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## Puerto Rican Women in International Business: Myths and Realities

*"This far women have been mere echoes of men. Our laws and constitution, our creeds and codes, and the customs of social life are all of masculine origin. The true woman is as yet a dream of the future."*

*Elizabeth Cady Stanton, 1888*

One hundred years later, Mrs. Stanton would be amazed. Acceptance of women in higher management roles is growing around the world. Today, women are better represented in the top levels of family businesses, in part because fathers are now more willing to turn their reins over to their daughters. Great strides are being made in Japan, where last year the first woman president of a company with more than 3,000 employees, was installed. Latinamerican female executives report their male coworkers are increasingly accepting them as bosses.

This creates a positive outlook for women. Although it does not mean that the glass ceiling has been eliminated. For example, although women now hold more than 53% of the jobs representing 45% of the labor force, they earn only about 64 cents for each dollar earned by men (Anthony, 1999). This perspective can also be observed in Puerto Rico, which is directly influenced by the US mainland. Just as on the mainland, observers and researchers here believe that the rate of women's advancement to top levels of management has not kept pace with their upgraded educational achievement and commitment to careers. This is in spite of the unprecedented changes in the lives of women during the last 30 years. One of the

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### Abstract

The purpose of this article is to study Puerto Rican women in international management, specifically with respect to the perceptions and myths regarding their participation in international assignments, their application in our culture, as well as, to study the factors that affect the participation of Puerto Rican women in international business. The results obtained indicate: 1) the current myths regarding Puerto Rican women in international business positions; 2) factors that influence when considering Puerto Rican women for international business positions and; 3) organizational units and departments where women currently hold positions in international assignments. Although there have been previous studies regarding women in management, there are none regarding Puerto Rican women's participation in international business assignments.

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main reasons for this slower than expected acceptance of women in management is perception. And this perception is equally true in positions of greater exposure, such as those in international assignments.

There are various recurring perceptions or attitudes regarding the capabilities of women as managers that appear in almost all of the literature on this topic. Palmer (1990) indicates that these perceptions or attitudes are:

1. Women want to do the work and could do well if the (presumably male) system lets them.
2. Women can do the work but do not want to try, even though the system would let them.
3. Women cannot do the work and do not want to try.
4. Women want to do the work but cannot handle it due to their perception makeup or prior socialization.
5. Women want to do the work but do not have the requisite technical and administrative skills.
6. Women want to do the work and could do it if they know how to "steer" the system, that is, if they know how to gain access to information.

Soto (1993) found that there was a statistical significant relationship between perceptions of corporate executives and women's role towards organizational effectiveness, and that male executives had lower perceptions towards women in management positions.

Five years later, this information was taken one step further and this research now analyzed the perceptions of top management executives regarding Puerto Rican women in international management positions in the private sector in Puerto Rico.

We find that as globalization evolved from a buzzword to a reality, demand increased for executives experienced in managing the complexities of global business. Corporations and government managers need to think globally. They need to be able to work domestically on international projects as well as abroad on expatriate assignments and business travel. Global business has become so important that organizations can no longer afford to consider candidates for executive positions unless they have global experiences.

Given the significant problems facing women managers on the domestic scene, what opportunities or threats does an increase in demand for

international management experience create? Taking it even one step further, how does this demand in international experience affect Puerto Rican women? Have there been barriers limiting their opportunities? There is no literature about research related to studies of this nature in Puerto Rico.

The purpose of this research paper is to analyze Puerto Rican women in international business as an attempt to provide basic information about the issues of success and achievement of Puerto Rican women using a sample of companies located in Puerto Rico. The purpose of the research paper was two-fold: (1) to explore the perceptions of the management of the companies studied regarding women's role in international business, and 2) to examine the realities of their current status in the Puerto Rican job market. Both of these will assist women in determining problem areas when considering international assignments. In order to analyze these aspects, the research was conducted regarding women in international business.

### **Women and International Business Opportunities**

The world needs wise and insightful leaders to guide the global community into the twenty-first century. Tomorrow's work leaders will need to challenge and transcend the traditional styles of the past. In this process, few have begun to appreciate the potential success for global women leaders. The myth is that there are only a few global women leaders and that their assumption of power is not only rare, but also a sporadic occurrence (Adler, 1996). If people observe senior political leaders in general, however, they find that 27 women have held positions of president or prime minister of their countries, with almost half of them coming to office since 1990 (Adler, 1996). In Puerto Rico, various political leaders of the past decades have been women, such as Doña Felisa Rincón de Gautier, Ex-Mayor of San Juan Municipality, Victoria Muñoz de Mendoza, Ex-President of the Popular Democratic Party and candidate for Governor of Puerto Rico and Antonio Coello Novello, Ex-Surgeon General of the United States.

Acceptance of women in upper level roles is growing around the world. Women are beginning to be better represented than men in the top levels of family businesses in part because fathers are now willing to turn them over to their daughters (Czinkota, 1998; SHRM, 1998).

This concept of women as managers has been boosted by a study released by an Australian Consulting Firm DPI Asia Pacific. In the study,

male and female managers from Australia, Canada, New Zealand and the United States gave higher marks to their female bosses than to their male bosses (SHRM, 1998). Women were perceived as more creative in developing new ways of doing things, better at maturing employees and more open about unpleasant facts.

Nancy Adler (1994) indicates four major changes in the competitive environment that explain the increasing promotion of women into the transnational managing and executive ranks:

1. Extraordinarily high opportunity cost of prejudice

Today's competitive business environment forces transnational firms to select only the best person available regardless of gender.

2. Local culture is less limiting for transnational firms

Transnational firms are not as limiting as domestic and multidomestic companies in their policies of hiring. Transnationals have greater flexibility in defining selection and the promotion criteria that best fits the firms' needs rather than the historical pattern of any given countries.

3. Foreign women respected

Most countries do not hold foreign women to the same professionally limiting roles that restrict local women.

4. Transnational organizational culture supports women's skills

Normally, domestic, multidomestic and multinational firms have been characterized by structural hierarchies. Transnationals increasingly organize around networks of equals. Recent research suggests that women work well in such flatter networks.

5. Diversity increases innovation

Continuous innovation and learning are key factors in global competitiveness. An inherent source of innovation is well managed diversity, including of course, gender diversity.

What are the skills needed by transnationally competent managers? As summarized by Adler and Bartholomew (1996), the new breed of managers first need to understand the worldwide business environment from a global perspective. Secondly, transnational managers must learn about many foreign cultures' perspectives, tastes, trends, technologies and approaches for doing business. Unlike their counterparts, the international managers, they

do not focus on one culture. Thirdly, they must be skillful at working with people from many cultures simultaneously. Fourthly, similar to prior expatriates, they must be able to adapt to living in other cultures. But they also need cross cultural skills. On a daily basis throughout their career not just during foreign assignments. Fifth transnational managers interact with foreign colleagues as equals, rather than from within clearly defined hierarchies of structural or cultural dominance and subordination. The development of transnationally competent managers depends on the firms' organizational capability to design and manage transnational human resource systems. Such systems in turn, also allow firms to implement transnational business strategies.

### Myths about Women Managing Across Borders

Perceptions can be defined as a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment. Organizational reality - what others and the organization expect, reward or demand, can only be known to any individual through his/her own perceptions. What a person sees and hears tends to be selective and to involve a degree of distortion shaped by the person's self-concept; a person perceives what he/she need or expect to perceive. There are various factors that operate to shape and sometimes distort perceptions. These factors can reside in the perceiver, in the object or target being perceived, or in the context of the situation in which the perception is being made (Cohen, Fink, Gadon & Willis, 1989).

When the term "attitude" is presented, it means the posture an individual takes regarding a situation at a given time. The apparent image and the attitude towards an object are highly interrelated. Many times, individuals will have predetermined judgments or prejudices that may be positive toward an object regarding a specific circumstance. However, it is when different circumstances react one against the other that the hostility begins.

Persons, objects or events that are similar to each other also tend to be grouped together. The greater the similarity, the greater the probability that these will be perceived as a common group. Women, blacks or members of any other group that has distinguishable characteristics in terms of features or color will tend to be perceived as alike in other, unrelated characteristics as well (Robbins, 1991).

In previous papers that consider variables that affect minority women, (Staples, 1981) emphasized in a study by Hispanic and African American social scientists that contributions of cultural influences, family unity, and

strength, religion, community and political awareness take part in the success of individuals and groups.

A study conducted by Aguilar and Williams (1993) to Hispanic American and African-American women, the contributing factors that the women mentioned most frequently were their accomplishments (personal and professional), hard work, responsible positions, satisfaction with life and work, recognition from others; perseverance in spite of obstacles, being good roles models, realizing that service has a payback, positive thinking, having choices, pride in raising children, pride in having made it on one's own, and the setting, pursuit and attainment of realistic goals. These factors have helped shape women's skills and these skills have been translated into good networking, problem-solving skills, innovation, adaptability, etc., all of which are skills that are required by transnational managers.

In Puerto Rico, due to the societal and political situation, the culture is strongly influenced by the Anglo or North American culture. This leads to generalizations that Puerto Rican women are similar to the Anglo or American women. However, the historical background of the Puerto Rican women impacts differently upon gender roles. Although not as marked as in other Hispanic countries, and because of the strong legislation regarding equal employment opportunities, affirmative action and diversity, Puerto Rican women have had greater advancement in management. Their participation in international assignments is a question we ponder and is the main purpose for this research paper.

Nancy Adler (1994) had studied myths facing women in international business. This study challenged these myths to find out, what are the myths that surround women regarding their participation in international business? What are the views that many senior executives still have about global women managers?

### **Myth 1: Women Do Not Want To Be Global Managers**

In a study that surveyed more than a thousand graduating MBA's from several top management schools in the United States, Canada and Europe (Adler, 1984) the results revealed an overwhelming case of no significant difference: female and male MBA's display equal interest in pursuing international careers. Therefore, this myth is not true.

### **Myth 2: Companies Refuse To Send Women Abroad**

If women are not interested in international assignments, is it that companies refuse to send women abroad? To answer this question, a survey was conducted to Human Resource Managers and Vice-Presidents from sixty of the largest North American multinationals. Over half of them reported that they were hesitant to send women abroad indicating that foreigners were so prejudiced that women managers could not succeed even if they were sent. Thus, the second myth continues to be a myth: firms are hesitant, if not resistant to send women abroad.

### **Myth 3: Foreigner's "Prejudice" Against Women Managers**

Is it true that women managers would not be able to succeed even if sent? The fundamental question was and remains: Is historical discrimination against local women worldwide a valid basis for predicting expatriate women's success as international managers?

To investigate this myth, Adler surveyed over a hundred women managers from major North American firms who were on expatriate assignments around the world. Almost all of the women expatriate managers (97 percent) reported that their international assignments were successful. According to their different experiences and countries, the women reported numerous professional advantages for being female. Most frequently, they describe the advantage of being highly visible, thus remembered after the first encounter. Some also discovered a number of advantages based on their interpersonal skills, including that local men could talk more easily about a range of topics with them than with their male counterparts. Many women also described the high social status accorded local women, and found that such status was not denied them as foreign women. The women often received a special treatment that male counterparts did not receive. The major disadvantages women encountered is regarding their relationship with their home companies. A major problem involved the women's difficulty in obtaining an international position in the first place. Therefore, myth 3 is not true because of the success that women expatriates normally receive once they reach, if they ever reach, status of expatriates.

Are these myths the same for Puerto Rican women? Have they experienced success? Have they been given opportunities? A relationship has been established regarding the myths and the opportunities for Puerto Rican women, as shown on Appendix 1.

## Methodology

This research was guided by the following questions:

1. What are the perceptions or attitudes that managers have of Puerto Rican women in international management positions?
2. What are the myths and stereotypes about women in international management?
3. Are there differences in perceptions between men and women?

The assumptions taken into consideration were the following:

1. Perceptions regarding women affect their roles and opportunities in the organization.
2. Gender differences lead to different perceptions of women.
3. Perceptions of management executives regarding women in international management influence their acceptance of women's role to those positions.
4. The influence of the Puerto Rican culture may be a factor in the perception of women.
5. Management executives are influenced by their perceptions and not by organizational culture.

The population consisted of management executives (we did not approach women directly) from 200 private sector companies in different industrial sectors in the island of Puerto Rico. These companies were selected from the 1998 Caribbean Business Book of Lists. The sample was chosen through stratified proportional sampling, and 43 companies responded to the questionnaire. The sample was limited to the private sector.

The participants were issued that was developed, called "Puerto Rican Women in International Management" (Appendix 2). The instrument was designed to be easy to answer. It was designed and written in English, in order to be understood by all the sample. The questionnaire consisted of five parts as follows:

1. Addresses the stereotypes of women in international assignments in 25 questions to be answered using the Likert scale.
2. Addresses the factors taken into consideration when considering women for international management positions.
3. Sought the areas or organizational units where women are considered or most likely found.
4. Sought the demographics of the executive responding to the ques-

tionnaire.

5. Reviewed the profile of the company where the top management executive is currently employed.

The instrument was designed to collect information about perception and myths from the management executives regarding Puerto Rican women in international business; to obtain general information about the company and to obtain a profile of the individuals responding to the questionnaire. The perceptions studied were mainly those regarding women's performance in international business or their readiness to enter the international business arena.

In order to obtain the perceptions or myths of the executives, the following stereotypes were presented to our participants and translated into perceptions or myths regarding women in international management:

- Women do not want to be international managers.
- Companies are hesitant to send women abroad.
- Foreign companies are prejudiced against women managers.
- Women in dual career families will not accept international assignments.
- Women endanger their physical safety in international assignments.
- Women undergo hazards travelling to under developed countries.
- Women face greater disadvantages than men when sent abroad.
- Women are not permitted to work with clients during international assignments.
- Women are not equally interested in international careers.
- Women cannot balance professional and personal life while on international assignments.
- Women cannot be assertive enough in international business situations that demand it.
- Firms measure women's effectiveness against male norms in similar assignments.
- Given the historical scarcity of local women managers, women cannot function successfully in international assignments.

The primary data of this survey were the responses obtained from the

questionnaire. The secondary data were recent studies regarding women in international business and other related texts dealing with perceptions of women, gender differences and women's development in management.

After determining the population and selecting the sample, the latter was verified for accuracy according to the names and addresses of the management executives. The questionnaire was mailed to a total of 200 companies, which included self addressed stamped envelope for a more prompt return of the completed survey. An accompanying letter was sent with a brief explanation of the survey. Each participant was informed that their responses would be kept confidential. The questionnaire was mailed up to three times until acceptable amount of questionnaires were received. A total of 43 questionnaires were received. The data was coded and prepared for analysis.

## Results

When analyzing the outcome of this survey, we found that 67% of the respondents were female versus 33% male. Of the 67% of the respondents, 56% were top management executives. The other 11% were in managerial positions.

When identifying the specific myths or perceptions regarding women in international business (Appendix 1), the following responses indicate that these are prevalent in the Puerto Rican culture:

- Women are measured against male norms in international assignments, (72%).
- Companies are hesitant to send women abroad, (65%).
- Women face greater disadvantages in international assignments, (56%).

The myths that were disagreed more strongly were:

- Women cannot function successfully, (91%).
- Women cannot be assertive enough, (88%).
- Women are not permitted to work with clients, (88%).
- Women endanger their physical safety, (86%).

- Women are not equally interested in international assignments, (84%).
- Women do not want to be international managers, (74%).
- Women undergo hazards when traveling to an international location, (67%).

The myths that present a neutral response because of the percentage of responses were:

- Foreign companies are prejudiced against women, (46%).

Appendix 3 shows the findings also indicate that the main factors that contribute in considering women for international assignments are:

1. The ability to speak various languages, (90.6%).
2. The need for managing diversity in the workforce, (88.3%).
3. Had a previous international assignment, (86%).
4. The need to use the most talented human resources, (86%).
5. Career development, (86%).

The organizational units where women are most likely to have international assignments are in sales, marketing, human resources, and quality. The organizational units less likely to find a woman in international assignments are operations, production and engineering.

When asked to compare the proportion of females to males in international assignments in their organizations, 72% indicated that the proportion was between 0/100 to 19/81 percent. In other words, the majority of the firms have very few, if any, women currently in international assignments compared to the male counterparts.

The study also evaluated the organizations that participated in the sample. The 56% of the organizations were manufacturing firms and 44% of the firms were sales or service organizations. In another category, 39% were domestic firms, 30% were international firms, 27% were multinational and 2% were transnational.

When looking at the number of women reporting to executives, we find that there is a greater number of women reporting to women than the number of women reporting to men.

### Conclusion, Implication for Social Change and Recommendations

1. We find that there is no significant difference between men and women in the perception or attitudes regarding Puerto Rican women in International management.
2. There is no relationship between the perceptions of management and the gender of the executive in the management position.
3. There are myths or perceptions regarding women in international management that are mainly related to organizational culture and not to women's professional or personal skills.
4. The myths or perceptions are similar to the myths or perceptions that have been found in similar studies around the world.
5. There is no defined perception about the reaction that foreign companies will have about women in international assignments.
6. The main positions or opportunities for women in international assignments are in sales, marketing, human resources and quality.
7. There are few opportunities for women in operations, production and engineering.
8. A larger percent of women fill local management positions than men.
9. There is an unequal proportion of women in international assignments when compared to their male counterparts.

### Implications for Social Change and Recommendations

When reading through related studies on women managers across borders and the results obtained from this study, we find that there are similarities in these perceptions. The myths that firms are hesitant to send women abroad demonstrated to be the most prevalent in this study as compared to the study carried out by Nancy Adler.

Regarding the myth about foreign companies being prejudiced against women, the results indicate a more neutral stance when compared to other responses. However, we analyzed the classification of the organizations that participated in this study and 39.5% of the firms were domestic firms. We could then assume that due to the lack of international experience, there is insufficient information to be able to give a definite response.

Based on the findings presented, the researcher has proposed the following recommendations:

1. Create an awareness in organizations that globalization requires the most competent manager, regardless of gender.
2. Organizations cannot assume that women do not want to work abroad. It has been demonstrated that women are interested in working internationally.
3. Understand that foreigners' reactions to women are positive and that one of the most salient characteristics of a woman expatriate is the fact that she is a woman.
4. Work with those companies in order to eliminate the fact that companies are hesitant to send women managers abroad. Since the problem is caused primarily by assumptions, attitudes and decisions, solutions are largely within their control.
5. Give women every opportunity to succeed on the outset, not as a temporary or experimental expatriate.
6. To further study women professionals utilizing a holistic approach that explicitly acknowledges women's professional and personal life dimensions.
7. Do not confuse the role of a spouse of an expatriate with that of a female manager.

There are also recommendations for women expatriates or potential expatriates:

1. Since sending women abroad is new, many managers are operating under new considerations, not prejudice. Be persistent in "educating" the company to be open to the possibilities of women expatriates.
2. Be prepared and well qualified technically and professionally.
3. Address issues dealing with family issues directly and quickly.
4. Be culturally aware and understand behaviors of international counterparts. Respect and honor cultural norms. Don't always expect equality between men and women everywhere you go. This does not occur in Puerto Rico or North America.
5. Build a personal network of international contacts, experts and resources which can open doors and give an occasional credibility boost.
6. Learn to distinguish between gender differences and cultural differences. Be aware that, as a woman in international business, you will be a minority.

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Appendix 1

Perceptions Regarding Women In International Management

<i>Myths About Women</i>	<i>Disagree or Strongly Disagree</i>			<i>Agree or Strongly Agree</i>		
	<b>F</b>	<b>M</b>	<b>Total</b>	<b>F</b>	<b>M</b>	<b>Total</b>
Do not want to be international managers	26	6	32	3	5	11
Companies are hesitant to send women abroad	8	7	15	22	6	28
Foreign companies are prejudiced against women	13	10	23	17	3	20
In dual careers, families will not accept international assignments	24	4	28	6	9	15
Endanger their physical safety	26	11	37	4	2	6
Undergo hazards travelling	21	8	29	8	6	14
Face greater disadvantages	13	9	24	14	5	19
Are not permitted to work with clients	27	11	38	2	3	5
Are not equally interested	24	12	36	5	2	7
Cannot balance professional and personal life	23	8	31	6	6	12
Cannot be assertive enough	28	10	38	2	3	5
Are measured against male norms	10	2	12	19	12	31
Cannot function successfully	27	12	39	2	2	4

(N=43)

F=Female

M= Male

Appendix 2

**Puerto Rican Women In International Management**

**Part 1.** How would you rate the following phrases expressed about Puerto Rican women in international management?

SA-Strongly Agree A-Agree N-Neutral D-Disagree SD-Strongly Disagree

SA	A	N	D	SD	
5	4	3	2	1	1. Women do not want to be international managers.
5	4	3	2	1	2. Being a woman is an advantage when going on an international assignment.
5	4	3	2	1	3. Women have better interpersonal skills than men for international assignments.
5	4	3	2	1	4. International assignments for women are the same type as assignments for men.
5	4	3	2	1	5. International assignments for women are for the same length of time as for men.
5	4	3	2	1	6. Women have more education than men for international assignments.
5	4	3	2	1	7. Companies are hesitant to send women abroad.
5	4	3	2	1	8. Foreign companies are prejudiced against women managers.
5	4	3	2	1	9. Women in dual career families will not accept international assignments.
5	4	3	2	1	10. Women endanger their physical safety in international assignments.
5	4	3	2	1	11. Women undergo hazards when traveling to underdeveloped countries.
5	4	3	2	1	12. Women experience loneliness while in international assignments.
5	4	3	2	1	13. Women face greater disadvantages than men when sent abroad.
5	4	3	2	1	14. Women work more internally within the company than in international assignments.

SA	A	N	D	SD	
5	4	3	2	1	15. Women are not permitted to work with clients during international assignments.
5	4	3	2	1	16. Women are not equally interested in international careers.
5	4	3	2	1	17. Women cannot balance professional and personal life while on international assignments.
5	4	3	2	1	18. Women report their salaries in international assignments are lower than men.
5	4	3	2	1	19. Job involvement of women is equal to or higher than that of men.
5	4	3	2	1	20. Women cannot be assertive enough in international business situations that demand it.
5	4	3	2	1	21. Women can contribute in ways similar to those of men in international assignments.
5	4	3	2	1	22. Firms expect women to think, dress and act like the men who traditionally held the positions previously.
5	4	3	2	1	23. Firms measure women's effectiveness against male norms in similar assignments.
5	4	3	2	1	24. Given the historical scarcity of local women managers, women cannot function successfully in international assignments.
5	4	3	2	1	25. Firms view women managers' increased representation and potentially unique contribution as source of competitive advantage rather than as a limiting constraint.

**Part II.** Listed below are some of the factors that are taken into consideration when considering women for international management. Please make a circle on each that indicates the degree to which it is correct for your company.

**DY**-Definitely Yes - **PY**-Probably Yes - **M**-Might - **PN**-Probably No - **DN**-Definitely No

<b>DY</b>	<b>PY</b>	<b>M</b>	<b>PN</b>	<b>DN</b>	
5	4	3	2	1	1. Other women in international assignments
5	4	3	2	1	2. Corporate social responsibility
5	4	3	2	1	3. EEO requirements
5	4	3	2	1	4. Need to use the most talented human resources
5	4	3	2	1	5. Previous international experience
5	4	3	2	1	6. Speak various languages
5	4	3	2	1	7. Dual Career family
5	4	3	2	1	8. Shortage of qualified males
5	4	3	2	1	9. Career development
5	4	3	2	1	10. Need for female role models/mentors
5	4	3	2	1	11. Gender awareness
5	4	3	2	1	12. Women suggested the assignment
5	4	3	2	1	13. Managing diversity
5	4	3	2	1	14. Sucession planning
5	4	3	2	1	15. Attitudinal changes

**Part III.** Consider women that are in or have had international assignments in your company. Please indicate where they are (were) most likely to be found with a 5 to the less likely with a 1.

5	4	3	2	1	1. Sales
5	4	3	2	1	2. Marketing
5	4	3	2	1	3. Finance
5	4	3	2	1	4. Purchasing
5	4	3	2	1	5. Information Systems
5	4	3	2	1	6. Operations
5	4	3	2	1	7. Production
5	4	3	2	1	8. Research/Development
5	4	3	2	1	9. Quality
5	4	3	2	1	10. Human Resources
5	4	3	2	1	11. Legal
5	4	3	2	1	12. Public/government relations
5	4	3	2	1	13. Plant/facilities management
5	4	3	2	1	14. Service
5	4	3	2	1	15. Engineering

**Part IV. Information about you**

- Position in the firm:
  - CEO/Head of firm
  - Hispanic/Other
  - Anglo Saxon
  - Oriental
- Age:
  - 20-30 yrs.
  - 31-40 yrs.
  - 41-50 yrs.
  - Over 50
- Gender:
  - Male
  - Female
- Civil Status:
  - Single
  - Married
  - Other
- Ethnic Origin:
  - Hispanic/Puerto Rican
  - Hispanic/Other
  - Anglo Saxon
  - Oriental
  - Middle East
  - European
  - Other
- Education:
  - High School
  - Bachelor's Degree
  - Master's Degree (MBA, MA)
  - Other professional degree (Ph.D., J.D., etc.)
- Indicate major \_\_\_\_\_
- How many women report to you?
  - 1-2
  - 3-4
  - 5-9
  - over 10

**Part V. Profile of your company**

- What segment of your company's workforce is represented by your response?
  - Entire US workforce
  - Puerto Rico operation only
  - Employees in one unit only
  - Other \_\_\_\_\_
- How would your organization be classified?
  - Domestic
  - Multinational
  - International
  - Transnational
- What is the number of employees in the facility (facilities) for which you are responding?
  - 100 or less
  - 1,501-5,000
  - 101-499
  - 5,000-10,000
  - 500-1,500
  - 10,000 +
- What is your industry category?
  - Manufacturing
  - Service
  - Other
- What is the percentage of females and males on international assignments in your organization?
  - \_\_\_\_\_ percent female
  - \_\_\_\_\_ percent male

MARITZA SOTO

## Appendix 3

Factors Contributing To Considering Women in International Assignments  
(Ranked in Order of Importance)

	<i>Total</i>	<i>Percent</i>
Speak various languages	39	90.6
Managing diversity	38	88.3
Previous international assignment	37	86
Need to use most talented human resources	37	86
Career development	37	86
EEO Requirements	32	74.4
Succession planning	31	72
Attitudinal changes	31	72
Corporate Social Responsibility	30	69.7
Need for females role models	30	69.7
Women suggested the assignment	29	67.4
Gender awareness	28	65
Dual career family	25	58
Shortage of qualified males	20	46.5

**N=43**

