the same rights and given equal opportunity, resources as men in the society.

In addition, the issue of gender inequality that is discussed in feminist theory can be seen in the Velvet Ghetto concept as well. According to Velvet Ghetto, loads of job opportunities were given to women in public relations field where undoubtedly women have dominated the public relations field but at the same time there is an extremely low rate where power positions or top management pose are given to women. Grunig, Toth, & Hon, (2000) concluded that “directly or indirectly, many women are funneled away from most high status and lucrative fields to the less prestigious, poorer paying specialties”.

Salaries Gap, Leadership Perception

Aldoory & Toth (2002) stated that women are making up 70 percent in the public relations field but there are only 20 percent of the management pose or leadership roles given to them as there is a perception where women do not tally for the top

management pose compared to men although they do have many opportunities in the field. This scenario has undoubtedly portrayed the gender inequality in the feminist theory.

Besides that, there is also salary disparity among the men and women in the public relations field. In the studies of *The three paradoxes: working women in Singapore* (Lee, Campbell & Chia, 1999) showed that majority of the women in public relation earn less money compared to male practitioners. Women tend to get diminish in salary in the field compared to men as their ability and capabilities is being doubt to command top salary or either it's an act of sex discrimination in the public relations field. With the number of women in the field, the earning of men compared to women in the field are found to be higher where male are predominately in the sales occupation and women are more in clerical occupations. National statistics, conducted by the U.S Department of Labor, show that women in all occupations earn about 76cents for every 1\$ earned by a man (Wilcox & Cameron, 2009). This phenomenon has seen across the Asia countries too, in Singapore the study conducted by the Graduates Employment Survey in the late 1980s and the early 1990s showed that female graduates earned salaries approximately 25 percents lower than the male graduates despite similar qualification (Morimoto & Wrigley, 2003). This also suggests that the occupation earnings are affected by the number of women in the field.

Even though women's participation in the labor force has increased tremendously all around the world, men do make a difference in explaining the salaries gap and also the occupation distribution of women. In another study by Ward & Sloane (2000) revealed that female's tendency to be crowded in low-paying job is regarded as one of the prime factors for their lower average wage. In other words, the high number of women in the field has a negative effect in salaries.

Besides that, statistics and survey also show that there are fewer women than men involved in the managerial roles. In 2005, in Fortune 500 companies of US only 8 or 1.6% had female Chief Executive Officers (CEO) and this number had not varied substantially over at least 10 years (Acker, 2009). As in Malaysia and Singapore, the rapid growth of the economic provided more enrollment of female into the work force but most of the female held low-paying positions such as manufacturing jobs (Morimoto et al, 2003). Women predominate field, such as nursing or elementary school teaching, in contrast men move more quickly than women into administrative and leadership positions (Budig, 2002). This phenomenon has been called "Glass Ceiling".

Glass Ceiling.

'Glass ceiling' refers to the situation where the advancement for an employee in the organization is stopped at a lower level because of some form of discrimination. Women seem to move up organizational ladders, but only a very few actually make it to the most powerful positions (Acker, 2009). According to the previous study on the issue of gender discrimination most female practitioners in the field happen to

be get lower chance to take part in management position due to the phenomenon of 'glass ceiling' (Lee et al., 1999). Thus, the equality for women is judged from the comparison with a male standard or is it a norm in certain organization.

Throughout all the studies have been conducted regarding this issue, some researchers claimed that female is more familiar to the front line and administration task like copywriting, receptionist and etc (Lee et al., 1999). Besides, some agencies simply hired public relation practitioners was to meet the quota of female workers. The idea was that a company could have a vice president of public relations as 'window dressing' without giving her any real management authority (Wilcox & Cameron, 2009). 'Role congruity theory' explains the prejudice toward female leaders proposes that perceived incongruity between the female gender role and leadership roles (Eagly & Karan, 2002), in this phenomenon, role incongruity theory can be applied here. Therefore, it is important to take further steps into understanding this phenomenon.

Gender Discrimination.

Women are always the victims of sexual bias and their naturally born feminine characteristics tend to portray them as a weak gender compared to men. Although the public relations industry provide many women opportunities to this profession but they are not being granted of any chance to turn into any kind of threat to men when both the gender race for top management jobs. This has lead to the discrimination against women's opportunities for advancement in public relations field when they attempt to strike for the top management pose. In "Women of Public Relations" by Grunig, Toth & Hon, (2001) argued that discrimination against women does exist in public relations field.

In public relations industry, women are not perceived as good managers and they are being placed in the low position for example technician, public relations editor and etc. Placing the women into these positions has presents an image of diversity of remuneration between men and women since men are always given the priority to hold most senior positions in the field. The industry has clarify that women is always the most nurturing one at home and most of them are not willing to sacrifice work over family demands. Besides, women do not have enough capability to handle both family and managerial work at the same time and they might be struggling to maintain work-family balance (Grunig et all, 2001). Besides, the field sometimes tends to undermine the women's contribution to the field's growth as there is a thinking where women's contribution in the managerial roles will not be strategic enough compared to men. All these have led them to work in subordinate roles instead of top managerial roles.

Public Relations and Job Satisfaction

Job satisfaction plays an important element for every worker in any industry as well as public relations industry. Scholars consistently focus on the job satisfaction among public relation practitioners to advocate the value and status of public relations

as a unique profession. In the study of Jin (2010), it is found that public relations practitioners are more satisfied with professional jobs rather than craft jobs such as message production through publicity. The feeling of job dissatisfaction might occur when a person is treated unequally in their workplace such as the phenomenon of glass ceiling. Dissatisfaction with job aspects induces workers to look for other jobs (Delfgaauw, 2007). Therefore, this issue should look into seriously to reduce the damage that might cause to the organization or the practitioners.

Besides that, practitioners who are on managerial roles are more satisfied with their job (Grunig, 1992), when they participate in the decision making process it is related to their link job satisfaction. In addition, according to Maslow's (1943) theory of human motivation, a human being's highest need is self-fulfillment, where this is the final stage in which people want to achieve throughout their career. On the other words, if female public relations practitioners are limited in the advancement of her career this might reduce her job satisfaction and motivation towards her job. Therefore it is important to understand more regarding on this issue.

Those studies indicated that a general relationship between job satisfaction and their profession which showed that when a person in a higher position would be more satisfied with their profession. Although women appear to be dominating the public relations field yet we can see that there is gender inequality toward leadership perception in this industry. As feminist theory advocate that women should have the same right as men and the promotion of gender equality, women should take a step forward and clarify what they should have as the men so that women can take a giant leap into equal opportunities and pay in the public relations industry.

RESEARCH METHODOLOGY

The research is using quantitative research method. The research questions will be answered using online survey questionnaire which will be conducted online on 500 targeted respondents. The survey questionnaire will be distributed to the targeted female practitioner's respondents where mainly working in public relations agencies or corporate public relations organizations. The survey will be targeted on female practitioners between the age range of 25-50 years old who has the working experience from 1 to 3 years or more.

FINDINGS AND ANALYSIS

Respondent's Demographic Profile

The age range of the total 480 respondents for the survey questionnaire indicates 33.5% of the total respondents are aged between 20-25 years old, 21.5% are aged from 26-30. The age group of 31-40 and 41-50 are recorded as 24.5 and 20.5%.

There were 189 respondents income levels are ranged from RM2001-RM3000 which consist 39.3% from the total respondents. 194 respondents of the total respondent's income levels are ranged from RM3001-RM4000. 70 respondents or 14.5% from total respondents earned income ranged from RM1001-RM2000, followed by 24 respondents where their income level ranged from RM4001-RM5000. Lastly, there are only 3 respondents out of the 480 respondents earned income RM5000 and above.

The majority of the respondents are Chinese public relations practitioners which consist of 44.3% or 213 respondents of the total respondents. Followed by Indian public relations practitioners with a total of 31.2% or 150 from the total respondents then Malay public relations practitioners with a total of 93 respondents and others consist of 24 respondents.

The working experience is ranged from less than one year to more than three year. 57.0% or 274 from the total respondents working experience is ranged between one to two years, followed by 70 (14.5%) respondents from the total respondents is with working experience less than one year. 14.1% or 68 respondents is with 2 to 3 years working experiences and 63 out of 480 respondents with working experience more than 3 years.

Total of 110 respondents enrolled in event management where it consists of 22% from the total respondents. 18 respondents worked in entertainment sector, followed by corporate public relations where 180 respondents enrolled in that sector, 5.8% or 28 respondents worked in government agencies, 73 worked in public relations agencies, at the same time 30 respondents worked in manufacturing agencies. 41 respondents in this research worked in financial institutions where it consists of 8.5%.

Understanding and Perception toward Gender Discrimination

Respondents were asked whether they understand the definition of gender discrimination, 465 out of 480 respondents answered "Yes", which consists of 96.87%. On the other hand, there are total of 3.125% respondents or "No". It shows that there are still minority of public relations practitioners are not aware or unclear with the term gender discrimination, which also means that they are not aware of it.

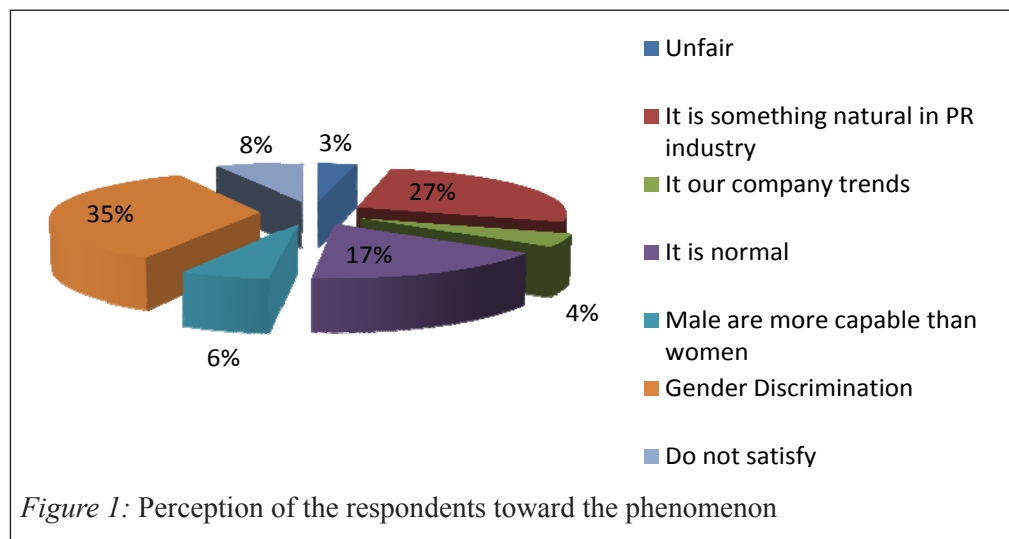
The respondents were asked whether their working place presence the culture of gender discrimination, there are total of 372 respondents answered "Yes" and 108 respondents answered "No". This showed that the level of gender discrimination culture in the industry is high and it does exist as stated by Grunig, Toth & Hon, (2001).

Current Condition in the Workplace and Perception of the Respondents toward the Phenomenon

In the survey questionnaire, respondents were asked whether their companies employ more men than women. There are a total of 265 from the total respondents who answered "Yes". From the result, it showed that the leadership perception from the total

100 respondents is more men holds managerial roles in their company. In addition, this would also explain what Aldoory & Toth (2002) said, stated that women are making up 70% in the public relations field but there are only 20% in the management post, in their research they mentioned that there is a perception as women is not tally for the top management pose compare to men in the industry. In other word, this would explain that there is still disparity in between gender different toward leadership perception. This scenario has undoubtedly portrayed the gender inequality in the feminist theory that causes different treatment.

Besides that, the findings showed that majority of the respondents think that gender differences do not influence their job performance, where in other words it means that most of the respondents think that the job that done by men or women can be accomplished by both gender as well in this contemporary society nowadays. From this it could be explained in “Feminist theory” where the nature of gender inequality in public relations field caused women to be treated differently.



The pie chart (Figure 1) shows the perception of the respondents in this research toward the phenomenon of “Men holds more managerial roles” in their company. There are 265 respondents out of 480 were asked to answer this questions. According to the pie chart above, 71 respondents voted to “this is something natural in public relations industry”. 45 respondents perceive this phenomenon as “It is normal”, followed by 12 votes from the total result where respondents perceived that this is due to their company trend. There are 16 respondents thinking that males are more capable than women toward this phenomenon.

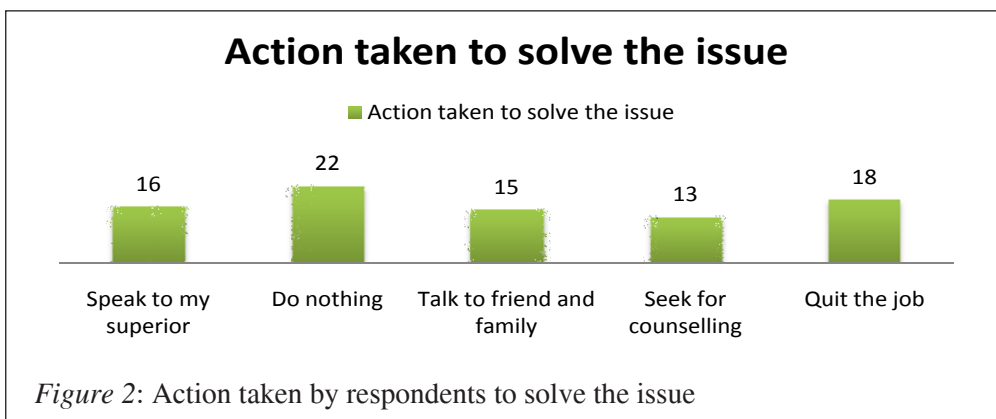
Total of 92 voted to “Gender Discrimination” when respondents were asked their perception toward the phenomenon. Then, 7.54% from the total result showed that respondents do not satisfy with the phenomenon where 20 votes voted. Lastly, there are 9 respondents think that this is unfair where 5 votes voted.

From this, it showed that majority of the respondents think that where men holds more managerial roles in public relations industry is something natural and normal to happened. On the other hand, this could explained that the setting of leadership perception is pre-set in the industry, where most of the respondents are do not aware of this which they think it is normal to happened. This would deprive the equal opportunities of female practitioners might have compared to male. In contrast, minority of the respondents in this research think that this is gender discrimination and it is not fair to them. From this, it show that the dissatisfaction of them toward the issue as they might not given equal opportunities on promotion in the workplace.

396 respondents voted that they do not face any gender issue in the workplace; 84 respondents said they had experienced gender issue in their workplace. Most of them mentioned that, promotion priority is given to male practitioners. Surprisingly, 84 respondents who had experienced gender issue in their workplace were asked whether the reason they were being treated less favorably is because of their gender and 100 % of them answered “Yes”. From this, it showed that the culture of gender discrimination is significantly presence in their workplace.

Glass ceiling proposed by Lee et al., (1999) can be seen in this phenomenon where it explained that the advancement of an employee is stopped or limited because of some form of discrimination. Although, it is subjective to identify that whether a person should or shouldn't accepted for certain job vacancy. But when these incidents happened in the job practice of public relations it might decrease the level of job satisfaction towards their job, especially public relations which are a female dominated industry.

Maslow's (1943) theory of human motivation explained that self-fulfillment is the highest need of a person career. Eventually, it will reduce their job satisfaction toward the job and it might bring negative impact to the company as well.



The bar graph above shows the action taken by the respondents when they faced the problem of gender difference in term of roles or position perception in their workplace. From the total of 84 respondents, 22 respondents choose “Do nothing” as their choices

in solving the problem. 15 respondents said that they will talk to friend and family when they face the problem, 13 respondents will seek for counseling in solving the problem. But only 16 respondents from the total of 84 respondents choose to talk to their superior regarding on the problem. And a total of 18 respondents chose to quit the job.

Company Awareness toward the Issue

From the total of 84 respondents who had experienced gender issues in the workplace, 69% or 58 respondents said that their company is not aware of the incidents and 26 respondents said that the management team is aware of it. From this, this can showed that the management team in the company showed low awareness toward the issue that happened.

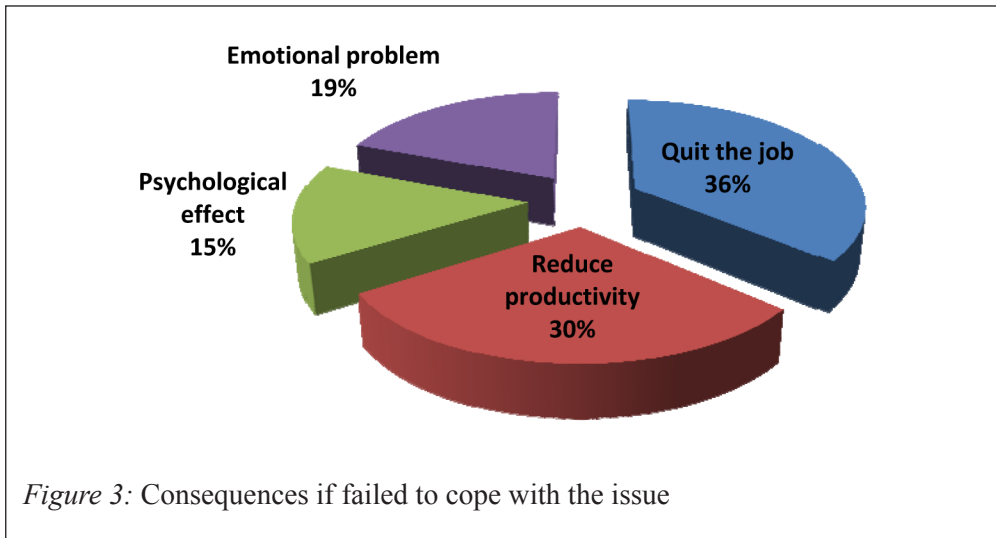
Respondents who had experienced gender issue in the workplace were asked if their company is aware of the issue, and did the management take any action in helping the respondents to deal with it. There are total of 26 respondents answered this question, 14 of them answered “Yes” and 12 of them said “No”. From this, it would show that majority of the company in this research do take initiative in solving the problem, in contrast other seem like do not take initiative to take any action.

In the pie chart (figure 18) and table 4.21 shows the satisfaction from the respondents toward the action taken by their management in solving the problem. There are total of 14 respondents out of 26 respondents who work in a company that are aware and do take action in solving their problem but 100% or all 14 of them shows that they are not satisfied with the action taken by the company in helping them to solve the problem.

Job Satisfaction Level Regarding Gender Discrimination Issue

Respondents were asked whether they agree on the statement of “culture of gender discrimination will influence job satisfaction.” 415 of the total respondents agree on the statement, which most of the respondent seen job satisfaction as an important element in their career.

Productivity plays an important role in a company’s success, when there is decreased or low productivity among the worker, this would bring side effects to the advancement of the company. In the finding of this research, majority of the respondents (86.4%) believed that the presence of gender discrimination would cause them to reduce their productivity in their workplace if they can’t cope with it, this would be negative news to the organization. Secondly, most of the respondents think that they will experience psychological and emotional suffering from the issue. When a person faces emotional issue, this would lead them to loss their focus and eventually reduced in productivity might occur as well. At the same time, this would reduce their job satisfaction towards their work too. On the other hand, minority of the respondents said they will quit the job if they can’t cope with the problem. From this, it explains how culture of gender discrimination had a negative impact to their employees.



The pie chart above shows the consequences that total of respondents in this research will face if they failed to cope with the issue. 38% from the total selections result is “reduce my motivation, productivity toward the job”. At the same time, majority of the respondent think that this will affect their emotional or cause psychological effect, which consist of 37.8% from the total selection or 40 votes voted. 31 voted to “Emotional problem” which consist of 19.9% from the total selection. Then, 26 voted to “Quit the Job” which represent 16.7% from the total selection. From this, it explained that how culture of gender discrimination had a negative impact to their employees.

CONCLUSION AND RECOMMENDATIONS

Feminization trend has occurred in public relations field, where this has cause gender imbalance in the industry then the issue of gender issue happened naturally. Sooner public relations industry continues to be a female dominated place. Such phenomenon is perceived as an unhealthy working environment. According to the concept of velvet ghetto (Toth & Cline, 1989) there is issue argue on the status discrepancy between men and women in the industry. For example women are treated differently in the way of leadership perception in the industry.

Therefore it is important to indentify the issue, where these research respondents hold low awareness regarding on the gender discrimination issue happened in the field and most of them are fresh entry in the field. Through this result it could contribute to the body of knowledge for both working public relations practitioners and undergraduate public relation practitioners. First of all, the presence of the culture of gender discrimination happened in the current field is high. Therefore it is important to let those concerned to be alert and aware of the cause, effect and consequences regarding to this issue.

Besides that, the finding of the research suggested that there is significant relationship between gender issue and job satisfaction among the practitioners in the workplace. At the same time, the data suggested that management team should pay more effort in dealing with the issue as most of the time their action did not satisfy the practitioners that suffered from gender discrimination. Other than that, there is a need of change of leadership perception in the field as most of the respondents disagree that they are unable to perform the job that done by men.

Furthermore, the theoretical discussion in feminist theory should be emphasize in today public relation industry where it tend to promote the woman's right toward gender issue happened in the field as it believe that women should enjoy the same right and given equal opportunity, resources as men in the society. But at the same time, women public relations should enhance their own capabilities as well to bring their advancement in their career.

The finding of the research illustrated that the stress from the gender discrimination issue faced by the practitioners are bringing negative impacts to both employer and employee of the organization. All of the respondents agree that being treated less favorably in the workplace is directly related to their job satisfaction in the workplace, the result of this indicate that gender issue need to be treated seriously from now and on.

Then, respondents who have experienced gender issue in the workplace tend to remain silent and do nothing. This result suggest that open communication should be promoted in the working environment. Meanwhile, practitioners who have take action to dealing with the issue are more likely to gain negative feedback as the outcome did not satisfy them. Again, open communication should be promoted in the workplace.

In this study, the finding emphasize that the important of job satisfaction level of the respondents regarding on the issue, ignorance could lead to negative impact to the organization. As for conclusion, the result of this study not only suggests the direct relationship of gender discrimination to job satisfaction but also the consequences that caused in the phenomenon.

This research can contribute to future researchers to have a better understanding on the gender issue happening in the industry that influences the job satisfaction. The few theories that were mentioned in this research showed significant relationship towards the gender discrimination issue in public relations industry. But it encourages more element and theories to be added up in the future study regarding this issue so that to gain more outstanding results. In addition, the data collection should set in a larger sample size so that to obtain more accurate and precise results. Future researchers should conduct the survey in more geographical locations to gain more reliable results.

Moreover, improvements should be made on the selection method of conducting the survey. For example, face to face survey questionnaire could be used so that future researchers can obtain more accurate and precise responses. Last but not least, the

culture of gender discrimination should be eliminated in the field of public relations in this contemporary society and women should enjoy equal rights and most importantly this is the crucial area where future public relations practitioners are needed.

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