2001

Public relations professionalism in Taiwanese and U.S. high-tech companies

Yi Hu

San Jose State University

Follow this and additional works at: https://scholarworks.sjsu.edu/etd_theses

Recommended Citation

Hu, Yi, "Public relations professionalism in Taiwanese and U.S. high-tech companies" (2001). *Master's Theses*. 2220.

DOI: <https://doi.org/10.31979/etd.ng3p-rubj>

https://scholarworks.sjsu.edu/etd_theses/2220

This Thesis is brought to you for free and open access by the Master's Theses and Graduate Research at SJSU ScholarWorks. It has been accepted for inclusion in Master's Theses by an authorized administrator of SJSU ScholarWorks. For more information, please contact scholarworks@sjsu.edu.

INFORMATION TO USERS

This manuscript has been reproduced from the microfilm master. UMI films the text directly from the original or copy submitted. Thus, some thesis and dissertation copies are in typewriter face, while others may be from any type of computer printer.

The quality of this reproduction is dependent upon the quality of the copy submitted. Broken or indistinct print, colored or poor quality illustrations and photographs, print bleedthrough, substandard margins, and improper alignment can adversely affect reproduction.

In the unlikely event that the author did not send UMI a complete manuscript and there are missing pages, these will be noted. Also, if unauthorized copyright material had to be removed, a note will indicate the deletion.

Oversize materials (e.g., maps, drawings, charts) are reproduced by sectioning the original, beginning at the upper left-hand corner and continuing from left to right in equal sections with small overlaps.

Photographs included in the original manuscript have been reproduced xerographically in this copy. Higher quality 6" x 9" black and white photographic prints are available for any photographs or illustrations appearing in this copy for an additional charge. Contact UMI directly to order.

ProQuest Information and Learning
300 North Zeeb Road, Ann Arbor, MI 48106-1346 USA
800-521-0600

UMI[®]

**PUBLIC RELATIONS PROFESSIONALISM IN TAIWANESE
AND U.S. HIGH-TECH COMPANIES**

A Thesis

Presented to

The Faculty of School of Journalism and Mass Communications

San Jose State University

In Partial Fulfillment

of the Requirements for the Degree

Master of Science

by

Yi Hu

December 2001

UMI Number: 1407296

UMI Microform 1407296

Copyright 2002 by ProQuest Information and Learning Company.

All rights reserved. This microform edition is protected against
unauthorized copying under Title 17, United States Code.

ProQuest Information and Learning Company
300 North Zeeb Road
P.O. Box 1346
Ann Arbor, MI 48106-1346

© 2001

Yi Hu

ALL RIGHTS RESERVED

APPROVED FOR THE SCHOOL OF JOURNALISM
AND MASS COMMUNICATIONS

Dr. Kathleen Martirelli

Dr. Kenneth Plowman

Dr. William Tillinghast

APPROVED FOR THE UNIVERSITY

ABSTRACT

PUBLIC RELATIONS PROFESSIONALISM IN TAIWANESE AND U.S. HIGH-TECH COMPANIES

By Yi Hu

This study evaluates and compares the key differences between the practice of public relations in high-tech companies in Taiwan and the United States. The analysis focuses upon cultural, political, historical, and business practices; economic structures; and popular beliefs and their influences on the development of public relations in Taiwan.

The results of the research reveal many differences in high-tech public relations in the United States and in Taiwan. In Taiwan, the job function of public relations practitioners is similar to that of marketing people. Moreover, three-fourths of the U.S. respondents consider public relations to be a profession, while only half of those in Taiwan think it is.

Finally, conclusions and recommendations are made for public relations professionals in Taiwan. They identify key areas of improvement to accelerate the modernization of public relations and to help Taiwanese companies operate effectively in a global environment.

ACKNOWLEDGEMENTS

First of all, my thankfulness goes to the Lord Jesus Christ. His grace is more than sufficient for me to bring my thesis to completion—glory to Him! Secondly, I would like to express my heart felt gratitude to people who contributed to the study. My appreciation is extended to my primary advisor, Dr. Martinelli, for her diligence in helping me with my work. Also, the thesis would not be completed without Dr. Plowman who offered great advise and timely guidance. Finally, a big thanks to Dr. Tillinghast who aided me with the painstaking tasks of creation of the survey and analysis of data.

I would like to thank my family and friends as well. They always stand by me with encouragement and support without any reservation. Moreover, without the friendship, caring, commitment, and prayer of the friends who care about me, whether they are in Taiwan or in the U.S., the idea of this thesis would not have found its way to paper. I am so grateful that the Lord brought us together!

TABLE OF CONTENTS

List of Tables	viii
Chapter 1	
Introduction	1
Differences Between Taiwan and the United States	2
The Purpose of this Study	2
Overview of Methods	4
Organization of the Study	5
Chapter 2	
Literature Review	6
What is Public Relations?	6
Brief Evaluation of Public Relations in the United States	8
Brief Evaluation of Public Relations in Taiwan	11
Cultural and Social Influences on Public Relations in Taiwan	14
Public Relations as a Profession	16
Professionalism	22
Professional Standard Literature	24
The High-Tech Industry and Public Relations	28
Conclusion	31
The Research Questions	32
Chapter 3	
Method	34
Collection of Data	34
Design of the Questionnaire	35
Cover Letter	36
Survey	37
Analysis of Data	38

Chapter 4

Results	39
Description of Sample	39
Dimensions of Professionalism	46
Professional Functions	49
Job Conditions	58
Beliefs and Profession	68

Chapter 5

Discussion and Conclusion	76
Summary	76
Findings of Cultural Differences	78
Comparison to Wu's Research	80
Comparison to Sharkey's Research	81
Conclusion	83
Limitations of the Study	85
Future Research	86
References	87
Appendix	93
I. English Cover Letter and Questionnaire	94
II. Chinese Cover Letter and Questionnaire	102

LIST OF TABLES

Table 1: Demographics of Public Relations Practitioners' Characteristics	40
Table 2: Major Course of Study in College	43
Table 3: Study Concentration Areas and Public Relations Courses	44
Table 4: Differences in Mean Rating of Agreement That a Standard Exists for 12 Dimensions of Professionalism	47
Table 5: Mean Estimates of Opinion for U.S. and Taiwanese Public Relations People	50
Table 6: Comparison of Reasons Why PR Practitioners in the United States and Taiwan Enter into the Public Relations Field	59
Table 7: Comparison of Job Satisfaction of Public Relations Practitioners in the United States and Taiwan	61
Table 8: Comparison of Skills Most Necessary to Become a Public Relations Professional in the United States and Taiwan.....	64
Table 9: Integral Part of the Management Function	67
Table 10: Current Competence and Professionalism of Public Relations People	69
Table 11: Why Public Relations Will Become a Profession	73
Table 12: Countermeasure When Company's Policy Is Detrimental to the Public Interests	75

Chapter 1

Introduction

Wilcox, Ault, and Agee (1998) stated that in Taiwan, public relations has experienced fast growth in recent years, paralleling the economic growth of the country (p. 352). Thus, the consulting function of public relations has expanded considerably in that region (Stevens, 1996). People in management levels of organizations need efficiency and professionalism to deal with other businesses, and public relations programs assist them with these goals. This fact is particularly important in Taiwan because of Taiwan's strong dependence on exports for its economic growth. Consequently, the Taiwanese need to use good communications skills in the trading process. Because Taiwan is still a developing country, many of its administrative and management systems are not yet mature. Therefore, its institutions can benefit significantly from the skills and experiences of public relations practitioners in more developed countries, such as the United States. Only when all people understand the new knowledge and areas of improvement will they have successful business communications of equal standing with that of the West.

Because Taiwan is still a developing country, it is like a sponge: it never stops absorbing new knowledge in every field. Its amazing economic growth is the best proof of this phenomenon. Business trends are moving toward more internationalization and professionalism, so the traditional ideas of business and the organization need to undergo another revolution.

Differences Between Taiwan and the United States

In the United States, public relations is not a new concept. It has become an established profession. Many scholars have performed research on the academic position of public relations. In 1999, an estimated 185 colleges and universities offered degrees or sequences in public relations (Wilcox, Ault, & Agee, 1998). The use of public relations companies and public relations departments in large companies has also become an international trend.

In Taiwan, many people study public relations abroad and in turn bring their newfound knowledge of public relations ideas to student attention in Taiwan. As a result of their efforts, some universities have begun offering public relations classes in mass communications, journalism, and advertising departments (Chang, 1999; Cheng, 1999; Sun, 1997). Moreover, in recent years, more and more Taiwanese have come to the United States to study public relations, resulting in more companies accepting public relations as a valid profession.

The Purpose of This Study

This study seeks to examine the differences between the United States and Taiwan in their respective views of professional public relations. It also seeks to examine the differences and similarities of public relations ideas between the United States and Taiwan and to describe the potential benefits of professional public relations in high-tech companies in Taiwan.

Public relations can become more effective and bring more benefits to Taiwan.

The development of an effective public relations profession not only is possible, but also can bring about a revolutionary change in business organizations. When the idea of public relations first spread in Taiwan, changes had to be made to the U.S. style of public relations for it to be adaptable to Taiwan's society and culture. In order for the concept of public relations to be acceptable according to the standards of Taiwan, good international communications and ideas should be provided to Taiwanese businessmen. More research about public relations in the United States and trying to understand its intention will help Taiwanese people to have a proper attitude toward public relations. Once the Taiwanese people understand the importance of public relations, they will be more open to accepting it.

According to Connelly (1996), the world is shrinking due to a potent mixture of communications technology and economic reform (p. 91). Intercultural communication is an important trend in this process. For this reason alone, it is important to compare the different perceptions of public relations professionalism in Taiwan and the United States and to explain why public relations is viewed differently in each country.

The study gathered textbooks, theses, and periodicals in Taiwan and in the United States that discussed professionalism of public relations. Professionalism can be determined using different standards and measured by acquiring information about education, specialized training, professional involvement, and consideration of cultural diversity (Culbertson & Jeffers, 1992; Grunig, 1990). Some studies have tried to define the profession of public relations and develop guidelines about it (McLeod & Hawley, 1964; Nelson, 1994; Orsborn, 1992; Wright, 1981).

According to Cameron, Sallot, and Weaver-Lariscy (1996) and Sallot, Cameron, and Weaver-Lariscy's survey (1997, 1998) of professionalism standards from 1996 to 1998, educational background, ethical guidelines for client relations, racial/gender equity, salaries, and several management systems and techniques are considered the standards existing across the profession. Still, the training of the public relations practitioner as well as that practitioner's beliefs and values are regarded as very important guidelines of public relations professionalism.

Finally, great uncertainty about public relations professionals' self-image, position, and identification still exist in Taiwan today. Taiwanese people are aware of public relations, but the general public does not really understand what it is. Do public relations practitioners in Taiwan really know what public relations is, especially effective public relations? What do they think "professional public relations" means? How does this compare to the concept of professional public relations in the United States? These are some of the questions and concerns that this study addresses.

Overview of Methods

This study investigated public relations people in 57 high-tech companies in Hsinchu Science-Based Industrial Park (HSIP) and 150 high-tech companies in Silicon Valley. The selected companies are located in the high-tech centers of Taiwan and the United States. Through personal interviews and questionnaires, the researcher gathered comments and evaluated the professionalism of public relations personnel in each country. The results were compared with Sharkey's (1980) and Wu's (2000) surveys regarding the professionalism of public relations personnel in the United States and Taiwan.

Organization of the Study

Chapter One provides an introduction to the state of public relations in Taiwan and in the United States as well as an overview of the differences in public relations practice in these two countries. Chapter Two is a review of pertinent literature.

Chapter Three presents the methodology used in the study. This includes the selection of data, design of questionnaires, and method for surveying public relations practitioners in Taiwan and the United States.

Chapter Four presents, discusses, and analyzes the findings gathered from the responses. Finally, Chapter Five summarizes the study and evaluates the benefits and limitations.

Chapter 2

Literature Review

Literature on public relations exists in many textbooks and periodicals. The textbooks in Taiwan and the United States provide an overview for the evaluation and definition of public relations. Many articles and studies have been collected from *Public Relations Quarterly*, *International Public Relations Review*, *The Public Relations Strategist*, *Front Line 21*, *Public Relations Journal*, and *Public Relations Review*. The articles provide various views of public relations practitioners and professionals that show both theoretical and practical aspects of public relations. This research examines only public relations literature related to themes of public relations professionalism, including whether public relations is a profession and what the conditions of being a profession are.

What Is Public Relations?

“Public relations” is a controversial term. *Webster’s New Twentieth Century Dictionary* (1976, p. 1456) offers this definition: “relations with the general public through publicity; those functions of a corporation, organization, branch of military service, etc., concerned with informing the public of its activities, politics, etc., and attempting to create favorable public opinions.” Scholars, however, define “public relations” in different ways. More recently, U.S. scholars Grunig and Hunt (1984) wrote, “public relations is the management of communication between an organization and its publics” (pp. 6-7). In other words, public relations is an organized effort to establish and maintain mutual understanding between organizations and the public.

Other scholars agree about the management function of public relations. Cutlip (1985) wrote that public relations is a management function. It can evaluate public attitude, identify the policies that are related to personal and organizational benefits, and develop plans and campaigns to gain the public's understanding. Similarly, Harlow (1988) stated that public relations is a distinctive management function that helps to establish and maintain mutual lines of communication, understanding, acceptance, and cooperation between an organization and its public. Harlow also wrote that "public relations involves the management of problems or issues, helps management respond to change, serves as an early warning system, and uses research and communication techniques as its principal tools" (p. 9).

Some Taiwanese researchers also have tried to define public relations. Tsang (1988) said that public relations is simply communication – it is the process of communicating with different organizations and groups to enhance understanding and provide mutual benefit. Public relations also can be more than mere communication. Yuan (1989) said that public relations is a tool of management, communication, and marketing and that it can increase people's interest by two-way communications and cater to the public's interests. Wang (1983) said that public relations is a philosophy of management. In other words, it is a process to get the agreement of the public by effective two-way communications and successful management. In another definition of the field, public relations functions as a form of social engineering and combines business strategy, marketing, management, communications, industry relations, psychology, social practice, and social responsibility (Sun, 1997; Tsai, 1996).

All the definitions of public relations are similar, whether in the United States or in Taiwan: public relations is a bridge to communications between organizations and the public. Through two-way communication, firms can convey their message to and get a response from the public. In other words, public relations tries to find the balance point between organizations and the public and provides benefits for both sides.

Brief Evaluation of Public Relations in the United States

According to Baskin and Aronoff (1988), the area of public relations is a relatively new development in the history of the United States. Although public opinion has long been a factor of life, the concept of public relations only developed within the past 100 years. The United States has always had and still retains its position as the ideal environment in which to establish public relations; thus, public relations can be said to be “made in America” (p. 24).

Canfield and Moore (1973) also contended that public relations is peculiarly a 20th-century U.S. phenomenon. According to Wakefield and Cottone (1992), the phenomenal growth in the public relations field began in the 1960s. It continued through the recession years of the 1970s and into the relative affluence of the 1980s. The changes over the past 20 years, such as the expanding respect for public relations’ management counseling and the issues of management functions, have been numerous.

Public relations also has undergone significant professional development in the past few decades. Broom and Dozier (1986) reported that a pattern of professional development revealed shifts in dominant roles from 1979 to 1985. Since that time, the percentage of practitioners in their panel whose work emphasized management roles

increased from 71% to 81%. Conversely, those occupying technician roles decreased from 29% to 19%. The greater management role meant higher income, more participation in decision-making, and greater job satisfaction. Falb (1991-1992) said that “public relations is fast moving in the direction of being part of the management process” (p. 44).

Despite the growing role of public relations in the management process, some people have contended that other, more important challenges will face public relations professionals in the future. Dowling (1990) wrote that the challenge for public relations professionals will not be to get management’s attention, because public relations professionals will gain more recognition in the 1990s. Dowling instead contended that the real challenge will be to keep up with the demands made on public relations professionals in an increasingly complex and global world – a world in which the public relations function may well spell the difference between success and failure.

Stevens (1996) stated that, as with various other components of today’s society, the rate of evolution in public relations has grown in the past few decades. Hamilton (1999) also noted the evolution of public relations. He said that the world was a lot simpler 30 years ago. According to Hamilton, in the 1960s, if professionals got public relations wrong, it did not really matter too much; however, in the future, if professionals do not pay attention to public relations, it may cost them their business or even their career (p. 36). Public relations formerly did not revolve around defending reputations or handling very elaborate issues under the sharp, suspicious eye of the public. In today’s corporate world, most organizations already have encountered crisis events in business life. These predicaments can become known to the media in a matter of hours and result

in dire consequences for the reputation and credibility of an organization, not to mention its products, services, shareholders, and employees. The business of public relations as a whole relates to protecting one's reputation systematically. The gap between corporate and product reputation gradually diminishes as U.S. consumers' demands escalate.

In the 21st century, public relations is becoming increasingly important. The dot-com age holds significant implications for the way people practice public relations and their concerns for it. Many people believe that the current era will be the equivalent to a golden age of sorts for experts in the communications area. According to Greece (2000), technology will not replace person-to-person interaction. Constructing individual relationships will remain of value to practitioners in the communications area. As businesses rise to the challenge of reaching an increasingly diverse public, public relations will similarly rise in value. This new century brings with it the opportunity for the flourishing of public relations.

The increased demand for public relations services exists around the globe (Sutherland, 2000). A majority of the top 15 international public relations services have expanded over 20% annually in recent years. More than half of this growth is a result of organic increase, even without procurements, factors that have kept the trade media making wild conjectures in the past year. This growth demonstrates how much the market has begun to need more and more public relations professionals worldwide. It is an irresistible trend. As the largest economic entity in the world, public relations in the United States is a developed concept and highly valued by corporations now.

Brief Evaluation of Public Relations in Taiwan

To most Taiwanese, “public relations” has been an alien concept. However, several scholars recently have begun to study and analyze public relations in Taiwan. Chang (1999) wrote that public relations first arrived in Taiwan in the 1950s. After a bitter loss to the Communists in 1949, the Republic of China government sought refuge in Taiwan. Shortly afterward, the government reviewed the reasons for its excruciating loss and attempted reformation. Some government officials suggested that public relations efforts from the U.S. government might prove helpful in the attempt of the government to restore order. Therefore, public relations fell into place in Taiwan with the aid of the government (p. 68).

According to Sun (1997), political institutions and corporations value public relations a great deal. They use it to communicate with the citizens and help the government get new policies started (pp. 25-26). In 1956, the Chinese Public Relations Association (CPRA) was created. The purpose of the CPRA is to strengthen the bonds among practitioners, to study public relations, to advance public relations campaigns, and to promote the growth of commerce and a rise in democratic spirit (Chung, 1993).

Cheng (1999) wrote that the CPRA is the most important academic organization for promoting public relations. The CPRA issued books and magazines, which helped the general public, students, and public relations professionals to gain more accurate knowledge about public relations (p. 77). Although Taiwan has more than a 50-year history of public relations, most Taiwanese people do not have a clear concept of what public relations is and how it helps to improve relationships between an organization and the public.

Kong and Tsang (1991) stated that at the end of the 1980s, Taiwan's society had already undergone a radical transformation. The abrogation of martial law encouraged the birth of democracy. As a result, the voices of the public attained the chance to affect society's perceptions. The birth of consumerism and competitive markets encouraged enterprises to ascertain an appropriate method for communications with both consumers and investors. As a result, public relations began to shine.

The year of 1987 marked a turning point in the history of public relations in Taiwan, according to Huang (1994). Before that, only five or six public relations firms existed there. From 1989 through 1991, about seven public relations establishments were formed annually. By 1993, 50 public relations firms competed with one another on the island. Within a few years, the number of public relations firms had increased eightfold. Additionally, many corporations set up their own public relations departments. From Tsai's vantage point (1996), the 1990s proved to be a critical moment of public relations growth in Taiwan. The concept of public relations had been introduced to the Taiwanese at an opportune moment. The change in the macro-environment allowed for the rapid development of public relations (p. 268).

Today, Taiwan has more than 100 public relations firms, and eight universities offer public relations classes in mass communications departments. The number of Taiwanese students who are going to the United States, France, and the United Kingdom to get public relations and associated degrees is also increasing. The general public's understanding of public relations has shifted from mere social engagements and casual talks to the functions of counseling and publicity (Chang, 1999, p. 72). The facts show that public relations has become a more acceptable concept for the Taiwanese.

Some scholars in the United States also have studied the development of public relations in Taiwan. Hinkelman (1994) said that a number of Taiwanese agencies have sprung up in the past few years to take advantage of the increasing import market. These public relations firms can establish a company's name in the competitive market, build its reputation through corporate sponsorships and community enrichment projects, spread the word about the company's product, assist with labor relations, and lay the groundwork for financial assistance (p. 150).

In addition, Wilcox, Ault, and Agee (1998) pointed out that for the past two decades, Taiwan has sought a decent public relations campaign and has invested \$4.5 million over three years in Washington lobbying firm Cassidy & Associates in the United States. Thousands of U.S. political, industrial, education, and civic leaders have toured Taiwan as guests of the government (p. 354).

According to the preceding statements, Taiwan's public relations already has improved significantly and has received the attention of the nation. However, Taiwan still has a lot to learn and must work hard to attain professionalism. For example, most public relations people in Taiwanese companies are senior administrators who have administration or marketing backgrounds. They are familiar with policy and procedural operations of every single event, but they lack the particular skills of public relations and neglect the main concerns of the field. This lack of professional skill leads to professional encroachment, that is, the assignment of professionals from outside public relations to manage public relations (Dozier & Lauzen, 1990). This phenomenon in Taiwanese companies is very common. Although corporate public relations has existed in Taiwan for several years, the general public, and even corporations, misunderstand the

concept of public relations. Most of them regard public relations merely in its technical aspects, such as media relations and press releases or social activities. Some people even think of public relations practitioners as receptionists or salespeople (Chang, 1998; Tsang, 1988).

Effective public relations professionals should have knowledge about the inner and outer workings of their company. Public relations professionals should be proficient in public relations strategies and become expert in management. Chung (1993) wrote that social changes in Taiwan had resulted in the emergence of more public relations issues to be dealt with; public relations professionalism will thus face tougher challenges as the field matures in Taiwan.

Cultural and Social Influences on Public Relations in Taiwan

The trends of internationalization and globalization have played a remarkable role in shaping the field of public relations. In an attempt to better understand public relations theory and practice, scholars reflect on practices in many parts of the world. Asia has become one of the most fully explored regions of the world in public relations scholarship (Wu & Taylor, 2000, p. 1). Sriramesh (1992, p. 209) diagrammed the social, cultural, and management contexts that shape public relations and suggested that any study of public relations in an international setting must include a discussion of the social, political, economic, and cultural conditions of that nation. Grunig (1992) proposed that background is a key factor affecting public relations practice and that public relations practice itself is predetermined by environmental factors. Hofstede (1984) also argued that all work practices are influenced by certain cultural factors.

Taiwan's early history of engendering Chinese, European, and Japanese imperial interests and its later period of modern economic development are largely results of the island's geography, physical size, and location. Geographically, Taiwan is located near Japan, the industrial pioneer of Asia. Taiwan is also close to China, the country with the most traditional civilization and the largest population in Asia. If it had not been located close to the central coastal provinces of China, Taiwan would never have become rich and successful (Klintworth, 1995, p. 8). These coastal provinces have traditionally served as the nexus where the Pacific interests of Japan, China, and the United States meet. In addition, if Taiwan had fallen under direct mainland Chinese control, it would never have become a powerful economic entity.

Taiwan's economic structure has been greatly influenced by its earlier occupiers. The economic structure also was affected by China's conservative culture and benefited from the West's free economic policy. The organization of business in Taiwan has been influenced by the United States in recent decades as well. Chung (1993) wrote that the generation of modern public relations ideals in Taiwan was substantially influenced by social changes in Western democratization and the rise of republics, in addition to the brand new public relations concept from the United States.

To join international trade associations such as the World Trade Organization (WTO), Taiwan needs a public relations department within its organizations to consult with public relations departments of those other international organizations. If Taiwan wants to build its international position, it needs to use public relations strategies, public relations departments, and public relations firms.

Most Taiwanese companies are small businesses and are run by a family. Few companies are large, and they also tend to be family owned. However, these companies are not the motivating forces behind the economy the way their counterparts in Korea and Japan are. Often a senior family member, usually a male, is the primary decision maker for a Taiwanese company. Promotions are typically based on a combination of connections and skills. Skills are more important in the private sector, while connections play a greater role in the public sector (Dunung, 1995). Because many Taiwanese companies are small, they do not like to spend money on marketing, advertising, and public relations. They usually have a very steady channel for selling their product. Also, these businesses tend to trust the senior persons rather than a public relations professional. Thus, the public relations tradition has never existed historically in Taiwanese corporations.

Furthermore, drinking and dining are special business customs in Taiwan. Drinking and dining can last for several hours. Most business agreements are made at the dinner table, not at the conference table. At a banquet, a businessperson who can drink more always has a better chance of winning the deal. However, in order to succeed in the international market, Taiwanese companies need to learn about other business cultures and customs. Public relations companies would be ideal to help them in this task. Therefore, the education of professional public relations practitioners should be seriously pursued.

Public Relations as a Profession

Is public relations a profession? This question is actually an issue under dispute among scholars in the field. According to Bernays (1989), public relations is a modern-

day profession. By his definition, a profession is an art applied to a science in which the public interest rather than monetary motivation is the primary objective. Public relations has a literature of some 6,000 items, another criterion of a profession. Public relations has its associations in which members may exchange principles, techniques, and methods. It has a code of ethics defined by its associations. Furthermore, it has its educational facilities in both the United States and other parts of the world (p. 16).

However, Wilcox, Ault, and Agee (1998) believed that public relations does not qualify as a profession because it does not have prescribed standards of educational preparation, a mandatory period of apprenticeship, or state laws that govern admission to the field. The difficulty of ascertaining what constitutes public relations also adds to the confusion about professionalism. As a result, a major barrier to professionalism is the attitude that many practitioners themselves have toward their work. Besides, many public relations practitioners narrowly define professionalism as the ability to do a competent job of executing the mechanics of communication. Because of the lack of self-esteem in the public relations profession, the public relations spirit is damaged and cannot be brought into full play.

It is also argued that public relations does not serve distinctive functions such as law and medicine do. Ingram (1975) said that public relations has problems that other staff functions such as law, finance, and engineering do not have. People who fill top public relations or communications jobs come from any number of disciplines, and this

fact tends to weaken the function and creates the impression that anyone can do the job of public relations.

According to these scholars, public relations is viewed sometimes as a profession, sometimes as a trade, and sometimes as an emerging profession. Arguments for conferring professional status on the field suggest that public relations professionals, like lawyers or physicians, desire to serve society to the best of their abilities. Public relations is seen as a profession by those who acknowledge that it uses special knowledge, tools, and techniques to support positions and leaders who are working to better the lot of humankind and that it teaches clients and the public to think in terms of the public interest. Bernays (1989), perhaps the most vocal supporter of professional status, argued that because public relations has the legitimate purpose of advocacy, it fills an important social function. Although many writers defend public relations' professional status, most simply assume it and make offhand references to the "profession of public relations" or to the "public relations professional" (Ferre & Willihnganz, 1991, p. 11).

Newsom and Siegfried (1981) have a different opinion. Achieving understanding and knowledge of the policies and performance of the organization is the task of public relations in the professional sense. Public relations in the professional sense involves communications skills, expertise in dealing with the media and knowledge of mass communications, the dynamics of public opinion, and the principles of persuasion. Professional public relations is not simply preparing publicity releases or writing

advertising copy. Professional public relations is an art and a science that involves analysis and judgment, counseling and planning, and writing (p. 2).

Many scholars believe that public relations may still be working to establish its own identity. Hallahan (1993) argued that public relations is preparadigmatic in that at least seven basic models exist in which public relations presently competes for legitimacy. This paradigm struggle demonstrates that public relations is still looking for its professional identity (pp. 197-205). If the public relations field does not properly educate its future practitioners to be leaders, it will not have a future. Eventually, it will deteriorate and decline in prestige and public esteem (Black, 1979, p. 44).

Wylie (1994), a former professor at California State University, Long Beach, believed that public relations should become a profession and that it can. However, it will not get there through self-anointment or self-proclamation. Stevens (1996) said that a major challenge for public relations professionals going forward is to differentiate the activities of professionals from those of nonprofessionals.

Others argue that public relations should achieve the status and recognition of a profession in the coming years, largely as a result of the efforts of the Public Relations Society of America (PRSA) in establishing a code of ethics and of an accreditation program to raise the professional standards and improve the practice of public relations (Canfield & Moore, 1973, p. 19).

Some provide guiding principles to help public relations work toward becoming professional. Banks (1995) stated that in order to attain true professional status, public

relations practitioners and educators must undergo the tedious process of creating accredited graduate programs that specialize in communications theory, research, ethics, and effective practice. Humanities and social sciences should be emphasized in undergraduate education for public relations students. A state certification or licensing mechanism should be established, similar to what is now required for the medical and legal professions. National boards of practitioners should govern oversight of licensing. With such demanding professional education and licensing procedures in place, PRSA could become the core professional organization representing 100% of practitioners (pp. 119-120).

In terms of education, students should study major deontological and teleological theories in terms of the counseling and advocacy functions of public relations and in the context of in-house, agency, and counseling models. Students should also distinguish public relations from journalism and see ethical public relations in light of issues of professionalism and theories of communications (Bivins, 1991, pp. 39-44). Moreover, Banks (1995) stated that it is essential for cultural awareness and sensitivity to be incorporated into university curricula in which future public relations professionals are taught. In addition, public relations students should be educated on the concepts, values, assumptions, and research methods of all significant communications theories, including social-interpretivism. Reforming the existing public relations curriculum and its usage so that it is more receptive to the multicultural world in which it functions will obviously create dissatisfaction among educators and practitioners. However, corporate and agency

executives and academic administrators must welcome diversity among their consultants, employees, faculty, and students by recruiting people and looking for new ideas that challenge the status quo.

Hainsworth (1993) described three important steps that have been taken to provide professional credibility to the practice of public relations: (1) the founding of the PRSA in 1948, (2) the process of professional accreditation begun in 1965, and (3) what would appear to be a somewhat aborted effort to certify academic programs in public relations. Certification of public relations professional educational programs is not only desirable; it is as necessary to true professional development as is accreditation. The PRSA should push certification of public relations programs with vigor, and a certified public relations education should be directly linked to accreditation and to full membership in PRSA. A professional education is the door to full professional practice, and public relations programs in higher education must be certified and recognized as the foundation of true professionalism.

Some scholars think that accreditation can help practitioners to achieve a level of professionalism. Hearle (1996) stated that preparation for an accreditation exam will provide public relations people the opportunity to review the extensive and growing body of knowledge that has developed over the last century for the professional practice of public relations. Also, an exam allows public relations professionals to review which areas of public relations practice they know well and which knowledge areas should be strengthened.

According to Sutherland (2000), in today's business climate, many companies and organizations exist in every marketplace ready to pay good money for professional help with their public relations. According to Sutherland, it makes very little business sense to spend valuable time trying to convert a client or a boss who still does not know what public relations is or does not understand why a company should pay for it. If someone does not know those things by now, that person will either learn or fail very soon. The trend has meant pressure on existing public relations staff and has increased the need to bring in and train more public relations professionals. Thus, public relations today plays a very important role in business.

Professionalism

This study used a questionnaire to compare professionalism of public relations people in high-tech companies in the United States and in Taiwan. Professionalism can be determined using many different standards. Grunig (1990) stated that professionalism is measured by asking about the education, specialized training, and professional involvement of members of the public relations staff. Professional involvement includes membership in professional associations, attending meetings of those groups, and holding offices in them. All of these measures were included in Grunig's questionnaire to help answer the research questions as well as to explore her hypotheses (p. 134).

Research by Culberson and Jeffers (1992) concluded that true professionalism in public relations is distinguished by the analysis of a client's social, political, and economic contexts. Social contexts, they argue, comprise cultural beliefs, community

contacts, and individuals' interpretive frames of reference; two of the relevant political contexts they identify are status differentials and political power. For Culberson and Jeffers, true professionalism includes a central consideration of cultural diversity as well (pp. 53-66).

In the 50 years since public relations “declared its independence from its shoddy parents—press agency and ballyhoo” (Bateman, 1957, p. 6), it has made great strides toward professionalism. Similarly to architecture and engineering, public relations borrows information from other fields and applies it to concrete situations. However, in contrast with these professions, public relations deals with human beings, and a moral implication to actions exists. Before public relations can be a full-fledged profession, it must develop a philosophic structure to serve as the source of its ethics. Defining public relations as merely propaganda or persuasion will not lead to this goal.

Professionalism in public relations arguably has developed more out of practical means than out of ideal forms. Survival among contemporary organizations is a function of willingness and ability to meet the demands of multiple stakeholder groups concurrently. Better informed and increasingly critical, these groups have been imposing ever more stringent definitions of economic and social responsibility on every organization (Brody, 1988, p. 4).

According to scholars, professionalism is a trend in public relations. It is not ideology, but a sober truth. People need professional knowledge to remain in their

positions. To become true professionals, public relations people have to train themselves and take an initiative to learn more to help their work.

Professional Standard Literature

Some studies have tried to define what is professional in public relations people and to develop guidelines for research questions. Mcleod and Hawley (1964) listed eight criteria for professionalism: (1) it must perform a unique and essential service, (2) it must emphasize intellectual techniques, (3) it must have a long period of specialized training for practitioners to acquire a systematic body of knowledge based on research, (4) it must be given a broad range of autonomy, (5) its practitioners must accept broad personal responsibility, (6) it must place a greater emphasis on service than on private economic gain, (7) it must develop a comprehensive self-governing organization, and (8) it must have a code of ethics that has been clarified and interpreted by concrete cases.

Mcleod and Hawley designed a questionnaire with 24 measurable job characteristics. The questionnaire was used by Mckee, Nayman, and Lattimore (1975), Wright (1978), and Person (1987) for their surveys of public relations practitioners. Generally, the studies found that public relations practitioners had greater professional value than before. Furthermore, Wright (1981) developed other criteria for public relations practitioners, including intellectualism, a code of ethics, a comprehensive self-governing organization, greater emphasis in public relations on public service rather than on self-interests such as profit, performance of a unique and essential service based on a

substantial body of knowledge, broad autonomy, and having practitioners guided by altruism (p. 51).

The views offered in the trade literature and the results of empirical studies in the academic literature suggest a number of facts of professionalism in public relations. These are ethical guidelines, accreditation, and writing/editing skills and are considered to be well-established standards. Licensing, location of public relations on the organizational chart, and inclusion of public relations in the dominant coalition were viewed as most lacking in a standard of professional performance (Sallot, Cameron, & Weaver-Lariscy, 1998).

In addition, Nelson (1994), head of the Public Relations Division of the Association for Education in Journalism and Mass Communication, offered five major characteristics of professionalism: (1) professional values, (2) membership in a professional organization, (3) professional norms, (4) an intellectual tradition, and (5) development of technical skills. These five elements serve as a fine summary of initiatives in professional organizations and capture the view of many scholars. Other interdisciplinary guidelines for a profession generally include requirements for (1) a well-defined body of scholarly knowledge, (2) completion of some standardized and prescribed course of study, (3) examination and certification by a state, and (4) oversight by a state agency that has disciplinary powers over practitioners' behaviors (Wylie, 1994, pp. 1-3).

Orsborn (1992), national chairman of PRSA's Professional Service Section, developed ten elements of a successful public relations program for professional services: (1) build consensus within the professional firm, (2) educate the professionals about what public relations can and cannot do, (3) set clear goals and objectives, (4) develop a strategic public relations plan, (5) decide on public relations tools, (6) do your homework, (7) learn how a professional's practice fits into and affects society as a whole and the regional community, (8) develop unusual stories and hooks, (9) know that public relations is more than just a news release, and (10) make sure that the person or firm who is implementing the public relations program is passionate about professional services and professional issues. These elements give public relations practitioners a blueprint on how to succeed.

In Cameron, Sallot, and Weaver-Lariscy's (1996) survey, 60 in-depth interviews were administered to 598 public relations professionals across the United States with a 42% response rate. The results showed that professionals tend to view ethical guidelines, accreditation, and writing/editing skills as well-established standards. Licensing, location of public relations on the organizational chart, and inclusion of public relations in the dominant coalition were viewed as most lacking in a standard of professional performance. The 24 items representing professional attributes factored into eight dimensions: managing activities and skills through goals and objectives, salary, research, roles in the organization, ethical guidelines, education-training, racial-gender equity, and accreditation-licensing.

In Sharkey's (1980) study of the public relations practitioner's self-image of professionalism, she surveyed a random sample of U.S. PRSA members because the PRSA is the major professional association for public relations practitioners in the public relations field and has a further advantage of being readily identified. In Sharkey's survey, only 30% of the respondents thought public relations was a profession. In contrast, Person's (1987) thesis was about the self-image of Norwegian public relations practitioners' professionalism. He chose members of the Norwegian Public Relations Association for his survey for the same reason. The results of Person's study showed that U.S. public relations practitioners have more professional items present in their current job than either Nigerian or Norwegian practitioners.

In Taiwan, few studies about public relations exist. Although Taiwan has a public relations association, it is not well organized, and its scope is not sufficiently broad. It does not generally reflect the situation of the public relations profession in Taiwan. Chiu (1988), Bo (1990), Ding (1991), Chen (1992), Huang (1993), and Tsai (1994) performed surveys of corporate public relations people in Taiwan. A list of the top 1,000 manufacturing industries published annually by *Common Wealth Magazine* or China Credit Information Service, Ltd. was used as the source for the survey samples. According to their studies, Taiwanese public relations has traditionally relied on the close relationships between senior management teams and the press to execute public relations messages. Because of this practice, only a few public relations people get orthodox public relations training from a school and are able to influence management to utilize

appropriate tools to implement public relations effectively in Taiwan. In this environment, public relations agencies and departments cannot bring professional public relations strategies into full play.

The High-Tech Industry and Public Relations

The high-tech industry has developed very quickly in the past few decades. It holds the leading position in the new enterprise culture. Because of the fast growth of high-tech companies, the practice of public relations has to change and adapt to the new environment. Paster (1995), former director of the White House Office of Legislative Affairs who served as an assistant to former President Clinton, argued that the practice of public relations was different in 1995 than it was five years earlier. Technology has developed at an accelerated pace. In order to keep up with it, to successfully penetrate the clutter of the new media, and to effectively reach the immense array of newly defined audiences, new perspectives and new skills are required.

Eilts (1990) agreed that the high-tech industry is changing the face of public relations. She said that rapid expansion, along with the far-reaching implications of new technology for all businesses and for our individual lifestyles, has made high-tech one of the fertile and challenging specialties for public relations practitioners. When high-tech companies create or react to technological changes, the public relations professional must anticipate, define, and communicate the implications of these changes. The tremendously wide-ranging impact of the high-tech industry has mandated that public relations practitioners also begin to look beyond product publicity and to handle areas as varied as crisis management/communications, employee communications, and community and

government relations. It is becoming an absolute necessity for traditional high-tech public relations agencies to begin to gather specialized knowledge and information in areas about which they previously never spent any time learning.

Thompson (1992-1993), president and CEO of Hi Tech Public Relations and founder, president, and CEO of Access Public Relations, stated that to succeed in today's marketplace, more technology companies, and the public relations firms that serve them, are using communications techniques once used exclusively by consumer marketing organizations. These techniques include methods such as extensive consumer research, use of product spokespeople, promotions, and speaker training.

Two additional trends that are occurring in high-technology will have an effect on the public relations industry. One trend is that many of today's high-technology products are rapidly evolving into consumer electronics. The other is that more invisible technologies are being incorporated into traditional consumer products. The obligation of high-tech public relations professionals is to bridge the gap between the technical and consumer marketing worlds.

The most glamorous, high-paying positions in public relations today are in the field of high-tech. High-tech public relations, fueled by potentially lucrative stock options, has become the public relations promised land. The world of high-tech public relations can be a great adventure, especially in California's Silicon Valley. In Silicon Valley's high-tech industry, public relations professionals should help companies understand that public relations is part of an integrated mix of programs that can build their reputation and brands and ultimately help them achieve their Wall Street goals (Kohl, 2000).

Many public relations professionals have noticed the change in public relations. Gronstedt (2000), president of a Colorado-based consulting and training firm in integrated marketing and communications, wrote that the role of public relations is no longer merely to communicate the value of the product and company, but actually to create the value for customers and other stakeholders. Moreover, the implications of the Internet revolution on the public relations profession are as profound as they are irreversible. The Internet is a primary relationship-building tool in public relations. Public relations practice will remain critical in the new process to enhance customer relations.

However, some people see the role of public relations as ever the same. Lordan (1999), an assistant professor at Temple University, argued that technology remains what it has always been—a tool used by public relations professionals to help them do their jobs. New technologies in public relations are not the end of the public relations world. The foundations of good public relations remain the same: anticipating and meeting the needs of clients and the media and providing informed and useful counsel. Solid research, strong writing skills, creativity, and an appreciation for the values of the media and the client's audiences are the backbone of the profession, regardless of how information is packaged.

Sutherland (2000) stated that in technology public relations, the shortage of staff is acute. The technology and dot-com sectors have been magnets for public relations people, who see a once-in-a-lifetime chance to make big money by getting in at the beginning of a fast-growing industry.

Technology also has opened up new communications possibilities, according to Neff (1989), giving the field of public relations a more international focus. As a result, public relations professionals are faced with more and more challenges. This evolution of public relations is in some degree due to social forces and technological developments. The increased responsibilities and greater accountability for public relations actions have caused a careful study of curricula, theory, and professional standards by professional organizations.

Conclusion

The literature described in this chapter provides a variety of definitions of public relations professionalism, including those from the perspectives of the public, management and different cultures. It also shows that the development of public relations is in a more mature and more fixed position, as demonstrated in the prevalence of in recent years. Moreover, it is clear that organizations and corporations are also aware of the importance of good public relations. Effective public relations can bring enormous benefit to organizations, both economically and socially. Thus, professional services of public relations will be a key to success to any organization.

The United States and Taiwan have cultural, educational, and historical differences. The differences in the development processes of public relations and business culture between the two countries affect the operation of public relations in corporations. The educational backgrounds of public relations practitioners also affect their professionalism in the two countries. Those diversities are important factors in the differences between public relations in the United States and in Taiwan.

The Research Questions

The existing research on public relations professionalism reveals that some questions remain to be answered regarding the differences between public relations in the United States and in Taiwan. According to the literature review, the development of public relations in the United States and Taiwan has been different. Public relations has been operating in U.S. corporations for more than 100 years, while the operation of public relations in Taiwan's corporations has only about 10 years of history. Does that mean that the practice of public relations in the United States has reached a more mature and professional stage than in Taiwan? What are the views of high-tech public relations practitioners of each country when considering the degree of their professionalism? What are the different views on professional standards of public relations that these practitioners hold?

Compared to the United States, the education of public relations practitioners as such in Taiwan is not very prevalent. What are the different trainings high-tech public relations practitioners have received in the United States and in Taiwan? How do the practitioners' different backgrounds in public relations affect their profession? Will more education and training enable improvement of the quality of public relations in Taiwan?

In addition, Eastern culture and Western culture have a number of differences. The differences are present not only in people's social lives, but also in their business cultures. What are the different responsibilities of public relations practitioners in correspondence with the different business environments of the United States and Taiwan? What are the most important skills required of public relations practitioners in each

country? The research also seeks to determine the competence and professionalism of public relations people in the United States and Taiwan.

Chapter 3

Method

This study used a questionnaire survey to further information about public relations professionals in corporate public relations departments, in particular public relations departments of high-tech companies in Taiwan and the United States. Silicon Valley is the heart of the high-tech industry in the United States. It has the most high-tech companies and advanced technology of any region in the country. In Taiwan, Hsinchu Science-Based Industrial Park (HSIP) is the center of the high-tech companies. Both locations are reasonably representative of high-tech companies in their respective countries.

The questionnaire was based on Sallot, Cameron, and Weaver-Lariscy's (1996, 1998) survey of professionalism standards and translated to Chinese. The researcher gathered comments and evaluated the professionalism of public relations personnel in each country by comparing with mean rating, t-values, p-values, and averages of their answers. The results were compared with Sharkey's (1980) and Wu's (2000) surveys regarding the professionalism of public relations personnel in the United States and Taiwan.

Collection of Data

The study began by investigating public relations personnel among high-tech companies in Taiwan and Silicon Valley. From January 28 to February 4, 2001, the researcher gathered contact information from Web sites. The surveys with public relations people in Taiwan and the United States were conducted from February 5 to March 5, 2001.

The Web site <http://www.SiliconValley.com> lists 150 high-tech companies in Silicon Valley whose data were provided by the *San Jose Mercury News* and updated in September 2000. This database includes the 150 largest companies in Santa Clara, Santa Cruz, southern San Mateo, and southern Alameda counties on the basis of worldwide revenues. Figures are based on financial reports from each company for its two most recently reported quarters compared to the same two quarters a year ago. The researcher visited the Web sites of the companies and found their public relations contact information. Questionnaires were sent by e-mail and fax to 248 public relations managers and specialists in those U.S. high-tech companies.

In Taiwan, most high-tech companies are based in HSIP, also known as “Taiwan’s Silicon Valley.” Questionnaire distribution and data collection were performed by a graduate student of journalism in Wen-Hua University. The research worker contacted the Public Relations Association of HSIP first. It provided contact information for 38 members who work in high-tech companies in HSIP. The research worker also found the list of HSIP companies on the HSIP Web site. The researcher made phone calls and sent faxes and e-mails to contact 82 public relations people. Eight personal interviews were also held with public relations people who were willing to participate.

Design of the Questionnaire

The questionnaire was based on Sallot, Cameron, and Weaver-Lariscy’s (1996, 1997, 1998) survey of professionalism standards from 1996 to 1998. The questionnaire has three parts. Part one of the questionnaire asked respondents to indicate, across a variety of topics, whether or not a uniform standard exists in public relations. This part

followed the lead of Wright (1978, 1981) by developing a set of questions. The questions consisted of a list of 24 specific performance items, each structured by a five-point Likert-type scale in which 1 equaled “no standard exists/no uniformity at all” and 5 equaled “a widely accepted, generally agreed upon standard exists across much of the profession.” Sample topics included educational background, ethical guidelines for client relations, racial/gender equity, salaries, and several management systems and techniques.

In part two, 45 questions were designed to measure the respondents’ own perceptions of professionalism. The questions were structured by a five-point Likert-type scale in which 1 equaled “strongly disagree” and 5 equaled “strongly agree.” The original researchers pretested all items with a sample of 22 faculty and graduate students to verify their categorical representation. All items were structured by a five-point Likert-type scale in which 1 equaled “no standard exists/no uniformity at all” and 5 equaled “a widely accepted standard.” Intercoder reliability on item classification was 98% to 100% across all 45 statements (Sallot, Cameron, & Weaver-Lariscy 1996, 1998).

Part three included personal demographics and professional description. There were 23 questions. This part was primarily concerned with the background and training of the public relations practitioners as well as their beliefs and values. The updated questionnaire was translated into Chinese and sent to Ming-Yi Wu, a graduate student in the Department of Communication at Rutgers University, to proofread the questionnaires and ensure the accuracy of the translation.

Cover Letter

The cover letter enclosed with the questionnaire asked the respondents to help answer the question “What is your opinion about professionalism?” Public relations

people were asked to spare a few minutes of their time to answer the questions, "Since your company has revealed admirable qualities and your organization has definitely made quite an impression on me." For that reason, "I would be honored to obtain opinions from your organization through the enclosed survey." And last, "If you are interested in the results of my study, it would be a pleasure for me to share the results with you on a confidential basis." Again, "thank you for your participation and assistance. I look forward to hearing from you." The cover letter stated the goal of the survey, why the practitioners' help was needed, and how important their participation was.

Survey

The surveys in previous studies on public relations professionalism were conducted through the mail. The response rates were from 42% (Bo, 1990) to 80% (Sharkey, 1980). Sharkey (1980) sampled 284, with a response rate of 80%; Person (1987) sampled 300, with a response rate of 75%; Chiu's (1988) survey sampled 200, with a response rate of 60%; Bo's (1990) survey sampled 250, and the response rate was 42%. The number sampled in Chen's (1992) survey was 346, and the response rate was 52%. Huang's (1993) survey sampled 437, and the response rate was 65%. Tsai's (1994) sample was 310, and the response rate was 57%. Cameron, Sallot, and Weaver-Lariscy's (1996) sample was 598, and the response rate was 42%. Because of the traditionally low response rate of mail surveys, this study used e-mail and fax combined with personal interviews.

The researcher found the information of the companies on the Internet and contacted the directors of public relations departments of each company by e-mail and

phone. The researcher explained what the research was about and asked the best way to conduct a survey with each company. In the opinion of the public relations directors, it was best for the researcher to send an e-mail or fax or to make appointments for personal interviews.

Analysis of Data

Five-point Likert-type scales were used in part one (24 items) and part two (45 items) of the questionnaire. Excel for Windows was used for the statistical analysis, and a significance level of .05 was set. Using Excel allowed each item to be evaluated based on its mean ratings of the answers from the U.S. and Taiwan respondents. After being compared with the mean ratings, t-values and p-values were evaluated as well. The data is mainly explained by the p-values, which show the significance of differences of professional functions between the high-tech public relations practitioners in each country. (The smaller the p-value is, the more significant the difference of opinions between the groups.)

The 23 questions in part three included personal demographics and professional descriptions. According to the attributes of the questions, some of the answers were evaluated based on their averages, such as age, years in public relations, and so on. Others were calculated by the percentages of each answer checked. The data points out not only the differences of the respondents' opinions in the United States and in Taiwan but also how significant these differences are. All the significant differences are interpreted using cultural and historical views to explore the reasons behind the results.

Chapter 4

Results

This chapter represents the results of the survey questionnaire of public relations practitioners in Taiwan and in the United States. The survey, which consists of 92 questions, was directed toward public relations practitioners' conceptions and standpoints of professional public relations and their background, training, values, and job conditions. This chapter presents the data, compares the differences and similarities, and explains the reason for the results.

Description of Sample

Part three of the questionnaire asked about the personal information of the public relations practitioners. Question one asked the public relations practitioners for their “number of years in public relations.” The average number of years of the 52 respondents in the United States was 5.9 years, and the average number of years of the 35 respondents in Taiwan was 3.1 years. Among the respondents in the United States, the longest time a public relations practitioner had worked in the field was 20 years, and the shortest time was five months. In comparison, for the respondents in Taiwan, the longest time was 11 years, and the shortest time was two months. Another question asked about the number of “years the public relations department has been established.” According to the respondents in the United States, the number of years the public relations department of high-tech companies had been established ranged from six months to 30 years, with an average of nine years. Some respondents said that their public relations departments

Table 1***Demographics of Public Relations Practitioners' Characteristics***

		<i>U.S.</i> (N=52)	<i>Taiwan</i> (N=35)
Years in public relations (mean)		5.9	3.1
Years PR department established (mean)		9	5.6
Age (mean)		32	29.4
Number of PR practitioners in company (mean)		22.1	3.8
Gender:	Male	32%	31%
	Female	68	69
Ethnicity:	Caucasian	68	0
	African American	4	0
	Asian American	16	0
	Hispanic	8	0
	Native American	4	0
	Taiwanese/Chinese	0	100
Highest degree earned:			
	High school diploma	0	0
	Associate degree	2	0
	Bachelor's degree	76	82
	Master's degree	20	18
	Doctorate	2	0
Annual income	\$20,000 to \$50,000	32	*
	\$50,001 to \$100,000	48	*
	More than \$100,000	20	*

* The average annual income of Taiwan's PR practitioners is New Taiwan (NT) \$561,000 (NT\$33 = US\$1). Combining the base salary and the stock bonus, the average annual salary of Taiwan is \$17,000 (U.S. dollars).

were established on the first day the company existed. In Taiwan, the public relations departments had at least a two-year history and at most 10 years, with an average of 5.6 years. The data show that public relations in Taiwan's high-tech companies is newer compared to counterparts in the United States. In Taiwan, only a few experienced people work in the public relations field. Most public relations departments in Taiwan's companies have been established in the past few years.

Comparing the average age of public relations practitioners, those in the United States are slightly older than those in Taiwan. Regarding the "number of public relations practitioners in the company," the results show that the biggest public relations department of the U.S. respondents had 150 public relations practitioners. In Taiwan, the biggest public relations department had 10 public relations practitioners. Most Taiwanese high-tech companies only have one to three public relations people. On average, the number of public relations people in the United States is about seven times more than that in Taiwan in the high-tech fields. According to the research, most of the high-tech companies in the United States are larger than the companies in Taiwan. Thus, the different size of the companies explains why U.S. companies have more public relations people.

Gender and ethnicity are also important issues discussed in previous research. The results show that in both the United States and Taiwan, the ratios of female to male public relations practitioners in high-tech companies is 3:2. The United States is a multiracial country. Thus, the public relations people surveyed in the United States come

from many different backgrounds. Most of the respondents are Caucasian, the second largest ethnicity is Asian American, and the third is Hispanic. In Taiwan, all the respondents are Taiwanese/Chinese, showing that these Taiwanese high-tech companies have no foreigners working in public relations.

Question seven asked about the annual income of public relations people in the two countries. About half of the respondents in the United States answered that their annual income was between US\$50,001 and US\$100,000. Only one out of five respondents answered that their income was more than \$100,000. In Taiwan, people usually calculate their income by the month. People who work in publicly traded companies in HSIP also can obtain stock options. Thus, the annual income of the Taiwanese public relations people would be 14 months' base salary plus stocks and bonus. According to the responses, the average of the public relations people's income was New Taiwan (NT)\$576,000, which is equal to US\$17,000 (NT\$33 = US\$1). Although there appears to be a wide gap in the salaries between the public relations people working in the United States and those in Taiwan, the price index, tax, and level of consumption in Taiwan are much lower than those in the United States. Therefore, the income of public relations practitioners in Taiwan is not as low as it initially appears in comparison.

Several questions concerned the public relations practitioners' educational background. (See Table 2.) First, the respondents were asked to check their "highest degree received." The majority of both the U.S. and Taiwanese respondents had a

Table 2
Major Course of Study in College

<i>Major Course</i>	<i>U.S.</i> (N=50) %	<i>Taiwan</i> (N=31) %
Journalism	28%	13%
Public relations	16	3
Mass/speech communications	10	7
Communications	6	0
English	8	7
Marketing	6	3
Political science	6	7
Economics	6	3
Biology	2	0
Engineering management	2	0
Graphic design	2	0
International study	2	0
Liberal arts	2	0
Photo graphics	2	0
Writing	2	0
Business	0	26
Chinese	0	13
Education	0	3
Finance	0	3
History	0	3
Law	0	3
Psychology	0	3
Sociology	0	3
<i>Total</i>	100	100

Table 3***Study Concentration Areas and Public Relations Courses******Study Concentration of Journalism Majors***

<i>Concentration</i>	<i>U.S. (N=14) %</i>	<i>Taiwan (N=4) %</i>
News reporting	29%	75%
Advertising	14	0
Public relations	50	0
Radio-TV	7	25
Photography	0	0
Other	0	0
<i>Total</i>	100	100

Taken Any Course in Public Relations?

	<i>U.S. (N=50) %</i>	<i>Taiwan (N=35) %</i>
Yes	62%	29%
No	38	71
<i>Total</i>	100	100

bachelor's degree, and some also had a masters' degree. The next question asked about their major. In the United States, most of the respondents were journalism majors, while the others majored in public relations, mass/speech communications, and communications. Those respondents with mass communications-related majors made up 60%. Others, such as English, marketing, and political science, also played important roles. In Taiwan, most of the respondents were business majors. People with mass communications-related backgrounds made up 23% only. Among the public relations practitioners with journalism majors, half of the U.S. respondents concentrated in public relations, and one-third of them concentrated in news reporting. In Taiwan, three-fourths concentrated in news reporting. None concentrated in public relations.

Taiwan's educational system is different from that of the United States. Only a few universities offer a public relations concentration in a journalism program. Public relations classes are only offered in mass communications, journalism, and political science departments. (As mentioned before, public relations originated in Taiwan with the aid of the government. Previously, public relations was seen as a strategy of political science.) In addition, students have many limitations if they want to take courses not offered in the department in which they study.

In the next question, which asked whether participants had "taken any course in public relations," the results showed that only 29% of the respondents in Taiwan had taken public relations classes. Most of them were mass communications-related majors or political science majors. In other words, more than 70% of public relations

practitioners at high-tech companies in Taiwan never received any formal education in public relations. On the U.S. side, two-thirds of the respondents had taken courses in public relations. This indicates that public relations practitioners in the United States may have more professional knowledge than those in Taiwan.

Dimensions of Professionalism

Part one of the questionnaire concerned the standards of professionalism in public relations. The questionnaire stated that “we would like to know your opinions on whether or not there are any uniform standards that exist in public relations.” “Please tell us if you believe there is a widely recognized standard, no standard at all, or something between.” The respondents from the United States and Taiwan were asked to circle one number in each of the statements, with 1 equaling “no standard exists/no uniformity at all” and 5 equaling “a widely accepted, generally agreed upon standard exists across much of the profession.” Respondents tended to view ethical guidelines, accreditation, and writing/editing skills as well-established performance standards.

According to the data, the greatest significant difference of opinion regarding professional standards concerned research strategies, specifically: “Research strategies for campaign planning,” “Research strategies for program evaluation,” and “Research strategies for program implementation.” The results showed that the existence of a standard of research strategies in public relations jobs is more widely accepted in Taiwan than in the United States. In Taiwan, there always have been uniform standards of research strategies in public relations.

Table 4
***Differences in Mean Rating of Agreement That a Standard Exists for
12 Dimensions of Professionalism***

<i>Professional Standard</i>	<i>U.S. (N=52) Mean Rating</i>	<i>Taiwan (N=35) Mean Rating</i>	<i>t-value</i>	<i>p-value</i>
Ethical guidelines for client/practitioner relations	3.8	3.0	2.55	.01
Ethical guidelines for media relations	3.6	2.9	2.51	.01
Technical skills—writing and editing	3.3	3.7	1.84	.05
Documented accountability of public relations to clients/employers	3.2	3.8	2.53	.01
Management skills	2.9	3.5	3.42	.001
Salaries for technicians	2.9	2.2	3.07	.01
Salaries for management	2.9	2.5	2.28	.05
Research strategies for campaign planning	2.8	3.6	3.77	.001
Technical skills—graphics and production	2.8	2.2	2.94	.01
Research strategies for program implementation	2.8	3.3	2.14	.05
Budgeting skills	2.8	3.3	2.07	.05
Research strategies for program evaluation	2.7	3.3	2.43	.01

Each item was rated on a scale from 1 to 5, with 1 being "no standard exists/no uniformity at all" and 5 being "a widely accepted, generally agreed upon standard exists across much of the profession."

Ethical guidelines are another standard discussed in the research. The standards included “ethical guidelines for client/practitioner relations” and “ethical guidelines for media relations.” The results show that ethical guidelines for client/practitioner/media relations in the United States are more developed, mature guidelines than those in Taiwan. The guidelines provide a principle for public relations practitioners to follow. The formalized guidelines are indicators of professional public relations.

The standard for salaries included “salaries for technicians” and “salaries for management.” The degrees of the respondents’ opinions about the salary standards were under 3.0 for both countries. The results show that salaries do not really have a uniform standard in present-day public relations. Comparing the means of their answers, public relations practitioners in Taiwan agreed less about the existence of a salary standard in public relations, regardless of whether the salary was for management positions or technician positions.

Many standards of “skills” were discussed in the questionnaire. These skills included “management skills,” “technical skills—graphics and production,” “budgeting skills,” and “technical skills—writing and editing.” The results of the t-test showed that many differences in the standards of skills exist. In other words, all the skill standards in this part showed significant differences between the United States and Taiwan. Budgeting and management skills were viewed as more standardized in Taiwan and technical skills in graphics more standardized in the United States. Even technical skills such as editing were seen as somewhat more standardized in Taiwan.

The statistical results of this part of the questionnaire showed the differences of the professional standards of public relations in the United States and in Taiwan. The series of questions concerned the standards of public relations professionals in both countries. In the United States, ethical guidelines construct principles for public relations practitioners to follow. In Taiwan, research strategies play more important roles and are an established standard for public relations people.

Professional Functions

Part two of the questionnaire compared the opinions of high-tech public relations practitioners in the United States and in Taiwan on statements concerning professional functions of the job. Respondents were asked to circle a number from 1 to 5, with 1 indicating “strongly disagree” and 5 indicating “strongly agree.” Among the 45 statements, 30 of them showed significant differences in opinion between U.S. and Taiwanese respondents.

The result of the item stating “a public relations practitioner should advocate the client’s perspective, no matter what it is” showed a huge difference in the beliefs of the public relations practitioners in the United States and in Taiwan. In Taiwan, the idea of public relations is viewed as a trick for gaining profit for the clients. For their clients’ greater benefits, unscrupulous means are acceptable unless they are illegal. Public relations acts like “propaganda,” which means “a deliberate and systematic attempt to shape perceptions, manipulate cognitions, and direct behavior to achieve a response that furthers the desired intent of the propagandist” (Jowett & O’Dannell, 1986, p.35). In the result of the item stating “in some instances, a practitioner’s organization has found it

Table 5***Mean Estimates of Opinion for U.S. and Taiwanese Public Relations People***

<i>Professional Function</i>	<i>U.S. (N=52) Mean Rating</i>	<i>Taiwan (N=35) Mean Rating</i>	<i>t-value</i>	<i>p-value</i>
A practitioner should analyze a situation and its possible solutions when making a decision.	4.5	4.1	1.82	.05
Goal setting and development of strategies to meet those goals are important in everyday public relations practices.	4.4	4.0	1.99	.05
A PR practitioner should help an organization respond to its constituents (e.g., stakeholders, employees, publics).	4.4	4.0	1.89	.05
An effective PR department/unit sets measurable objectives.	4.3	3.7	2.72	.01
A public relations practitioner has a responsibility to serve as a liaison between an organization and its publics.	4.3	3.9	2.61	.01
A practitioner is personally accountable for his/her productivity.	4.2	3.2	5.08	.0001
I have direct access to the top management of my organization.	4.2	3.4	3.03	.01
Issue tracking helps to identify future problems that may affect the organization.	4.1	3.7	1.99	.05
The professional organizations' (PRSA, IABC, etc.) codes of ethics are appropriate.	3.8	2.9	5.20	.0001
Intuition is a major part of decision making in PR.	3.6	2.4	5.48	.001
Public relations planning is supported by most organizations.	3.5	2.9	2.92	.01

(continued)

Table5 (continued)

<i>Professional Function</i>	<i>U.S. (N= 52) Mean Rating</i>	<i>Taiwan (N= 35) Mean Rating</i>	<i>t-value</i>	<i>p-value</i>
Social scientific research is necessary for excellence in PR.	3.4	4.1	3.67	.001
A liberal arts degree is appropriate training for public relations.	3.4	2.6	3.63	.001
Public relations in most organizations is part of the decision-making team.	3.4	2.9	1.92	.05
A practitioner's function is not just a job but also a public service to the community.	3.4	3.7	1.62	.05
A marketing degree is appropriate training for public relations.	3.1	4.3	7.01	.0001
It should be left up to the individual to seek training that updates him/her about new technologies in the field.	3.0	4.5	7.53	.0001
Social scientific research is cost-effective in PR companies.	3.0	3.6	2.93	.01
Regardless of race, everyone is being paid the same in the field of public relations.	2.9	4.7	7.94	.0001
Social scientific research is an accurate evaluation of the effectiveness of a public relations company.	2.8	3.8	4.54	.0001
Ethics committees of the professional organizations properly enforce the ethics codes.	2.8	3.4	2.93	.01
The university from which you graduate affects the quality of the professional work you do.	2.8	3.4	2.15	.05
Women and men in the field of PR are being paid equally.	2.7	3.4	3.08	.01

(continued)

Table 5 (continued)

<i>Professional Function</i>	<i>U.S. (N=52) Mean Rating</i>	<i>Taiwan (N=35) Mean Rating</i>	<i>t-value</i>	<i>p-value</i>
A predominance of women in public relations leads to lower salaries for everyone.	2.7	2.1	2.16	.05
Management perceives the public relations role as more of a technician than manager.	2.6	3.2	2.67	.01
In some instances a practitioner's organization has found it necessary to deceive its publics.	2.6	3.1	1.96	.05
Public relations should be a licensed profession.	2.5	3.7	5.23	.0001
My role in my organization is more of a technician than manager.	2.4	2.9	1.87	.05
A public relations practitioner should advocate the client's perspective, no matter what it is.	2.2	3.8	8.67	.0001
A public relations department/unit is too busy putting out fires to develop a long-term strategic plan.	2.0	3.1	5.72	.001

Respondents were instructed: For all questions in this section, please circle a number from 1 to 5 where 1 is strongly disagree, and 5 is strongly agree. Remember, there is no right or wrong answer.

necessary to deceive its publics,” the data showed the same thing. In the minds of the public relations practitioners in Taiwan, deception is not a big deal. It is a proper method by which to operate a business. The duty of public relations practitioners is to pledge loyalty to their companies and carry out the policy, regardless of whether or not it will cause damage to the public. It is interesting to note that the difference between U.S. and Taiwan respondents’ opinion on this statement was only marginally significant.

Another important issue is equality for practitioners of different races and sexes. In the result of the item stating “regardless of race, everyone is being paid the same in the field of public relations,” the data showed that race was not a problem in Taiwan. In Taiwan, the most controversial racial issue is the separation between “native Taiwanese” and “Chinese immigration.” However, no matter how divided the people in Taiwan are because of this political issue, in a purely racial aspect, they are all “Chinese.” In contrast, the United States is a multiracial country. People all over the world immigrate to the United States for all kinds of reasons. Because of the obstacles of language and differences in culture, and even the differences in the color of a person’s skin, public relations people are paid differently. Thus, the different composition of each respective country’s population was the main reason for these results.

Regarding the gender issue, “women and men in the field of public relations are being paid equally” and “a predominance of women in public relations leads to lower salaries for everyone” also showed a significant difference between the United States and Taiwan. According to the data, “equal pay for equal work” seemed to be implemented better in Taiwan. Female high-tech public relations practitioners in Taiwan appeared to enjoy more equal treatment in salary than their U.S. counterparts.

The standard of training and education also showed significant differences between the two countries. The items regarding the standard of training and education include “a marketing degree is appropriate training for public relations,” “a liberal arts degree is appropriate training for public relations,” and “the university from which you graduate affects the quality of the professional work you do.” In Taiwan, not many universities provide public relations courses. In organizations, public relations people often are under the marketing department. In the opinions of the Taiwanese respondents, public relations is a function of marketing. Most public relations practitioners have business backgrounds. Thus, training in marketing is more appropriate than training in liberal arts. However, in the United States, most public relations practitioners in high-tech companies receive a public relations education in college. (See Tables 2 and 3.) They know the importance of the training of liberal arts in a public relations job.

Regarding whether the university public relations people graduate from affects their profession, the respondents in Taiwan agreed more than those in the United States. Unlike in the United States, national universities have better reputations than private universities in Taiwan. Students are assigned to universities and departments according to the grades they receive on their college entrance examination. Because of this system, some organizations only hire graduates from a national university because they believe that people who can study better should also work better. Also, people who receive degrees from good universities are considered to have received a higher quality and more professional education.

In the item stating “public relations should be a licensed profession,” the results showed that respondents in Taiwan were significantly more likely to believe that an

examination and license would ensure the rights and interests of public relations practitioners. The practice of examinations and licenses is a well-established part of Chinese culture. (See Table 5.)

Regarding the efficacy of ethics codes of professional organizations, the items included “the professional organizations’ (PRSA, IABC, etc) codes of ethics are appropriate” and “ethics committees of the professional organizations properly enforce the ethics codes.” PRSA and IABC (International Association of Business Communicators) are unfamiliar phrases to high-tech public relations practitioners in Taiwan because they are U.S. organizations. Thus, U.S. respondents were more in agreement with the professional organization’s ethics code. However, these results do not mean that Taiwan’s practitioners don’t think highly of ethics codes. Taiwan’s practitioners believe that if a professional committee-formulated ethics code exists, the committee will properly force the ethics code. Thus, Taiwan’s public relations practitioners have high expectations for an ethics code. Having an ethics code also is a symbol of a “professional.” Many Taiwanese people misunderstand public relations. If public relations has more integrity with a license system or an ethics code, public relations will gain more respect. Also, public relations will be dealt with as a “profession.”

The standard of accountability and planning included the items “a practitioner is personally accountable for his/her productivity,” “an effective public relations department/unit sets measurable objectives,” and “goal setting and development of strategies to meet those goals are important in everyday public relations practices.” According to the data, U.S. public relations practitioners were given more responsibility

for their work. They had to make a set of plans and evaluate their achievements. Their job entailed a lot of challenges. Their professional knowledge and training would have a chance to be brought into full play. High-tech public relations practitioners in the United States used all kinds of professional skills to achieve goals and review the whole project. In Taiwan, however, public relations lacked the ability to make an independent production plan. The success or failure was the responsibility not of public relations people, but of the whole marketing department. The differences in the work content, work functions, work practices, operation mode, and company organization result in different focuses of the daily job of practitioners in the two countries.

The standards of social scientific research ability included the items “social scientific research is an accurate evaluation of the effectiveness of a public relations company,” “social scientific research is necessary for excellence in public relations,” and “social scientific research is cost effective in public relations companies.” The finding of the data is that the public relations practitioners of Taiwan attached more importance to social scientific research. As mentioned earlier, Taiwan’s public relations is more similar to marketing. The accurate evaluation of social scientific research is a very important measure in marketing. Because of the different role of public relations in the high-tech companies in the United States and in Taiwan, the importance of social scientific research varies.

The standard of roles of communicator included the items: “I have direct access to the top management of my organization,” “a public relations practitioner has a responsibility to serve as a liaison between an organization and its publics,” and “a public relations practitioner should help an organization respond to its constituents (e.g.,

stakeholders, employees, publics).” The organization of companies in the United States and in Taiwan is different. Unlike in the United States, the bureaucrat is a part of many Taiwanese companies. People do not bypass their immediate leadership. Thus, public relations practitioners in Taiwan do not have direct access to top management.

Compared to the public relations professionals in the United States, those in Taiwan act less as communicators between organizations and the public. By this observation, high-tech companies in Taiwan tend to rely on professional public relations agencies to handle their external public relations. The main duty of corporate public relations is to maintain contact with the outside agency and provide information. Therefore, the public relations practitioners in high-tech companies in Taiwan have less interaction and communications with the public.

The standard regarding the public relations position in high-tech companies included the items “public relations planning is supported by most organizations,” “management perceives the public relations role as more of technician than manager,” “public relations in most organizations is part of the decision-making team,” and “my role in my organization is more of a technician than manager.” The results showed the significantly different positions and roles of public relations practitioners in the United States and Taiwan. In the United States, public relations is supported by most organizations and acts as part of a decision-making team. In the opinions of U.S. public relations practitioners and management, the role of public relations is more similar to that of a manager than that of a technician. However, the role of public relations in Taiwan’s high-tech companies is more similar to that of an administrator. The lack of professionalism and lower expectation may help to explain this situation. Given that the

professional function of public relations is doubted, it is difficult for public relations in Taiwan to have a higher position in companies.

Job Conditions

Six questions about the job conditions of the public relations practitioners were included in the questionnaire. Question 12 asked why respondents had entered the public relations field. The respondents were asked to indicate the “top three choices in ranking, number one being first.” Although many public relations people majored in journalism and mass communications-related fields in college, they are capable of doing many kinds of media work. In addition, many respondents studied in different departments in college. Therefore, why they wanted to enter the public relations field was important to the research.

The results showed that the top three reasons why public relations practitioners in the United States and Taiwan entered the public relations field were “career advancement,” “job diversity,” and “chance to do the work I like.” These three reasons made up the top choices of 48% of U.S. respondents and 78% of Taiwan’s respondents. People who entered into the public relations field because of financial rewards were 11% in the United States, much higher than Taiwan’s 2%. According to the comparison of annual income (see Table 1), a gap exists between the remuneration of high-tech public relations people in the United States and those in Taiwan. The data also showed that no respondents in Taiwan chose “job security” as their answer. Regarding “tired of media work,” the response rate of Taiwan was much higher than that of the United States (7%

Table 6***Comparison of Reasons Why PR Practitioners in the United States and Taiwan Enter into the Public Relations Field***

<i>Reason</i>	<i>Top Three Reasons</i>		<i>First Reason</i>	
	<i>U.S. (N=116) %</i>	<i>Taiwan (N=92) %</i>	<i>U.S. (N=49) %</i>	<i>Taiwan (N=35) %</i>
Pure chance	10%	5%	21%	11%
Tired of mass media work	3	7	6	14
Job security	3	0	2	0
Financial rewards	11	2	2	0
Career advancement	17	26	12	23
Job diversity	16	26	18	32
Chance to work with people	8	3	8	3
Opportunity for greater responsibilities	9	9	0	3
Chance to do the work I like	15	22	21	14
Other	8	0	10	0
<i>Total</i>	100	100	100	100

compared to 3%). It should also be noted that the highest rate of the first choice of U.S. respondents was “pure chance,” in which 21% of respondents checked this item as their first choice. However, the calculation of its top three reasons is 10%.

People who chose “other” gave several reasons, such as “tired of working as a professor,” “enjoying messaging influencing,” “chance to utilize writing/oral communication skills to benefit organization,” “interested in public relations,” and so on. (See Table 6.)

Question 13 asked about what “most job satisfaction results from” and gave nine factors to choose from, with the instruction to “please put the top three choices in rank order with number one being first.” Through these questions, the researcher wanted to find out the attractive characteristics of a high-tech public relations job and why the public relations people hold their respective position and enjoy their work. The results of the sum of the first choice and the top three choices of Taiwan were the same. The most common answers were “more recognition” first, “working conditions” second, and “more respect” third. However, few Taiwanese respondents checked the item “financial reward” (6%), and no one selected this item as a first choice. The data can represent the distinguishing characteristics of Chinese culture. In Chinese tradition, a good person is one who has personal integrity and earns the respect of others, not one with financial fortune. The Confucian education has given all Chinese people a philosophy of life. These results also showed that recognition and respect were much more important to high-tech public relations practitioners in Taiwan than financial reward.

Table 7
***Comparison of Job Satisfaction of Public Relations Practitioners
in the United States and Taiwan***

<i>Reason</i>	<i>Top Three Reasons</i>		<i>First Reason</i>	
	<i>U.S. (N=131) %</i>	<i>Taiwan (N=99) %</i>	<i>U.S. (N=48) %</i>	<i>Taiwan (N=34) %</i>
Greater access	10%	5%	12%	0%
More respect	8	21	2	21
More recognition	11	25	12	35
Freedom to make more decisions	19	16	19	6
Working conditions	12	22	15	35
People whom I work with	22	4	19	3
Financial rewards	10	6	6	0
Place of work (geography)	2	1	2	0
Other	6	0	13	0
<i>Total</i>	100	100	100	100

In Taiwan, 20 million people are located on a small island. The population density forms a special ecology. The relationship among people is very close. Every move and every action of people are observed by others. The close attention by others has become a form of peer pressure. People need to gain the admiration and recognition from peer groups. In traditional Chinese families, the elder generation and parents want to have great ambitions for their offspring and children. Having a job that can bring honor to their family is very important.

The top three choices of the U.S. respondents were “people whom I work with,” “freedom to make more decisions,” and “working conditions.” The U.S. culture places more emphasis on individualism. Having a job that they really enjoy is very important to U.S. practitioners. The U.S. public relations practitioners think highly of their working environment, colleagues, and freedom.

Regarding their “place of work,” neither U.S. nor Taiwan respondents considered this to be a key factor for their job satisfaction. In other words, they did not feel that working in Silicon Valley or in HSIP was something to be proud of. Many people (especially engineers) immigrate to Silicon Valley and HSIP for better job opportunities rather than for the location.

Thirteen percent of U.S. respondents chose “other” as their first choice for this question. Their reasons included “wide variety of activities,” “chance to travel,” “seeing it successfully affect my company,” “learning experience,” “ability to use my creative side,” and “coverage obtain/well written work.” According to the data, public relations

practitioners in the United States and Taiwan value very different aspects of their work.

(See Table 7.)

Question 14 asked opinions about the skills most necessary to become a public relations professional. The respondents were asked to indicate “the top three choices with number one being first.” “Rapport with people” and “thinking on your feet” ranked among the top three positions in importance in the view of both U.S. and Taiwan respondents. In the United States, 57% of people made “writing skill” their first choice, and the sum of the top three choices was 28%. In Taiwan, in contrast, no one chose “writing skill” as the first choice, and the sum total of the first three choices was only 2%. That is a very significant difference between the United States and Taiwan.

According to the researcher’s observations, big high-tech companies in HSIP always hire outside public relations agencies. The main duty of the corporate public relations department is to act as a liaison with the outside agency and transmit messages. Public relations departments also have to plan and execute projects. Also, they should keep good relationships with the media and communicate with the outside world. Writing press releases, newsletters, reports, and so on is not their role. Companies authorize outside agencies to deal with the professional writing functions. Thus, according to the data, “thinking on your feet,” “planning,” and “rapport with people” were the top three choices of respondents in Taiwan. In contrast, public relations practitioners in U.S. high-tech companies are professional writers. Writing plays a very important role in their job.

Table 8***Comparison of Skills Most Necessary to Become a Public Relations Professional in the United States and Taiwan***

<i>Skill</i>	<i>Top Three Choices</i>		<i>First Choice</i>	
	<i>U.S. (N=147) %</i>	<i>Taiwan (N=103) %</i>	<i>U.S. (N=51) %</i>	<i>Taiwan (N=35) %</i>
Writing	28%	2%	57%	0%
Planning	11	26	2	29
Logistics	3	13	2	11
Rapport with people	22	25	23	23
Assertiveness	9	0	2	0
Researching a problem	2	4	0	0
Thinking on your feet	15	26	10	37
Speaking ability	7	4	0	0
Other	3	0	4	0
<i>Total</i>	100	100	100	100

Because of the different job functions and job content, the requirements of working skills are different as well.

Some respondents in the United States expressed their own opinions about this question. According to these respondents, the most important skills to become a public relations professional were “attention to detail,” “industry contacts,” and “strategy development.” (See Table 8.)

The next three questions concerned the “management” function of public relations. Through these questions, the researcher planned to find out the current position of public relations in organizational systems. The researcher also tried to determine the general impression toward public relations from participants’ management level and their clients. Question 15 asked “in your present position, does your manager (or clients) consider public relations as an integral part of the management function?” Among the U.S. respondents, about half of them (44%) considered that public relations was “always” treated as an integral part of the management function. Forty percent of them chose “often” as their answer. Only 16% of U.S. respondents answered “sometimes.” None of them chose “rarely” and “never.” The responses showed that public relations in high-tech companies in the United States has been oriented as a management function and that this is a highly accepted idea in businesses. In other words, public relations in high-tech companies in the United States takes on the “management” role.

In Taiwan, the majority of the respondents answered “often” (44%), followed by “sometimes” (29%). People who answered “always” and “rarely” were 12% each. Three

percent of respondents even answered “never.” Compared to the U.S. respondents, public relations people in high-tech companies in Taiwan had less of a management function. The hierarchy and clients did not view public relations people of Taiwan’s high-tech companies as management.

The next two questions concerned the “influence on short term/long term management decisions.” The questions asked the respondents whether they believe that the advice of their public relations department influences “short-term” and “long-term” management decision making. In the United States, 62% of respondents believed that their decisions “always” or “often” influenced short-term management. Sixty-five percent of them believed that their decisions “always” or “often” influenced long-term management decisions. In Taiwan, only 30% of respondents believed that their decisions “always” or “often” influenced short-term management decisions. Only 18% of the respondents believed that their decisions “always” or “often” influenced long-term management decisions. According to the responses of public relations practitioners for each question, the most common answer was “sometimes.” The percentage of respondents who answered “sometimes” for “short-term” and “long-term” management decision making were, respectively, 55% and 53%. (See Table 9.)

The data shows that fewer high-tech public relations practitioners in Taiwan believe they influence management decision making either short term or long term when compared with their counterparts in the United States. As a culture, Chinese people honor senior people. In organizations, senior people usually “sometimes” for “short-

Table 9***Integral Part of the Management Function***

	<i>Public Relations as a Management Function</i>		<i>Influence on Short- Term Management Decisions</i>		<i>Influence on Long- Term Management Decisions</i>	
	<i>U.S. (N=48) %</i>	<i>Taiwan (N=34) %</i>	<i>U.S. (N=50) %</i>	<i>Taiwan (N=33) %</i>	<i>U.S. (N=48) %</i>	<i>Taiwan (N=34) %</i>
Always	44%	12%	14%	3 %	15%	0%
Often	40	44	48	27	50	18
Sometimes	16	29	24	55	31	53
Rarely	0	12	8	9	2	26
Never	0	3	6	6	2	3
<i>Total</i>	100	100	100	100	100	100

term” and “long-term” management decision making were, respectively, 55% and 53%.

(See Table 9.)

The data show that fewer high-tech public relations practitioners in Taiwan believe they influence management decision making either short term or long term when compared with their counterparts in the United States. As a culture, Chinese people honor senior people. In organizations, senior people usually play the management role. Thus, public relations practitioners in Taiwanese companies have less power and rights of decision making than those in the United States. All the issues mentioned earlier, such as their reasons for entering into the public relations field, job satisfaction, the most important skills in their work, and the function of management, have shown that quite a few differences between high-tech public relations people in the United States and Taiwan exist.

Beliefs and Profession

The next two questions were about public relations practitioners’ opinions about the competency of experienced (five years’ experience or more in public relations) and newcomer (under five years’ experience in public relations) public relations practitioners in high-tech companies today. Question 18 asked “in general, what is your opinion of the newcomers in the public relations field today?” In the United States, 48% of the respondents chose “competent” as their answer; another 33% checked “well qualified” and “exceptionally well qualified.” In Taiwan, more than half (61%) of the respondents felt that the performance of newcomers was competent. One interesting point is that no

Table 10***Current Competence and Professionalism of Public Relations People***

	<i>Competence of Newcomer Practitioners</i>		<i>Competence of Experienced Practitioners</i>	
	<i>U.S. (N=48) %</i>	<i>Taiwan (N=33) %</i>	<i>U.S. (N=48) %</i>	<i>Taiwan (N=33) %</i>
Exceptionally well qualified	2%	0%	25%	15%
Well qualified	31	24	42	61
Competent	48	61	33	24
Below average	19	12	0	0
Under performers	0	3	0	0
<i>Total</i>	100	100	100	100

"Experienced practitioners" were defined as "over five years' experience." "Newcomers practitioners" were defined as "under five years' experience."

	<i>Public Relations Is a Profession at Present</i>		<i>*Public Relations as a Profession in Five to Ten Years</i>	
	<i>U.S. (N=48) %</i>	<i>Taiwan (N=34) %</i>	<i>U.S. (N=10) %</i>	<i>Taiwan (N=11) %</i>
Yes	73%	56%	30%	36%
No	4	15	20	36
Maybe	21	26	20	9
Don't know	2	3	30	19
<i>Total</i>	100	100	100	100

*Only those who answered "No" on the previous question (question 20) "Do you think public relations is a profession at present?" were asked to reply to this question.

U.S. respondents thought that newcomers were “under performers,” while no Taiwanese respondents thought that newcomers were “exceptionally well qualified.” The data show that public relations practitioners in the United States have a higher appreciation of newcomers, viewing more of them as well qualified and exceptionally well qualified, than do those in Taiwan.

The other question (question 19) asked about the competence of experienced practitioners. The respondents in the United States and Taiwan agreed unanimously that the experienced public relations practitioners were “competent,” “well qualified,” or even “exceptionally well qualified.” The results showed that no matter what their educational background, people who work in public relations for more than five years can handle their job very well. Learning from working is very effective in a public relations job.

Questions 20 to 22 were about current phenomena in the public relations profession. Respondents were asked to answer “in general, do you think public relations is a profession at present?” To the query, 75% of U.S. respondents answered “yes,” while 4% answered “no.” Thirty-three percent of the U.S. respondents answered “don’t know” or “maybe.” In Taiwan, only 56% of respondents answered “yes,” while 15% answered “no.” The data showed that most public relations practitioners of high-tech companies in the United States believe that public relations is a profession. In Taiwan, however, the practitioners were more doubtful about the status of public relations as a profession.

The next question (question 21) stated, “if you answered ‘no’ in the previous question, do you think public relations will be considered a profession by the practitioners and the public in the next five to ten years?” In the United States, 30% of respondents answered “yes” and 20% answered “no.” In Taiwan, respondents who answered “yes” and “no” were 36% each. These results showed that in Taiwan as many people were optimistic about the development of public relations as were not optimistic. These results also showed that many people have negative attitudes regarding public relations attaining the status of a profession in Taiwan. (See Table 10.)

Question 22 asked the respondents who had answered “yes” in the previous question, “why do you think public relations will be considered a profession within the next five to ten years?” The question tried to find the opinions of respondents who did not consider public relations to be a profession at present but believed that public relations would become a profession within the next five to 10 years. The respondents were asked to rank the top three choices, with number one being first. The results showed a big difference between opinions of high-tech public relations practitioners in the United States and those in Taiwan. In Taiwan, 16% of the respondents chose “continuing education” and 13% chose “more training and experience of practitioners.” The results also showed that 29% of respondents in Taiwan believed that education and training were the keys to improving the quality of public relations.

The development of public relations education in Taiwan has just begun. More and more universities have begun to offer public relations classes in mass

communications departments in recent years. More public relations agencies and corporate public relations departments have been established and have multiplied within the past ten years. Also, many people who come to the United States to study public relations return to Taiwan to teach public relations or apply the theories to business. As a result, the concept of public relations in Taiwan has progressed and spread to the public. In Chinese beliefs, “degree” represents “profession.” Thus, in their opinion, education is the best way to attain professional status.

However, 13% of the respondents in Taiwan checked “licensing.” As mentioned earlier about Chinese people’s point of view about professional status, the “examination system” also plays a very important role. The examination system has existed in Chinese society for more than a thousand years, and it is an important part of Chinese culture. The government of Taiwan also follows this tradition. Through all kinds of examinations, students are able to go to high school, university, and graduate school to obtain a degree. Through all kinds of examinations, people are able to get licenses and become professionals. In Chinese/Taiwanese minds, the examination system and licensing are the best ways to evaluate professionals. Respondents in Taiwan believed that if the government provided an exam for a “public relations license” in the next five to ten years, public relations would certainly become a profession.

In summary of the first three choices, “performance” and “increasing competence of practitioners” are the most common answers of the respondents in both the United States and Taiwan. The better performance and competency of public relations

Table 11****Why Public Relations Will Become a Profession***

<i>Skill</i>	<i>First Three Choices</i>		<i>First Choice</i>	
	<i>U.S. (N=49) %</i>	<i>Taiwan (N=70) %</i>	<i>U.S. (N=18) %</i>	<i>Taiwan (N=24) %</i>
Licensing	6%	6%	6%	13%
Conduct	6	3	6	8
Ethics	6	1	11	0
Performance	25	22	22	37
High standards	17	4	6	0
Continuing education	8	17	0	16
More training and experience before entering field	10	14	10	13
Increasing competence of practitioners	14	19	27	13
More education before entering the field	4	6	6	0
Attendance by more people at seminars and membership in clubs	2	7	0	0
FRSA accreditation	2	1	6	0
<i>Total</i>	100	100	100	100

*Only those who answered "Yes" on question 20, "Do you think public relations is a profession at present?" were asked to reply to this question.

practitioners give people more confidence to believe that public relations will become a profession in the near future.

The issue of ethics shows a disparity between the respondents in the United States and those in Taiwan. Six percent of the U.S. respondents chose ethics, while only 1% of Taiwanese respondents chose the same. According to the agreements about the standards of public relations professionalism (see Table 4), the standard ethical guidelines in the United States seem more advanced than those in Taiwan. The development of public relations has a longer history in the United States, so its ethics code has more integrity there than in Taiwan. Thus, U.S. public relations practitioners feel that ethics is important to public relations attaining the status of a profession. (See Table 11.)

The last question was about ethics. It asked what public relations practitioners would do “if you believe that the organization that you worked for was operating in ways detrimental to the public interest.” Forty-four percent of U.S. respondents and 68% of Taiwan’s respondents chose “try to change policy,” while few of them chose “compromise” and “do nothing.” The second highest answer of respondents in both countries was “talk to my supervisor.” According to the data, public relations practitioners attempted to follow their own ethics and conscience in their jobs. Good communications channels encourage public relations practitioners to talk to their supervisor when they face these problems. The results showed that the working conditions and environments of most of the public relations practitioners’ jobs were very healthy. (See Table 12.)

Table 12***Countermeasure When Company's Policy Is Detrimental to the Public Interests***

<i>Countermeasure</i>	<i>U.S.</i> <i>(N=46)</i> %	<i>Taiwan</i> <i>(N=34)</i> %
Try to change policy	44%	68%
Compromise	2	6
Do nothing	2	0
Quit	13	3
Talk to my supervisor	37	23
Other	2	0
<i>Total</i>	100	100

Chapter 5

Discussion and Conclusion

This chapter discusses the issues encountered during the process of the survey and also the results according to the data. This chapter also describes the difficulties the researcher faced when conducting the questionnaire survey both in Taiwan and in the United States, such as the problems of the different cultures and how the differences affected the research. Also, this chapter compares the data from this and other related research. Because of the differences of history, culture, and education and their effects on the development of public relations in the United States and in Taiwan, many variations are shown. Through the comparisons and the results, they will help to accelerate the modernization and professionalization of public relations and will help Taiwanese companies to operate effectively in a global environment. This chapter also discusses the limitation of the study and provides a recommendation for future research.

Summary

The results of the research revealed many differences between high-tech public relations in the United States and in Taiwan. The results also fully answered the research questions. Because of the differences in the history of the development of public relations, the educational background, and the cultural differences, public relations in the United States and in Taiwan have entirely different styles and features.

In Taiwan, most high-tech public relations practitioners have business backgrounds, while most respondents in the United States have degrees in journalism,

public relations, or mass communications. As a result, most U.S. respondents have training in public relations, and most Taiwanese respondents have training in marketing.

Actually, the job function of public relations practitioners in Taiwan is similar to that of marketing people. In some circumstances, the job functions of public relations practitioners in high-tech companies are even close to those of administrative or liaison people. High-tech companies in Taiwan always rely on outside public relations agencies to handle professional public relations responsibilities. In contrast, in the United States, most public relations practitioners in high-tech companies can handle the professional responsibilities of public relations. Therefore, the role of corporate public relations departments in Taiwan is different from that in the United States.

Because of the different job functions, the professional skills of public relations are different in the United States and in Taiwan. More than half of the U.S. respondents chose “writing” as the most important skill in their work, while most Taiwanese respondents chose “thinking on your feet.” The data also showed that the “management function” of public relations is more obvious in the United States than in Taiwan. Moreover, three-fourths of the U.S. respondents considered public relations to be a profession, while only half of those in Taiwan thought that it was.

Findings of Cultural Differences

During the survey process, different phenomena in the two cultures were apparent. In the United States and in Taiwan, respondents used different reasons to not participate in the survey. In the United States, some people said that they were too busy to

participate in the survey. Some of them said that they would be willing to participate if the questionnaire were shorter because they were really busy. In Taiwan, most people did not want to participate because they were afraid that their boss would check their answers, which would affect their employment prospects. Some people replied that they were newcomers and did not know much about public relations. Some respondents replied that they could not quite understand the questions. According to the data, the majority of Taiwan's public relations practitioners in high-tech companies did not have an educational background in public relations. Thus, the nomenclature and academic terms often are unfamiliar to them, which caused them to be unwilling to participate in the survey.

Also, the participants in the survey had different attitudes in response to the researcher's inquiries. In the United States, the public relations people always replied with a "yes" or "no" immediately. In Taiwan, although people promised to answer the questions, sometimes they did not do so. They always replied, "I would really like to do it, but later." The vague response greatly increased the researcher's work to pursue them.

The ways of obtaining the public relations people's contact information were different, too. In the United States, public relations people's contact information can be easily found on their company's Web site. In Taiwan, aside from the name list provided by the public relations association of HSIP, nowhere else to get any information exists. Thus, the researcher had to phone every HSIP company. Most of the operators did not even know if their company had public relations people unless the company had a public

relations department. Usually, the operators tried the marketing department, human resources, or the managers. After forwarding the phone call from one department to another, one person to another, the final answer was sometimes “no.” That procedure affected the efficiency of the study and wasted a lot of time.

According to the answers to the questionnaires, an interesting phenomenon has been found. In part three, questions 10, 12, 13, 14, and 23 asked about the practitioners’ opinions about their job satisfaction, reasons for entering public relations, and so on. Respondents checked “other” if there were no options that matched their opinions. In Taiwan, 35 respondents filled out the questionnaire, but none of them checked “other” for any of the questions. In contrast, in the United States, 17 of the 52 respondents wrote in their specific answers. The spoon-fed education of Taiwan does not provide students with training to express their own opinions. Making statements in classes, expressing your own opinions, and drawing conclusion are not encouraged. In the process of growing up and learning, students don’t get used to thinking independently. According to Tien-His Cheng (1973), in the West, the social unit is the individual, while in China it is the family (p. 163). For Chinese people, bringing a good reputation to the family is a life long mission. As a result, they follow established roles and win compliments. Getting good grades and going to a good school are the missions of students and are the ways to show filial piety. In this environment, people do not dare to express what they think and what they want. *The Analects of Confucius*, a very important book that every Chinese person has to read, states that a gentleman must not lay himself open to the

accusation of “talking too much” (Waley, 1939, p. 35). Chinese culture is more conservative than U.S. culture. The development of the human dignity of the Chinese people is constrained by the teaching and doctrine of Confucius. Thus, Chinese people may lack or be reluctant to use creative thinking skills.

Comparison to Wu’s Research

Wu (2000) surveyed public relations in Taiwan mainly in public relations agencies. In this survey, 73% of the respondents were female; over 72% of the respondents had a bachelor’s degree, and 20% had completed a master’s degree. Compared to the results of this study, no significant difference in gender and education exists. (See Table 1.) Regarding the educational background, in Wu’s survey, 85% of the respondents had majored in communications. Compared to this study of high-tech public relations practitioners in Taiwan, only 23% of the respondents had earned a mass communications degree. It is thus evident that those working in public relations agencies are more professional than those working in high-tech public relations, which explains why high-tech companies hire outside public relations agencies to deal with their public relations work.

The duty of the corporate public relations department is to communicate with agencies and provide information about their companies. Thus, public relations practitioners in high-tech companies have less need for professional skills. Their job function is more similar to that of an administrative staff.

Wu described the situation of her survey, which she performed through phone interviews. She said that the public relations practitioners who refused to answer the questionnaire did so because of their busy daily work. The 40 respondents answered the questions without any complaints or inquiries. The circumstances she described are more similar to those of the U.S. respondents of this survey. In summary, the comparison of this study with Wu's study shows that public relations agencies are more professional than public relations practitioners in high-tech companies in Taiwan.

Comparison to Sharkey's Research

Compared to Sharkey's research of PRSA members in 1980, the results show a lot of differences between the two decades. In Sharkey's survey, 83% of the respondents had earned a bachelor's degree or higher, while this study showed that 98% of high-tech public relations practitioners had earned a bachelor's degree or higher. Thus, the average educational background in the present day is higher than that of two decades ago. In Sharkey's survey, 37% of the respondents had a journalism major, and only 2.7% had a public relations major; now, 28% of the high-tech public relations practitioners had majored in journalism in college, and 16% of the respondents had majored in public relations. Thus, public relations now stands alone from journalism and has become a profession.

Regarding the reaction when public relations practitioners believed that the organization they worked for was operating in ways detrimental to the public interest, in Sharkey's survey, 88% of the respondents would "try to change policy," while only 44%

of high-tech public relations practitioners checked this answer in the study. Thirty-seven percent of the respondents chose to “talk to my supervisor” in this study.

The results also showed different training and working conditions between now and 20 years ago. Currently, the operation systems of organizations provide public relations practitioners better communications channels to their supervisors. The heads of the departments are in charge of the problems.

In Sharkey’s survey, only 30% of the respondents thought public relations was a profession (1980). Now (2001), 73% of the respondents agreed that public relations was a profession. Comparing the management functions of public relations, the results did not show very significant differences between now and then. According to the results, it seems that the degree of “management function” was not closely related to “profession.”

In the question of “why public relations will become a profession,” the answers of these two surveys were almost identical. In Sharkey’s survey, the most common choices were “increasing competence of practitioners” (47%) and “performance” (15%). In the survey of high-tech public relations practitioners, the number one choice was “increasing competence of practitioners” (27%), and the second highest choice was “performance” (22%). Therefore, concerning this issue, people have not changed a lot in the past 20 years. Public relations has made progress in the same direction.

Regarding “the skills most necessary to become a professional,” the results of the two studies showed different opinions. In Sharkey’s survey, the top three choices were “writing” (39.2%), “planning” (24.4%), and “rapport with people” (17.7%). In the

survey of high-tech public relations, the top three choices were “writing” (57%), “rapport with people” (23%), and “thinking on your feet” (10%). Only 2% of the respondents chose “planning” as their answer. Thus, the required skills of public relations have changed. In addition, the job function and job content of public relations in the United States have changed in these past 20 years; however, “writing” is still considered to be the most important skill in public relations.

According to the preceding comparison, public relations practitioners nowadays have changed in many respects. A better educational background in public relations provides better training than 20 years ago. More practitioners consider public relations as a profession. Some of the concepts, such as the most important skills of public relations, reaction to dishonest policies, and so on, also have changed over the years. The management function is still considered an important part of public relations.

Although the two surveys used different sample pools (Sharkey’s survey investigated PRSA members in the United States, while this survey investigated public relations practitioners in high-tech companies in Silicon Valley, California), the comparison of the results still provides important data and is very meaningful in the academic research of public relations.

Conclusion

Corporate public relations in Taiwan has developed in only the last 10 years. The concept of public relations was learned from the United States, and its development is still in the beginning stages. Because of the lack of experience and knowledge, public

relations in Taiwan still encounters many problems and doesn't operate perfectly. The cultural differences also increase the impediments to the development of public relations. Condon and Yousef (1975) stated that public relations principles need to be adapted to different cultures. When a new pattern comes to another culture, that pattern must mix with the local culture to derive a new pattern that fits the unique environment. The comparison of the high-tech public relations concepts and practices in the United States and Taiwan is not intended to judge what is right or what is good, but to provide a macroscopic view to probe the phenomenon of differences.

According to Klintworth (1995), in the last few decades the United States has been Taiwan's most important trading partner. Taiwan's economy is based on international commerce. Thus, establishing reciprocally international communications channels is very important. In order to have better international position and competitiveness, Taiwan has to obtain an international identification in political and economic positions. High-tech industries have become more important to the total volume of trade in Taiwan. At the same time, HSIP companies have very close relationships with companies in Silicon Valley. Thus, maintaining good communications among the companies will be a decisive factor that affects their business.

International trade is an inevitable trend. The global corporation is a definite future tendency. Good international and global public relations are key factors to prevent the problems caused by the misunderstandings among enterprise cultures. The research not only intends to find the differences in public relations between the United States and

Taiwan, but also expects that public relations will be widely recognized and accepted.

Through this research, people in Taiwan will learn more about public relations and recognize its importance. As a result, public relations will be brought into full play by Taiwanese corporations on a global scale.

Limitation of the Study

Several limiting factors existed in conducting this study. The samples were from companies in HSIP of Taiwan and Silicon Valley (Santa Clara, Santa Cruz, southern San Mateo, and southern Alameda counties) of the United States. The survey does not classify the samples by the company's size, and thus the wide gap between large-scale and small-scale companies might affect part of the results of the survey. The analysis also does not distinguish the products of the surveyed companies, such as software, hardware, or consumer electronics.

Furthermore, the length of the questionnaire greatly limited the response rate. Because the questionnaire had 92 questions in total, many public relations people said that it was too long and they didn't have time to answer it. The translation of the survey was another problem. In Taiwan, no uniform translation of terminologies of public relations exists, which increased the difficulties of translating the questionnaire.

Another problem was acquiring the public relations practitioners' contact information. Because no way exists to get a list of public relations practitioners in high-tech companies, the researcher visited all the companies' Web sites and made phone calls to get the contact information of their public relations practitioners. Some Web sites of

high-tech companies have not been updated very often. Accurate information about the public relations practitioners was hard to obtain.

Future Research

Although this study reported the differences between standards of professionalism of public relations in the United States and in Taiwan, it is confined to high-tech companies in Silicon Valley and in HSIP. The researcher hopes that future research could compare other geographic locations in the United States, in Taiwan, or even in other countries. Also, future research may concern specifically the gender and race issues of public relations. Aside from high-tech companies, the study of public relations in other industries would be valuable to research. As more studies and research about public relations are being conducted, public relations continues to develop on a global scale.

References

- Banks, Stephen P. (1995). *Multicultural public relations: A social-interpretive approach* (pp. 117-120). Thousand Oaks, CA: Sage.
- Baskin, Otis W., & Aronoff, Craig E. (1988). *Public relations: The profession and the practice* (pp. 24-35). Dubuque, IA: Wm. C. Brown Publishers.
- Bateman, J. Carrol (1957). The path to professionalism. *Public Relations Journal*, 13(3), 6-19.
- Bernays, Edward L. (1989). A historical perspective. In Bill Cantor & Chester Burger (Eds.), *Experts in action: Inside public relations* (p. 16). White Plains, NY: Longman.
- Bivins, Thomas H. (1991). A theory-based approach to public relations ethics. *Journalism Educator*, 45(2), 39-44.
- Black, Sam (1979). *Public relations in the 1980's* (p. 44). London: Pergamon Press.
- Bo, Zheng-Min (1990). *The research of the cognition relationship between journalists and public relations practitioners*. Unpublished master's thesis, National Cheng Chih University, Taipei, Taiwan.
- Brody, E. W. (1988). *Public relations programming and production* (p. 4). New York: Greenwood Press.
- Broom, Glen M., & Dozier, David M. (1986). Advancement for public relations role models. *Public Relations Review*, 12(1), 37-56.
- Cameron, Glen T.; Sallot, Lynne M.; & Weaver-Lariscy, Ruth Ann (1996). Developing standards of professional performance in public relations. *Public Relations Review*, 22(1), 43-61.
- Canfield, Bertrand R., & Moore, H. Frazier (1973). *Public relations principles, cases, and problems* (pp. 11-15, 19). Homewood, IL: Richard D. Irwin, Inc.
- Chang, H. S. (1998). Talking about election propaganda. *Public Relations Magazine*. October 1998. Taipei: Chinese Public Relations Foundation.
- Chang, Tsai-Shan (1999). *Public relations theory* (p. 68). Taipei, Taiwan, Wu-Nan.
- Chen, Pei-Huang (1992). *The research of public relations practitioners' concept and conduct of target management in Taiwan*. Unpublished master's thesis of Fu-Jen University, Taipei, Taiwan.

- Cheng, Chen-Ming (1999). *The overview of public relations* (p. 77). Taipei, Taiwan, Wu-Nan.
- Cheng, Tien-His (1973). *China moulded by Confucius*. Westport, CT: Hyperion Press Inc.
- Chiu, Jing-Lan (1988). *The research of role cognition of corporation public relations and their relationship with news media*. Unpublished master's thesis of Chinese Culture University, Taipei, Taiwan.
- Chung, Yung-Kai (1993). Public relations development of the two sides of the Taiwan strait. *International Public Relations Review*, 16(3), 15-18.
- Condon J. C., & Yousef, F. S. (1975). *An introduction to intercultural communication*. New York: The Bobbs-Merrill Company, Inc.
- Connelly, K. F. (1996). Global public relations. In R. L. Dilenschneider (Ed.), *Dartnell's public relations handbook* (pp. 91-110). Chicago, IL: The Dartnell Corporation.
- Culberson, Hugh M., & Jeffers, Dennis W. (1992). Social, political, and economic contexts: Key in educating the true public relations professionals. *Public Relations Review*, 18(1), 53-66.
- Cutlip, Scott M. (1985). *Effective public relations* (p. 5). Englewood Cliffs, NJ: Prentice-Hall.
- Ding, Gwo-Hua (1991). *The importance and development of public relations in Taiwan*. Unpublished master's thesis of Iowa State University.
- Dowling, James H. (1990). Public relations in the year 2000. *Public Relations Journal*, 46(1), 6.
- Dozier, David M., & Lauzen, Martha M. (1990). Antecedents and consequences of marketing imperialism on the public relations function. *Public Relations Division, Association for Education in Journalism and Mass Communication*. Minneapolis, MN, August.
- Dunung, Sanjyot P. (1995). *Doing business in Asia: The complete guide*. New York: Lexington Books.
- Eilts, Catherine M. (1990). High-tech public relations: An upstart matures. *Public Relations Journal*, 46(2), 23-27.
- Falb, Richard A. (1991-1992). Proposal: Join PR and advertising education—away from journalism or business. *Public Relations Quarterly*, 36(4), 44.

- Ferre, John P., & Willihnganz, Shirley C. (1991). *Public relations and ethics: A bibliography* (p. 11). Boston, MA: G.K. Hall & Co.
- Greece, Mike (2000). Public relations truth in the dot-com age. *The Public Relations Strategist*, 6(1), 17-18.
- Gronstedt, Anders (2000). Integrating communications on Internet time. *The Public Relations Strategist*, 6(1), 13-15.
- Grunig, James E. (1992). *Excellence in public relations and communication management*. Hillsdale, NJ: Lawrence Erlbaum Associates.
- Grunig, James E., & Hunt, Todd (1984). *Managing public relations*. (pp. 6-7). New York: CBS College Publishing.
- Grunig, Larissa A. (1990). Power in the public relations department. In L. A. Grunig & J. E. Grunig (Eds.), *Public relations research annual* (p. 134). Hillsdale, NJ: Lawrence Erlbaum Associates.
- Hainsworth, Brad E. (1993). Commentary: Professionalism in public relations. *Public Relations Review*, 19(4), 311-313.
- Hallahan, Kirk (1993). The paradigm struggle and public relations practice. *Public Relations Review*, 19(2), 197-205.
- Hamilton, Peter (1999). New tensions in public relations. *Frontline* 21, 22(1), 36-38.
- Harlow, Rex F. (1988). Building a public relations definition. In E. D. Hiebert (Ed.), *Precision public relations* (p. 9). White Plains, NY: Longman.
- Hearle, Douglas G. (1996). Why accreditation doesn't make sense. *The Public Relations Strategist*, 2(1), 32.
- Hinkelman, Edward G. (1994). *Taiwan business* (p. 150). Novato, CA: World Trade Press.
- Hofstede, Geert (1984). *Culture's consequences: International differences in work-related values*. Newbury Park, CA: Sage.
- Huang, Ju-Ping (1993). *The research of the relationship in different industries, corporation culture, and public relations campaigns*. Unpublished master's thesis of Wen Hua University, Taipei, Taiwan.

- Huang, Yi-Hui (1994). An intimate talk with your party: The analysis of the trend of public relations' development in Taiwan in year 2000. *Journal of Advertising*, 19(3), 42-48.
- Ingram, W. Robert (1975). Building a viable PR function. *Public Relations Journal*, 31(5), 14-16.
- Jowett, Garth S., & O'Donnell, Victoria (1986). *Propaganda and persuasion*. Newbury Park, CA: Sage.
- Klintworth, Gary (1995). *New Taiwan, new China: Taiwan's changing role in the Asian-Pacific region*. New York: St. Martin's Press, Inc.
- Kohl, Susan (2000). The nasty truth about high-tech public relations. *The Public Relations Strategist*, 6(2), 27-29.
- Kong, Cheng-Chih, & Tsang, Kuo-Jen (1991). *Public relations handbook: Public relations theory and local experience*. Taipei, Taiwan, Shang-Chou.
- Lordan, Edward J. (1999). Guidelines for implementing new technology in public relations. *Public Relations Quarterly*, 44(3), 15-17.
- McKee, B. K.; Nayman, O. B.; & Lattimore, D. L. (1975). How PR people see themselves. *Public Relations Journal*, 31(11), 47-52.
- McLeod, Jack M., & Hawley, Searle E. (1964). Professionalization among newsmen. *Journalism Quarterly*, 14(4), 529-538.
- Neff, B. D. (1989). The emerging theoretical perspective in PR: An opportunity for communication departments. In C. H. Botan & V. Hazleton, Jr. (Eds.), Vol. 1, *Public relations theory* (pp. 159-172). Hillsdale, NJ: Lawrence Erlbaum Associates, Inc.
- Nelson, Richard A. (1994). The professional dilemma. *PR Update*, 1(11), 25-28.
- Newsom, Doug, & Siegfried, Tom (1981). *Writing in public relations practice* (p. 2). Belmont, CA: Wadsworth.
- Orsborn, Dan (1992). Keys to success in professional services public relations. *Public Relations Quarterly*, 37(3), 29-30.
- Paster, Howard (1995). The new public relations manifesto. *The Public Relations Strategist*, 1(1), 15-21.

- Person, Dag K. (1987). *Norwegian public relations practitioners and professionalism: A self-image survey of members of the Norwegian Public Relations Society*. Unpublished master's thesis of San Jose State University.
- Sallot, Lynne M.; Camron, Glen T.; & Weaver-Lariscy, Ruth Ann (1997). Professional standards in public relations: A survey of educators. *Public Relations Review*, 23(3), 197-216.
- Sallot, Lynne M.; Camron, Glen T.; & Weaver-Lariscy, Ruth Ann (1998). Pluralistic ignorance and professional standards: Underestimating professionalism of our peers in public relations. *Public Relations Review*, 24(1), 1-19.
- Sharkey, Mary Lou (1980). *Public relations personnel and professionalism: A self-image of PRSA members*. Unpublished master's thesis of San Jose State University.
- Sriramesh, K (1992). Social cultural and public relations: Ethnographic evidence from India. *Public Relations Review*, 18(2), 209.
- Stevens, Art (1996). Public relations in year 2000. *Public Relations Quarterly*, 41(2), 19-20.
- Sun, Hsiu-Hui (1997). *Public relations: Theory, strategies and case study* (pp. 4-6, 25-26). Taipei, Taiwan, Cheng-Chung.
- Sutherland, Alasdair (2000). The planets are all in line for public relations. *Frontline* 21, 22(3), 14-15.
- Thompson, Gary W. (1992-1993). Consumer PR techniques in the high tech arena. *Public Relations Quarterly*, 37(4), 21-23.
- Tsai, Sung-Ling (1996). *Public relations tendency: The essential knowledge of the era of public relations business* (pp. 20, 268). Taipei, Taiwan, Yuan-Liu.
- Tsai, Yi-Lun (1994). *Professional encroachment in public relations departments* (p. 2). Unpublished master's thesis of Chinese Culture University, Taipei, Taiwan.
- Tsang, Kuo-Jen (1988). Public relations principle and concept. In C.C. Kong (Ed.), *Public relations* (p. 29). Taipei, Taiwan, Shang-Chou.
- Tsang, Kuo-Jen (1989). The review of public relations in Taiwan. *Chinese Advertising Annual* (pp. 72-77). Taipei, Taiwan, Shang-Chuo.
- Wakefield, Gay, & Cottone, Perkins (1992). Public relations executives' perceptions of disciplinary emphases important to public relations practice for the 1990s. *Public Relations Review*, 18(1), 68.

- Waley, Arthur (1939). *The analects of Confucius*. New York: Macmillan Company.
- Wang, Hung-Chun (1983). *Public relations* (pp. 29-30). Taipei, Taiwan, Chung-Hua.
- Webster's new twentieth century dictionary* (1976), unabridged, 2nd ed. New York: Will-Collins & World Publishing Co., Inc., (p. 1456). Used by permission.
- Wilcox, Dennis L.; Ault, Phillip H.; & Agee, Warren K. (1998). *Public relation: Strategies and tactics* (pp. 69, 357). New York: Longman.
- Wright, Donald K. (1978). Professionalism and the public relations counselor: An empirical analysis. *Public Relations Quarterly*, 23(4), 26-29.
- Wright, Donald K. (1981). Accreditation effects on professionalism. *Public Relations Review*, 7(1), 48-61.
- Wu, Ming-Yi, & Taylor, Maureen (2000). *Exploring social and cultural influences on Taiwanese public relations* (p. 1). Unpublished research paper of Rutgers University.
- Wylie, Frank Winston (1994). Commentary: Public relations is not yet a profession. *Public Relations Review*, 20(1), 1-3.
- Yuan, Tsi-Yu (1989). *Public relations* (p. 17). Taipei, Taiwan, Chien-Cheng.

APPENDIX I:
ENGLISH COVER LETTER AND QUESTIONNAIRE

Appendix A

Cover Letter

**1139 Keltner Ave.
San Jose, CA
95117
huyi51@hotmail.com
Fax: 408-255-2439**

February 5, 2001

**Recipient Name
Address line 1
Address line 2
City, State/Province and Postal Code
Email address.com**

Dear Sir/Madam:

I am a graduate student majoring in mass communications at San Jose State University and am in the final stages of my research project. The focus of my research is to evaluate and compare the importance of public relations between Taiwanese and United States companies in high-technology industries. A key element of this research consists of surveys from public relations professionals to understand their perception of the importance of public relations.

While researching through the list of companies in the Bay Area, your company has revealed admirable qualities and your organization has definitely made quite an impression on me. For this reason, I would be honored to obtain opinions from your organization through the enclosed survey. Please note that the survey attempts to collect personal opinions from public relations professionals and that both employee and company's name will be kept strictly confidential. However, if you were interested in the results of my study, it would be a pleasure for me to share the results with you on a confidential basis. I hope to collect five surveys from your company by February 24, 2001, but any responses would be greatly appreciated. Again, thank you for your participation and assistance. I look forward to hearing from you.

Sincerely,

**Yi Hu,
MS in Communications, Candidate
San Jose State University**

Appendix B

English Questionnaire

Part I

We would like to know your opinions on whether or not there are any uniform standards that exist in public relations. For each of the activities or issues listed below, please tell us if you believe there is a widely recognized standard, no standard at all, or something between.

A 1 equals “no standard exists/no uniformity at all” and a equals “a widely accepted, generally agreed upon standard exists across much of the profession.”

1. Salaries for technicians	1	2	3	4	5
2. Technical skills—graphics and production	1	2	3	4	5
3. Racial equity in opportunity.....	1	2	3	4	5
4. Research strategies for program evaluation.....	1	2	3	4	5
5. Licensing	1	2	3	4	5
6. Management skills	1	2	3	4	5
7. Educational background	1	2	3	4	5
8. Documented accountability of public relations to clients/employers.....	1	2	3	4	5
9. Gender equity in opportunity.....	1	2	3	4	5
10. The inclusion of public relations in the “top decision team”	1	2	3	4	5
11. Budgeting skills	1	2	3	4	5
12. Salaries for executives	1	2	3	4	5
13. Research strategies for campaign planning.....	1	2	3	4	5
14. Public relations as an advocate for a client or a point of view.....	1	2	3	4	5
15. The location of public relations on the organization chart....	1	2	3	4	5
16. Ethical guidelines for media relations	1	2	3	4	5
17. Continuing education/training	1	2	3	4	5
18. Managing public relations through goals and objectives (a system).....	1	2	3	4	5

19. How public relations should operate, i.e., as publicity, public information, liaison, etc.....	1	2	3	4	5
20. Salaries for managers	1	2	3	4	5
21. Research strategies for program implementation.....	1	2	3	4	5
22. Accreditation.....	1	2	3	4	5
23. Technical skills—writing and editing	1	2	3	4	5
24. Ethical guidelines for client/practitioner relations.....	1	2	3	4	5

Part II

Listed below are statements of opinion. Please indicate to what degree you agree or disagree. For all questions in this section, please circle a number from 1 to 5.

Remember, there is no right or wrong answer.

The rating scale is arranged in the following order:

1: Strongly Disagree

3: No Opinion

4: Agree

2: Disagree

5: Strongly Agree

1. Regardless of race, everyone is being paid the same in the field of public relations.	1	2	3	4	5
2. Scanning research helps to identify important issues within the community.	1	2	3	4	5
3. Public relations should be a licensed profession.	1	2	3	4	5
4. In some instances a practitioner's organization has found it necessary to deceive its publics.....	1	2	3	4	5
5. Writing skills are the most important aspect of PR training. ...	1	2	3	4	5
6. Without reservation, a practitioner should have direct contact with the company president or CEO.....	1	2	3	4	5
7. Goal setting and development of strategies to meet those goals are important in everyday public relations practices.	1	2	3	4	5
8. Social scientific research is necessary for excellence in PR. ...	1	2	3	4	5
9. A practitioner's activities are instrumental to the success of his/her organization.	1	2	3	4	5

10. Issue tracking helps to identify future problems that may affect the organization.	1	2	3	4	5
11. A practitioner's function is not just a job but also a public service to the community.....	1	2	3	4	5
12. Management perceives the public relations role as more of a technician than manager.....	1	2	3	4	5
13. A business degree is appropriate training for public relations.	1	2	3	4	5
14. An effective PR department/unit establishes methods to measure the success or failure of its objectives.	1	2	3	4	5
15. A liberal arts degree is appropriate training for public relations.	1	2	3	4	5
16. Intuition is a major part of decision making in PR.	1	2	3	4	5
17. Research skills are essential for the PR practitioner.	1	2	3	4	5
18. It should be left up to the individual to seek training that updates him/her about new technologies in the field.	1	2	3	4	5
19. Social scientific research is cost-effective in PR companies.	1	2	3	4	5
20. A public relations practitioner has a strong influence over constituency satisfaction.	1	2	3	4	5
21. Public relations planning is supported by most organizations.....	1	2	3	4	5
22. A practitioner should analyze a situation and its possible solutions when making a decision.	1	2	3	4	5
23. Social scientific research is an accurate evaluation of the effectiveness of a public relations company.	1	2	3	4	5
24. Professional ethics codes lead to more socially responsible actions by practitioners.....	1	2	3	4	5
25. Evaluation research is supported by most organizations.	1	2	3	4	5
26. A public relations department/unit is too busy to putting out fires to develop a long-term strategic plan.	1	2	3	4	5
27. A public relations practitioner should advocate the client's perspective, no matter what it is.	1	2	3	4	5
28. Most practitioners have had formal instruction in management skills and techniques.	1	2	3	4	5

29. A predominance of women in public relations leads to lower salaries for everyone.	1	2	3	4	5
30. An effective public relations department/unit utilizes a Total Quality Management (TQM) process (or something similar).	1	2	3	4	5
31. An effective PR department/unit sets measurable objectives.	1	2	3	4	5
32. My role in my organization is more of a technician than manager.	1	2	3	4	5
33. A PR practitioner should help an organization respond to its constituents (e.g., stakeholders, employees, publics).	1	2	3	4	5
34. I have direct access to the top management of my organization.	1	2	3	4	5
35. The professional organizations' (PRSA, IABC, etc.) codes of ethics are appropriate.	1	2	3	4	5
36. Ethics committees of the professional organizations properly enforce the ethics codes.	1	2	3	4	5
37. Women and men in the field of PR are being paid equally.	1	2	3	4	5
38. A practitioner should continue his/her education in public relations through academic training and/or professional skills and techniques.	1	2	3	4	5
39. There are no restrictions in the professional advancement of women.	1	2	3	4	5
40. The university from which you graduate affects the quality of the professional work you do.	1	2	3	4	5
41. A marketing degree is appropriate training for public relations.	1	2	3	4	5
42. A practitioner is personally accountable for his/her productivity.	1	2	3	4	5
43. A public relations practitioner has a responsibility to serve as a liaison between an organization and its publics.	1	2	3	4	5
44. Public relations in most organizations is part of the decision-making team.	1	2	3	4	5
45. A public relations department/unit should strategically set goals and objectives prior to implementing a campaign.	1	2	3	4	5

Part III

1. Number of years in public relations?

2. How many public relations practitioners are in your company?

3. How long has your public relations department been established in your company?

4. Age: _____

5. Sex: ☐ Male ☐ Female

6. What is your ethnicity?

☐ Caucasian

☐ Hispanic

☐ African American

☐ Native American

☐ Asian American

☐ Other _____

7. What is your current annual income?

☐ Less than \$20,000

☐ \$50,001 to \$100,000

☐ \$20,000 to \$50,000

☐ More than \$100,000

8. Education and degrees earned: (list highest received)

☐ High school diploma

☐ Master's degree

☐ Associate degree

☐ Doctorate

☐ Bachelor's degree

9. If a college graduate, what was your major of study (i.e., journalism, speech, political science, public relations, etc.)?

10. If journalism was your major, what was your concentration?

☐ News-reporting

☐ Radio-TV

☐ Advertising

☐ Photography

☐ Public relations

☐ Other _____

11. Have you taken any course in public relations?

☐ Yes

☐ No

12. Your decision to enter the public relations field was primarily based on:

(Please put the top 3 choices in ranking order with #1 being first)

☐ Pure chance	☐ Tired of mass media work
☐ Job security	☐ Financial rewards
☐ Career advancement	☐ Job diversity
☐ Chance to work with people	☐ Opportunity for greater responsibilities
☐ Chance to do the work I like	☐ Other _____

13. The most job satisfaction in my public relations job results from:

(Please put the top 3 choices in ranking order with #1 being first)

☐ Greater access	☐ More respect
☐ More recognition	☐ Freedom to make more decisions
☐ Working conditions	
☐ People whom I work with	☐ Financial rewards
☐ Place of work (geography)	☐ Other _____

14. What are the three most important skills necessary to become a public relations professional?

(Please rank the top 3 choices with #1 being first)

☐ Writing	☐ Planning
☐ Logistics	☐ Rapport with people
☐ Assertiveness	☐ Researching a problem
☐ Thinking on your feet	☐ Speaking ability
☐ Other _____	

15. In your present position, do your management or clients consider public relations as an integral part of the management function?

☐ Always	☐ Rarely
☐ Often	☐ Never
☐ Sometimes	

16. Is the public relations department's advice considered in *short-term* management decision making?

☐ Always	☐ Rarely
☐ Often	☐ Never
☐ Sometimes	

17. Is the public relations department's advice considered in *long-term* management decision making?

☐ Always	☐ Rarely
☐ Often	☐ Never
☐ Sometimes	

18. In general, what is your opinion of the “newcomers” (less than 5 years’ experience) in the public relations field today?

☐ Exceptionally well qualified	☐ Below average
☐ Well qualified	☐ Under performers
☐ Competent	

19. In general, what is your opinion of the experienced people in the public relations field today (5 years’ or more experience)?

☐ Exceptionally well qualified	☐ Below average
☐ Well qualified	☐ Under performers
☐ Competent	

20. In general, do you think public relations is a profession at present?

☐ Yes	☐ Maybe
☐ No	☐ Don’t know

21. If you answered “no” to the previous question, do you think public relations will be considered a profession by the practitioners and the public in the next 5 to 10 years?

☐ Yes	☐ Maybe
☐ No	☐ Don’t know

22. If “yes,” why do you think public relations will be considered a profession within the next 5 to 10 years?

(Please rank the top 3 choices with #1 being first)

☐ Licensing	☐ Conduct
☐ Ethics	☐ Performance
☐ High standards	☐ Continuing education
☐ More training and experience before entering field	
☐ Increasing competence of practitioners	
☐ More education before entering the field	
☐ Attendance by more people at seminars and membership in clubs	
☐ PRSA accreditation	

23. If you believed that the organization that you worked for was operating in ways detrimental to the public interest, would you:

☐ Try to change policy	☐ Compromise
☐ Do nothing	☐ Quit
☐ Talk to my supervisor	☐ Other _____

APPENDIX II:
CHINESE COVER LETTER AND QUESTIONNAIRE

您好，

我是加州州立大學聖荷西分校（San Jose State University），新聞與大眾傳播研究所的研究生，目前正針對台灣與美國高科技公司的公關人員的專業化進行研究。可否請您撥出十分鐘的時間，親自回答這份問卷。

本問卷的內容純粹作為學術研究之用，個別資料將不會對外公開，敬請安心依實際情況作答。在此感謝您熱心的協助，您的辛勞對台灣公共關係的研究將有極大的貢獻。

Journalism and Mass Communication
San Jose State University
胡怡 敬上

第一部份：

我們想知道，您認為，公關的概念有否達到統一的準則(uniform standard)？請在以下的各項中，評估您認為以下各項議題/敘述是否有大家公認的準則。以 1 代表“無準則 / 不統一”而 5 代表“一般公認有此準則”。請圈選之。

1. 薪資比照技術人員	1	2	3	4	5
2. 製圖及生產的技術	1	2	3	4	5
3. 各種族機會均等	1	2	3	4	5
4. 研究評估計畫的能力	1	2	3	4	5
5. 專業執照	1	2	3	4	5
6. 經營管理的技巧	1	2	3	4	5
7. 教育背景	1	2	3	4	5
8. 對客戶/上司解說公關文件的能力	1	2	3	4	5
9. 兩性機會均等	1	2	3	4	5
10. 公關部門屬高層決策部門	1	2	3	4	5
11. 作預算的能力	1	2	3	4	5
12. 薪資比照行政人員	1	2	3	4	5
13. 研究策畫活動的能力	1	2	3	4	5
14. 公關是一種對客戶或某種觀念的宣傳	1	2	3	4	5
15. 公關部門在公司的地位	1	2	3	4	5
16. 傳媒關係的道德指導方針	1	2	3	4	5

17. 不斷的教育/訓練	1	2	3	4	5
18. 經營公共關係以達到目標	1	2	3	4	5
19. 公共關係如何運作，例如：如同宣傳、公眾消息、聯繫等等	1	2	3	4	5
20. 薪資比照公司主管	1	2	3	4	5
21. 研究如何完成計畫的能力	1	2	3	4	5
22. 制度統一	1	2	3	4	5
23. 寫作、編輯的能力	1	2	3	4	5
24. 對客戶/業者關係的倫理指導方針	1	2	3	4	5

第二部份：

以下所列的是一些敘述性的意見，請衡量您的同意程度，在 1 到 5 中圈選出您認為適當的。評量的標準如下：

1 非常不同意	3 沒意見	4 同意
2 不同意		5 非常同意

1. 不論種族，在公關的領域裡都該得到平等的酬勞	1	2	3	4	5
2. 調查研究有助於發覺社區中的重要議題	1	2	3	4	5
3. 公關應該是核發執照的專業	1	2	3	4	5
4. 在某些特殊例子中，公司有必要矇騙社會大眾	1	2	3	4	5
5. 公關的訓練裡，寫作是最重要的一項	1	2	3	4	5
6. 公關人員應該毫無保留的與公司最高層主管直接接觸	1	2	3	4	5
7. 設定工作目標並持之以恆對公關人原來說是非常重要的	1	2	3	4	5
8. 優秀的公關需要對社會有更深入的研究瞭解	1	2	3	4	5
9. 公關活動對公司的成功大有幫助	1	2	3	4	5
10. 議題追蹤可幫助瞭解將來得能會對公司造成問題	1	2	3	4	5
11. 公關人員功能也是提供社區服務	1	2	3	4	5

12. 管理階層認為公關的角色較接近技術層面.....	1	2	3	4	5
13. 商學院的課程提供良好的公關訓練.....	1	2	3	4	5
14. 有效的公關部門通常建立會一套衡量成敗的方法	1	2	3	4	5
15. 文學院的課程提供良好的公關訓練.....	1	2	3	4	5
16. 直覺是公關人員作決定的主要依據.....	1	2	3	4	5
17. 研究調查是公關人員的必備能力	1	2	3	4	5
18. 公關人員應當隨時充實自己，學習關於這個領域的新 科技.....	1	2	3	4	5
19. 社會科學性的調查分析對公關公司是有成本效益的	1	2	3	4	5
20. 公關人員對顧客的滿意度有強烈的影響.....	1	2	3	4	5
21. 公關計畫都被大部份的公司所支持.....	1	2	3	4	5
22. 在作決定前，公關人員應分析發生各種情況的可能性....	1	2	3	4	5
23. 社會科學性的調查分析能對公關公司的效率作最精確 的衡量	1	2	3	4	5
24. 專業的倫理規章使公關人員的行為更有社會責任	1	2	3	4	5
25. 多數機關團體對評估性調查表示支持性態度	1	2	3	4	5
26. 一般單一公眾機構無暇自己研發長期性的計劃方案	1	2	3	4	5
27. 無論為何，公關應以顧客的遠景為前提.....	1	2	3	4	5
28. 大多數公關在管理技巧及技術上受過正式的訓練	1	2	3	4	5
29. 女性公關佔多數會導致公關收入水平降低.....	1	2	3	4	5
30. 一個有效的公關部門利用 Total Quality Management (TQM) process (or something similar).....	1	2	3	4	5
31. 一個有效率的公關機構會設立能測量的目標	1	2	3	4	5
32. 我在任職的機構中做的多是技術性的而非管理性的工作 .	1	2	3	4	5
33. 公關人員應該協助其服務機構做好向其組成份子(股東， 職員，一般大眾)的溝通與回應	1	2	3	4	5
34. 我有與公司管理階層直接溝通的管道	1	2	3	4	5
35. 專業公關組織所制訂的倫理規章很恰當	1	2	3	4	5
36. 專業公關組織正確的實行倫理規章.....	1	2	3	4	5
37. 公關職場中女性薪資和男性同等	1	2	3	4	5

38. 公關人員應繼續學習公共關係,無論是學術性質或是 技術性質上的	1	2	3	4	5
39. 女性專業上的晉級沒有受到限制	1	2	3	4	5
40. 你所畢業大學對你工作的專業性有影響	1	2	3	4	5
41. 市場調查是一門公關應修的科目	1	2	3	4	5
42. 公關人員應對其業績負責	1	2	3	4	5
43. 公關人員應負起協助機構與民眾間的聯絡的責任	1	2	3	4	5
44. 公關在多數機構中擔負做決策的工作	1	2	3	4	5
45. 公關部門應在計畫實行前設定有效的目標.....	1	2	3	4	5

第三部份：

1. 您前後從事公關工作多久了？
_____ 年
2. 貴公司專門負責公關業務的人數有：
_____ 人
3. 貴公司負責公關業務的部門成立多久了
_____ 年
4. 年齡：_____
5. 性別：☐ 男 ☐ 女
6. 您的種族是：
☐ 本地人（台灣人/中國人） ☐ 白種人
☐ 亞洲人（台灣人/中國人以外） ☐ 其他_____
7. 您的年收入大約是：_____
8. 您的最高學歷是：
☐ 高中畢業 ☐ 碩士
☐ 專科畢業 ☐ 博士_____
☐ 大學畢業（學士）
9. 如果您大學畢業（學士）以上，你的畢業科系是什麼？
（例如：大眾傳播、演說、政治、公關等等）

10. 如果您是畢業於大眾傳播相關科系，您的主修是：

☐ 新聞	☐ 廣電
☐ 廣告	☐ 攝影
☐ 公關	☐ 其他

11. 您是否在學校或其他機構修習過公關方面的課程？

- ☐ 是 ☐ 否

12. 您會選擇公關工作的主因是：（請依據重要性選出 1 到 3）

☐ 純粹偶然	☐ 厭倦了傳播媒體的工作
☐ 工作有保障	☐ 薪水高
☐ 有好的工作機會	☐ 多樣化的工作性質
☐ 有和其他人一起工作的機會	☐ 有機會負責較大的工作
☐ 有機會做我喜歡的工作	☐ 其他_____

13. 您對公關工作的滿意度來自：（請依據重要性選出 1 到 3）

☐ 更好的交往	☐ 更受尊重
☐ 更多賞識	☐ 決定權
☐ 工作情況（有足夠的時間完成滿意的工作）	
☐ 同事	☐ 加高的薪水
☐ 工作地點（地理上）	☐ 其他

14. 您認為公關人員最需要具備的的三種技能：（請依據重要性選出 1 到 3）

☐ 寫作能力	☐ 策畫
☐ 邏輯思維	☐ 與人的關係
☐ 斷言	☐ 研究問題
☐ 隨機應變	☐ 演說能力
☐ 其他	_____

15. 以您目前的職位，您所服務的機關（或客戶）認為公關是管理功能的一部份嗎？

☐ 總是	☐ 很少
☐ 通常是	☐ 不是
☐ 有時是	

16. 您工作的公關部門所提出的建議被認為是短程的經營決策？

☐ 總是	☐ 很少
☐ 通常是	☐ 不是
☐ 有時是	

17. 您工作的公關部門所提出的建議被認為是長程的經營決策？

☐ 總是	☐ 很少
☐ 通常是	☐ 不是
☐ 有時是	

18. 一般來說，您對公關的“新手”（工作經驗在五年以下）的感想如何？

- ☐ 非常優秀 ☐ 不太行
☐ 優秀 ☐ 很差
☐ 還可以

19. 一般來說，您對公關的“老手”（工作經驗在五年以上）的感想如何？

- ☐ 非常優秀 ☐ 不太行
☐ 優秀 ☐ 很差
☐ 還可以

20. 您認為現今的公關是一種專業嗎？

- ☐ 是 ☐ 不是
☐ 不一定 ☐ 不知道

21. 如果您回答“不是”，您認為在今後的五至十年間，公關會成為一種專業嗎？

- ☐ 是 ☐ 不是
☐ 不一定 ☐ 不知道

22. 如果您的答案為“是”，您從哪些地方看出在今後的五至十年，公關會成為一種專業？（請依據重要性選出 1 到 3）

☐ 執照	☐ 行為
☐ 倫理	☐ 表現
☐ 高標準	☐ 持續的教育
☐ 更多的職前訓練和經驗	
☐ 更多稱職的從業人員	
☐ 更多的職前教育	
☐ 更多公關人參加研討會或組織	
☐ 公關協會的證書	

23. 如果您認為您工作的機構正在做一些不利於社會大眾的事，您會.....

☐ 試著去作改變	☐ 妥協
☐ 不作任何反應	☐ 辭職
☐ 與上司溝通	☐ 其他_____