



GENDER PERSPECTIVE AND WOMEN'S CHALLENGES IN PUBLIC RELATIONS

Blangi Intan Maharani¹, Putri Sosanti Sembiring², Dwianita³

^{1,2,3}Politeknik Negeri Medan, Indonesia

*Corresponding Author: blangiintan@polmed.ac.id

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ABSTRACT

As time progresses, women play an increasingly important role in improving the quality of both public and domestic sectors. Generally, gender issues that become the main topic of discussion revolve around the status and position of women in society, which are still often viewed as subordinate or marginal. The significant rise in the number of female practitioners in the public relations (PR) industry has led to the perception that women have experienced gender discrimination in Indonesia. This journal aims to analyze and examine gender perspectives on women in the field of public relations, the impact of the feminization of the PR profession, as well as the challenges faced by women in carrying out their roles as public relations practitioners. The results of this literature study indicate that male practitioners are more likely to hold managerial positions than female practitioners. Although the number of female practitioners has exceeded that of males, their status and roles in PR practice remain subordinate to men. Furthermore, there are relevant glass ceiling barriers, including an unequal distribution of tasks, which prevent women from fully demonstrating their potential in the workplace.

Keywords: feminization, gender, glass ceiling, women, public relations

1. INTRODUCTION

As time goes by, women have an important role in improving the quality of the public and domestic sectors. Increasing economic conditions have made women also play a role in improving the welfare of their families and the country (Burke, 2000; in Muslim, 2017). The development of women's careers for important positions encounters various obstacles, both cultural, social and personal, which have shaped gender construction and relations (Partini, 2013). Qualitative feminist research often examines interpersonal relationships and interactions (relationships and interactions between men and women) or broader social

relationships and interactions related to their duties and work (Karim, 2014). There are many issues about gender-based communication that occur in the workplace as many women enter the managerial ranks. The rapid increase in the number of women in the workplace around the world has presented a challenging situation for the communication cycle in organizations.

Over the past few decades, the number of women in public relations has increased drastically. In 2016, the United States Department of Labor reported a total of 62,000 people were employed as public relations and fundraising managers; more than seventy percent of them are women (US Census Bureau, 2017; in Krugler, 2017). According to Grunig, Toth, and Hon (2001; in Damayanti & Saputro, 2017) that many women are interested in working as public relations because the challenges faced as public relations practitioners are not as difficult as other professions and they can achieve professional status. The communication industry, which includes public relations, marketing, and advertising professionals, is often considered a feminine industry, this is because the number of people interested in the field of communication both in education and industry are women, giving the impression that in the communication industry there is no gender discrimination against women (Simorangkir, 2017). The problem of women and gender issues in the PR profession emerged around 1989 in the United States. This continues to develop on the issue of the proportion of men and women in industry or companies. Lukovitz (in Damayanti & Saputro, 2017) states that the issue of women as public relations has expanded to the problem of ties in the world of work, life and gender issues. In Indonesia, the benefits of the function of the Public Relations (PR) profession in some circles of society have shown a significant increase, thus giving rise to more public attention to this profession. With the increasing public attention to the public relations profession, it is undeniable that the existence of the public relations profession is currently increasingly needed. This can be seen from the many organizations, companies, institutions and agencies, both large and small, that have tried to spend a lot of effort for the interests of public relations activities (Yulianita, 2004). Although many developing studies have found that women seem to lead more effectively than men (Bass, Avolio, & Atwater, 1996; Eagly & Johannesen-Schmidt, 2001; Zenger & Folkman, 2012; in Erzikova & Berger, 2016) the majority of organizational leaders around the world remain men. In addition, the higher the level of position, the higher the percentage of men. One explanation for this phenomenon is the cultural stereotype of leadership that remains highly masculine in many countries and states (Koenig, Eagly, Mitchell, & Ristikari, 2011; in Erzikova & Berger, 2016).

The discourse on gender issues has become a global issue. In general, the main gender issue discussed is the problem of the status and position of women in society which is still considered subordinate or marginal. The issue of gender inequality and injustice is not a simple issue with a local dimension, but this issue is also found in many parts of the world, and is closely related to all aspects of

human life (Hidayati and Mardhiah, 2018). Understanding the challenges and opportunities faced by public relations practitioners in developing countries can enrich knowledge about global public relations theory and practice and help practitioners from other countries to analyze the dynamics of the emerging public relations market (Tsetsura, 2014). Reviewing the large number of women in public relations which continues to grow significantly, it is important to look at the number of women in leadership positions in the field (Krugler, 2017) this is related to the soaring development of the number of female practitioners in the PR industry has led to the assumption that women experience gender discrimination in Indonesia. Thus, the feminization of this industry must be understood and monitored because it seems to disguise the reality of gender injustice that has occurred continuously (Simorangkir, 2009).

Gender Communication

Gender is a concept that differentiates between women and men that refers to social relations and differentiates the functions and roles between men and women. The differences in functions and roles between men and women are not only determined by biological or natural differences, but are distinguished according to their respective positions, functions and roles in various areas of community life and its dynamics. The concept of gender can be used to find various problems, gaps and to find solutions to problems that hinder the progress of women and men (Sukezi, 2017). Gender in the context of communication describes the social and personal relationships between men and women and likewise with the concepts of feminine and masculine, while the gender perspective is a concept used to differentiate things that are normative and biological and things that are socio-cultural products in the form of transformed social agreements and flexibility (Hubeis, 2010; in Sulisty, 2016).

Gender does not always talk about the roles held by men and women. Synergistically, gender can be concluded as the difference between men and women which is not only based on biological and sociological differences but gender is a more complex conceptual construction to examine the relationship of balance of roles, functions, responsibilities and rights between men and women based on the differences they have in various sectors of national life (Lestari, 2017; Ritonga et al., 2024). Based on the understanding of standpoint theory, it is said that how someone is raised in a culture will affect the form of life. There are many hierarchies, both gender, ethnicity, and class that affect human life. Women as a minority in the patriarchal hierarchy will have different views than men. Therefore, we must understand an event in two different perspectives, the male perspective and the female perspective. This perspective influences women's communication and behavior in interacting and living their lives (Wood, 2001; in Sulisty, 2016).

Gender stereotypes are broad categories that reflect impressions and beliefs about what is appropriate behavior for men and women. All stereotypes, whether related to gender, ethnicity, or other categories refer to the image of members of the category (Rokhmansyah, 2016). Kurnia (2004) explains that gender is generally different from sex. Sex is considered a biological construct that each individual carries according to their nature since birth on this earth. This construction basically never changes. While gender is a social and cultural construct and gender is dynamic. This construction is formed through a long process in cultural life, from time to time. Many studies use a liberal feminist perspective that fights for the empowerment of women to pursue the highest possible careers. On the other hand, the radical feminist perspective believes that structural gender inequality can only be eradicated by addressing the root of the problem, namely the culture of society and/or the culture of the organization (Simorangkir, 2017).

Gender values attached to individuals will affect organizational behavior because basically according to Thoha (2001) organizational behavior is based on behavioral science itself which is developed by human behavior in an organization. While communication is very important in organizational behavior, effective communication is a requirement for good cooperation to achieve organizational goals as well as being a problem in the organization (Thoha 2001; in Sulisty, 2016).

Women in Public Relations Practice

Rex F. Harlow quoted by Effendy (1999; in Liliweri, 2010) stated that public relations or public relations is a typical management function that supports and maintains a common path for communication, understanding, and acceptance and cooperation between the organization and its audiences; involves management in problems or issues; helps management obtain information about responses to public opinion; establishes and confirms management's responsibility in serving the public interest; supports management in following and utilizing changes effectively in its application as an early warning system to help anticipate trends; and uses research and ethical communication techniques as primary activities.

Public relations has grown as the industrial world has developed after the industrial revolution in Europe and spread to other parts of the world, such as the US and Asia (Kriyantono, 2017). The development of the industrial world also intersects with various social aspects of life, making PR practices increasingly widespread and related to various fields, such as business, political science, psychology, mass communication, anthropology, sociology, marketing and government. However, PR is a new discipline in the field of communication (Kriyantono, 2017; in Kriyantono, 2020). The main function of public relations is to foster and develop good relations between institutions or organizations and the public, internal and external, in order to instill understanding, foster motivation

and public participation in an effort to create public opinion that benefits the organization (Liliweri, 2010).

The birth of public relations practices in various organizations in a society is influenced by socio-cultural change factors in the society concerned. In other words, it can also be said that changes in the socio-cultural life of a society are one of the keys to the birth of public relations practices (Putra, 2008). In practice in Indonesia, the public relations profession in Indonesia has not been perceived as a management function but is close to women's and gender issues (Damayanti & Saputro, 2017). Several studies have found that women dominate the number of public relations practitioners, but managerial roles have not been optimally implemented. For example, it can be seen through the status and role of women in the United States, which are still subordinated to men, namely male practitioners still dominate top-level positions in the public relations division (Dozier & Sha, 2010; Janus, 2008; Place & Vardeman-Winter, 2018); in Kriyantono, 2019) and this also occurs in Asia, Australia, and Europe (Pompper & Jung, 2013; Kriyantono, 2019). Broom & Dozier (1986; in Kriyantono, 2019) found that men are more trusted in managerial roles than women.

Based on previous research and findings in the latest research conducted by Kriyantono (2019), it was found that even though Indonesia has entered the era of democracy, managerial roles in the public relations profession are still entrusted to men. This study also strengthens the results of research in the UK on how the role of female practitioners in the field of Public Relations is depicted (Yaxley, 2013; Kriyantono, 2019 which found that leaders have low expectations of the abilities of female practitioners and gender is more important than career experience. Brunner (2006; in Kriyantono, 2019) examined textbooks and found that women contribute more to technical work while men are in managerial roles, such as counseling, decision-making, and being part of a coalition group in their organization. Based on several studies that have been presented previously, it can be concluded that public relations as a gendered profession tends to have a negative connotation for female practitioners. It seems that public relations practices still include gender-related power relations and male practitioners have power in the dominant coalition in most companies, and women are considered to represent weakness, irrationality, helplessness, and are more emotional (Erzikova & Berger, 2016).

2. RESEARCH METHOD

The purpose of writing this journal is to analyze and examine the gender perspective on women in the world of public relations, the impact of the feminization of the public relations profession and examine the challenges faced by women in carrying out their profession as public relations practitioners. The method that will be used in this journal is a literature study by collecting data

through literature reviews and relevant sources to support research from various reading sources collected such as books, journals, previous research, sites and other scientific works that are expected to add information and further studies regarding the research. Library research also utilizes library sources to obtain research data and limit activities without requiring field research (Zed, 2004).

3. RESULT AND ANALYSIS

Gender Perspective on Women in Public Relations Practice

Issues related to gender have created a gap between men and women in public relations. This inequality appears in various forms, including career roles, salaries, advancement opportunities, and sexual discrimination and harassment (Aldoory & Toth, 2002; in Krugler, 2017). The work environment is one of the interaction spaces that is indicated to have unequal relations between men and women. Although men in the world of work can experience various problems, women who are socialized in a reproductive culture receive more gender-based injustice than men. In an effort to carry out productive roles in the workplace, women experience more injustice such as stereotypes, female inferiority, violence and harassment, and lower wages (Marinova 2003; in Sulisty, 2016).

Until now, gender-based discrimination is still felt by many people almost all over the world, including in countries that adhere to democracy. Viewed from this perspective, women are the ones who are most likely to experience discriminatory treatment, although it is possible that men can also experience it (Fibrianto, 2016). In the world of work, discrimination can be analyzed and recognized in any decision related to wages, termination of employment, promotion, recruitment, leave, and benefits (Hays and Morrow, 2013). According to Rosbeth Moss (in Zamroni, 2013) the inequality of gender roles in various organizations is caused by women having various limitations, not only because men are naturally, according to structural functionalist theory, perceived as superior, or various other gender stereotypes, but also because women are found to be less skilled than men. Based on research conducted by Sharpe (2000; in Munira, 2018) found that women always prioritize interpersonal relationships, communication, motivation, task-oriented, and more democratic than men who prioritize aspects of strategy design and analysis.

Based on research conducted by Elizabeth Krugler (2017) which examines the opinions of women in public relations about the influence of gender on leadership style. Participants in the study positively agreed that gender influences their leadership style and has an impact on how they act as leaders, describing various ways that need to be done such as being confident, and having different qualities that make them good leaders, such as listening and communication skills. Participants in this study stated that they felt pressured to act in a certain way because of gender stereotypes (Dalimunthe et al., 2024).

Gender views on women give rise to the assumption that women are often irrational or emotional so that women cannot appear as leaders, but in reality it requires consideration of women in their internalization as leaders in organizations. Such problems result in a very ironic understanding of men who place women in unimportant positions or become secondary positions. One of the factors that contributes to women's struggles to advance to leadership roles is gender stereotypes against women which are labels or markings of a particular group where these views are based on gender (Hidayati and Mardhiah, 2018). In a study conducted by Aldoory and Toth (2002; in Krugler, 2017) participants acknowledged the existence of gender stereotypes and reported it as one of the reasons men were placed in higher roles than women.

Public relations are required to carry out the role of a manager, namely a role that focuses more on planning strategies to identify and solve problems. This role includes, conducting research to identify problems and formulating good communication strategies to establish relationships with the public and also reviewing efforts made to achieve organizational goals. Although the number of women as PR practitioners exceeds the number of men, the number of those holding managerial positions is smaller and very limited (Kurnia, 2004). Grunig et al. (2008; in Kriyantono, 2019) stated that PR practitioners must be able to integrate technical knowledge into a managerial knowledge framework. Career roles have been a major source of inequality, with women often placing technical roles rather than managerial roles because of the perception that they are "not good managers, not tough enough for corporate life, too emotional, will have children, and can't play the game" (Cline et al., 1986; in Krugler, 2017). These assumptions and stereotypes are the main reasons women are prevented from getting promoted and placed in management positions. According to Kurnia (2004) women tend to be positioned and only suitable for carrying out less important jobs compared to men who are more suitable to be leaders. Furthermore, Toth and Grunig (1993; in Krugler, 2017) found that when women are placed in managerial roles, they still perform technical roles, while men in managerial roles perform most of the managerial tasks and are conditioned to take more advanced positions. In addition, men and women are also often seen as having different leadership or management styles. In a study conducted by Statham (1987; in Krugler, 2017) it was found that, "women use a more task-oriented and people-invested style, while men can use a more image-oriented and autonomously invested style." Basically what was found in the study was that women focus more on the task and the people involved, in a collaborative and caring effort, while men focus on themselves, their strengths and potential contributions. A study conducted by Aldoory (1998; in Krugler, 2017) found that female leaders in PR, as opposed to men, tend to use, "a two-way communication model and tend to emphasize a more humanistic approach to staff" both studies

explain how men and women are known to have different leadership styles (Harianto et al.,).

Women in public relations deal with additional stereotypes and assumptions about the industry and general perception. In a study conducted by Peters and Froehlich (2006; in Krugler, 2017) explained that this study talks about how some women feel confined to 'traditional' areas of public relations such as fashion or lifestyle because of long-standing stereotypes. Women explained that moving into a public relations role in a male-dominated industry, out of a traditionally female industry, would take twice as long. This relates to research conducted by Novi Kurnia (2004) which stated that there is a possibility that women are hired as PR practitioners not based on their competence, but rather more on their 'feminine' side which is only used as a lure in building relationships between the organization and its public.

In contrast to several studies in America and other countries, according to research conducted by Novi Kurnia (2004) which found that there was no significant difference categorized as a form of discrimination against women in career development opportunities, roles in organizations, salaries and promotions between male and female practitioners in the Yogyakarta area. In this study, only forms of discrimination were found in the form of employee benefit policies.

Feminization of the Public Relations Profession

According to Simorangkir (2010; in Damayanti & Saputro, 2017) in her study entitled "Feminization of Public Relations in Indonesia" explained that the characteristics of communal attributes are found in female public relations leaders or managers and the characteristics of agentic attributes are found in male public relations leaders or managers. The respondents in the study argued that in order to gain employee compliance with leaders, men and women must behave according to their gender roles. On the one hand, for women in leadership positions, their gender is likely to conflict with their managerial roles. This study also claims that there is a relationship between the gender of PR practitioners in Indonesia and their dominant role. Dozier (in Ruler & Lange, 2003) emphasized that women are not only excluded from management roles in communication management, but also that the "feminization" of a profession is often associated with a lack of influence on decision-making in professional work because decisions are made by people with non-communication or public relations backgrounds.

Simorangkir (2011) states the majority of women in the public relations industry has led to the idea that women do not experience gender discrimination in the highly patriarchal Republic of Indonesia. However, research findings from other professions and industries show that in the long run, feminization leads to a decline in status and remuneration. In Indonesia as well as in other countries, women have entered public relations in fields typically dominated by men. This is further highlighted by the fact that many Indonesian universities offer PR majors

and most of the teachers and students are women. In terms of career development, many young women are vying for PR positions in companies, and many women are setting up their own agencies.

Public relations in Indonesia is often regarded as a female field (Simorangkir, 2010; in Damayanti & Saputro, 2017). Public relation work in Indonesia is always synonymous with beautiful women with perfect bodies, glamour, image selling, the same profession as artists, the profession of the nightlife world, equated with LC (ladies companion), and a profession that is only concerned with speaking skills that satisfy organizations and the public. Research conducted by Grunig, Toth, and Hon (2001; in Simorangkir, 2011) shows that young women are attracted to public relations because the barriers are not too difficult and they can achieve professional status. Remuneration at entry level is also higher than in many other careers often chosen by women, and more importantly, skills often associated with women such as empathy, networking, and multitasking are more encouraged and also valued.

Sex differences and role differences that cause gender inequality have led to feminine and masculine stereotypes, domestication, marginalization, and subordination of women, heavy burdens on women, violence against women, and sexual harassment (Kasiyan, 2008; in Kriyantono, 2019). Nonetheless, the feminization of public relations practice also has advantages for women. It is a growing industry with many opportunities. Therefore, whether feminization has an unfavorable impact on the industry is debatable. Amidst this gender inequality in the workplace, the field of public relations seems to be quite friendly to women, as most practitioners and students are women. However, as mentioned above, some studies argue that the feminization of the public relations industry has a negative impact on the industry and its female practitioners (Simorangkir, 2011).

According to research conducted by Damayanti & Saputro (2017) on the public relations profession in Indonesia in a gender study concluded that the public relations profession is considered suitable for both men and women, but depending on the industry. Masculine professions in heavy industries such as coal, oil, plantations, and gas. Furthermore, the public relations profession can transform into a feminine one in the hospitality, fashion, beauty, and food industries. Another finding of this study is that gender discrimination in the public relations profession in the private sector in Jakarta still occurs. This study also proves that the salaries of male public relations practitioners are higher than those of women. Female public relations have difficulty negotiating salaries, even though women work more than men. Another form of discrimination is the failure to get a job because of ethnicity, race, and religion. Public relations work at a higher level, however, is often still the domain of men. Grunig et al. (2001; in Simorangkir, 2011) shows that one of the concerns with feminization is that the status of senior public relations roles is diminishing as more women enter these positions, and this may

be the reason why in times of economic and financial crisis, companies reduce the number of people in public relations positions (Dalimunthe et al., 2024).

The findings of various studies on the feminization of the public relations profession and its relationship to gender are not always a problem for some organizations or companies. Research conducted by Novi Kurnia (2004) stated that the obstacles faced by female practitioners do not stem from discriminatory organizational policies that prioritize men in holding certain positions. In some cases, many companies actually deliberately recruit public relations employees based on their gender, namely women. According to her, this may be a new form of harassment against women or a real form of feminization in the public relations profession.

Challenges Faced by Women in Public Relations Practice

The life of career women shows how much benefit women as workers are able to meet their needs individually, for their households and society. Many women who have careers experience some lives that are not in accordance with what is expected in the scope of their work. So that it can make someone feel depressed and potentially affect their attitude towards career development (Lestari, 2015). The development of women's careers for important positions encounters various obstacles, both cultural, social and personal, this has formed an unequal gender construction and relationship, as a paradox because growth and access to occupy structural positions are not linear (Partini, 2013).

Kurnia (2004) revealed that the main obstacles faced by female practitioners do not come from outside themselves, such as organizational policies, but rather come from more personal and cultural factors in the form of values and norms in society. Another obstacle felt by female PR practitioners is having to balance work in taking care of domestic (household) issues such as taking care of children, serving husbands, so that there is a greater burden. Women are expected to take care of the family, so that there is still a problem of choice between prioritizing work and family. However, for PR practitioners who are still single and not yet married, problems like this have not been felt and have not disrupted their performance in the company.

Based on research conducted by Aldoory & Tooth (2002) entitled *Gender Discrepancies in a Gendered Profession: A Developing Theory for Public Relations* found perceptions of gender differences in recruitment, salary, and promotion activities in public relations practitioners. Overall, the survey results showed that respondents really felt gender differences, generally they thought women were not hired or promoted the same as men and they reported differences in salary between male and female employees. Female respondents felt greater gender differences with recruitment and promotion and were less satisfied with their income. What is quite unique about this study is that researchers conducted gender differences research when the PR field was more dominated by women,

while previous studies have found discrimination when the field was still dominated by men or when the field had the same number of men and women.

One of the main issues often found in gender studies of public relations is the small number of women in leadership roles. However, this fact does not only occur in the public relations industry, but in almost all industries. This is referred to as the glass ceiling phenomenon, which is an invisible barrier that prevents women and other minorities from moving into higher ranks in an organization (Dozier, 1988 in Simorangkir, 2017). The existence of the glass ceiling problem faced by female practitioners in the scope of public relations makes it difficult for women to obtain important positions in company management (Kurnia, 2004).

The term glass ceiling was first coined in a 1986 Wall Street Journal issue about women in business written by Hymowitz and Schellhardt. The glass ceiling is a concept that refers to the barriers faced by women who try to achieve senior or executive positions (and higher salaries) in companies, government sectors, education and also organizations (Sposito, 2013). Although many women have achieved high positions, only a few can break through to the top levels. In Indonesia, the glass ceiling is based on a patriarchal society culture that considers men to be more important than women (Sarwono, 2013; in Haris, 2019). The majority of studies conducted in the last 10 years support that the glass ceiling phenomenon is still ongoing and is a significant barrier for women in various sectors, one of which is also found in the non-profit sector (CEO Compensation Study, 2009; Gibelman, 2000; Gose, 2004; Joslyn, 2003; O'Brien, 2008; Preston, 2009; in Nozawa, 2010). The glass ceiling phenomenon often occurs in institutions that have a biased viewpoint against women and still adhere to a strong patriarchal system. Women often encounter difficulties with the glass ceiling appearing at different levels and depending on how far women have progressed in the organizational structure. In some countries and various professional fields, the glass ceiling may be experienced by the head of the company, while in other fields it can occur at the junior management level or lower levels (Wirth, 2001). It is not only the work that is more gendered, but also the way in which the gender process takes place in an unfair or discriminatory manner, which assumes feminine work is less paid and less valued and has less authority (Stivers, 2000; in Rodriguez, 2011).

One of the studies conducted by Brenda J. Wrigley (in Kriyantono, 2017) aims to identify factors that support and enlarge the glass ceiling phenomenon for women in public relations practices and corporate communication management. This research found five factors that give rise to the glass ceiling: denial of discrimination; gender role socialization; historical precedent (i.e. treatments that differentiate women and men that have accumulated over a long time so that they become habits); and corporate culture. This research also states that there is a psychological process in the workplace in an effort to negotiate feelings about the

glass ceiling. If this phenomenon creates a mismatch for women and they still want to work, they try to adapt and try to overcome the mismatch.

There is a study related to the glass ceiling conducted by Partini (2013) located in Aceh entitled 'Glass Ceiling and Guilty Feeling as Career Barriers for Women in Bureaucracy'. This study shows that most female employees are only in staff positions while structural positions are still dominated by men (Partini, 2013). Women who are able to occupy top career positions in the bureaucracy are still very rare. This fact shows that the position and existence of women in the bureaucratic work environment in many regions have not been considered as equal partners to men, women are actually positioned as competitors and competitors. This shows that gender equality and justice have not been fully accessible to women, are still discourse and have not become reality. The results of the study showed feelings of ambiguity, lack of self-confidence, and lack of support from the social environment caused by the dominance of culture and structure that strengthen the glass ceiling phenomenon. Low access for women to strategic positions will have an impact on the quality of public policies that are formulated to be gender insensitive (Partini, 2013).

4. CONCLUSION

For decades, mass communication research has often studied gender topics that expose various challenges that feminists have made into dominant research topics (Simorangkir, 2009). In Indonesia, the public relations industry is not as sophisticated as in developed countries such as the United States and other countries, but its development is considered quite rapid since the beginning. Many assumptions from people inside and outside the public relations industry still have the wrong perception about public relations, its functions, roles, and tasks that must be carried out. The career level achieved by a woman is not only influenced by the difference in her career orientation with men, but also by the obstacles she faces, in this case most of the obstacles that women must face are the ongoing gender discrimination in the workplace (Simorangkir, 2011). However, the tendency of male practitioners in managerial roles is greater than women. Although the increasing number of female practitioners exceeds the proportion of men, their status and role in public relations practice are still subordinate to men. This is reinforced by the number of Public Relations practitioners dominated by women, but in terms of strength and responsibility, they are dominated by men (Kriyantono, 2019).

Meanwhile, the feminization of public relations is said to have a negative impact on the public relations industry in Indonesia and discrimination in the workplace can reduce opportunities for great potential and competence among practitioners. Labeling public relations as a female profession can also limit the role of practitioners to the technician level as opposed to managerial and exclude them

from the dominant coalition (Simorangkir, 2011). Another relevant obstacle that occurs for female public relations practitioners in Indonesia is dividing time between work and domestic or household issues. Another challenge that is found in the gender study of public relations is the small number of women who hold leadership roles. This is referred to as the glass ceiling phenomenon, which is an invisible barrier that prevents women and other minorities from moving into higher ranks in an organization (Dozier, 1988; in Simorangkir, 2017). The glass ceiling phenomenon not only causes obstacles to women's career advancement, but also causes social inequality, poor performance and injustice to women in an organization. These obstacles can also be in the form of an uneven distribution of tasks so that women cannot show their potential at work.

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