

A COMPARISON OF ROLES PLAYED
BY MEN AND WOMEN IN PUBLIC RELATIONS
WITH AN EXAMINATION OF
POSSIBLE INFLUENCING FACTORS

by

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CHAPTER I

INTRODUCTION

Women have been entering the public relations field in growing numbers in the past 10 years. Recent statistics show that 67 percent of all public relations students are women.¹

Pat Jackson, 1980 president of the Public Relations Society of America (PRSA), observed that in business 'who you know' is still important. He commented that the fastest way for women to rise in a corporation is through public relations rather than through the traditional management (MBA) levels.²

Jackson said that because women are in a majority in the U.S., public relations is directed increasingly towards them. He also said women are better suited for public relations both psychologically and physiologically. For these reasons, he speculated that women in the public relations field could become more successful in management in the future.³

Traditionally, women often have had to decide between home and a career. Now they want both. The women's movement has helped make that opportunity possible. Still, there are priorities. If a woman wants it all--a career, a family, a personal life--which does she want first? Which does she want most? How does a woman choose? How does each work out?

The same words, the same phrases, the same hopes were expressed repeatedly in conversations with women who were once voted most likely to succeed in high schools across the country. Almost all of them came to see success as a broad, all-encompassing idea, a word to apply not only to work,

but to one's entire life. They still yearn to have it all in a world that has not yet accommodated itself to women's new image. As they make new choices they worry about closing off the old, traditional ones.⁴

Judith Wiorst, in a reflective article on the same topic of women's definition of success, observed that some of the women she knows are deciding to go just so far in their jobs for now, and no farther. "In climbing the ladder they choose not to climb all the way. They are balancing their budgets and their personal ambitions against the other important needs in their hearts. They are starting, they say, to reconsider priorities."⁵

Betty Friedan, a recognized catalyst of the women's movement who asked probing questions 20 years ago, has now sensed that once again new questions need to be asked. New opportunities, new options and choices have created a new set of problems. In a recent Redbook article she said, "Most of the experts in sociology and psychology, even the new feminist experts, are still asking the old questions, fighting old battles." She continued, "The new problems and questions seem to have been hidden, or have been unanticipated, by feminist assumptions over the past decade in much the same way as earlier ones were hidden 20 years ago by the feminine mystique."⁶

Friedan believed that the real question, the basic question, has yet to be asked: "Must--can--women now meet a standard of performance in the work place set in the past by and for men who had wives to take care of all the details of living and--at the same time--meet a standard of performance at home and with children set in the past by women whose whole sense of worth, power and mastery had to come from being housewives and mothers?"⁷

"Or," she continued, "will women's new experiences create new standards at home and at work that will permit a more human and complete life not only for themselves, but also for men?"

"Can women earn enough to be truly secure if they don't get ahead in the jobs and professions now controlled by men--who until now have written all the rules governing the market place? Do women have to play by those rules, and if they do, won't they become as narrow as some men, whose whole identity too often has been defined by their jobs?"

"To be honest," said a lawyer, "unless women demand alternatives that don't exist now, I'm not sure we can have it all. If women try to get all their emotional satisfaction from work and pay an emotional price men don't pay, women may be more disillusioned with their jobs than men are after a few years. The trouble is, we won't get these changes until men want them too."⁸

"The practicalities of liberation--that's what women have to deal with now. The Movement got us to where we are, but now how do we live with it?"⁹

In view of the reevaluations and reordering of priorities that women in all professional fields are now confronting, how are women in public relations resolving their situations?

Philip Lesly, chairman of the PRSA's Task Force on the Stature and Role of Public Relations, cited "major changes in the types of people entering the field, especially many more women" as one of the changes that must be analyzed to ascertain its effects on the field.¹⁰

Past studies of women in public relations have explored attitudes toward job opportunities and job satisfaction as well as perceptions of roles and of discrimination. More recent studies have focused on salary disparities. A 1979 study comparing roles played by men and women in public relations found that only half of the women participated in management-level public relations counseling and problem-solving functions as part of their primary roles versus 80 percent of the men. Glen M. Broom, in his research based on questionnaires sent to PRSA members, concluded: "Important questions remain about why men and women play different roles in public relations. Differences in professional

orientation do not explain the role differences. Is it something about the employment situations, something about the practitioners themselves or aspects of both that account for the role differences?"¹¹

Statement of the Research Objectives

The question remains: Why do men and women play different roles?

Perhaps traditional viewpoints are no longer as valid. Yes, maybe some women permit themselves to be handicapped by their perceptions of the roles women can play; and some may even lack professionalism. But surely women can no longer be stereotyped. Some men, too, lack professionalism.

More recent research has focused on the nature of the work environment. While affirmative action programs have forced changes, women still do not advance at the same rate as men. The finding that men and women are not really in comparable positions may come closer to reality in many cases; i.e. they may have the same titles but the positions may be at different levels in different organizations and the organizations themselves may be of different sizes and types.

One area of speculation is that proposed by some students of the women's movement. Are women redefining success, reordering their priorities--and are more men also doing this--with jobs reassigned to a lower priority? This would be related to the individual model of why women do not advance in the workplace--something about the individual, rather than the work situation, precludes promotion. This time, however, it may not be gender-specific. It can and does apply to men climbing management ladders who consciously decide to climb no higher because of family and/or personal reasons.

Glen Broom used four roles as a basis of comparison in his study: expert prescriber, in which the practitioner operates as the authority on both public relations problems and their solutions; communication technician,

in which the practitioner provides specialized skills needed to carry out public relations programs; communication facilitator, in which the practitioner is an information broker; and problem-solving process facilitator, in which the practitioner as a member of the management team collaborates with others throughout the organization to define and solve problems. Broom found that 50 percent of the women saw themselves primarily as communication technicians while 80 percent of the men have expanded their roles to a combination of the other three management-level public relations functions.

As in Broom's study, the objectives of this study are to 1) determine if men and women in public relations differ on the extent to which they play each of the four roles, and 2) determine if men and women differ with respect to their dominant public relations role. In addition, a third objective of this study is to explore possible reasons for any differences in the roles, if that is the result again.

Scope and Limitations of the Research

This study will begin to answer the preceding questions through a mail survey of public relations practitioners in Kansas and Missouri. While a nationwide survey was originally considered, economic and time factors dictated the study be conducted in the nearest geographic region.

The scope of this research is limited to members of professional communications and public relations organizations. However, the sample from 12 different membership lists should give a more representative picture of the status of women in the profession than research limited to PRSA members as Broom's study was.

Because the research is limited to Kansas and Missouri, St. Louis, Kansas City and Wichita are the only metropolitan areas. Obviously, they are not comparable to New York and Los Angeles. However, the majority of

people practicing public relations are not in those two cities, and research covering large and small organizations in urban as well as rural areas would be more representative of the profession as a whole.

Finally, many different aspects of professional orientation, personal lifestyle and work situations could be explored. This study will not be able to explore any one of these areas in depth but will explore the importance of different factors and combinations of factors that may account for fewer women at management levels, if that is the result of this study.

The Literature Review

The literature review is divided into three sections. The first part reviews pertinent public relations studies on roles and salaries. The second section concentrates on management studies specifically designed to explore differences between men's and women's management styles and, in some instances, hypotheses advanced as a result of the findings. These studies are included to give a background of the situation as a whole because these broader-based, more in-depth studies have valuable insights relating to public relations. Also, in most of the research quoted, the studies were done on a much larger scale and some were for an extended time period as well. Finally, studies in other professional fields support findings and hypotheses advanced in the public relations and management studies and suggest other possibilities mentioned by women in this introduction.

CHAPTER 2

LITERATURE REVIEW

Public Relations Studies

The late Rea Smith, in an article for Business World in 1974, wrote: ". . .Historically there has been less discrimination against women in public relations than in many other fields. Women have been rising to the top rungs in public relations ever since the mid-1940's and not necessarily in such activities as fashion publicity or public relations for household commodities."¹²

Positive attitudes toward opportunities and job satisfaction have been quoted in surveys of women practitioners through the years. In a 1966 study of women in PRSA, 96 percent of the women predicted a "good" to "bright" future for women in public relations. It concluded that "being female apparently does not limit women's performance in the public relations field . . . as approximately 80 percent of the respondents said they participated in policy decisions." Also, "women in public relations have the same enthusiasm for the profession that their male colleagues have shown in previous studies . . . 87 percent would choose it as a career again."¹³

More than 75 percent of the respondents considered being a woman either "immaterial" or an "asset" in public relations. However, many added such reservations as lower salaries than men, discrimination in hiring and that they must work harder than men to win acceptance initially. Barriers seemed to be removed when this was accomplished, however. A typical comment

was "generally my experience is that once you've reached the level where your opinions and judgment are respected, it [being a woman] doesn't make a great deal of difference."¹⁴

A 1967 Washington, D.C., area study of 25 key female practitioners cited discrimination, especially salary and promotion differences, because of gender as the greatest concern. All the women experienced discrimination on the job and many considered it a fact of life. The attitude at that time was "women are only as handicapped as they permit themselves to be or as they permit others to handicap them." Indeed, one woman commented, "I think women create the number one disadvantage when they try to think and work in the male manner."¹⁵

However, many of these practitioners believed their gender was a definite advantage in public relations. Women "are by nature gracious, considerate and have an instinctive feeling for detail and a human capacity for dealing with people."¹⁶ Yet they also said that it is essential for a woman to realize she must do a better job to get ahead and that she will be doing it for less money than her male counterpart.

Apparently these inconsistencies were still worthwhile because "once a woman is accepted in the field, she can look forward to receiving a considerably higher salary than in most popular women's fields such as teaching."¹⁷

Responses in the 1966 survey also indicated that women have a special contribution to make in the field. Comments included: "Women, by virtue of their early conditioning, are in many ways better oriented for public relations than men . . . There will be increasing opportunities for persons trained for cooperation rather than competition . . . Women have a flair for many aspects of this field where they far surpass men."¹⁸

"Women have an opportunity to do very well in the field of public relations. It's so new that they have a chance to get in on the ground floor and not have to fight as hard as they have in other professions. Their biggest problem--a general lack of professionalism on the part of women no matter where they are or what they do. When we learn that, we'll all get better jobs for better money."¹⁹

A 1975 survey of women in public relations,²⁰ based upon a random sample from the PRSA Register, analyzed attitudes and feelings of women in public relations. In her master's thesis, Lynne Farber found that many women seemed to have difficulty answering whether being a woman (in a public relations job) was an asset, a hindrance or had no effect. While many left it blank, she concluded from comments that it very often worked both ways.

A higher portion of older women felt being a woman was an asset. Of all those who believed it was an asset, 64 percent were 41 years of age or older. No one under 25 years felt being a woman was an asset.

In this study, 75 percent of the respondents said they participated in policy decisions. A slight majority of the respondents (58 percent) did not feel discriminated against because they were female. However, many found it difficult to give a simple yes or no answer. The general attitude was that there may be discrimination at times, but that there are times also when there is none. Age had very little effect on their observations on this question.

Discrimination was mentioned mostly in terms of money. A large portion of the comments mentioned lack of equality of salaries. Many comments were in agreement that women get less money, slightly less respect and need to work harder than men. Many women advised: "Think of yourself as a person . . . Work with men as their equals but do not try to act like a man."²¹

In spite of the discrimination, many of the respondents believed that public relations is an excellent field for women. Nearly 90 percent said they definitely would choose public relations again. Interestingly, several women said they had not chosen public relations for their profession originally, but would choose it if they were to start over.

However, the idea that women "need to work twice as hard as men" and need to be "overqualified" was emphasized repeatedly. One woman believed that women are the cause of their own problems. She believed women have allowed men to take the lead but that the women's movement has brought about a new awareness and realization of self-worth. "As a result, many women are now screaming about discrimination and expect to move into positions of authority and management because they have 'worked their way up.' " One point emphasized by many was that "men do not expect women to shoot for the top position."²²

A 1977 survey of members of the International Association of Business Communicators showed that two-thirds of the women were satisfied with their present positions and 81 percent were satisfied with their job security. Slightly more than half (51 percent) said their organization hires and promotes women as readily as men in starting and intermediate jobs, but only 26 percent thought women were promoted as readily as men to management positions. Women's attitudes differed little from the levels of satisfaction expressed by their male counterparts.

In an analysis of a 1979 survey of IABC members,²⁴ the authors found that while women may be doing the work of men, they still are not being paid what their male counterparts are earning. The authors suggest that this salary disparity most likely accounts for a higher level of job dissatisfaction among women than among men. "Women view advancement opportunities

pessimistically, making them more receptive to offers of similar positions or promotions outside their present employers.²⁵

They hypothesize that job dissatisfaction may be due, also, to the fact that organizational communications was not the first choice for women while in college. This was also true for men, but men may not feel as dissatisfied because they have been able to advance in their jobs with less difficulty than women. Slow turnover is cited as the most important reason women would consider leaving their present employers.

The survey also found that women, more than men, were improving themselves professionally by attending professional seminars, joining other professional organizations and taking field-related courses.²⁶

Numerous other organizations have surveyed their memberships, generally reaching the same conclusions indicating salary disparities and fewer advancement opportunities for women. Interestingly, the 1979 study found women farther in rank from the top of their organizations than men, while earlier studies quoted 75 to 80 percent of the women as perceiving themselves in authority positions. This information was subjective, as the earlier studies had not tried to objectively ascertain if these perceptions were, in actuality, correct.

The 1979 national survey of PRSA members,²⁷ "A Comparison of Roles Played by Men and Women in Public Relations," indicated that women in public relations play different roles than their male counterparts.

Glen Broom used four roles as a basis of comparison in the study: expert prescriber, communication technician, communication facilitator and problem-solving process facilitator (described on pages 4 and 5).

As expected, the respondents indicated that they played all four roles to varying degrees. Broom found that men and women differed significantly on

the extent to which they played the four roles. The difference was not accounted for by differences in age and years of experience.

These findings also indicate that practitioners see themselves in only two role models. They tend to operate in either the communication technician role or in a role combining the expert prescriber, communication facilitator and problem-solving process facilitator roles. About half the women saw themselves primarily as communication technicians, contrasted with 21 per cent of the men. More than half the men reported the expert prescriber role as their dominant role.

Broom concluded that it appears that even though both men and women are hired initially for their communication and journalistic skills, women tend to stay in the communication role to a greater extent than do men. Four out of five men in PRSA have expanded their roles to that of the other three. Only half of the women participated in these management-level public relations functions as part of their primary roles.²⁸

Obviously, important questions remain about why men and women play different roles in public relations. Broom's study observed that differences in professional orientations do not explain the role differences. He quoted another recent study that found that female practitioners scored higher than male practitioners on the McLeod-Hawley measures of professionalization. Thus, Broom asks a key question: "Is it something about the employment situations, something about the practitioners themselves or aspects of both that account for the role differences?"²⁹

Thus, in both salary and role studies, education, age and experience do not account for the differences between men and women regarding salaries and management participation. To what can the differences be attributed?

Comments from the women quoted in earlier surveys seem to infer that women see themselves as the problem. They expected to work harder, to be

better qualified and still receive less money than men. Women's lack of professionalism was mentioned more than once as the cause of their problems. If women are receiving lower salaries or not being promoted to management levels, some believe that it is because they permit themselves to be handicapped. As shown by more recent surveys, women may still believe that it is somehow their problem, because they are attending more professional self-improvement seminars than ever.

The proliferation of job- or career-counseling services and seminars on subjects such as taking risks, dressing for success, assertiveness, etc., point out that women in many professional areas are searching for a way to the top. An article in Redbook takes a critical look at these programs that keep attracting women based on the myth that women haven't succeeded because they don't understand the rules of the game. It emphasizes that the concepts supporting this myth are invalid because they emphasize the worker rather than the work. They focus on the individual; business focuses on the bottom line.³⁰

'We must not be misled that women's inferior professional status is absolutely 'our own fault,' " asserted Zena Beth McGlashan in a MATRIX article on the status of women in the media.³¹ She believes that women's images are based also on what men see and think. To build positive ideas about themselves, women seek respect from others, and, in the workplace, far more than half of those "others" are very likely to be men.³² Obviously this is not limited to women in the media and public relations. Several comprehensive studies on women in management have been conducted and several hypotheses advanced. The following information concerns the broader issue of women in management.

Women in Management

A 1980 IABC study³³ of communication philosophy and practices of chief staff personnel of 81 nonprofit organizations elicited the following observations on qualifications for their top communications staff managers.

From hospital CEO: "I want . . . a person who has proven he (or she) can manage a department and deal with complex issues and knows how to develop methods of communication."³⁴

A government CEO: ". . . I would look for someone who has a strong background in the social sciences . . . also . . . managerial skill. It is surprising how many people have a flair for writing and media contact, but just can't manage 20 people."³⁵

Education: An Ivy League university president believes a top communications manager need not have good writing skills, but must be able to recognize them. A communication aide should have "good judgment, extensive media experience, a great deal of energy, a good deal of political savvy and understand a university and how it operates."³⁶

A CEO in a trade association: "One who could plan, organize and control--the three basic elements of management . . . doesn't have to be a PR person, a great writer or skilled in anything except ability to communicate at the officer level, staff level, in board rooms and, if necessary, from the platform."³⁷

A CEO in a professional association maintained that the paramount responsibility for a top communicator is "the management of people because being a good writer or editor does not necessarily make a good, cost-effective department head."³⁸

Another CEO in a professional association said he looks for no specific communication background or skills, but stressed the need for "a problem-solver

who is articulate and very resourceful in figuring out creative, inexpensive ways of getting good things done.³⁹

Finally, from one in a public service organization: "No nuts and bolts person but a leader and a manager, a journalist more than a specialist, a jack [or jill?] of all trades with an all-round mind and an ability to translate concepts in a compelling way to a large number of audiences."⁴⁰

These requirements are not necessarily "male traits," yet studies find fewer women at management levels. Some studies have tried to determine why. Psychological research on the scarcity of women in management tends to focus on personality characteristics and behavior patterns of women as explanations for their low job status. Explanations can focus on either the person or the situation. Until recently, psychologists have paid less attention to the situational factors that may account for women's low employment status.

The "something" that has been holding women back was usually assumed to be either social or biological factors somehow carried within the individual person. Individual models of change ignore the range of differences among women and the great overlap between men and women in their work behavior and attitudes.⁴¹

This view assumes that organizations take people as they find them. But, to a very large degree, organizations make their workers into who they are, said sociologist Rosabeth Moss Kanter.⁴² Many people find themselves on career paths dramatically different from anything they envisioned before a good opportunity presented itself, as exemplified by comments from women in the public relations surveys quoted previously.

Person-centered explanations for the absence of women at top management levels suggest that female socialization practices encourage the development of personality traits and/or behavior patterns contrary to demands of the

managerial role. Among these traits are a fear of success and an unwillingness to take risks.

However, these traits may be a response to situational factors and they are not necessarily restricted to women. Both women and men recognize that successful women (and perhaps successful men in a traditionally non-male field such as nursing) may experience obstacles and conflicts as a result of their occupational choices. Men and women may choose different leadership behaviors because they perceive that specific behaviors will be rewarded rather than because of their personality traits or sex role socialization. Kanter found that behavior matching sex role expectations is evaluated more positively than behavior perceived as inconsistent with expectations, for example.⁴³

An alternative explanation for women's lack of success in management emphasizes nature of the work environment faced by women who aspire to managerial careers. Characteristics of the organizational situation, rather than inner traits and skills, may shape and define women's behavior on the job.

Kanter, in Men and Women of the Corporation, looked at social structure factors and found that opportunity and power and the social composition of groups within organizations may be critical for understanding women's lack of managerial success. She charged that women's opportunities are blocked, they tend to have little power in the organizational hierarchy and those who do get close to the top are often predominantly surrounded by male colleagues. "Discrimination emerges as a consequence of organizational pressures as much as individual prejudice," she wrote.⁴⁴

Opportunity structures shape behavior to confirm their own prophecies, observed Kanter. Those people on high-mobility tracks tend to develop attitudes and values that impel them farther along the track. Those set on low-mobility tracks tend to become indifferent, to develop low-risk conservative attitudes and thus to "prove" that their initial placement was correct.⁴⁵

Another factor is how cliques treat upwardly mobile members. People who "escape" disadvantaged situations--women who rise from the ranks to prestigious positions--have frequently been criticized for not acting as advocates for former peers, with little recognition of the mobility conflicts such people may face. Kanter contends that the structure of organizations plays a powerful role in creating work behavior. She hypothesized that women in low-mobility organizational situations develop attitudes and orientations that are sometimes said to be characteristic of those people as individuals or "women as a group." Kanter said that these characteristics should be viewed as more universal human responses to blocked opportunities. She found that men with low opportunity look more like the stereotype of women in their orientations toward work.⁴⁶

A power base is a necessity, said Kanter. If men function more effectively as leaders when they appear to have influence upward and outward in the organization, women need even more the signs of such influence and the access to real power provided by sponsors. But, if sponsors are more important for women, they can also be harder to come by. The importance of strong peer alliances is often neglected in the study of organizational power, Kanter observed. Power, as Kanter uses the term, is synonymous with autonomy and freedom of action. The powerful can afford to risk more and they can afford to allow others their freedom. Women (in large hierarchical organizations) are caught especially often in cycles of powerlessness.⁴⁷ As another study noted, women who move upward in an organizational structure upset this traditional balance of power and may discomfit and threaten men as well as other women.⁴⁸

Kanter's analysis of the importance of power in large organizations and the behavioral consequences of powerlessness for management styles helps to explain familiar clichés about women's lack of potential for organizational

leadership. Research has found there is no strong preference for men or general tendency to perceive men and women differently when evaluating leadership styles. Thus, she said, a preference for men is a preference for power in organizations where women do not have the same access to the same opportunities through activities or alliances.⁴⁹

A careful look at comparisons between men and women supposedly in the same position shows that what look like gender differences may really be power differences, contended Kanter. In her analysis, she hypothesized that men and women managers were not really in comparable positions in many cases. The women were much less mobile and much more powerless--a handicap in leadership. In a variety of ways, powerlessness stemming from organizational circumstance breeds a particular leadership style caricatured in the stereotype of the bossy woman. This style reflects the situation more than the gender, however--if the stereotype carries even a grain of truth--for men who are powerless behave in just the same ways. As Elizabeth Janeway pointed out, "The weak are the second sex."⁵⁰

Riger and Galligan contended that results from several studies suggest that when success is ambiguous, women and men evoke different valuations; but once independent verification of success is available, the discriminations disappear.⁵¹

They quoted a study that found that organizational rewards of pay and promotion are allocated differently on the basis of gender because of different attribution of causes of success for men and women. The explanations typically given for women's success elicited fewer and less desirable organizational rewards than did those typically ascribed to men. Pay raises were deemed appropriate when success was due to effort, but promotion was the preferred personnel action only when success was due to ability. This gender bias operates in selection choices, promotion and determination of salary

level as cited in various studies, although factors such as graduate training and field of specialization also play an influential role in personnel decisions.⁵²

Kanter and Fassel conducted a small observational study in 1976 of all-female groups and organizations to hypothesize for comparative analysis of the effects of gender composition on hierarchical arrangements. They learned that structure shaped behavior. In their observations, they pointed out that women were sometimes very different from each other, and sometimes not very different from men, as leaders. Individual differences were more striking than gender differences. They concluded that psychological "gender differences" seemed to play a limited role, if any, once women are given a chance and access to power.⁵³

In an extensive study published four years later, Donnell and Hall challenged the tacit assumption that women differ from men in administering the management process. Their findings supported Kanter's conclusions. As they pointed out, researchers and organizations have not concerned themselves with the question of whether men, in general, make good managers. They addressed the critical question of whether women whose career choice is management do in fact manage differently from their male counterparts in Men and Women as Managers: A Significant Case of No Significant Difference. They studied nearly 2,000 managers of more than 50 types and virtually every technological persuasion, and their subordinates, for two years. They found that the way managers behave determines the level of achievement they can expect to attain in their careers, but that, in general, the behavior is not gender specific.⁵⁴

For instance, managers differ greatly in their personal beliefs about people and the reasons why people work. On this basis the authors could

identify high achievers, average achievers and low achievers; again this was not gender specific.

In their comparison study, the authors used five dimensions of managerial achievement: managerial philosophy, motivational dynamics, participative practices, interpersonal competence and managerial style. They used a matched sample approach based on the high, average and low achievement groups.

In the first dimension, they found no differences in personal values or in managerial philosophy between male and female managers.

They did find overall differences in the motivational profiles of male and female managers, primarily among average achievers. Women reported lower basic needs and higher needs for self-actualization. Compared with men, they are more concerned with opportunities for growth, autonomy and challenge; less concerned with work environment, pay and strain avoidance. The gender-based differences in managerial work motivation actually favor the female manager. Women, scoring higher on both the social and work incentives dimensions, exhibited a more mature and higher-achieving motivational profile than men.

The study also found that men and women apparently approach the management of incentives in much the same way: emphasizing the same goals and promoting the same values. Accordingly they found no overall differences in subordinates' motivational profiles.

Other studies have found no evidence that different incentives more effectively motivate one sex than the other. The authors hypothesize that the issue of equal pay for equal work is not, for women at the management level at least, tied to the basic need for food and shelter but to ego and actualization gratification.

As with the motivational process, it was found that men and women employed participative practices in a similar fashion and obtained similar

results from their subordinates, laying the groundwork for essentially the same kind of work climate.

The effectiveness of participative management depends on the climate of interpersonal concern and mutual trust created by the manager. Overall differences between male and female managers in their use of the interpersonal processes were discovered. However, the differences were role-specific in that the entire difference lay in the women's lower willingness to share relevant data with their colleagues. No differences were found in interpersonal practices with superiors or with subordinates and no differences were found between the sexes when broken into achievement groups.

Further study found that subordinates reported that their manager's interpersonal practices did not differ according to gender or according to gender by achievement; but subordinates of women reported they solicited less feedback from their managers than did the subordinates of men. In essence, while managers did not behave differently depending on gender, their subordinates related differently to men than they did to women managers.

Finally, the study found that men and women do not differ in the way they manage the organization's technical and human resources. Subordinates' appraisals simply confirmed their manager's own reports regarding management style; there were no overall differences in their perceptions of the management styles preferred by men and women.

In summary, the authors pointed out a total of two overall differences between men and women managers. One, managerial work motivation, favors women. The other, interpersonal competence, favors men in some cases. Added to these are some discrete differences in backup style preferences. They concluded that "Women, in general, do not differ from men, in general, in the ways in which they administer the management process."⁵⁵ Managers themselves and their subordinates concurred. The authors postulate that the way

management is practiced is not related to the sex of the manager--the issue is generic rather than gender-bound.

Indeed, it seems that disproportionately low numbers of women in management can no longer be explained away by the contention that women practice a different brand of management from that practiced by men. As the authors added, it has been pointed out that all is not necessarily well in today's male-oriented management activities.

If age, education, level of experience, management style, work motivation, etc., do not entirely account, or even substantially account, for the disparity between numbers and salaries of men and women in management, to what other factors can this be attributed?

McGlashan⁵⁶ hypothesized that both the image of women as reproducers of society and the responsibilities of parenting need to be changed, requiring commitments she realistically assessed as ones which society will make reluctantly. She pointed out that improving the socialization process for females and for males and improving flexibility in job policies are necessary. She added that historians may one day look on the present era--the entrance of women into management and top levels of various professions--as a time when women did marry, but chose not to have children because role expectations of professional success and motherhood did not mix.

She quoted studies that support what many women already know: that professional women are far more likely to participate in dual career families than are male professionals. Women media managers are less likely to be married and those who are share their aspirations and role conflicts more often with husbands who are equally career-involved.

She observed that because men in media management are less likely to be married to women whom they consider career-oriented, the stress incurred by the dual career family may not be apparent to them. In fact, they may

still consider women's prime role as being a support role either at home, furthering the husband's career, or as assistants or secretaries at work.

She added that parenting, as far as its current expectations, placed far more burden on women than men because of the generally accepted image of the "good" mother. The expectations of our institutions don't leave much room for balancing a demanding career commitment and an equally important family role.

She said that society still expects far more from mothers than it does from fathers and that institutions, as many commentators and researchers have noted, are still built in the male mold. The resulting conflict produces severe strains, which will continue until radical changes are made. Until then, guilt strains both women who choose to become mothers, and sometimes, those who choose not to.

According to her hypothesis, while Americans say they value motherhood, it is largely sentimental, not financial. Women's work is considered "cheap" labor and changing their biological value presents an enormous challenge. Professional women who choose to stay home for a few years find that those years were at their professional expense.

As a result, some women consciously make the choice between motherhood and career achievement, believing, quite accurately, contends McGlashan, that the two cannot be satisfactorily combined. In that light, it is not surprising that one study quoted found professional expectations lowest among women who were married and had at least one child under the age of 18. It found expectations highest among women who were divorced, separated or widowed and had no children; higher even than those of males in any of the categories.⁵⁷

While none of the public relations studies, or management studies, have addressed these assumptions directly, studies in other fields have

corroborated some of these factors as well as supporting findings and hypotheses from the public relations surveys and management studies.

Studies in Related Professional Fields

A 1978 study comparing career paths for women and men as superintendents of schools in Pennsylvania found that women's career paths were significantly different from those of men. Women experienced more interruptions in their careers; most women were in staff positions; they had lower career expectations; were better educated and planned their careers as far ahead as did men but expressed less satisfaction with their career paths than their male counterparts.⁵⁸

A similar 1979 study in Ohio found that women were at a disadvantage because their career paths were more indirect; that they had less opportunity for mobility; that the conflict between family and child-rearing duties and professional roles means women are older in equivalent positions; that they experienced a lack of "mentors" and professional role models; and that they appeared more altruistic in their reasons for career choices as opposed to monetary returns as the primary influence on men.⁵⁹

A 1979 nationwide study of men and women school superintendents found that they have similar personal and job-related characteristics. Women differ in the areas of age at first appointment, years of work experience prior to first appointment, marital status, salary and size of district where employed. Men and women perceived their gender to be a factor in helping and/or hindering them in the attainment of the superintendency. Men believed it to be of help; women said it was not a help or a hindrance. The study concluded that no one factor stands out as the primary reason why the number and percentage of women administrators continues to decline.⁶⁰

Another 1979 study, in Lubbock, Texas, on professionalism of women and men as teachers and other professionals in law, medicine, business, and university teaching found very little difference in the five areas hypothesized that were related to the fact that women would face problems in achieving educational and occupational equity because they are not "professional." These hypotheses were not supported.⁶¹

And yet another 1979 study found that women in New Orleans in managerial positions in businesses and other institutions did not appear to have made significant inroads into the upper echelons of management.⁶²

Finally, a 1980 study on men and women in television management indicated that women do not hold comparable managerial positions to men in the industry; that general managers did not favor special managerial training for women but believed that the FCC's affirmative action program did not impede profit-making; that the most important characteristic for television management was dependability; and that the most often recommended administrative skill was the ability to understand and communicate with people.⁶³

CHAPTER 3

METHODOLOGY

The Research Design

A descriptive survey was conducted by mail questionnaire to answer the research questions and ascertain the possible explanations for the results. In addition, in-depth interviews of selected respondents were conducted to add dimension.

The Sample

The sample group of public relations practitioners in Kansas and Missouri was drawn from current membership lists of 12 public relations and communications organizations.⁶⁴ The national (using only Kansas and Missouri members), regional, state and local lists included public relations practitioners in fields such as health, mental health, college, public schools, agriculture, religion, government and business (which included utilities, insurance, communications, etc.). In the broader communications organizations such as Women in Communications, Inc. (WICI), only members with public relations titles were included in the population base.

From this sampling frame, one-fourth of the members were chosen utilizing a systematic sampling method. To insure randomness, a membership list book was opened blindly to a random page and a name was chosen blindly at random. From this point on, every fourth name was selected counting through all the membership lists.

This technique yielded 309 names of public relations practitioners who comprised the survey sample.

Construction of the Questionnaire

The questionnaire (Appendix A) used in this research consisted of 78 questions, some of which were multi-item questions (for a total of 134). All but 13 of these could be answered by checking an answer or by circling a number on a semantic differential scale of one to seven, disagree to agree. Eleven questions elicited simple information such as job title, number of hours worked per week in part-time jobs, etc. and two were open-ended. The survey was administered via a three-page, 8½" by 11" questionnaire designed to conveniently fit in a No. 11 return envelope.

After the first question on whether or not the respondent was currently employed, the next 26 questions (question 26 is a four-part question for a total of 28 answers) were repeated from Broom's study. These questions were semantic differential scales from one to seven. Six different questions related specifically to a particular role (4 roles x 6 questions = 24). The seventh question (#26) asked respondents to indicate to what degree they thought they played each of the roles. These items were used to measure each of the four roles. The twenty-seventh question asked the respondent to circle the role that best described primary role.

Question 28 was added to ask respondents which role they would prefer to play. In an attempt to determine possible reasons for the high percentage of women Broom found in the technician role, several lifestyle questions were asked. Areas analyzed included location; education; part-time and leave of absence status--and if either had affected career path; career attitude of personal versus professional life; marital status; spouse's attitude towards

respondent's job; household responsibilities; number and ages of children and parenting responsibilities.

The questionnaire was confidential. No numbers were used on it. A self-addressed, stamped envelope was enclosed which did have a number assigned to determine which people had returned the survey. That envelope was tossed and for tabulation purposes a new number was assigned to the questionnaires in the order in which they were received.

A cover letter (Appendix A) stated the purpose of the research; assured that the answers would be confidential; made a plea for prompt return of the survey form and included a suggested disclaimer provided by Kansas State University. The latter informed the respondents that the survey was being conducted under university guidelines, that their cooperation was voluntary and they should omit any questions which they felt invaded their privacy, and that their confidentiality was guaranteed.

The only incentive for answering the questionnaire was interest in the topic being researched.

The Pre-Test

A pre-test was utilized to determine the reliability of the questionnaire and the design of the entire survey. For the pre-test, 10 practitioners were selected from the Manhattan (KS) area. The primary reason for this choice was for speed in administering the test and, because of the respondents' various backgrounds, it was believed that they would furnish a reasonable representation of the total population.

All 10 survey forms were returned and telephone interviews were conducted as a follow-up. There were no major problems with the design of the survey. Most of the comments were directed toward the part of the questionnaire that repeated Broom's survey, which, for comparison purposes, could not be changed.

The Mailings

On September 7, 309 questionnaires were mailed. Each mailing packet included a cover letter, a survey form and a stamped, self-addressed return envelope with an identification number.

The final closing date for receipt of the questionnaire was October 30.

The Data Analysis

The data gathered by the above procedures were analyzed by computer with the "Statistical Analysis System" (SAS) utilizing frequencies, cross tabulation and multi-factor analysis. Chi square tests were attempted but were not used in the findings because the chi square analysis did not show significant differences in this study because there were too many variables and too few respondents to have the minimum number necessary in each category (cell) of every table. Some categories were combined in order to apply the chi square test. Comparing sex and role with each of the other selected variables still resulted in numerous potential answers. While combining categories still did not provide results that reached statistical significance, the hints are interesting as a basis for suggesting further study on a larger scale, particularly if the patterns were found to be repeated.

Results of the first part of this study, the comparison with Broom's study, were calculated two ways: one using the six questions for each role, which describe various responsibilities in public relations positions for each of the four role categories, and again with all seven questions, the seventh item being a subjective question of to what degree the respondent believes the roles are being played. The decision to calculate primary roles this way was made after reading Broom's questionnaire. It was hypothesized that the respondent's perception of role played, the seventh item, could make a difference in the answers. The data were calculated both ways to see if

results of primary roles would be different. For purposes of comparison with Broom's study, all seven items were used to determine the role assigned for computations with the sociological data.

The questionnaire covered a number of topics, with several approached in similar ways. Time constraints dictated that only representative questions could be used. The following questions were used in data analysis.

Questions 1 through 28: Question 1 is employment; questions 2 through 27 are role analysis. Question 28 is role preference. Question 40 asks for job title. Questions 41 and 42 give work history. Question 43 asks for salary. Questions 44 and 45 relate to management. Questions 49 through 52 are demographic information. Question 53 is number of professional seminars attended. Questions 54 and 55 explore part-time and leave of absence history. Question 58 is a key attitudinal question on importance of personal life versus professional life. Questions 62 and 63 ask for marital status and relate to dual career marriages. Question 65 is a key attitudinal question on whether spouse considers respondent's career as important as his/hers. Question 70 is a multi-item question on household chores. For tabulation purposes, the 10 answers were tabulated; one answer was determined by adding all the responses for each possible category and concluding who does most of the chores most of the time. Questions 71 and 72 ask for information on children. Question 73 was determined in the same way as question 70, who does most of the parenting responsibilities most of the time.

Interviews

In-depth interviews with 13 of the respondents were conducted in person and by telephone ranging in time from 30 to 90 minutes. Three men and 10 women were selected from the 38 respondents who indicated interest in further discussion. These were selected on the basis of job title and location

(taking into consideration comments on professional experiences particularly relevant to the subject).

Respondents were queried about their career backgrounds including starting position, average length of time in each position, if moves had been lateral or upward and the number of years until first management position. They were asked to describe their management style, whether they had had mentors, any problems and/or benefits of their particular positions and why they were chosen for the position. They also responded to questions on networking, time frame expectations for career and possible career conflicts. They described family situations and concerns and how these affected their careers.

Each respondent was asked every question, but not all of the respondents answered every question.

CHAPTER 4

FINDINGS

Response to the Survey

Of the 309 survey forms mailed out, 137 usable questionnaires were returned for a response rate of 44 percent. Of these, 62 (45 percent) were men and 75 (55 percent) were women.*

Thirty-one questionnaires were returned unanswered due to changes in positions, moves and practitioners electing not to participate.

Five were returned because respondents were not presently employed (four women--one student and three looking for employment; one man who retired early).

Of the women responding, 20 were in college information services, 17 in the health care field (including mental health), nine in business, six in utilities, four with associations, four in communications, three in insurance and the rest in arts, religion, schools and government.

The men who responded included 14 in colleges, 11 in business, eight in utilities, eight in the health care field, eight in communications and the rest in associations, schools, religion and government.

Of the 141 who did not answer the questionnaire, 83 (59 percent) were women and 58 (41 percent) were men. Of the female non-respondents, 12 were in colleges, 16 in health care, 18 in business, three in public schools, six in

*Because not all the respondents answered every question, the numbers for the tables and thus the percentage bases keep changing. The numbers for men and women are not comparable, though this study (62 men and 75 women) is closer to equal representation than was Broom's study (323 men and 123 women). Percentages are given when that information is deemed appropriate for clarification.

communications, 13 were just names with street addresses, the rest were in utilities, institutes and associations, religion and finance.

Of the 58 male non-respondents, 14 were in business, 15 in colleges, 10 in communications, four in health care, three in government and the rest in insurance, finance, religion and associations.

Of the 70 female non-respondents whose titles could be identified from their addresses, all but seven had titles of director, manager, president, etc. Seven were specialists, coordinators, officers. Of the 58 men, all but five had titles such as director, manager, consultant, president. Five were representatives and coordinators.

Demographic Characteristics of the Sample

AGE. Demographic characteristics of the sample are illustrated in Table 1. Ninety-eight respondents (73 percent) were under 40 years of age with the largest age group (47 percent) from 30 to 40 years old. Women were generally younger than men.

EDUCATION. Nearly all the respondents (96 percent) had graduated from college; 67 (51 percent) had done graduate work or completed another professional degree. Of the six who did not graduate from college, five were women.

MARITAL STATUS. As the table shows, more men had married in comparison with the women. Eighty-nine respondents (65 percent) were married. While only 24 respondents were single, 15 were women. Of the 22 respondents in the divorced, widowed or separated category, 19 were women (16 of them divorced).

DUAL CAREER. Thirty-eight women indicated that they were in dual career marriages. Three did not answer. Only 27 of the 48 men were in dual

Table 1. Demographic Characteristics of the Sample

	Male	Female	Total
<u>Gender</u>	62 (45%)	75 (55%)	137
<u>Age</u>			
20-30 years old	12 (20%)	22 (31%)	34 (26%)
30-40 years old	26 (43%)	36 (51%)	62 (47%)
40-50 years old	8 (13%)	6 (8%)	14 (11%)
Over 50 years old	14 (23%)	7 (10%)	21 (16%)
	60	71	131
<u>Education</u>			
Bachelor's	24 (41%)	35 (47%)	59 (45%)
Grad work	33 (57%)	34 (46%)	67 (51%)
Some college	1 (2%)	5 (7%)	6 (5%)
	58	74	132
<u>Marital Status</u>			
Divorced, widowed or separated	3 (5%)	19 (25%)	22 (16%)
Married	48 (80%)	41 (55%)	89 (66%)
Single	9 (15%)	15 (20%)	24 (18%)
	60	75	135
<u>Dual Career</u>			
Dual career marriages	27 (56%)	38 (93%)	65 (73%)
Spouse works parttime	4 (8%)	0	4 (4%)
Spouse is at home	13 (27%)	0	13 (15%)
Did not respond	4 (18%)	3 (7%)	7 (9%)
	48	41	89
<u>Children</u>			
Grown	8 (14%)	1 (1%)	9 (7%)
Older, at home	2 (3%)	2 (3%)	4 (3%)
Schoolage	17 (29%)	24 (33%)	41 (31%)
Pre-school	5 (8%)	5 (7%)	10 (8%)
Combination of pre- school and school	7 (12%)	2 (3%)	9 (7%)
No children	20 (34%)	38 (53%)	58 (44%)
	59	72	131
<u>Location</u>			
Urban area of more than 500,000	36 (61%)	37 (51%)	73 (56%)
100,001-500,000	6 (10%)	17 (24%)	23 (18%)
50,001-100,000	2 (3%)	8 (11%)	10 (8%)
10,001-50,000	14 (24%)	8 (11%)	22 (18%)
Less than 10,000	1 (2%)	2 (3%)	3 (3%)
	59	72	131

Table 1--Continued

<u>Salary</u>	<u>Male</u>	<u>Female</u>	<u>Total</u>
10,000-15,000	5 (11%)	13 (19%)	18 (16%)
15,001-20,000	8 (17%)	23 (33%)	31 (27%)
20,001-25,000	13 (28%)	19 (27%)	32 (28%)
25,001-30,000	3 (7%)	7 (10%)	10 (9%)
30,001-35,000	9 (20%)	3 (4%)	12 (10%)
35,001-40,000	4 (9%)	3 (4%)	7 (6%)
40,001-45,000	1 (2%)	1 (1%)	2 (2%)
45,001-50,000	1 (2%)	0	1 (1%)
Over 50,000	2 (4%)	1 (1%)	3 (3%)
	46	70	116

career marriages; 13 men wrote that their wives were housewives and four that their wives worked part time.

CHILDREN. As the table shows, more than half of the 131 respondents (56 percent) had children, but less than half (34) of the women had children.

LOCATION. The majority of the respondents (74 percent) lived in cities of over 100,000 population--the largest portion (56 percent) of whom lived in urban areas of more than 500,000 population. Only 29 percent lived in cities smaller than 100,000 population.

SALARIES. Information on salaries was elicited even though this was primarily a role study. Respondents were asked to give exact salaries because, when giving a range, many of the men may be at the higher end with women at the lower end. However, for tabulation purposes, a range of \$5,000 was used. Only 46 of the men reported salaries compared to 70 of the women. As the table shows, more women were in the lower ranges: 36 of the women earning \$20,000 or less versus 13 of the men reporting. The mean salaries, computed using exact salary figures, show a large difference between men and women.

Salaries ranged from \$12,000 to \$125,000 for men with a mean of \$28,439. Of men in management positions, the mean was \$30,656. Without the highest salary of \$125,000, the mean for men in management was \$27,881 (salary

range of \$12,000 to \$50,000+). Mean salary for men not in management positions was \$22,138 with a range of \$14,700 to \$35,000.

The mean salary for women was \$21,008 with salaries ranging from \$10,200 to \$50,000+. Women in management positions earned a mean salary of \$24,300 with a range of \$12,000 to \$50,000+. Those women not in management earned a mean of \$19,015 with a range of \$10,200 to \$39,000. Women who had applied for management positions but had not been selected had the lowest mean of all at \$17,484 with a range of \$12,400 to \$21,000.

Role Differences

As explained in the methodology, role results of this study were calculated two ways--one using the first six items and again with all seven items. In 15 cases out of 137, the respective rankings of role orders were different. Using only the first six items, seven of these instances were women, and in four of these cases the technician role was not the dominant one, or it was played in combination with another role.

As expected, the 137 respondents indicated that they played all four roles to varying degrees. The communication technician role topped the ratings for the total sample, followed by expert prescriber, problem-solving facilitator and communication facilitator (Table 2).

To control for alternative explanations for differences found in the degree to which roles were played, adjusted role means were computed by entering age and years of experience with present employer as covariates in the multiple classification analyses. The adjusted means in Table 2 approach significant differences between men and women in the expert prescriber role.

Mean ratings for women in Table 2 were lower than those for men in every role. The adjusted means in communication technician role were nearly the same for men and women versus a large difference in the unadjusted means. This was true using both the six- and seven-item analyses.

Table 2. Public Relations Roles of Men and Women,
Controlling for Age and Years with Employer

Roles	Grand Means	Adjusted Grand	Grand Means		Adjusted Means		F	Sig. of F
			Male	Female	Male	Female		
Exp. Prescriber	4.49	4.50	4.68	4.33	4.82	4.23	3.52	0.063
Comm. Technician	4.94	4.91	4.81	5.05	4.92	4.90	0.01	0.925
Comm. Facilitator	3.87	3.87	3.99	3.76	4.09	3.68	2.89	0.0917
Problem-Solver	4.15	4.18	4.30	4.02	4.43	3.97	2.24	0.137
Exp. Prescriber ¹	4.49	4.45	4.63	4.28	4.79	4.17	3.88	0.0512
Comm. Techn. ¹	5.0	4.97	4.84	5.13	4.975	4.974	0.000	.997
Comm. Facil. ¹	3.95	3.96	4.06	3.86	4.18	3.77	2.85	.094
Problem-Solver ¹	4.06	4.10	4.22	3.92	4.37	3.87	2.83	.095

Table 3. Broom's Study--Public Relations Roles of Men and Women,
Controlling for Age and Years of Experience

Roles	Grand Means (n-458)	Adjusted Means		F*	Sig. of F
		Male (n-323)	Female (n-123)		
Expert Prescriber	5.41	5.53	5.11	19.06	.000
Comm. Technician	4.69	4.58	4.98	12.94	.000
Comm. Facilitator	4.68	4.74	4.52	7.95	.005
Problem-Solver	4.96	5.06	4.70	15.98	.000

*Multiple classification analysis with age and years of experience in public relations as covariates.

Both men and women rated the communication technician role highest, with the other three roles in the same order for both men and women. This contrasts with Broom's study (Table 3) in which he found women in the technician role more often and men playing other roles more often, primarily the expert prescriber. Broom found significant differences between men and women in all four roles.

Further analysis in this study showed that those who gave themselves high scores on the communication technician role tended to rate themselves relatively low on the other three roles (Table 4). The communication technician role did not correlate highly with any of the other roles, suggesting that this role is somewhat independent of the others. On the other hand, correlations among expert prescriber, communication process facilitator and problem-solving process facilitator measures suggest that they tend to be played by the same people.

Role correlation in this study was almost the same as what Broom found (Table 5). Comparing both studies: communication facilitator with expert prescriber (.02 difference); problem-solving facilitator with expert prescriber (same); communication facilitator with communication technician (.03 difference) and communication facilitator with problem-

Table 4. Correlations Among Roles

	Expert Prescriber	Communication Technician	Communication Facilitator
(with six items)			
Communication Technician	.32		
Communication Facilitator	.75	.27	
Problem-solving process facilitator	.848	.19	.77
(with seven items)			
Communication Technician ¹	.36		
Communication Facilitator ¹	.78	.29	
Problem-solving process facilitator ¹	.849	.19	.79

Table 5. Broom's Study--Correlations Among Roles

	Expert Prescriber	Communication Technician	Communication Facilitator
Communication Technician	.18		
Communication Facilitator	.73	.24	
Problem-Solving Process Facilitator	.84	.12	.78

solving facilitator (.01 difference). The correlation between expert prescriber and communication technician was higher in this study, but both studies conclude that the communication technician role is usually a separate function while the other three roles are often played in combination.

Dominant Roles

The dominant role for each practitioner was determined by comparing the mean scores for the four sets of role measures. Twelve respondents (six men and six women) scored two or three roles equally, based on the seven-item tabulation. Of these respondents, four women played the technician role in combination with one or more of the other roles. There were 125 who rated themselves as playing one role to a greater extent than the other three. Mean scores of the seven items were used to determine role and the combination roles were included.

Both men and women reported the communication technician role as their dominant role. However, as Table 6 illustrates, 61 percent of the women saw themselves primarily as technicians versus only 47 percent of the men. Percentages between men and women were closer in the other three roles with 26 percent of the men and 20 percent of the women in expert prescriber roles.

This differs from Broom's study: Broom found 51 percent of the women in the communication technician role (dominant role) and 58 percent of the men in the expert prescriber role (dominant role) as illustrated in Table 7.

This study found that, while both men and women rate the technician role as the dominant role, a larger percentage of the women are in that role as compared to the percentage of men.

Table 6. Comparison of Role vs. Gender

	Men	Women
Expert Prescriber	26%	20%
Communication Technician	47%	61%
Communication Facilitator	8%	5%
Problem-solving Process Facilitator	10%	5%
Combination of Roles	10%	8%

Table 7. Broom's Study -- Dominant Roles by Gender

	Men (n=300)	Women (n=117)
Expert Prescriber	58%	34%
Communication Technician	21%	51%
Communication Facilitator	5%	4%
Problem-solving Process Facilitator	16%	11%

(Chi-square = 36.7, d.f. = 3, $p > .001$.)

Employment History

CURRENT EMPLOYER. The number of years respondents had been with their current employers was divided into four categories (Table 8). The majority (55) of the 75 women had been with their current employers less than five years; 28 of these 55 had been with their current employers less than two years. The majority (38) of the 62 men had been with their current employers less than five years, but only 13 of these had been with their current employers less than two years. Eighteen of the women and 22 of the men had spent over five years with the same organization. Twelve of the men and six of the women had been with their current employers over 10 years. The most men in any category were in the two to five years bracket while women were almost evenly divided between the first two categories of less than two years and two to five years.

Of the 28 women who had been with their current employers two years or less, 21 were in the technician role. Of the 27 women who had been with their

Table 8. Employment History

	Male	Female	Total
<u>Years with current employer</u>			
Less than 2 years	13 (22%)	28 (38%)	41 (31%)
2-5 years	25 (42%)	27 (37%)	52 (39%)
5-10 years	10 (17%)	12 (16%)	22 (17%)
Over 10 years	12 (20%)	6 (8%)	18 (14%)
	60	73	133
<u>Years in current position</u>			
Less than 2 years	24 (39%)	34 (45%)	58 (43%)
2-5 years	26 (43%)	32 (43%)	58 (43%)
5-10 years	6 (10%)	7 (9%)	13 (10%)
Over 10 years	5 (8%)	2 (3%)	7 (5%)
	61	75	136
<u>Is this a new position?</u>			
Different position, same organization	15 (52%)	14 (37%)	29 (48%)
New position, same organization	8 (28%)	4 (11%)	12 (20%)
New position, different employer	6 (21%)	20 (53%)	26 (43%)
	29	38	61
<u>Professional seminars</u>			
5 or less	27 (47%)	29 (43%)	56 (45%)
6-10 seminars	8 (14%)	13 (19%)	21 (17%)
Over 10, "numerous"	7 (12%)	11 (16%)	18 (14%)
Never participated	15 (26%)	15 (22%)	30 (24%)
	57	68	125
<u>Have you ever worked part time?</u>			
Yes, but had no effect on career	15 (26%)	31 (42%)	46 (35%)
Yes, it did affect career	1 (2%)	3 (4%)	4 (3%)
No	41 (72%)	39 (53%)	80 (62%)
	57	73	130
<u>Have you ever taken a leave of absence?</u>			
Yes, but had no effect on career	1 (2%)	12 (16%)	13 (10%)
Yes, it did affect career	0	5 (7%)	5 (4%)
No	56 (98%)	56 (78%)	112 (86%)
	57	73	130
<u>Applied for management</u>			
Accepted	43 (70%)	30 (41%)	73 (54%)
Not selected	0	10 (14%)	10 (7%)
Never applied	18 (30%)	34 (46%)	52 (39%)
	61	74	135

current employers from two to five years, only 12 were in the technician role and 15 had moved on to other roles. However, 11 of the 12 women with their current employers five to 10 years were in the technician role (Table 9).

Of the 13 men with their current employers less than two years, eight were in the technician role. Of the 25 men who were with their current employers from two to five years, 13 were in the technician role. But by the third category of five to 10 years with current employers, four of the 10 men were in the technician role and only three of the 12 men with current employers over 10 years were in the technician role.

CURRENT POSITION. Respondents were evenly divided in the first two categories for number of years in current position (Table 8). Numbers of men and women were nearly the same respectively in those two categories as well.

Considering gender and role in view of the number of years respondents had been in their current positions, 25 of the 34 women who had been in their current positions less than two years were in the technician role (Table 10). By the next category of two to five years, that had dropped to 16 of 32 in the technician role and 11 in the expert prescriber role. Only seven women were in current position five to 10 years: four in the technician role and the other three in three other roles.

Data for men in current positions indicate that 12 of 24 men in their current positions less than two years were in the technician role. Eleven of the 26 men in their current positions from two to five years were in the technician role and eight in the prescriber role. Numbers in the other two categories are low, but nevertheless show that the technician role is not the dominant one.

NEWLY CREATED POSITIONS. Of the women in their current positions, 14 were in different positions within the same organizations with which

Table 9. Gender and Role by Number of Years with Current Employer

Gender	Roles					Total
	A (Expert Prescriber)	B (Tech- nician)	C (Facili- tator)	D (Problem Solver)	E (Com- bination)	
Male:						
Less than 2 yrs.	2 (13%)	8 (29%)	0	2 (33%)	1 (17%)	13 (22%)
2-5 yrs.	6 (40%)	13 (46%)	1 (20%)	3 (50%)	2 (33%)	25 (42%)
5-10 yrs.	2 (13%)	4 (14%)	2 (40%)	0	2 (33%)	10 (17%)
More than 10 yrs.	5 (33%)	3 (11%)	2 (40%)	1 (17%)	1 (17%)	12 (20%)
	15	28	5	6	6	60
Female:						
Less than 2 yrs.	3 (21%)	21 (47%)	1 (25%)	1 (25%)	2 (33%)	28 (38%)
2-5 yrs.	8 (57%)	12 (27%)	2 (50%)	3 (75%)	2 (33%)	27 (37%)
5-10 yrs.	1 (7%)	11 (24%)	0	0	0	12 (16%)
More than 10 yrs.	2 (14%)	1 (2%)	1 (25%)	0	2 (33%)	6 (8%)
	14	45	4	4	6	73
Both men and women:						
Less than 2 yrs.	5 (17%)	29 (40%)	1 (11%)	3 (30%)	3 (25%)	41 (31%)
2-5 yrs.	14 (48%)	25 (34%)	3 (33%)	6 (60%)	4 (33%)	52 (39%)
5-10 yrs.	3 (10%)	15 (21%)	2 (22%)	0	2 (17%)	22 (17%)
More than 10 yrs.	7 (24%)	4 (5%)	3 (33%)	1 (10%)	3 (25%)	18 (14%)
	29	73	9	10	12	133
Male (n=60)	Female (n=73)	Both (n=133)				

they had been employed: eight in management positions, one who had applied but had not been selected for management and five who did not consider themselves to be in management. Four women were in newly created positions within their organizations (two in management and two not). Twenty women were in newly created positions with different employers: seven in management; four who had applied but had not been selected for management and nine who did not consider themselves to be in management.

Of the men in their current positions, 15 were in different positions with their same employers: 12 had been accepted in a management position and three did not consider the different position to be in management. Fourteen men were in newly created positions. Eight of them were within the same organizations: four in management and four not. The other six men were in

Table 10. Gender and Role by Number of Years in Current Position

Gender	Roles					Total
	A (Expert Prescriber)	B (Tech- nician)	C (Facili- tator)	D (Problem Solver)	E (Com- bination)	
Male:						
Less than 2 yrs.	5 (31%)	12 (43%)	1 (20%)	3 (50%)	3 (50%)	24 (39%)
2-5 yrs.	8 (50%)	11 (39%)	3 (60%)	3 (50%)	1 (17%)	26 (43%)
5-10 yrs.	2 (13%)	2 (7%)	0	0	2 (33%)	6 (10%)
More than 10 yrs.	1 (6%)	3 (11%)	1 (20%)	0	0	5 (8%)
	16	28	5	6	6	61
Female:						
Less than 2 yrs.	3 (20%)	25 (54%)	2 (50%)	1 (25%)	3 (50%)	34 (45%)
2-5 yrs.	11 (73%)	16 (35%)	1 (25%)	3 (75%)	1 (17%)	32 (43%)
5-10 yrs.	1 (7%)	4 (9%)	1 (25%)	0	1 (17%)	7 (9%)
More than 10 yrs.	0	1 (2%)	0	0	1 (17%)	2 (3%)
	15	46	4	4	6	75
Both men and women:						
Less than 2 yrs.	8 (26%)	37 (50%)	3 (36%)	4 (40%)	6 (50%)	58 (43%)
2-5 yrs.	19 (61%)	27 (36%)	4 (50%)	6 (60%)	2 (17%)	58 (43%)
5-10 yrs.	3 (10%)	6 (8%)	1 (13%)	0	3 (25%)	13 (10%)
More than 10 yrs.	1 (3%)	4 (5%)	1 (13%)	0	1 (8%)	7 (5%)
	31	74	8	10	12	136
Male (n=61)	Female (n=75)	Both (n=136)				

different organizations, five of them in management.

PROFESSIONAL SEMINARS. Both men and women have taken continuing education courses or participated in workshops, seminars, etc. (Table 8). Twenty-nine women have participated in five or fewer seminars; 13 women in six to 10 seminars and 11 in "numerous" seminars. Fifteen women have not participated in any seminars. Twenty-seven men have participated in five or fewer seminars; eight in six to 10 seminars and seven have taken part in "numerous" seminars. Fifteen men have never participated in seminars.

PART TIME AND LEAVE OF ABSENCE. The majority of the respondents had never worked part time (80; 62 percent). Fifty had worked part time: 34 women and 16 men. Of those who had worked part time, only four believed that it had affected their career paths: three women and one man (Table 8).

In other professions, working part time and taking a leave of absence oftentimes led to delayed or nonexistent career progression. Of the 39 women who had never worked part time, 22 were in the technician role. Twenty-one of the 31 women who had worked part time but did not believe it had had an effect on their careers were in the technician role. Two of the three women who thought their part-time work had affected their careers were in the technician role (Table 11).

Eighteen of 41 men who had never worked part time were in the technician role. Seven of the 15 men who had worked part time but did not think it had affected their careers were in the technician role. The one man who believed it had affected his career was in the technician role (Table 11).

Few people had ever taken a leave of absence. Of the 18 respondents who had taken leaves, 17 were women. Five of these women believed their leaves of absence had affected their career goals. The one man who had taken a leave of absence believed it had no effect (Table 8).

Thirty-six of the 56 women who had never taken leaves of absence were in the technician role. Six of the 12 women who had taken leaves but did not think it had affected their careers were in the technician role. Three of the five women who believed the leaves had affected their careers were in the technician role (leaves were one year or longer) (Table 12).

Twenty-six of the 56 men who had never taken a leave of absence were in the technician role. The one man who had taken a leave but did not think it had affected his career was in the expert prescriber role (leave was only for a couple of months) (Table 12).

Management

APPLIED, ACCEPTED. More men than women were in management positions. Forty-three men had been accepted in management positions versus only 30

Table 11. Gender and Role by Part-time Positions During Career

<u>Gender</u>	Roles					Total
	A (Expert Prescriber)	B (Tech- nician)	C (Facili- tator)	D (Problem Solver)	E (Com- bination)	
Male:						
Yes, but no effect on career	4 (29%)	7 (27%)	0	2 (33%)	2 (33%)	15 (26%)
Yes, did affect career	0	1 (4%)	0	0	0	1 (2%)
Never worked part time	10 (71%)	18 (69%)	5 (100%)	4 (67%)	4 (67%)	41 (72%)
	14	26	5	6	6	57
Female:						
Yes, but no effect on career	6 (40%)	21 (47%)	2 (67%)	0	2 (33%)	31 (42%)
Yes, did affect career	1 (7%)	2 (4%)	0	0	0	3 (4%)
Never worked part time	8 (53%)	22 (49%)	1 (33%)	4 (100%)	4 (67%)	39 (53%)
	15	45	3	4	6	73
Male (n=57)	Female (n=73)					

Table 12. Gender and Role by Leave of Absence During Career

<u>Gender</u>	Roles					Total
	A (Expert Prescriber)	B (Tech- nician)	C (Facili- tator)	D (Problem Solver)	E (Com- bination)	
Male:						
Yes, but no effect on career	1 (7%)	0	0	0	0	1 (2%)
Yes, did affect career	0	0	0	0	0	0
Never took a leave of absence	13 (93%)	26 (100%)	5 (100%)	6 (100%)	6 (100%)	56 (98%)
	14	26	5	6	6	57
Female:						
Yes, but no effect on career	4 (27%)	6 (13%)	0	0	2 (33%)	12 (16%)
Yes, did affect career	1 (7%)	3 (7%)	0	0	1 (17%)	5 (7%)
Never took a leave of absence	10 (67%)	36 (80%)	3 (100%)	4 (100%)	3 (50%)	56 (77%)
	15	45	3	4	6	73
Male (n=57)	Female (n=73)					

women. While only 18 men had never applied for a management position, 34 women had never applied. In addition, 10 women had applied for a management position but had not been selected. None of the men had applied and been rejected.

While 30 women indicated that they were in management, 15 of them were still in the technician role with 10 in the expert prescriber role (Table 13). Of the 43 men who said they were in management, 16 were in the technician role and 14 in the expert prescriber role. The rest of the men in management positions were in other roles, or combinations of roles. Of the 34 women and 18 men who were not in management positions, 24 women and 12 men were in the technician role. Seven of the 10 women who had applied for management positions but had not been selected played the technician role.

Table 13. Gender and Role by Management Position

	Roles					Total
	A (Expert Prescriber)	B (Tech- nician)	C (Facili- tator)	D (Problem Solver)	E (Com- bination)	
Gender						
Male:						
Accepted	14 (88%)	16 (57%)	4 (80%)	5 (83%)	4 (67%)	43 (70%)
Never Applied	2 (13%)	12 (43%)	1 (20%)	1 (17%)	2 (33%)	18 (30%)
Applied but not selected	0	0	0	0	0	0
	16	28	5	6	6	61
Female:						
Accepted	10 (71%)	15 (33%)	1 (25%)	3 (75%)	1 (17%)	30 (41%)
Never applied	3 (21%)	24 (52%)	3 (75%)	1 (25%)	3 (50%)	34 (46%)
Applied, but not selected	1 (7%)	7 (15%)	0	0	2 (33%)	10 (16%)
	14	46	4	4	6	74
Both:						
Accepted	24 (80%)	31 (42%)	5 (56%)	8 (80%)	5 (42%)	73 (54%)
Never applied	5 (17%)	36 (47%)	4 (44%)	2 (20%)	5 (42%)	52 (39%)
Applied, but not selected	1 (3%)	7 (9%)	0	0	2 (17%)	10 (7%)
	30	74	9	10	12	135
Male (n=61)	Female (n=74)	Both (n=135)				

TITLES. Titles and salaries were not always indicative of management positions. Of the 30 women in management positions, 19 had titles of director, supervisor, manager or vice president. The rest of the women in management were coordinators, officers, editors or assistant directors. Of the 10 women who were not selected for management positions, five had titles of director or supervisor anyway. Eleven of the 36 women who had not applied for management positions had titles of director; the rest were coordinators, specialist, writers, editors and assistants.

Of the 44 men who were in management positions, 38 had titles of director, supervisor, officer, or manager. Other titles were assistant and writer. Of the 19 who were not in management positions, eight had titles of director, supervisor or manager.

As for salaries, while the mean was higher for men and women in management positions, there were some cases such as the public relations specialist who made \$31,000 while a director of public information made \$11,000.

ROLE PERCEPTIONS. Looking at the roles that women who said they were in management played, seven of the 29 in management played the technician role but wanted another role. Three of these women in management played the expert prescriber role but thought they were in and wanted to be in the technician role. The others were accurate and satisfied.

Of the women who were rejected for management positions, four played the technician role but wanted another role. One played the expert prescriber role, two played the technician role in combination with another role and two were satisfied with playing the technician role.

Of the 36 women who had never applied for management positions, seven played the technician role and wanted another role. Seven were in the other three roles and the rest (22) were satisfied in their current roles at the present time.

Of the men who had applied for management positions, interestingly enough four of them played the expert prescriber role but wanted the technician role, including the chairman of the board (at \$125,000/year) who thought he was playing and wanted to play the technician role. Seven of them who played the technician role wanted to play other roles.

Of the 18 who had not applied for management positions, four played the technician role but wanted to play a different role. Two played the expert prescriber role but wanted the technician role. A few believed that they were playing one but actually were playing a different role--some the one they wanted to play.

CAREER ATTITUDE. Respondents were asked to disagree/agree with the following statement: "My personal life is more important than my professional life."

Eighteen of the 74 women who answered the questions disagreed with the statement; nine of these 18 were in the technician role (Table 14). Thirty-three women agreed with the statement, 24 of them in the technician role. Of the 23 women who were neutral, 13 were in the technician role.

Only seven men disagreed with the statement: two in the technician role and three in the expert prescriber role. Thirteen of the 26 men who agreed with the statement were in the technician role. Twenty-five men were neutral; 12 of them still in the technician role.

Gender and Role by Demographic Characteristics

AGE. Both men and women in the youngest age group were primarily in the technician role: nine of 12 men and 17 of 22 women (Table 15). The age group with the largest number of respondents--30 to 40 years old--had 11 (42 percent) of the 26 men in the technician role versus 19 (53 percent) of the 36 women. There were too few men and women to generalize in the other age categories, but the

Table 14. Gender and Role by Attitude Towards Career

Respondents were asked to agree/disagree with the following statement:
 "My personal life is more important than my professional life."

Gender	Roles					Total
	A (Expert Prescriber)	B (Tech- nician)	C (Facili- tator)	D (Problem Solver)	E (Com- bination)	
Male:						
Disagree	3 (21%)	2 (7%)	1 (20%)	0	1 (17%)	7 (12%)
Agree	7 (50%)	13 (48%)	2 (40%)	0	4 (67%)	26 (45%)
Neutral	4 (29%)	12 (44%)	2 (40%)	6 (100%)	1 (17%)	25 (43%)
	14	27	5	6	6	58
Female:						
Disagree	4 (27%)	9 (20%)	1 (33%)	2 (50%)	2 (33%)	18 (24%)
Agree	4 (27%)	24 (52%)	2 (67%)	1 (25%)	2 (33%)	33 (46%)
Neutral	7 (47%)	13 (28%)	0	1 (25%)	2 (33%)	23 (31%)
	15	46	3	4	6	74
Both:						
Disagree	7 (24%)	11 (15%)	2 (25%)	2 (20%)	3 (25%)	25 (19%)
Agree	11 (38%)	37 (51%)	4 (50%)	1 (10%)	6 (50%)	59 (45%)
Neutral	11 (38%)	25 (34%)	2 (25%)	7 (70%)	3 (25%)	48 (36%)
	29	73	8	10	12	132
Male (n=58)	Female (n=74)		Both (n=132)			

40- to 50-year-old group is interesting with five of the six women in the technician role compared to two of the eight men.

EDUCATION. Looking at gender and role by level of education, graduate work appears to be more beneficial for men than for women: only 12 of 33 men who had done graduate work were in the technician role versus 19 of 36 women who had done graduate work (Table 16). For those respondents with bachelor's degrees, 15 of 24 men were in the technician role and 24 of 35 women were in the technician role.

MARITAL STATUS. Marital status results are inconclusive by themselves. The technician role is the dominant role for both men and women who are single as well as for those who are married (Table 17).

Table 15. Gender and Role by Age

Gender	Roles					Total
	A (Expert Prescriber)	B (Tech- nician)	C (Facili- tator)	D (Problem Solver)	E (Com- bination)	
Male:						
20-30 yrs.	0	9 (33%)	1 (20%)	1 (17%)	1 (17%)	12 (20%)
30-40 yrs.	10 (63%)	11 (41%)	1 (20%)	3 (50%)	1 (17%)	26 (43%)
40-50 yrs.	3 (19%)	2 (7%)	2 (40%)	0	1 (17%)	8 (13%)
Over 50 yrs.	3 (19%)	5 (19%)	1 (20%)	2 (33%)	3 (50%)	14 (23%)
	16	27	5	6	6	60
Female:						
20-30 yrs.	3 (21%)	17 (39%)	1 (25%)	0	1 (20%)	22 (31%)
30-40 yrs.	9 (64%)	19 (43%)	2 (50%)	4 (100%)	2 (40%)	36 (51%)
40-50 yrs.	1 (7%)	5 (11%)	0	0	0	6 (9%)
Over 50 yrs.	1 (7%)	3 (7%)	1 (25%)	0	2 (40%)	7 (10%)
	14	44	4	4	5	71
Both:						
20-30 yrs.	3 (10%)	26 (37%)	2 (22%)	1 (10%)	2 (18%)	34 (26%)
30-40 yrs.	19 (63%)	30 (42%)	3 (33%)	7 (70%)	3 (27%)	62 (47%)
40-50 yrs.	4 (13%)	7 (10%)	2 (22%)	0	1 (9%)	14 (11%)
Over 50 yrs.	4 (13%)	8 (11%)	2 (22%)	2 (20%)	5 (45%)	21 (16%)
	30	71	9	10	11	131
Male (n=60)	Female (n=71)	Both (n=131)				

SPOUSE'S ATTITUDE TOWARD CAREER. Respondents were asked to disagree or agree with the following statement: "My spouse considers my career as important as his/hers." There were so few who were neutral (three women) or who disagreed (12 total--six men and six women) that no conclusions can be reached (Table 18). Even when spouses agreed that respondents' careers were as important as their own, the predominant role for both men and women was the technician role.

HOUSEHOLD CHORES. As for whether being responsible for household chores is an indicator, the dominant role for those who share the chores equally with their spouses is the technician role (Table 19). None of the women had a spouse who was mostly responsible for chores. Seventeen men did, however--only three of the men in the technician role. Of the four men who

Table 16. Gender and Role by Level of Education

<u>Gender</u>	Roles					Total
	A (Expert Prescriber)	B (Tech- nician)	C (Facili- tator)	D (Problem Solver)	E (Com- bination)	
<u>Male:</u>						
Bachelor's	5 (36%)	15 (56%)	1 (20%)	1 (17%)	2 (33%)	24 (41%)
Grad Work	9 (64%)	12 (44%)	4 (80%)	5 (83%)	3 (50%)	33 (57%)
Some College	0	0	0	0	1 (17%)	1 (2%)
	14	27	5	6	6	58
<u>Female:</u>						
Bachelor's	8 (53%)	24 (52%)	0	2 (50%)	1 (17%)	35 (47%)
Grad Work	7 (47%)	19 (41%)	3 (75%)	2 (50%)	4 (67%)	35 (45%)
Some College	0	3 (7%)	1 (25%)	0	1 (17%)	5 (7%)
	15	46	4	4	6	75
<u>Both:</u>						
Bachelor's	13 (45%)	39 (53%)	1 (13%)	3 (30%)	3 (25%)	59 (44%)
Grad Work	16 (55%)	31 (42%)	6 (75%)	7 (70%)	7 (58%)	67 (50%)
Some College	0	3 (4%)	1 (13%)	0	2 (17%)	6 (6%)
	29	73	8	10	12	133
Male (n-58)	Female (n-75)	Both (n-133)				

Table 17. Gender and Role by Marital Status

<u>Gender</u>	Roles					Total
	A (Expert Prescriber)	B (Tech- nician)	C (Facili- tator)	D (Problem Solver)	E (Com- bination)	
<u>Male:</u>						
Divorced, widowed or separated	0	1 (4%)	1 (20%)	0	1 (17%)	3 (5%)
Married	13 (81%)	20 (74%)	4 (80%)	6 (100%)	5 (83%)	48 (80%)
Single	3 (19%)	6 (22%)	0	0	0	9 (15%)
	16	27	5	6	6	60
<u>Female:</u>						
Divorced, widowed or separated	6 (40%)	9 (20%)	1 (25%)	1 (25%)	2 (33%)	19 (25%)
Married	7 (47%)	25 (54%)	3 (75%)	2 (50%)	4 (67%)	41 (55%)
Single	2 (13%)	12 (26%)	0	1 (25%)	0	15 (20%)
	15	46	4	4	6	75
Male (n-60)	Female (n-75)					

Table 18. Gender and Role by Spouse's Attitude

Respondents were asked to agree/disagree with the following statement:
 "My spouse considers my career as important as his/hers."

Gender	Role					Total
	A (Expert Prescriber)	B (Tech- nician)	C (Facili- tator)	D (Problem Solver)	E (Com- bination)	
Male:						
Agree	10 (91%)	19 (95%)	2 (50%)	4 (67%)	5 (100%)	40 (87%)
Disagree	1 (9%)	1 (5%)	2 (50%)	2 (33%)	0	6 (13%)
Neutral	0	0	0	0	0	0
	11	20	4	6	5	46
Female:						
Agree	5 (71%)	20 (83%)	1 (50%)	1 (50%)	3 (75%)	30 (77%)
Disagree	1 (14%)	2 (8%)	1 (50%)	1 (50%)	1 (25%)	6 (15%)
Neutral	1 (14%)	2 (8%)	0	0	0	3 (8%)
	7	24	2	2	4	39
Male (n=60)	Female (n=75)					

Table 19. Gender and Role by Household Chores

Ten types of errands and chores associated with running a house were listed.
 Respondents were asked to indicate who does them most of the time.

Gender	Role					Total
	A (Expert Prescriber)	B (Tech- nician)	C (Facili- tator)	D (Problem Solver)	E (Com- bination)	
Male:						
I do	0	4 (21%)	0	0	0	4 (9%)
Spouse does	6 (50%)	3 (16%)	4 (100%)	2 (33%)	2 (50%)	17 (38%)
Spouse and I do equally	4 (33%)	12 (63%)	0	1 (17%)	2 (50%)	19 (42%)
Children do	1 (8%)	0	0	0	0	1 (2%)
Someone else does them	1 (8%)	0	0	3 (50%)	0	4 (9%)
	12	19	4	6	4	45
Female:						
I do	7 (88%)	7 (29%)	2 (67%)	1 (50%)	2 (50%)	19 (46%)
Spouse does	0	0	0	0	0	0
Spouse and I do equally	1 (13%)	16 (67%)	1 (33%)	1 (50%)	2 (50%)	21 (51%)
Children do	0	1 (4%)	0	0	0	1 (2%)
Someone else does them	0	0	0	0	0	0
	8	24	3	2	4	41
Male (n=45)	Female (n=41)					

were mostly responsible for the chores, all were in the technician role. But of the 19 women who were mostly responsible for the household chores, seven each were in the prescriber and technician role, the rest in other roles.

CHILDREN. Looking at Table 20 for gender and role by children's ages, the largest percentages in the technician role are for men and women who do not have children. However, women with pre-school and school age children have the same high percentages in the technician role while men's percentages have dropped as the children grew older.

Table 20. Gender and Role by Children's Ages

	Roles					Total
	A (Expert Prescriber)	B (Tech- nician)	C (Facili- tator)	D (Problem Solver)	E (Com- bination)	
<u>Gender</u>						
Male:						
Grown, gone	2 (13%)	4 (15%)	0	2 (33%)	0	8 (14%)
Mixed: pre-school and school age	3 (19%)	3 (11%)	0	0	1 (20%)	7 (12%)
Pre-school	1 (6%)	2 (7%)	0	1 (17%)	1 (20%)	5 (8%)
School age	5 (31%)	5 (19%)	3 (60%)	3 (50%)	1 (20%)	17 (29%)
Over 18, at home	1 (6%)	0	1 (20%)	0	0	2 (3%)
No children	4 (25%)	13 (48%)	1 (20%)	0	2 (40%)	20 (34%)
	16	27	5	6	5	59
Female:						
Grown, gone	1 (7%)	0	0	0	0	1 (1%)
Mixed: pre-school and school age	1 (7%)	0	0	0	1 (20%)	2 (3%)
Pre-school	1 (7%)	3 (7%)	0	0	1 (20%)	5 (7%)
School age	5 (33%)	15 (34%)	2 (50%)	0	2 (40%)	24 (33%)
Over 18, at home	0	0	1 (25%)	0	1 (20%)	2 (3%)
No children	7 (47%)	26 (59%)	1 (25%)	4 (100%)	0	38 (53%)
	15	44	4	4	5	72
Male (n=59)	Female (n=72)					

PARENTING. Finally, for those with parenting responsibilities, sharing them equally with a spouse apparently does not have the same dimensions for men and women. Of the 17 men who indicated that they shared the parenting

responsibilities equally, only five are in the technician role while five of the eight women who share the parenting responsibilities equally are in the technician role (Table 21).

Table 21. Gender and Role by Parenting Responsibilities

Ten types of activities associated with rearing children from infancy through adolescence were listed. Respondents were asked to indicate who does them most of the time.

Gender	Roles					Total
	A (Expert Prescriber)	B (Tech- nician)	C (Facili- tator)	D (Problem Solver)	E (Com- bination)	
Male:						
I do	0	1 (11%)	0	0	0	1 (4%)
Spouse does	2 (22%)	3 (33%)	1 (33%)	3 (75%)	1 (33%)	10 (36%)
Spouse and I do equally	7 (78%)	5 (56%)	2 (67%)	1 (25%)	2 (67%)	17 (61%)
	9	9	3	4	3	28
Female:						
I do	5 (71%)	13 (72%)	1 (50%)	0	5 (100%)	24 (75%)
Spouse does	0	0	0	0	0	0
Spouse and I do equally	2 (29%)	5 (28%)	1 (50%)	0	0	8 (25%)
	7	18	2	0	5	32
Male (n=28)	Female (n=32)					

Comments from Survey Respondents
Added to the Questionnaire

Many people qualified their questionnaire answers with explanations, or expanded on their numerical answers. Following are some of their observations.

A supervisor for a utility company wrote that she didn't believe personal and professional lives could be separated; "I grow with the constant changes in both; and look forward to the changes!" Because she is in a large corporation, her view of management was different from that of someone in an organization without several levels of management--and she marked several questions as unclear in reference to determining roles. She added, "I have

always been in a management position. Most professional journalists in corporations are." She observed, "Public relations may or may not encompass both community and media activities. Your broad sweep definition does not provide latitude for these related but dissimilar functions."

Another woman, an assistant director of public relations in a hospital, explained, "We had four professionals in our PR department. (Budget cuts have reduced us to two.) Each of us has areas of responsibility, therefore the scope of my position does not cover all public relations functions." She responded to the questionnaire as it related to her position in the department.

Several others qualified their answers with similar but briefer explanations. One added that she was one of several professionals on a supervisory level (considered management) but that each was responsible for different areas. However, as managers, they were on the same level even though her numerical mean and role may not reflect that fact because of questions that did not cover her responsibilities.

In response to the question of why they applied for management positions, both men and women answered that they were qualified, had demonstrated their abilities and wanted more responsibility (Appendix B). One man answered that it was because of the power and a few men and one woman also added the higher salary as a reason.

The women who had applied for management positions but had not been selected generally gave such reasons as wanting more responsibility and being qualified. Only two mentioned money--one of them included wanting more respect as one of her reasons. Their perceptions of why they were not selected included two who believed they were years ahead of management in accepting a woman in a management position and one woman who simply responded that a man was hired instead. Only one gave a personal reason (that she did not want to travel).

Those who had not applied for management positions generally were younger and explained that they intended to do so within a few years. One woman added, "After five years I will, but I'm still in a developmental phase. Next position should be upper management with people supervision. If not, the system has a problem. I will be perfectly qualified and equal to or better than my male counterparts." Two women wrote that there were no openings, one was not interested and one liked what she was doing. Another wrote, "Our company is small--very little upward mobility." And one wrote that the next level after her director position (at a salary of \$11,000) was the vice president. One man wrote that he did not have the temperament for management.

A few people wrote that public relations was not their major role. These people were in the health and mental health fields and their responsibilities usually included volunteers, continuing education and even clinical work. However, these people belong to public relations organizations, probably to gain expertise in the field by participating in workshops.

Some people took offense at receiving the questionnaire--most likely they were members of IABC. One man, who works for a trade/business magazine, wrote two pages on the difference between public relations and what he is doing--concluding with "one of the lowest characterizations given to a journalist is that of a PR person." There is another side to the journalist versus public relations practitioner; two of the respondents interviewed (a man and a woman) had been in newspapers but moved to public relations and found their attitudes had changed considerably.

A few people commented that the survey was heavily loaded towards women. As one man wrote, "I see no relationship between public relations and changing a diaper." This attitude is not uncommon. But for many women, there is a connection--as one young director explained, "Due to the nature of my husband's profession (physician), I have always considered his career to be more

important than mine. In order for our marriage to continue, I must have that belief. As much as I love my career, I cannot continue to juggle my career, the care of my child and my duties as a physician's wife. Therefore, I will leave my job June 30, 1982. I'm not one who can stay home all day, so I plan to go back to school part time and complete my M.S. I'm not looking forward to leaving my position, but I'm not Superwoman and something has to give . . . looks like it's my career!"

Another young woman has worked full time at non-journalism jobs for three years since graduating from the University of Missouri School of Journalism. She has sold feature articles to newspapers and magazines but was not able to find full-time writing work. She is now seven months pregnant and has quit her job. She intends to spend more time freelancing and making contacts so she will be able to work at home when her baby arrives.

One woman explained her unique situation of part-time public relations and full-time press work. She left the KU Medical Center after 17 years when they named a 22-year-old woman from an advertising agency as the new department head for University Relations (she was assistant director of public relations). She started working part time for a press company and four months later was named editorial director and production coordinator (full time). Seven months later she renegotiated her job to work four days a week so that she could accept a half-time public relations position at a hospital, doing most of the work at home in the evenings and weekends and spending one day a week there. Two years ago she and a co-worker from the printing company started their own typesetting and public relations business providing writing, editing, design, typesetting and printing. In addition to her hospital position and their own business, she and the typesetter purchased a weekly newspaper in Missouri for whom they had been setting the type for a year. This was last summer; as she explained, "We knew all along that we could do a

better job, so finally we asked him if he wanted to sell . . . he did . . . and three days later we had published our first newspaper."

She concluded her letter with, "needless to say, we have a busy schedule-- and my family does a lot of chores at home, or they just don't get done." She expressed an interest in learning how other women are handling the family aspects.

Interviews

Interviews were conducted with 13 respondents to further explore areas covered in the survey (Appendix C).

Respondents were selected to represent different types of people in different situations, as explained on page 30. They did express some common ideas and reflect some common situations.

Older women (especially those over 40) had interrupted their careers to rear children. They re-entered the work world primarily through word-of-mouth recommendations and, generally, started working only part time initially.

The older women made comments reflecting the fact that they had not planned to have their jobs turn into careers. The younger women (those in their 20's and also some in their 30's) all expected to have careers and have planned for them; though two women anticipate less demanding jobs or even freelancing at home when they have small children. Most of the women now take their careers seriously.

As expected, the men intended to have careers. Two of them were in the military, which affected their education and career plans. One man thought he was still behind his peers, the other had worked in information services in the military.

Two women got into public relations through related volunteer work in newsletters, publications, etc. Three respondents started in newspapers and one had newspaper experience after doing technical writing. Some mentioned

their former negative feelings toward public relations. But they all agreed that the hours are more flexible, the pay is better, and that there are more opportunities for advancement in public relations than in newspapers.

One man started in management, the others interviewed did not. Five respondents consider themselves to be in management--others have what they consider to be management responsibilities along with their communications role. Some are doing everything by themselves--the writing, the decision-making, the clerical work, whatever. One woman said she finally was in management after 10 years--and she had asked for the position. Another had tried to move into management but had been rebuffed. She believed her administrators were not ready to have a woman in that position. Of those who were in management, their management styles differ. Many manage in accordance with personal style. "Participatory," "democratic," "team" were all used to describe management style.

Career paths for most of them meant changing jobs and employers frequently. Many were in positions only 18 months before moving on. On the other hand, those who started their careers again after several years of rearing children did not move about frequently. One woman commented on the pigeon-holing effect of being in nonprofit public relations, as viewed by profit organizations.

Opinions on networking varied. While networking is important to all of them to some extent, some are very casual about it while others have built elaborate networks. Most women think women's networks are useful for moral support and for role models but they do acknowledge that men operate differently, so they include men in networks or have separate networks.

One woman thought networking excluded anyone new and prevented friends from viewing credentials objectively. One man thought women were wasting time networking with other women because women weren't as successful as men.

He believed women should seek successful role models. Most mentioned lunches and civic activities as well as professional organizations as part of their networking. Six mentioned getting jobs through contacts (networking).

All interviewees were in professional organizations--primarily for networking and professional development. Participation varied from being just a nominal member to holding national office.

Most could readily identify someone who had been a mentor at some point in their career development. The importance of a mentor was debatable. One woman thought a mentor was an advantage until one was in an administrative position, then one should be a mentor oneself. Generally, mentors encouraged and supported, sometimes served as role models, gave job tips and often awakened a sense of professionalism.

Having a family adds another element to life according to those interviewed. Almost all the women mentioned that having a family made them realize that there is more to life than just a job. One woman mentioned she could tolerate interruptions better now--an advantage in her job. The advantages of a working mother were listed as having independent and responsible children and having a closer relationship between father and children.

Guilt was mentioned by some of the women as something with which they must always deal. None of the men mentioned feeling guilty at going off to work.

The men definitely considered themselves as having the most important career in their families, even if their wives worked. Some women had "traditional" marriages and still worked in a professional situation. The younger women (under 30) considered their careers as important as their husband's careers.

Some thought-provoking quotes from the interviews include:

On the advantage of being a woman: "The 'feelers' have a 200 percent advantage over those who only 'think.' There is something really missing in the thinking world. Women should not be defensive, but should use this advantage."

On balancing career and family: "Don't think it's easy--not being a woman in a career, not the job; not combining husband, career, and family. But it can and does work if everyone makes it known that there must be changes. Ask for full salary, benefits and the favors--men, too. Ask to stay home with a sick child."

"I used to work long hours and bring work home. Then I realized that people didn't care how hard I worked--only how smart I worked. Now I switch gears from thinking to feeling. I'm Mom at home and feel okay about it now, though I didn't use to."

"Everything works out if my energy level stays up!"

On the disadvantages of being a woman: "A man wouldn't work in my position under these circumstances--he would have a secretary."

"Women make a mistake in not asking for enough money in the beginning. Then, when negotiating a salary increase, the raise is a percentage of less money."

"I think women are more qualified but they have never been taken out of the female role. In lobbying, I see women who have more creative and innovative ways of doing it. Often older women are hard on women in the profession. Success stories are the greatest answer to the problems."

"Trustee relationships are the key to admitting more women to higher level positions. Trustees relate to men; there is more chauvinism in trustees than in the people in the actual management. If the trustees are involved in hiring procedures they have a stereotype of public relations people."

On the issue of public relations as a management function:

"It is important if practitioners are indeed accepted as management or just writers."

"Newer organizations which are heavily into the image-creating mode have to sell, as well as market, nonprofit organization concepts. Public relations is a management tool in those areas."

"If the public relations role is established in an established organization, there is a different attitude toward the public relations function. In those organizations that are having to survive, to be more aggressive, they need public relations. They don't have a power base. However, if the organization has a power base, it can hop PR down two or three notches. But if a president is interested, supportive and knows what PR can do, it will be placed in management."

CHAPTER 5

DISCUSSION

Different possibilities and/or a combination of possibilities may explain differences between the results of this study and those of Broom's study. Broom did not analyze the factors for possible explanation of results of his study. The number of respondents in this study was too low to analyze more than three factors at a time. Obviously, many of these factors in combination may contribute to the differences.

The chi square tests for the various factors in this study did not show statistical significance. One reason for this may be because of the low number of respondents. Alternatively, the findings may not be significant because the factors do not contribute to any of the reasons as to why women are primarily in the technician role more than men. The chi square tests may not be valid because of the low number of respondents in relation to the number of possible categories analyzed in some topic areas, which resulted in numbers of less than the five (often zero) required for statistical validity. If the frequency distribution results in the study were repeated in a larger sample, there would be a basis for more valid comparisons. However, the results of this study give an initial analysis of many areas that have not been studied.

The membership lists used for this study expand the surveyed population in contrast with Broom's study, which surveyed only PRSA members. PRSA members were included in this study, but they cannot be called representative of the public relations profession as a whole. Other public relations and

communications organizations included in this study cover any practitioners who are in affiliated professional organizations. These organizations generally have less restrictive membership requirements (no minimum number of years' work experience) and have lower dues--a factor for many practitioners who must pay their own professional dues. For women, in particular, who have not seemed to have been able to be assertive enough in the past to ask companies to pay professional dues and to pay for professional conferences, this may be a factor. Many new members of the profession may join these organizations initially and then move to PRSA. PRSA members may tend to be more involved in management than in writing and editing. Taking these into consideration, perhaps this study is more representative of the profession as a whole.

Geographically, the study was limited to Kansas and Missouri whereas Broom's study was national in scope. Presumably there are differences in salaries and perhaps even in responsibilities of practitioners in management positions in different locations, especially in larger cities and on the East and West coasts. Practitioners in this geographic area, with smaller organizations and in smaller cities, may have to do much of the public relations work themselves of necessity--following through on their ideas and implementing their plans.

It seems that public relations jobs are definitely urban jobs. Those who were in small towns were most likely to be near an urban area. Colleges and hospitals were the most likely public relations jobs to be found in smaller cities.

The size and type of organization must be taken into consideration as well as location. Many directors at hospitals in these two states are a staff of one--obviously, writing is a primary responsibility. College public

relations is usually oriented to news information services which involves much writing, or the technician role.

Defining public relations is essential. Several did not answer the questionnaire because they were "only in employee communications" or in development, etc. There are people in the profession who would separate external public relations and internal organizational communications. Does not public relations include organizational communications? Employees, clients, alumni are all publics.

On the other hand, those practitioners who did not respond may have been in management. Eighteen women who did not reply were in business: salaries are presumably higher in profit organizations and these women may be climbing the corporate ladder. There is still the issue of profit versus nonprofit pigeonholing, as was pointed out by one of the interviewees. Is it more difficult to move between profit and nonprofit jobs than to move between similar situations, especially from nonprofit to a profit position? Are there more women in nonprofit public relations; in hospitals, arts councils, colleges, public schools? If so, why? Nonprofit jobs tend to pay less and management positions tend to be in the operation of the organization itself rather than including public relations in the management role. Obviously, there are not as many levels of management in most nonprofit organizations either. Essentially, this may be part of the problem found in other studies: that women are not in comparable positions with men--If women are in nonprofit, smaller organizations versus men in national or international business, "director of public relations" does not mean the same thing in the two situations.

In this study, women were younger than men. Age may be an important factor in why the technician role was the dominant one for both men and women in this study. The male respondents most likely were quite a bit younger

than those in Broom's study and not yet at salary or job levels for membership in PRSA. In particular, as women's expectations increase, the younger women appear to be seeking more management opportunities.

Another factor, marital status, does not seem to have a great effect; almost all the married women were in dual career marriages, which has been hypothesized as a factor in other studies. Men who have wives to take care of the home and family presumably have more time and energy to concentrate on their careers. However, the single men and women in this study were in the technician role as well. Again age may be a factor. Interestingly, there were more single and divorced women than there were single and divorced men. Are these women concentrating on careers? Were careers part of the reason for the divorces?

Of the women who had children, the children were more likely to be in school. Presumably, this gives a woman more time to concentrate on her career though there are still school and summer vacations, illnesses, etc., when decisions about child care must be made. Did these women leave their careers for a few years when their children were younger? Are they now getting back in a career track? Or is today's woman working even with pre-schoolers at home? This option seems to be more acceptable than it was a generation ago. Looking at the few women who took extended leaves of absence or worked part time, it appears that most women, especially younger than 40, who are in public relations balance family and career.

In salaries, women are still behind. Women start at lower salaries and the disparity grows from there. Again, women may not be in comparable positions and organizations as compared to men. Or it may be due to leaves or part-time work for a period. Or, it may still be discrimination.

More women than men have worked part time and/or taken leaves of absence. But their perception is that it had little or no effect. One point

to consider is that sometimes an individual never perceives the opportunities that are lost by going one route rather than another. And perhaps those people who took leaves never expected to go into management. Another aspect of this is related to Kanter's theories on corporations: organizational paternalism. Organizations may publicize that there are no distinctions between people who take leaves or work part time, but in reality this is noted (subconsciously or consciously) and it may work against women. Or, some women may have deliberately "chosen" non-sexist bosses or work situations which allow more flexibility; thus, they won't be at a disadvantage if they are best qualified for a position.

In another area, men appear to be promoted to management within their own organizations more readily than women. Women are more likely to move to gain promotions.

On the other hand, of the respondents who indicated the number of years with their current employers, women appear to be moving out of the technician role faster than men in the category of two to five years with current employer, even though women are more likely to start out in the technician role. Men who have been with their employers five to 10 years are primarily out of the technician role, but women in the same category are overwhelmingly in the technician role. Is age a factor here--and cultural expectations? Is management under pressure to promote women? Is this the "new generation" of women who are moving up (and out, if necessary, to gain promotions)? Why are women who have been in their current positions from five to 10 years apparently dead-ended in the technician role?

In the management area, it is interesting to note that no men were rejected for a management role. As expected, there were higher ratios of men to women in management and many women had not applied for management jobs. Why? Are personal lives more important? Women and men were as likely to

label their personal lives as more important in this study. Twice as many women (24 percent) as men (12 percent) disagreed, yet the technician role was the predominant one for the women as well as for the women who agreed with the statement or indicated they were neutral. The men who agreed with that statement were primarily in the technician role, while men in management disagreed with the statement. This question came closest to being significant in the chi square tests; perhaps it is a key factor? Other studies have hypothesized that women are more concerned with their personal lives because there are no opportunities for advancement, so they turn to other areas for fulfillment and self-satisfaction.

However, both men and women still may play the technician role in many situations, even after being accepted in management. This may be a reflection of the size and type of organization, as discussed earlier. Titles indicating management status may be pacifiers rather than indicative of actual responsibilities and decision-making. Some may view titles as part of power and prestige--more men than women had director titles but were not in management. Alternatively, if there is a staff of only one, the person most likely will be called director or manager. In the past, women in that situation have been called coordinators or assistants.

Both men and women were involved in professional seminars. This study cannot reach any conclusions on proving that women are using professional seminars to assist them in their career goals any more than do men.

Age appears to be a factor in most of the analyses--though it was not close to significant statistical results. Both men and women start primarily in the technician role but women stay in it longer. The age group of 30- to 40-year-olds has women staying in the technician role. Men normally have reached management levels by 50 years of age.

Women are doing more graduate work and have as much college education in the younger age groups, but they are still in the technician role. Age may be a factor again. A graduate degree or some graduate work did not seem to help women at all, unless, of course, the younger ones who have not yet started moving up the ladder are the ones with the graduate degrees.

In a different area, there was a low response to the question on spouse's attitude towards respondent's career. Women believed that husbands agreed that their (women's) jobs were as important, but these women were still primarily in the technician role.

On the subject of household chores, respondents in the technician role were more willing to do all or part of the work. However, whatever the role for the women, they are still doing most of the work. The men who said they did all the housework were all in the technician role, but there is no real distinction among roles for women who did it all. More men participating in household chores equally may reflect the younger age group and the change in cultural traditions.

There appears to be no differentiation by role according to children's ages, perhaps a reflection of the respondents' ages as well.

In parenting, the male and female technicians again were more willing to share tasks. But women do more of the parenting. Roles may be a function of number of children involved and their ages. Men who share the tasks may have older children who do not require 24-hour attention, or age may be a factor again--with young men whose wives expect them to participate equally, especially in a dual career marriage.

One interesting point is that both this study and Broom's study found no correlation between the technician role and the other roles. Yet, most of the ones who had combined roles involved the technician role in combination with another. This may be a reflection of size and type of organization as

well as location. Obviously, there are not as many national and international businesses or organizations located in the Midwest as there are on the coasts. People here must combine the roles. One problem faced by those whose positions combine technician responsibilities with management responsibilities is the time involved in those two separate functions. Writing, editing, producing material takes time--time to do those functions and time to handle all the details associated with them such as calling the print shop, approving layouts or stories with print shop and/or people involved. On the other hand, management responsibilities usually include attending a number of meetings--which take time as well. But reading minutes of the board of trustees' meetings is not the same as attending them and having the opportunity to, hopefully, ask questions and give suggestions oneself. Productivity in the technician role often drops if one is attending many meetings--a dilemma for many one-person public relations departments.

Related to this is the role of the secretary, which is not addressed. As one woman who was interviewed said, if a man were in her position, he would have a secretary. Men may have a full- or part-time secretary more frequently than do women. As men move up in management, they may also delegate more of the technical work to a secretary/assistant. This is probably more likely in small organizations. Larger organizations presumably have larger public relations staffs with staff members in different job descriptions.

One bias of the study is that there is no peer review; the study is based completely on self-evaluation. It would be interesting to discover if people are more apt to inflate their self-descriptions in larger metropolitan areas or in other parts of the country, or in certain types of public relations positions.

One of the men interviewed had an interesting observation as to why women were still not accepted in management positions as readily--that members of the boards of trustees are the key, especially if they have any input into staff selection. They tend to be older and their attitudes may reflect their generational bias. Another interesting point related to the size of the organization's power base in relation to the public relations role. It would be interesting to pursue this to learn more about possible relationships. It seems possible that if an organization is struggling to establish itself, public relations in that organization is more important than the role of public relations with an already established organization, which simply needs to keep things running smoothly in the "status quo." Obviously, how the chief executive officer views the public relations role is crucial. As related by another interviewee, when a new university president made known his support for public relations, the staff soon almost tripled in size.

Finally, one last consideration is reflected by quotes of CEOs in the literature review on qualities they look for in top communications management officers. To summarize, they are not looking for writers and specialists to manage other writers and specialists--they are looking for good managers. Are these skills so different that one role cannot be combined with the other? Broom's study and this study conclude that the technician role is different from the other three. This may be a factor. Yet, those who combine roles often include the technician role as one of the roles. Some people may have aptitudes for both--just as some engineers, some professors, some nurses, etc., can also manage, or learn to do so.

CHAPTER 6

SUMMARY AND SUGGESTIONS

The data show that most practitioners operate in either the communication technician role, or in a role that combines the expert prescriber, communication facilitator and problem-solving process facilitator roles. However, those who combine roles often combine them with the technician role. Are these people writers who know how, or have learned how, to manage? Or are they managers who know how to write?

Well over half (61 percent) of the women see themselves operating primarily in the communication technician role. While the technician role is also the primary role for men, the percentage is lower--only 47 percent. It appears that men are expanding their roles to include combinations of the other three more than women, in general, are. However, age may change this as younger women are moving upward and into other roles almost as fast as men are in the 20- to 30-year-old age group. It is the older women who are "stuck" in the technician role.

Career attitude may be another indicator of what to look at more carefully in another survey. Those who agree that personal life is more important than professional life tend to be in the technician role.

None of the variables reached the statistically significant level--either because of too small a sample, or because the key factor in determining why women are still primarily in the technician role still has not been identified. Age, years with employer, years in current position, location,

education, career attitude, marital status, spouse's attitude, household duties, children, parenting responsibilities and whether or not respondents had taken a leave of absence or worked part time did not appear to account for the differences.

Important questions remain about why men and women play the four roles to a differing degree. It would be interesting to pursue Slabaugh's theory on the size of the power base of an organization, the membership of the board of trustees and the chief executive officer's assessment of the value of public relations in relation to the management function of public relations. Indeed, perhaps situations should be studied rather than practitioners--other studies in other professional areas have found situational factors to be responsible for fewer women in management, rather than because of the women themselves.

A national sample based on this wide variety of public relations and communications organizations may reveal some answers. Variables could be combined into larger groupings to see what effect six or seven possible variables have rather than only three. However, public relations should be defined as well as management. Also, the size and type of organizations need to be easily identified to ascertain if men and women are in comparable situations--same roles in comparable organizations.

It is possible that discrimination still accounts for fewer women in management. The younger men and women are definitely of a different "generation" in their attitudes and expectations. When they grow older and are in decision making positions, perhaps the situation will have changed. Men, as well as women, seem to be considering home and family as well as their careers--if the number of men who help with household chores and parenting in this study is indicative of an attitude change.

In addition, it is possible that some people are writers, and writers only, while others have management skills. It can be argued that management skills can be acquired, as can writing skills. But many people view writing as a creative function and management as a separate business, or analytical, function. Of course, some people combine and/or move between these roles successfully.

The items used for measurement in this study were not representative of the profession as a whole, as reflected in comments. The sample questions were heavily print-oriented. Questions about television and radio, cable, computerized communications, organizational responsibilities and publicity versus community relations should be formulated and studied. Also, consideration should be given to questions that can be answered uniformly no matter what the size of the organization and what level the practitioner occupies in management and in the organization--local, regional or national.

So, if the question remains: why do men and women play different roles?, there must be a reason. If situational factors are the key, then perhaps the changing attitudes of both men and women may change career patterns as well. It would be interesting to follow up in two to five years to see if the 20- to 30-year-olds of today change to more traditional patterns, or, if they continue to share tasks equally at home and share career expectations, to see if women are moving into management more readily.

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- ⁴²Rosabeth Moss Kanter, Men and Women of the Corporation (New York: Basic Books, 1977).
- ⁴³Ibid., p. 77.
- ⁴⁴Ibid.
- ⁴⁵Ibid., p. 158.
- ⁴⁶Ibid., pp. 158-161.
- ⁴⁷Ibid., p. 197.
- ⁴⁸Riger and Galligan, *ibid.*, pp. 905-906.
- ⁴⁹Kanter, *ibid.*, pp. 198-199.
- ⁵⁰Ibid., p. 205.
- ⁵¹Riger and Galligan, *ibid.*, p. 906.
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- ⁵³Kanter, *ibid.*, pp. 299-303.
- ⁵⁴Susan M. Oonell and Jay Hall, "Men and Women as Managers: A Significant Case of No Significant Difference," Organizational Dynamics, Spring 1980, pp. 60-77.
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- ⁵⁶McGlashan, *ibid.*, pp. 8-11, 28.
- ⁵⁷Ibid.
- ⁵⁸Ann Shultz Keim, "Women and the Superintendency: A Comparison of Male and Female Career Paths and Expectations" (unpublished Ph.D. dissertation, Lehigh University, 1978).
- ⁵⁹Rue Shropshire Guy, "Women and the Superintendency: A Comparison of Female and Male Career Paths and Expectations in Ohio" (Unpublished Ph.D. dissertation, Kent State University, 1979).
- ⁶⁰Judith A. Mohk Richardson, "Women Superintendents of Public Schools in the United States: Factors Contributing to Obtaining the Position (unpublished Ph.D. dissertation, Orake University, 1979).
- ⁶¹Evelyn Maxine Plaster Bobo, "Professionalism of Women and Men Teachers and Other Professionals as Measured by Locus of Control, Achievement Motivation and Hall's Professionalism Scale" (unpublished Ph.D. dissertation, Texas Tech University, 1979).
- ⁶²Patricia Ann Patrick, "An Investigation of the Progress and Problems of Women in Managerial Positions in Businesses and Other Institutions in the New Orleans Area" (unpublished Ph.D. dissertation, The University of Mississippi, 1979).

⁶⁴Elayne Johnette Hayes, "Women in Management: An Analysis of Attitudes Toward Women in Television Management" (unpublished Ph.D. dissertation, Southern Illinois University at Carbondale, 1980).

⁶⁵Women in Communications, Inc.: Missouri, St. Louis, Topeka, Wichita, Kansas City, Manhattan and Kansas chapters; Public Relations Society of America; Council for the Advancement and Support of Education; International Association of Business Communicators: Kansas City, Wichita and St. Louis chapters; National Association of Government Communicators; Agricultural Relations Council; Religious Public Relations Council, Inc.; National Association of Mental Health Information Officers; Kansas Hospital Association; Missouri Hospital Association; Kansas City Hospital Directors; Academy of Hospital Public Relations Directors; National School Public Relations Association.

APPENDIX A

September 3, 1981

Dear Colleague:

The field of public relations encompasses many diverse roles. There is a small, but growing, body of research focusing on this diversity.

I am a master's candidate at Kansas State University in Manhattan, returning to school after working for several years. In my thesis research I will be trying to clarify public relations roles and exploring if practitioners are in certain roles by choice or by circumstance.

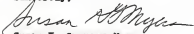
Your assistance in completing this questionnaire, the most critical part of my work, will be a major contribution to research in this area. It shouldn't take you more than 10 to 15 minutes. All information is confidential. Results will be discussed in general terms. No names will be used. In order to know who has responded, the enclosed envelope is coded but will be tossed when opened.

Your participation is, of course, voluntary. Feel free to omit any questions which you feel unduly invade your privacy or are otherwise offensive to you. I hope you will elect to participate not only to help me complete the requirements for a master's degree, but also to contribute to a more complete understanding of the public relations profession.

Please feel free to write in the margins, on the back of this cover letter or on additional paper if you have a special interest in any of the questions and/or want to share additional information.

I am looking forward to your response. Thank you for your time and assistance.

Sincerely,



Susan K. Guinness Myers
R.R. 1, Box 149
Manhattan, Kansas 66502
Phone: (913) 537-8175

20. I conduct communication audits to identify communication problems between the organization and various publics. 1 2 3 4 5 6 7
21. I operate as a catalyst in management's decisionmaking. 1 2 3 4 5 6 7
22. I observe that others in the organization hold me accountable for the success or failure of public relations programs. 1 2 3 4 5 6 7
23. I maintain media contacts and place press releases. 1 2 3 4 5 6 7
24. I represent the organization at events and meetings. 1 2 3 4 5 6 7
25. When working with managers on public relations, I outline alternative approaches for solving problems. 1 2 3 4 5 6 7
26. Rate the following four practitioner role descriptions to most accurately describe how you practice public relations. (For your major client, if in agency.)
- a. I am the organization's expert on diagnosing and solving public relations problems. 1 2 3 4 5 6 7
- b. I am the specialist in writing and producing public relations materials. 1 2 3 4 5 6 7
- c. I am the liaison, promoting two-way communication between management and our various publics. 1 2 3 4 5 6 7
- d. I am the problem-solving process facilitator, helping management go through defining problems, setting objectives and planning programs in a systematic fashion. 1 2 3 4 5 6 7
27. Of the four roles above (question 26, a through d), which ONE best describes your primary role? (Circle one.) (a) (b) (c) (d)
28. Of the four roles above (question 26, a through d), which ONE do you or would you prefer? (Circle one.) (a) (b) (c) (d)
- In the following statements "1" is strongly disagree, "7" is strongly agree and "4" is neutral. Circle the number that best describes the situation.
29. I work at this job because:
- The work is challenging and absorbing. 1 2 3 4 5 6 7
- The people I work with are fun and interesting. 1 2 3 4 5 6 7
- There is ample opportunity for upward mobility. 1 2 3 4 5 6 7
- The job is a good learning experience for me. 1 2 3 4 5 6 7
- The financial compensation is fair. 1 2 3 4 5 6 7
- My immediate supervisor understands when personal needs require time off from work. 1 2 3 4 5 6 7
- I have no choice about working--my income is essential. 1 2 3 4 5 6 7
30. I need to be happy in my career in order to be happy with personal relationships. 1 2 3 4 5 6 7
31. It is hard for me to leave my office and go home because:
- My workload is so great. 1 2 3 4 5 6 7
- The work is so interesting. 1 2 3 4 5 6 7
- When I get home the family needs my attention. 1 2 3 4 5 6 7
- When I get home I have so many household chores/errands. 1 2 3 4 5 6 7

51. Are you: White Black Oriental Hispanic Native American
52. What is the highest level of education you have completed? Grade school
 Some high school High school Some college College Some
graduate school Master's degree Ph.D. Other professional degree
53. Have you participated in any continuing education (CEU) or professional improvement courses? No Yes How many? _____
54. Have you ever worked parttime? No Yes For how long? _____
Hours worked per week _____ Did it delay your promotions? No Yes
55. Have you ever taken a leave of absence for family reasons? No Yes
For how long? _____ Did it hinder your career aspirations?
 No Yes
- Disagree Agree
56. When I was originally thinking about the type of work I would like to do, I considered how the time demands of work would affect my personal life. 1 2 3 4 5 6 7
57. I do now. 1 2 3 4 5 6 7
58. My personal life is more important to me than my professional life. 1 2 3 4 5 6 7
59. All in all, balancing personal against professional satisfactions, I am happy with my life now. 1 2 3 4 5 6 7
60. I have experienced the following discrimination in my career:
Sex discrimination. 1 2 3 4 5 6 7
Age discrimination. 1 2 3 4 5 6 7
Race discrimination. 1 2 3 4 5 6 7
61. Ideally, I would like to work: Fulltime Halftime Parttime
 4-day week Flextime Stay Home
62. Marital status: Married, first time How long? _____ Married, two or
more times How long most recently? _____ *Widowed *Divorced
 *Separated *Never married *SKIP TO NUMBER 71.
63. Spouse's occupation _____ Job title _____
64. Fulltime position Parttime position Hours worked per week _____
- Disagree Agree
65. My spouse considers my career as important as his/hers. 1 2 3 4 5 6 7
66. My spouse considers my career as just a job. 1 2 3 4 5 6 7
67. If my spouse is offered a job that entails moving:
We move without question. 1 2 3 4 5 6 7
We discuss effects on family. 1 2 3 4 5 6 7
We take my career into consideration. 1 2 3 4 5 6 7
We wouldn't move if I didn't have equal opportunities. 1 2 3 4 5 6 7
68. If I am offered a job that entails moving:
We move without question. 1 2 3 4 5 6 7
We discuss effects on family. 1 2 3 4 5 6 7
We take spouse's career into consideration. 1 2 3 4 5 6 7
We wouldn't move if spouse didn't have equal opportunities. 1 2 3 4 5 6 7

- | | | Disagree | Agree |
|-----|--|---------------|--------------------------------|
| 69. | I would like to spend more time with my spouse. | 1 2 3 4 5 6 7 | |
| 70. | Listed are types of errands and chores associated with running a house. Who does them <u>most</u> of the time? 1. I do. 2. Spouse. 3. Spouse and I do equally. 4. Child. 5. Other relative. 6. Someone is paid to do it. 7. Inapplicable. | | |
| | Food shopping | 1 2 3 4 5 6 7 | Laundry, ironing 1 2 3 4 5 6 7 |
| | Clean up after meal | 1 2 3 4 5 6 7 | Pay bills 1 2 3 4 5 6 7 |
| | Vacuum | 1 2 3 4 5 6 7 | Clean bathrooms 1 2 3 4 5 6 7 |
| | Take car in for servicing | 1 2 3 4 5 6 7 | Maintain yard 1 2 3 4 5 6 7 |
| | Cook dinner | 1 2 3 4 5 6 7 | Errands 1 2 3 4 5 6 7 |
| 71. | Do you have children? <u>No</u> Skip to #78 <u>Yes</u> | | |
| 72. | Number of pre-school children at home? <u> </u> Kindergarten - 6th grade <u> </u>
7th - 12th grades <u> </u> Over 18 years of age at home <u> </u> | | |
| 73. | Listed below are activities associated with child raising. Who does them <u>most</u> of the time? 1. I do. 2. Spouse. 3. Spouse and I do equally. 4. Child. 5. Other relative. 6. Someone is paid to do it. 7. Inapplicable. | | |
| | Stay home when a child is sick. | 1 2 3 4 5 6 7 | |
| | Arrange for a babysitter. | 1 2 3 4 5 6 7 | |
| | Help children with homework. | 1 2 3 4 5 6 7 | |
| | Speak to a teacher. | 1 2 3 4 5 6 7 | |
| | Attend activities. | 1 2 3 4 5 6 7 | |
| | Chauffeur children to lessons, activities, checkups. | 1 2 3 4 5 6 7 | |
| | Change the baby's diaper. | 1 2 3 4 5 6 7 | |
| | Get a drink in the middle of the night. | 1 2 3 4 5 6 7 | |
| | Stay up with a child who has bad dreams, is ill. | 1 2 3 4 5 6 7 | |
| | Wait up for child to get home from date. | 1 2 3 4 5 6 7 | |
| 74. | When you are away from home on a weekday and the child is not in school, what is the usual arrangement for child care for youngest child (age <u> </u>) in household? <u> </u> Child takes care of self <u> </u> Spouse watches child at work <u> </u> Spouse watches child at home <u> </u> Older sibling watches child <u> </u> Child goes to day care center <u> </u> Unpaid relative watches child <u> </u> Paid nonmember of household watches child <u> </u> Goes to babysitter <u> </u> Come with me | | |
| | | Disagree | Agree |
| 75. | I would like to spend more time with my children. | 1 2 3 4 5 6 7 | |
| 76. | Between work and family, I never have time for myself. | 1 2 3 4 5 6 7 | |
| 77. | I love my children, but I am a better parent if I can get away from home each day. | 1 2 3 4 5 6 7 | |
| 78. | <u> </u> I am interested in further discussion of questions raised and I am willing to be interviewed.
If so, please write name on cover letter and return with questionnaire. The two will be separated so your answers will remain confidential. | | |

Thank you!

APPENDIX B

The following comments in this section were added to the surveys and included when respondents returned them. They have been categorized for easier reading.

Comments on why or why not respondents have applied for management positions:Men:

I don't have the temperament for management.

Still consider experience too limited.

Inappropriate at this stage.

Women:

The next level of management is a vice president.

Our company is small. Very little upward mobility.

No opening.

Not one open.

Not interested.

I like what I do.

After five years I will, but I'm still in a developmental phase. Next position should be upper management with people supervision. If not, the system has a problem. I will be perfectly qualified and equal to or better than my male counterparts.

Haven't felt skills and experience were sufficient.

Women who had applied for management positions, but had not been selected:

Change of scene. . . . Didn't want to travel.

My experience and talents qualify me. . . . Hired a man instead.

I want more responsibility.

Attempted to move PR role into management circle. . . . I'm female, young and upset the established balance.

Ambition and knowledge of operation of office and company. . . . I'm about 10 years ahead of management willing to promote women.

More \$, more responsibility, wanted more respect.

More money.

Women who applied for a management position and were selected:

I have always been in a management position. Most professional journalists in a corporate company are ..Because I'm a professional!

I currently "manage." I enjoy making decisions and organizing, and I probably had the most directly related experience.

Mine is a management position. Gained it by promotion.

Career development; higher income. . . . Ability.

Because I'm an achiever; also I like some supervisory work, more money and status. . . . I was qualified for the slot and I had tenure and experience with my organization.

Career growth. . . . I have what they need.

Felt qualified and liked the sound of the job. . . . Organizational skills.

Qualified. . . . Well qualified.

It was available. . . . Best candidate.

Why not? . . . I applied for it and had the necessary skills.

Prestige and pay.

Advancement; desire to take on more responsibilities.

(Chosen because:)

Qualified.

Qualified.

Best for the position.

Most qualified.

Experience, skills, communication ability.

Because of abilities demonstrated in previous position with the organization.

Men who had applied and been accepted for management position:

Management is more interesting; gives one more control; pays better. Experience qualified me.

I enjoy it. . . . Skills.

I was asked. . . . I was needed.

Current position is management; I am only temporary though. I did not apply for job initially; I inherited it when my boss left.

I prefer management. . . . I manage well.

Opportunity to develop program. . . . Had sensible plans and objectives.

This is \$, challenge, power. . . . Education, experience.

I am doing the job now. . . . I could do the work.

More challenge, better locale. . . . I'm good at what I do.

Money. . . . I'm good.

Because PR and development is a critical management position.

Depends on what you consider management.

My position is management.

Mine is a management position.

Already have management responsibilities.

All company PR posts are considered management.

Started in management position.

Already management.

(Chosen because:)

Ability and experience.

I'm the best.

Creative skills, conscientious worker.

Well qualified.

APPENDIX C

Casey Croy

Casey Croy, St. Louis, had always intended to go into journalism. She majored in English and went to work for Douglas Aircraft as a clerk-stenographer doing technical writing. She was promoted within the company three times, twice before and once after the merger with McDonnell. These promotions included different moves. She was laid off during her seventh month of pregnancy and successfully negotiated a sex discrimination suit against McDonnell-Douglas.

She then went into the newspaper business in Massachusetts, spending 18 months on the news/feature staff working the night shift covering meetings and doing Sunday features. She moved to St. Louis in December 1971 and did part-time and freelance work with advertising agencies. She handled industrial accounts for a land developer and spent two years in technical sales for a group of consulting engineers, writing and editing proposals and speeches.

It was during this time that a mentor relationship evolved out of a working relationship with one of the engineers. Her mentor had promised that she would be promoted to director of public relations. During a routine meeting with her mentor, the president of the company walked in and said, "I want you to meet our new PR director." At that point she began looking for another job. "A friend of a friend" asked her if she would be interested in editing a quarterly magazine at Washington School of Medicine. She became director of publications explaining, "The way to think about science

and technology is directly transferable to medicine." She has five freelancers working under her. She reports to the director of public relations and considers herself a "co-equal except for the national public relations." She believes that it is to her advantage to work for the college because of the benefits, which include free tuition for her children--a total of \$18,000 tax free.

She has two children, ages 12 and 13, who, she says, have been good for her as a person. "I've learned more of things of sustaining interest to me outside of the work force," she points out. She thinks women are farther ahead in realizing that there is more to life than a job. "I am not that interested in the corporate ladder. I sometimes feel that I should be more ambitious."

Another aspect of having children is that she has learned to tolerate interruptions, an advantage for her at work in a public relations job.

Divorced for four years, she relies on her parents in emergency situations. Her co-workers are all mothers and understand any rescheduling. She usually works 40 hours a week but feels guilty for leaving before her youngest child goes to school and for getting home later than both the children. But, she believes there are benefits as well. Her children are independent and responsible.

She belongs to IABC and is vice president for membership for the St. Louis chapter of WICI. She values both organizations for the networking opportunities and for professional development so she "can recharge batteries."

As far as being overqualified, she believes that she "always has had a chance to demonstrate her promotability." She thinks the most difficult time period for career-oriented women is from 28 to 35 years old. "Career women often run the risk of distant relationships with children and jealousy of husbands if making move upward then."

She is convinced that age makes a difference and that first impressions of style and appearance are still more important than qualifications. In the image-building profession, professionals must sell their own images. "If you are too short, too fat, too old or too polyester, you won't be chosen if up against anyone 35 years old or younger with comparable qualifications. This is true for both men and women."

William Russell Savage

William Russell Savage, division staff manager--employee information, started in a management position as a trainee for Southwestern Bell. He majored in radio-TV in college. He has held different management positions for varying lengths of time, with 18 months the shortest period and seven years the longest period of time. He characterized his management style as open and accommodating. He encourages self-direction and cooperation, evidence of his personality style. He tries to avoid conflict.

He has not had one specific mentor, but has observed many people. He saw techniques and then used them himself. His networking is not done on the golf course, but at lunch and through civic work. He joined PRSA 10 years ago at the urging of his boss and joined IABC three years ago because his job includes editing publications. He believes if one's name is on the roll, one should be active. He finds networking through these organizations very useful. On women's networking: "Women who ask women how to get ahead are asking the wrong people. Don't ask other women. Watch those who have been successful, play the game, advance your career. Manage your job rather than network." He thinks women go to great lengths to be accepted.

His wife works half time as a computer programmer for Southwestern Bell. He has two children, ages 5 and 11. He considers himself part of the household for chores and raising children. He believes this has two benefits:

1. from his wife's standpoint and 2. from the children's viewpoint because he is closer to them.

Marge Polcyn

Marge Polcyn's background was in personnel administration and business. She edited a house organ when she was in personnel work and then stayed home for 12 years to raise four children. Her career path since that time has been indirect. A neighbor was school superintendent and needed a newsletter, which Polcyn began doing. She then worked part time for five years as public relations coordinator, starting the department for the school district. Then the family moved to St. Louis. Her former husband lost his job and she began working full time starting a public relations department for a small college. She earned her master's degree in media studies while working.

She has spent five years with the St. Louis school district, beginning as Title I Information manager. She views her move to assistant director of the Public Affairs Division as a lateral move with a broader scope. She has six employees under her direction. She characterizes her management style as democratic and participatory.

She sees value in having a mentor "up to a certain level." She explained, "A mentor is needed when starting out for different reasons along the way: to see things more clearly, understand the organizational structure, etc." But she believes a mentor is a disadvantage after moving into an administrative position. It is time then to be a mentor to someone else.

As for networking, she goes to lunch with a great variety of people but often has a working lunch at the office or at a meeting. She belongs to professional organizations and explained that her co-workers "try to spread memberships around." She is president of the American Cancer Society Board

in St. Louis, vice president of the Missouri School Public Relations Association and a regional vice president of WICI. She believes that both types of networking are needed--women's networks and professional networks. She believes very strongly in women's organizations because "women need moral support and role models." But she acknowledges that men do not necessarily operate in the same way, thus professional networking is important.

She chose to go back to work when her children were all in school, but she "didn't expect to pick up a career along the way." She believes that women need to be overqualified and work twice as hard as men in similar positions. She said she has been selected for her jobs in St. Louis strictly on her qualifications. Her career path was delayed due to having children and moving when her husband moved. Her former husband traveled out of town frequently and she said her superiors understood when she had to get some time off for family reasons.

She observed that it is harder to move around in positions if one's career is delayed. She also commented that it is harder to move to profit organizations if one has worked in non-profit positions. "Even if abilities transfer, profit organizations pigeonhole you." She believes the situation will change as women understand business better.

Suzanne Jones

Suzanne Jones, who majored in French, was never interested in public relations. She did volunteer work in publications and writing until an acquaintance referred her eight years ago to a publications editor position. She is now assistant director of development for a private coeducational school for grades seven through 12 in St. Louis.

She said, "I wish I had had a mentor. My husband, who was copy editor for the Post-Dispatch, critiqued my work."

She is a member of WICI, primarily for career development. She keeps up her contacts very informally rather than by determined networking.

She has two children, 12 and 17 years old. She started working part time when her youngest child went to nursery school. Her husband was very supportive, but was killed in a bicycle accident four years ago. She believes her children are more independent and responsible as a result of her working commitment.

Monica Heaton

Monica Heaton, director of public information for the Catholic Health Association of the United States, originally intended to go into public relations. She majored in journalism because there were no teaching jobs. However, she got her first job in newspapers, loved it and soon felt that public relations was corrupt. But, she said, "The hours and attitudes of news people drove me out. They take the impossible for granted: meet deadlines and master pressures. You can't miss a deadline or ask a favor. There is a 'holier than thou' attitude."

Heaton worked on several papers from 1972 to 1980, with a short stint of eight months in public relations in 1977, which she hated. She is currently a one-woman operation in the position which she took over in April 1981. She supervises a consulting firm on a project-by-project basis, primarily in research and survey work.

She considers a former professor (a man) a mentor, who encouraged her in mass communications in general.

Heaton has not been actively involved in networking yet. She is a member of WICI but is not active. She says she is a firm believer in the organization for personal reasons. She is in the process of joining PRSA for professional accreditation.

She believes that she has had an unusual career path because of two and a half years of lateral moves in the beginning. She was in three difficult situations including a labor strike, a slowdown due to unemployment and then the folding of a newspaper. She left newspapers because she felt stymied and couldn't get advances.

Of her present situation she says, "I do not know why my boss hired me. I had good recommendations but I think he was looking for 'peace,' someone who would not challenge him. He pays me less than, and I do better work than, my predecessor. At first I didn't feel comfortable in this job, but now I am negotiating a salary raise. I accept the fact that women are paid less." However, this job has more flexibility for her versus working at a newspaper.

The flexibility is important because of her 21-month-old child. She generally is the one who stays home during sicknesses because her husband's supervisors "don't understand." Are there benefits in a working mother's situation? "Absolutely. The father is involved with the child more; the child is social and the wife has an outside interest."

The biggest problem for her is time, especially for family life. So much time is spent on errands and household chores, she said. Why does she generally stay home or take the child for appointments? "Guilt . . . is one reason I always take care of our child when she is sick. The guilt is from myself. I shouldn't feel guilty, but I do. I think mothers should stay home if they can, but I can't."

"The guilt works in reverse, too. I have guilt feelings about work and when I was hospitalized I worked from my hospital bed."

She doesn't believe it will ever be resolved entirely. "But it is easier to accept now and the burden isn't as heavy," she said.

She thinks that women make a mistake in not asking for enough money in the beginning. Then, when negotiating a salary increase, the raise is a percentage of less money. Her advice to other women is: "Don't think it's easy--not being a woman in a career; not the job; not combining husband, career and family. But it can and does work, if everyone makes it known that there must be changes. Ask for full salary, benefits and the favors--men, too. Ask to stay home with a sick child."

Paulette Strader

Paulette Strader majored in public relations and has held four positions in the past two and a half years--all upward moves. She is currently director of Community Relations and Volunteer Services for the newly established St. Mary's Hospital in the Kansas City Metropolitan area: with no professionals under her and no secretary. She plans to resign if the administration won't separate volunteer services into a different department because she is currently working weekends and evenings. She doesn't think a man would be in her position. "He would have a secretary," she said. She thinks hospitals place more demands on the public relations professional because hospitals operate 24 hours a day. The normal eight-hour day does not cover contacts with or stories about personnel on other shifts.

She considers two superiors (a man and a woman) at her first position as her mentors. "They made the difference in my career."

She is a member of IABC for the continuing education seminars and a member of hospital public relations director groups for the networking and educational purposes.

She is married but does not have children. She thinks a career is an advantage for couples because they can share things and have mutual interests

in setting and accomplishing business goals. Time is the biggest problem. "We meet each other coming and going with the job I have now."

She does think that there are other things besides a job. "If you have a good relationship, you want a family. I wouldn't attempt to maintain my present position, which is too demanding. I would take a leave of absence or freelance at home."

Her career goals are to continue in public relations but to slow down. "I want the best of both worlds," she said.

Noel Leicht

Noel Leicht, a freelance writer in public relations in St. Louis, "never had career goals as such, like young girls today have." She said, "I like the flexibility of freelancing. I can market skills as I choose and I'm growing with each job."

The advice given to her in the early '60s was "Forget journalism school. Get a liberal arts background and work in journalism." Leicht has an English degree but worked as a reporter and copy writer during school. She then took 11 years off to have a family but used her skills and developed new ones in volunteer work for the Junior League, hospitals, etc.

In 1977 a friend asked her if she would be interested in starting an employee newsletter for a company. She continued to do volunteer work as well but soon became frustrated. "The women questioned me about the publications and about my skills while I did the same work with company presidents who treated me professionally and paid me."

Her volunteer work included training people from volunteer agencies for the Junior League and teaching communications and advertising layout courses for them. She then taught continuing education at a college for the credibility and the exposure.

She has an office in her basement and says her children, now 11 and 15 years old, are her priority, but they don't require the amount of time they once did. "My husband accepted it at first only because of the flexibility." Married to an attorney, she said, "It is in my interest, too, to keep him in his job. I have adapted my career to adjust to family situations. Priorities are set and are agreeable between my husband and me. Everything works out if my energy level stays up!" She acknowledges that her husband has become more supportive through the years. She also says she has a new respect for women who work and take care of children because of the "insurmountable energy requirements."

She belongs to IABC, Missouri Press Women and WICI, principally for improving her skills. She did get a job through WICI contacts, however. She has had no mentor but one woman "pointed me in the right direction with nice comments to the right people." She feels fortunate to have been in the right place at the right time, but says being professional and doing a good job are important. She has never turned down an offer of something that she has never done before. She has used her skills to meet people and create a portfolio. She has tried very hard to be professional, she says, and believes that women must be more professional.

She does think that she has had to be more qualified and has had to work harder. People have sought her skills through word-of-mouth references. "I get paid less than a man because of the way I want to run my career. If a child is sick, it is agreed from the beginning that the project waits."

She enjoys working as a consultant because she works directly with the top administrators and doesn't get involved in company policies. "I can say what I see honestly and be respected. I like that."

She makes \$20,000 to \$30,000 a year and says, "I feel fortunate to be where I am and to have skills, which is why I volunteer them when I can. I have no set goals for when I have freedom to pursue a career full time."

Marie Snider

Marie Snider began her career by teaching elementary school for two years. She went back to college and then spent four years teaching high school English. She studied at a seminary, did college public relations for two years and then spent 10 years raising children.

She started working 15 hours a week in mental health public relations 15 years ago and has expanded her job upward to include better salary, more responsibility and more influence. "It took over 10 years to reach a management position--and I asked for it," she said. She now works 30 hours a week. She has one full-time assistant and one part-time secretary.

Her management style is based on the management by objectives (MBO) approach and also on her personality. She believes in letting people do what they are good at doing. "People are always changing and I adapt to the best that person can give to the department," she explained. While she does not have much input on policy decisions in overall institutional policy, she does have influence on public relations program policy decisions.

Her mentor, who is the executive director, was an administrator for eight to nine years. "I was allowed to do things in my own style and to make a name for myself nationally. The administration encouraged self-direction in doing jobs."

She has never found that being a woman is a problem. "Go after what you want as a person," she advises. "I am satisfied with where I am. I never had planned this particular route but picked up opportunities where I have been. I would go into public relations again."

She belongs to NAMHIO (National Association of Mental Health Information Officers). While she is not a member of very many organizations, she is interested in networking. "I try to make contacts wherever I am. I have had unusual opportunities the past few years so haven't been in organizations lately," she explained.

She doesn't deliberately have lunch with certain people. "I eat with anyone. I go to coffee with different people and I go with the secretaries, too," she said.

She believes that after 10 years she could be at a higher point. "But it is not fair to expect to be at the same point as a man who has worked all along," she points out. "I like to do what I like to do. I want to work 30 hours a week."

She balances her career with the rest of her life and finds that "everything works together."

"I've been lucky," she continued. "I work hard. I am a super-perfectionist. I'm willing to have things torn apart and done over and over. There is always a better way to do it."

This has paid off in two top awards recently: The McEachern award, which is the highest national award for hospital public relations, for total programming, and a runner-up for the gold award from the National Association of Private Psychiatric Hospitals. She has been featured in PR Casebook and has received several inquiries about her program. As she says, "If you're going to be in a profession, aim for the top."

Her children are now 19 and 23 years old. While raising them she had most of the responsibility. But her husband wants her to work and shares the housework. She believes one of the benefits of working is being a good role model for her children. She finds no tensions between a "traditional" home and being a manager at work.

She followed her husband on two major moves but now feels that she cannot follow him on sabbatical. She believes that a family takes its social status from the husband. Her husband is a sociology professor and most of his colleagues do not know how "professional" she is. "In fact, an English professor asked me if I still like my job."

She completed her M.S. in Mass Communications in 1980 and sees further potential in her position.

Bill Willets

Bill Willets had started a new position as communications manager for United Telephone System just three days before the interview. He had previously been public relations coordinator for the Kansas City, Mo., public schools and served as acting assistant to the superintendent for public relations from April to December. He considers the change as a lateral move with more responsibility and more money. He has one person under his supervision and he is developing an employee communications program.

He sought a new position because the school district was in economic trouble. There was a reduction in the size of the office and the public relations function was reduced.

He worked in newspapers for 18 months, moving to public information work for city hall in Kansas City for another 18 months. He was then corporate editor at Hallmark Cards for two years and made one lateral move after that within the corporation. His position in the school district was an upward move to a management position in media relations for 18 months.

His mentors included a professor at Kansas University who gave him job tips and two men for whom he worked "who had a lot to do with my development."

Willets said he wasn't dedicated enough for newspapers. "Reporters have to work long hours for not much money and they burn out. Money rewards are

greater in public relations and the hours and working conditions are better." Although he believes the potential is better in public relations, he sometimes yearns for the newspaper days.

He belongs to three professional organizations: PRSA, IABC and National School Public Relations Association. He said, "PRSA is responsible for the position I have now. I learned of it through another member." He finds the memberships worthwhile, particularly for career development. He is involved in some community organizations but is looking for some civic activity of interest to him. He thinks perhaps it may be the schools because of his public relations experiences.

He is impatient with his career goals. "I have gotten behind my peers, and still am, because I spent four years in the military." He found that his different jobs formed a frame of reference for what he wants to do. "I have defined my career goals and am on track now, getting back into corporate public relations. I want to stay a lot longer with this company to move upward and utilize my diverse skills as well as have some degree of stability."

He is married, with a 15-month-old daughter, and said his career is primary. He does share the household chores and helps to take care of the baby, but his wife does most of the work at home. "She does a little more than I do," he said. "We agreed that she wouldn't stay home every time the baby was sick. But at the present time, in my new job, I hope that she will stay home until I get more settled."

He related a personal experience at Hallmark where women were "stuck in the lower echelons." In one specific instance, a woman who received a lower salary, but who was just as qualified and had the same responsibilities, succeeded in bringing attention to the fact and all the women's salaries were raised.

He also noted that in a meeting that day of the public relations managers, there were only two women out of 25 or more managers.

Marla Gleason

Marla Gleason answered her phone puffing and out of breath after it had rung several times. She explained that she had just come in from chopping wood. Divorced and a homeowner, she pointed out in her response to the survey that just because she is not married and does not have children, she does not have a carefree life. She has homeowner chores and responsibilities and schedules time around friends, family and a special person in her life.

As information coordinator in the news office at Kansas University, she described her situation as a division within a department. She explained that after five merit increases, no more are ever allowed no matter how long an employee is with the university. Thus, there is an attempt to promote qualified people into the unclassified ranks.

She graduated from KU in news-editorial thinking of public relations as the bastard of journalism. She said PR was the ultimate insult, but she married and her husband was in law school. There was a news bureau opening and she took it. "After Archie Dykes became president and put a premium on the total public relations program, the office began to grow. My job began to grow and there were opportunities to learn more aspects of institutional and total public relations programs. As more people were employed, there were opportunities to learn from others in other schools."

She said the salaries and hours are better in the news office and they strive to operate as a newspaper, not as a promotional office. "We have worked to establish ourselves as credible news sources. We hire only people who have been in news."

She is active in WICI, Kansas Press Women and CASE. She thinks that networking promotes incompetence and functions almost to the exclusion of anyone new for both men and women. "It is important to have input from the outside," she said. While organizational contacts can open doors to finding the first job and subsequent upward moves, she believes that personal friendship can get in the way of an objective view of credentials and be damaging in that way. The positive side that she sees is in feedback and sharing concerns.

Two professors from student days are considered mentors. In addition, a former director (male) "awakened a sense in me that it is a profession," she said. "Awakened a sense of career: before that it was really a job. I didn't start with an image of myself as a career woman."

Though she is divorced, she has a roommate. "Single people seek a family-type setting," she said. "I own a house and a farm elsewhere. A lot of vacation time is spent on household maintenance." She believes that she is much more similar to the stereotypical married person. "Perhaps because I am divorced I may be different. I surround myself with what was comfortable."

"I am happy with my work environment," she affirmed. "I don't feel that my job imposes on my personal life too much. I did let it do so too much at first. I see it happen with younger employees who want to do well. Sometimes I still must get hold of myself and keep it in perspective. We work as a team at the office and try to help each other out when we see that someone is working longer hours or carrying a heavier load."

"I still don't have a career plan. My biggest goal is to get to a point, when I'm young enough to enjoy it, where I don't have to work full-time. I will reevaluate when I get to a point where the job is not

rewarding. As long as I'm learning and contributing, I'm happy. I have no financial goal."

Linnie Weber

Linnie Weber's career path has had its twists and turns. Originally a self-described counter-culture weaver, she is now public information coordinator at a hospital in Salina. She graduated from college in 1970 with a degree in creative writing and philosophy. She spent four years as a full-time weaver and artist. She became involved in the sales field through her interest in nutrition. Through the years she also has "done a bit of self-education in psychology and communication skills." During that time period she discovered that she was best suited for public relations through vocational counseling.

She didn't originally expect to get into the business world. It took her four years to formulate her plan. She had always worked for herself and decided it was time to work in a corporation. So she worked at a hospital as an assistant communications technician and then moved to Asbury Hospital as its coordinator of public relations.

As coordinator she is the third level down in management, but is refused admittance to board meetings and staff planning meetings. After two years in the position, she is now consulted on how to communicate and believes the position will shift to more management functions. She thought she had wanted to be an administrative assistant, but then realized that that position wouldn't use her talents. She has attempted to become involved in management, but has been rebuffed by the hospital administration. She believes that may change now that she has gained internal credibility.

As for a mentor, a woman who is a writer and program director/consultant for a management firm has played that role for the past eight years.

She said networking was the 'whole key going from counterculture artist to career climber. The basis of direct sales is peers teaching peers because they believe in the product.' She didn't understand corporate politics so intentionally began networking in the health care field and within her job at the hospital. In addition she has organized a second network of women of her approximate age who are six to seven years into their careers in lower and mid-management positions as a support group. She has loosely organized seven different women and two men, on a business level only, with whom she lunches individually every one to two weeks. "I picked these people to level with; to share failures and successes with. Women tend to be alone against their work while men are more team-oriented and pitted with their peers."

Her husband is a student and has a full-time job as well. They have three boys: five, six and seven years old. 'We have raised them to be independent. They stay home by themselves unless they are extremely sick. My husband and I split the housework and we split the financial end as well.'

'My husband and I shifted roles of who stayed home and who worked three or four times until our third child was born. My husband thought staying home was too much work and decided to get a job!'

She believes that it is important to balance family and career. "I used to work long hours and bring work home. Then I realized that people didn't care how hard I worked--only how smart I worked. Now I switch gears from 'thinking' to feeling. I'm Mom at home and feel okay about it now, though I didn't use to."

"There is something really missing in the thinking world. 'Feelers' have a 200 percent advantage over those who only think. Women should not be defensive, but use this advantage."

In her career plan, next year is the time for a big leap. "I'm seriously questioning if I want to do this. I would like to get out of

nonprofit public relations. I have pursued these goals because my husband didn't have a serious career and I did have a plan. But I'm happy right now and feel compensated, balancing freedom and responsibilities."

Darrell Slabaugh

Darrell Slabaugh, director of development for a United Methodist Church retirement home near Wichita, is one of four top managers on a management team. He spent four years in information services in the Air Force and did public relations for a school district while finishing his B.S. degree. He worked in a public relations program for a community college in Iowa and then left to do fundraising as director of development at Wichita State University.

He characterizes his management style as the team management concept, which he is involved in in his present job. Asked to name a mentor, he believed the president of the community college had fit that role.

He belongs to several professional organizations as well as church and community organizations. "Community relations is part of this job. Networking is an integral part of this career (fundraising). Contacts are really the story of development and public relations." He thought community activities had helped him in his career through the opportunities to develop poise and speaking abilities.

He is married, with two children, and his wife handles the home. "We are a typical family. My family is supportive of my career. I spend two to three evenings at work and must travel some."

He observed that there are not very many women in development, but that that area is becoming more closely tied to public relations. "I think women are more qualified but they have never been taken out of the female role. In lobbying, I see women who have more creative and innovative ways of doing it.

Often older women are hard on women in the profession. Success stories are the greatest answer to the problem."

He believes that changes in the trustee relationship are the key to admitting more women to higher level positions. "Trustees relate to men; there is more chauvinism in trustees than in the people in the actual management. If the trustees are involved in hiring procedures they have a stereotype of public relations people."

Addressing the issue of public relations in management functions, he thinks it is important if practitioners are "indeed accepted as management or just as writers."

Expanding on this, he added, "Newer organizations which are heavily into the image-creating mode have to sell, as well as market, nonprofit organization concepts. Public relations is a management tool in those areas."

"If the public relations role is established in an established organization, there is a different attitude toward the public relations function. In those organizations that are having to survive, to be more aggressive, they need public relations. They don't have a power base. However, if the organization has a power base, it can hop PR down two or three notches. But, if a president is interested, supportive and knows what PR can do, it will be placed in management."

Melinda Sinn

Melinda Sinn is a 1980 graduate of Kansas State University. She spent one year as a communication technician at Farm Bureau in Manhattan and considered it "more or less a secretarial position."

She is currently a university program coordinator for Telenet and handles all the public relations for Telenet. She belongs to professional organizations and is very active in Kansas Home Economics Association as state

newsletter editor. She finds that she does more networking there than in her communication organization, WICI.

She considers a former instructor from Coffeyville as her mentor.

Married to a farmer, she said their careers are not equal. "I get as much out of him as I can expect. It depends on the season."

She expects to always have a career. She would like to stay in her current position and finish her M.S. during the next five years. She doesn't expect to push for higher levels of management during that time as she starts a family within that time frame.

A COMPARISON OF ROLES PLAYED
BY MEN AND WOMEN IN PUBLIC RELATIONS
WITH AN EXPLANATION OF
POSSIBLE INFLUENCING FACTORS

by

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B.S., South Dakota State University, 1971

AN ABSTRACT OF A MASTER'S THESIS

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Women have been entering the public relations field in growing numbers in the past 10 years. This research was conducted to determine if men and women in public relations differ on the extent to which they play each of four roles (communications technician, expert prescriber, problem-solving facilitator and communication facilitator), to determine if men and women differ with respect to their dominant public relations roles and to explore possible reasons for any differences in the roles, if that is the result.

Questionnaires were sent to a random sample of 309 public relations practitioners in Kansas and Missouri selected from current membership lists of 12 public relations and communications professional organizations. The response rate was 44 percent. Of these, 62 (45 percent) were men and 75 (55 percent) were women.

As expected, the respondents indicated that they played all four roles to varying degrees. Both men and women rated the communication technician role highest, followed by expert prescriber, problem-solving facilitator and communication facilitator in the same order for both men and women.

Further analysis showed that those who gave themselves high scores on the communication technician role tended to rate themselves relatively low on the other three roles. The communication technician role did not correlate highly with any of the other three roles, suggesting that this role is somewhat independent of the others. Correlations among expert prescriber, communication facilitator and problem-solving facilitator measures suggest that they tend to be played by the same people.

While both men and women rated the communication technician role as the dominant role, a larger percentage of women were in that role as compared to the percentage of men in this study.

Possible influencing factors were examined to explore potential reasons for the difference. The variables of age, number of years with employer, number of years in current position, location, education, career attitude, marital status, spouse's attitude, household duties, number and ages of children, parenting responsibilities and whether respondents had taken a leave of absence or worked part time did not appear to account for the differences.