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A Qualitative Phenomenological Review of Hispanic Women's Journey to an Executive Level Position

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Walden University

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Walden University

College of Management and Technology

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Olga Piedra

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Walden University
2020

Abstract

A Qualitative Phenomenological Review of Hispanic Women's Journey to Executive

Level Positions

by

Olga Piedra

MS, Nyack College 2013

BS, Nyack College, 2007

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Management

Walden University

February 2020

Abstract

The purpose of this phenomenological research study was to explore the lived experiences of Hispanic women in executive leadership positions. This study was conducted to provide information on the gap in the literature pertaining to Hispanic women having to use strategies in order to obtain an executive level position. The data analysis answered the research question relating to what strategies Hispanic women use to enter into executive level positions. The conceptual framework for this study included cultural expectations, unequal opportunities and lack of diversity Hispanic women face in the workplace through a social cognitive career theory exploring how the 15 Hispanic women executives may have used self-efficacy, expected outcomes, and goals to advance into an executive level position. Data was collected by interviews and coded using NVivo software where nodes, themes and trends were found. The themes that emerged were education, organization, and promotion. Networking and education were the predominant themes, indicating that making and creating professional relationships and continuing one's education were essential to successful promotion to executive level positions for Hispanic women. This research study may assist Hispanic women gain the knowledge and expertise to excel and socially change the way Hispanic women enter executive level positions.

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Dedication

This doctoral study has been possible with many hours of my dedication to this research. Also, I dedicate my research study to many of my friends and family for understanding how important education is and how it has made a difference in my career path. This doctoral research study has shown my dedication, strive to be successful, and continue my education as a scholar practitioner. For this, I dedicate my personal strengths and drive to the successful completion of my PhD degree.

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Chapter 1: Introduction to the Study

The purpose of this exploratory qualitative phenomenological research study was to explore the lived experiences of Hispanic women executives and the strategies they may have used in their career paths as they moved into executive level positions. Hispanic women executives in today's business world may see the need to use strategies allowing them to successfully move into an executive level position. Some of the strategies Hispanic women use may stem from various types of cultural expectations and stereotyping in the workplace. The general problem is that Hispanic women in executive level positions do not receive equal opportunities due to lack of diversity in today's workplace (Carr-Ruffino, 2016). The specific problem is that Hispanic women have cultural expectations which have caused their career to have limitations which are related to the opportunities Hispanic women may have in order to move into an executive level position (Machuca, Naranjo, Apolinaris, & Maison, 2014).

Chapter 1 includes the background of the study and present information concerning Hispanic women executive leaders in the United States. Chapter 1 also introduces the problem statement, purpose statement, and the research questions which is addressed during this study. I also provide a brief description of the relevant theories, the conceptual framework, nature of the study, definitions, assumptions, scope and delimitations, limitations, and the significance of study. Chapter 1 includes a framework for the study and a preview of Chapter 2 and Chapter 3.

Background of the Study

Johns (2013), defined the glass ceiling as a metaphor for the invisible and artificial barriers which block women, as well as minorities, from advancing within the corporate ladder to obtain management and executive positions. According to Berrey (2014), the glass ceiling is defined as “artificial, discriminatory barriers that prevent advancement to the highest levels within the organization” (p. 349). Companies with the best records for promoting women have surpassed their competition regarding profitability. A study conducted by McKinsey and Company found that companies whose boards or top management included a strong representation of women have financially outperformed companies that did not have these kinds of diversity (Desvaux, Devillard-Hoellinger, & Baumgarten, 2007). This is largely because women bring different skills than men to an organization and which can lead to more thoughtful deliberation about risk taking and appealing to female consumers. One of the first empirical studies which showed a strong correlation between a company’s solid record of promoting women into the executive suite and high profitability was conducted by Adler (2001). Having leaders with diverse experiences and backgrounds may often lead to financial success (Egan, 2015). Within the federal and state governments, and academic institutions, women are important in breaking down the barriers which are holding them back (Johns, 2013).

Hispanic women may be treated differently in the workplace because they differ from non-Hispanics based on cultural expectations such as visible characteristics, cultural background, and language (Guerrero & Posthuman, 2014). Outside of visible differences, Hispanic women also share cultural values, norms, and behaviors which may differ from

those within the United States. Hispanic women not only have visible and cultural differences, but there is a stereotyping that foreign-born Hispanic women vary in their level of English language fluency (Guerrero & Posthuman, 2014). In 1995, the Glass Ceiling Commission report identified four types of categories of barriers which prevented women from achieving upward mobility into senior and executive management positions. These categories include societal, governmental, internal business, and business structural barriers (U.S. Department. of Labor, Federal Glass Ceiling Commission, 1995). An example of business structural barrier is that women tend to be tracked and marginalized in jobs that have lower pay, lower status, and less autonomy. This causes women to remain within the defined glass ceiling and within artificial, discriminatory barriers that prevent advancement to the highest levels within the organization (Berrey, 2014). Women in American society typically take on the principal role for early caregiving of the children within their household. The early care system in the United States is still underdeveloped and underfunded (Johns, 2013). All women, not just Hispanic women, also have other roles which extend to that of their aging parents or other family members which may be the reason women take time off from their careers to fulfill the role of a caregiver. Women have continued to pay a high penalty for “*off ramping*” and leaving their careers (Johns, 2013). These off ramps keep women from taking, or being selected for, promotional opportunities once they re-enter the workplace.

In Blancero, Stone, Olivas, and Dianna (2014), the authors defined Latinas and Latinos, also known as Hispanics, as individuals indigenous to the Americas, but who trace their heritage to Latin American or Spain. Hispanic economic importance in the

Americas and throughout the rest of the world is growing extensively. The U.S. Census Bureau (2014) reported that Hispanic owned businesses increased by 43.7% to 2.3 million between 2002 and 2007 (Banks, 2012). This percentage is more than twice the national rate of 18% (U.S. Census Bureau, 2014). Blancero et al., (2014) believed that a systematic understanding is needed relating to issues in organizations that employ many Hispanic women and multicultural workers. The Pew Research Center (2013) estimated that Hispanics currently make up 17% of the U.S. population and account for over 50% of its population growth. Between 2009 and 2013, Hispanics accounted for 43.4% of total employment growth (Lopez, Morin, & Krogstad, 2016).

In Latin American, the *mestizaje* (mixing) of races, as well as 400 years of Hispanic shared history and other factors, influenced Hispanics' attitudes and behavior within an organization (The Pew Research Center, 2013). Researchers have cautioned of some dangers which could be associated to biases in assuming that the commonalities amongst Hispanics apply to all groups. As other factors including socio economic status, education, skin color, religion, and gender may all affect the degree to which one can make inferences associated with the behavior or Hispanics (Blancero et al., 2014).

Blancero et al., (2014) opined that Hispanics are an important group to study, but evidence-based research on work issues about Hispanics has been lagging. Few studies have been able to assess the role that cultural values and tradition has played in the behavior or Hispanics. The existing research has revealed that Hispanics' unique culture and subcultures has influenced the job-related attitudes and behaviors of Hispanics (Blancero et al., 2014). There are certain circumstances and factors that keep women

from being treated equal. An example is culture. Cultures differ in how strongly women value traditional gender role distinctions and cultural pressures (Moreno & McLean, 2016).

Key et al. (2012) found there is a significant body of research which suggests that Hispanic women and African American women are treated quite differently than their white peers. In 2012, the Bureau of Labor Statistics recorded that white Caucasian women are more likely to hold an executive, managerial or senior level position than an African American woman or Hispanic woman (U.S. Bureau of Labor Statistics, 2012). In 2014, only 26% of Hispanic women and 35% of African American women were employed in higher-paying management, professional and related jobs compared to 43% of Caucasian women employed in these types of managerial positions (Fisher, 2015). In an article in the New York Times where a poll was conducted, the majority of Hispanic women and African American women said they were treated less fairly than Caucasian women in the workplace (Roberts, 2013). In a poll conducted by CNN and the Kaiser Family Foundation to survey Americans on issues relating to race and ethnicity, only 15% of Caucasians, including Caucasian women, reported being treated unfair in the workplace compared to 35% of Hispanics, including Hispanic women, and 53% of African Americans, including African American women, reporting being treated unfair in the workplace (Agiesta, 2015). It is clear that on average, Hispanic women and African American women experience unfair treatment in the workplace at a higher rate than Caucasian women. This is because Hispanic women and African American women

frequently work in lower-paying jobs, work fewer hours, and experience more substantial caregiving burdens (Fisher, 2015).

While many research studies have focused on the many differences in occupational states which are measured in terms of salary and/or executive title amongst Hispanic women, African American women, and Caucasian women, other research studies attempt to compare differences in the manner in which perception of the workplace differ between them. Even though there is a growing body of research that identifies the negative impact of race and gender in the workplace, contrary evidence hampers agreement on this issue. While carefully accounting for labor-market-wide effects, treating states as labor markets we have ignored the job-specific impacts of changes in demand. Accounting for industry-specific changes within employment does not specifically change the conclusion that the female wage disadvantage increases as unemployment rises. The conclusions about Hispanic women disadvantages are ambiguous where the minority wage disadvantage lies (Biddle & Hamermesh, 2013). Key et al. (2012) argued that evaluating the impact of race on developmental experiences and workplace experiences as well as perceptions is heuristic, and one gains insight into the viewpoints of all women as it relates to women rising to leadership positions within their organization.

Significant differences were found between Caucasian women, Hispanic women and African American women subsamples with regard to a number of factors and facts which revealed racial differences in the extent to which these subsamples emphasized certain kinds of obstacles developed within certain respective fields (Fisher, 2015).

Specifically, Hispanic women and African American women were more likely than Caucasian women to report being raised in severe poverty and facing more developmental hardship and adversity. This may be due to the fact Caucasian women are employed in higher-paying management, professional positions than Hispanic women or African American women (Fisher, 2015). Even though Hispanic women, African American women and Caucasian women agreed that the “glass ceiling” is a reality of organizational life, Hispanic women and African American women were more likely to cite this as a significant barrier to advancement (Key et al., 2012). Key et al. (2012) argued that the potential for a double-jeopardy effect relative to race and gender, which indicates several factors which seem to distinguish Caucasian women from women of color (Hispanic women and African American women). And, within their present experiences in their work and life along with the factors which have contributed to the positive and negative outcomes. In the workplace, categorical distinctions and symbolic boundaries are often drawn around types of people according to their social status such as gender, race, ethnicity, class, age, and around types of work such as manual labor, beauty care, or executive decision making (Berrey, 2014).

Hispanic women tend to share cultural values, norms and some behaviors which differ from those of Americans. Some of the cultural values Hispanic women share are higher levels of in-group collectivism, greater acceptance of hierarchal power distance, present time orientation, acceptance of closer personal space, relational harmony, and traditional gender roles (Guerrero & Posthuman, 2014). Looking at another side to the cultural values and norms of Hispanic women, it is a norm that the level of English

fluency presents a challenge for some Hispanic women because it often limited them to working in a lower-wage occupation. This may cause financial disadvantages for Hispanic women. Another challenge, which is also a cultural norm for Hispanic women in the workplace, even if they have a higher level of English fluency, is their accent. Spanish speaking is clarified as a maker of outsider status (Guerrero & Posthuman, 2014). Accents are highly recognizable characteristics that listeners use of cues of minority status (Bergman, Watrous-Rodriguez, & Chalkley, 2008).

Guerrero and Posthuman (2014) found during their research that Hispanic women perceived more prejudice and discrimination in the workplace than Anglo-Americans. In instances when Hispanic women worked in jobs which gave them less access to well-paying jobs, Hispanic women had lower rates of loyalty, less willingness to work hard, negative perceptions and company fairness and higher turnover intention (Guerrero & Posthuman, 2014). Hispanic women experienced more intimacy within their family domain and more hostility in the work domain in comparison to non-Hispanic women (Agiesta, 2015).

The research of Humberd, Clair, and Creary (2015) showed that diversity management continues to focus on uncovering organizational processes and structures that help organizations and individuals work much more effectively even when there are differences. The authors found inclusion disconnects have critical effect relative to key performance measures. After reviewing many scholarly journals, I assessed that different cultures are needed to have a diverse organization and the organizations need to have the ability to recruit and retain a diverse workforce.

Diversity management has conceptualized and empirically illustrated how inclusion disconnects and are able to create a complex challenge for employees in the workplace (Humberd et al., 2015). This stems from underrepresented backgrounds and from organizational diversity management efforts. Researchers suggested that individuals who have obtained college degrees are the same individuals who can still be stuck in boundary conflicts (Humberd et al., 2015). Diversity management can allow Hispanic women executives to learn how to build their organization to address challenges within the workplace with strategies derived from conceptualized and empirical illustrations (Humberd et al., 2015).

Problem Statement

Hispanic woman executives in today's business world use strategies to move into executive level positions. Some of the strategies may stem from various types of cultural expectations and stereotyping in the workplace. The general problem is that Hispanic women in executive level positions do not receive equal opportunities due to lack of diversity in today's workplace (Carr-Ruffino, 2016). The specific problem is that Hispanic women have cultural expectations which may have caused their career to have limitations relating to the opportunities Hispanic women may have to move into executive level positions (Machuca et al., 2014). At the top of the managerial ladder are Chief Executive Officers (CEOs), of which only about one quarter of CEOs were women in 2014 (Gandara, 2015). Only 4.3% of all female CEOs were Hispanic (Gandara, 2015). While Catalyst 2015 data indicates Hispanic women make up 6.2% of S&P 500 employees, they hold 1% of executive-level positions. Hispanic women occupied only

4.4% of S&P 500 women-held board seats in 2014, less than 1% of total board seats (Elmuti et al., 2009).

Cultural expectations and stereotyping Hispanic women as a homogeneous group has contributed to the career path obstructions of Hispanic women (Machuca et al., 2014). Armijo (2009) found that Hispanic women statistically remain underrepresented within the U.S. workforce, with nearly half of the Hispanic women professional reporting that their culture challenges hinder their careers. The findings of my research study may provide strategies that could create opportunities for Hispanic women to attain executive level positions. Some strategies Hispanic women can use to help them break through into executive level positions are networking skills and securing a mentor, learning how to overcome the biases associated with stereotypes, and gender roles. Hispanic women may also focus on strategies associated with their cultural strengths in leadership (Elmuti et al., 2009). Eagly and Carli (2007) presented the argument in their study that the glass ceiling explanation to the scarcity of women in powerful roles no longer fits because barriers to women's advancement are more permeable these days; discrimination and prejudices that have blocked Hispanic women entering into executive-level positions has not disappeared.

The current gap in the literature relates to Hispanic women having cultural expectations which have caused their career limitations relating to the opportunities Hispanic women may have so that they are able to move into executive level positions (Machuca et al., 2014). The results of this research study may allow Hispanic women in executive positions to learn how strategies may assist them obtain an executive level

position and contribute to their attainment of an executive level position as well as contribute to positive social change for future Hispanic women executives. Hispanic women executives use of their experiences and by using strategies to assist other Hispanic women in leadership positions may allow them to see a positive social change within their community.

Purpose of the Study

The purpose of this exploratory qualitative phenomenological research study was to explore the lived experiences of Hispanic women executives and the strategies they may have chosen in their career paths as they moved into executive level positions. Through Skype audio recorded interviews with Hispanic women holding executive level positions in the private sector and nonprofit organizations, an analysis of the data was conducted to identify the strategies Hispanic women may have used in order to overcome limitations to obtain an executive level position. The data collected from the participants may provide information relative to the strategies Hispanic women have used to obtain their executive level positions. In this study, I explored the experiences of Hispanic women in executive level positions, the obstacles Hispanic women experienced, and the strategies used by these Hispanic women to obtain executive level positions.

Research Questions

RQ1: What strategies do Hispanic women use to enter into executive level positions?

Conceptual Framework

The conceptual framework of this study explored the cultural expectations, unequal opportunities and lack of diversity Hispanic women may have experienced in their career path moving into executive-level positions. Some Hispanic women in executive level positions have encountered obstacles in their career paths due to lack of diversity in the workplace (Carr-Ruffino, 2016). According to Miles and Huberman (1994), a conceptual framework “lays out the key factors, constructs, or variable and presumes relationship among them” (p. 440). A conceptual framework provides an understanding of the research phenomenon as well as an interpretation of the research findings (Maxwell, 2012). Cultural expectations, unequal opportunities, and lack of diversity are some of the lived experiences Hispanic women executive may have experienced in their career paths.

This research used the social cognitive career theory introduced by Lent et al., (1994) and focuses on self-efficacy, expected outcomes, and goals. Social cognitive career theory is grounded on Bandura’s (1986) social cognitive theory and explores the way career and academic interests mature, have career choices and developed, and how these choices are turned into action (Lent, Brown, & Hackett, 1994). The use of social cognitive career theory within this research study explored how Hispanic women executives may have used self-efficacy, expected outcomes, and goals to advance into an executive level position. Self-efficacy is a positive predictor of outcomes such as goal commitment. Self-efficacy may be thought of as the centerpiece of social cognitive career theory because it transmits the effects of person inputs, contextual use variables, and

learning experiences to individual career-related cognition. There are two types of contextual influences (a) affordances, which are factors that promote optimal career discussions making the behavior and (b) barriers, which are factors which may be used to serve to inhibit career development processes (Deemer, Thoman, Chase, & Smith, 2014).

Another central construct in self-efficacy theory is outcome expectancies.

Outcome expectancies are distinguished from self-efficacy because self-efficacy is perceived ability to a behavior, whereas outcome expectancies are judgments about the likelihood of outcomes that flow from behavior. In the self-efficacy theory, self-efficacy casually influences outcome expectancies (Williams, 2010). Another construct of self-efficacy theory is goals. A goal is what an individual is consciously trying to accomplish. Goals difficulty or the level of task proficiency requires as assessed against a stand, influences the effort needed to attain goals (Schunk, 1990). The authors also found that the importance of mentoring professional academic advancement. Hispanic women in general do not receive mentorship support from other women while pursuing their professional careers (Gomez et al., 2001). I also explored the phenomenology of a study and explained how “phenomenology is a philosophy that focused on describing the essence of a phenomenon from the perspective of those who have experienced it” (San Miguel & Kim, 2015, p. 21). Being able to understand the meaning of a phenomenon provides readers a greater understanding of my research study and my reasoning for conducting this research study.

While studies predict that self-efficacy has a direct relationship to goals, supports, and barriers, a study conducted by Garriott, Flores, and Martens, (2013) found that while

supports, barriers, and goals originally proposed a direct relationship between self-efficacy and certain goals, support had an indirect relationship between goals pertaining to self-efficacy. Collectively, the conceptual framework presented within the study shows expectations, and interest inform goals and persistence behavior. This allows one to believe that self-efficacy may be broader in the future by interest measuring of other means and sources (Flores et al., 2014).

The research problem in this study is that Hispanic women have cultural expectations that have caused Hispanic women to have limitations within their careers which are related to opportunities Hispanic women may have to be able to move into an executive level position (see Machuca et al., 2014). The use of strategies by Hispanic women can allow them to move into an executive level position. The purpose of this qualitative phenomenological research study is to explore what strategies Hispanic women executives may have used in their career paths to move into an executive level position. A review of the current literature on Hispanic women in executive level positions showed that Hispanic women have experienced persistent wage and gender gap, commonalities in values, attitudes and preferences that may affect behavior within an organization; the impact of race and developmental experience and workplace experiences along with other types of expectations (Elmuti, Jia, & Davis, 2009).

Nature of the Study

The purpose of this qualitative phenomenological research study was to explore some of the lived experiences Hispanic women executives have experienced in their career paths into their executive level positions and what strategies Hispanic women may

have used to move into an executive level position. Qualitative research is the appropriate method to use to understand what strategies may enhance executive level career opportunities for Hispanic women (Stuckey, 2013). Qualitative research is appropriate to best capture the participants' lived experiences. Qualitative method has been selected in past studies to gain a richer and more complete description (Stuckey, 2013). Some researchers chose a form of qualitative study to illuminate the factors which may be absent in the existing literature and to exemplify the meaning of human phenomena while understanding what is meant by lived experience. The rationale for the use of a qualitative research is that qualitative research provides the means to organize and interpret the data without losing the richness and individuality of the participants' responses (Stuckey, 2013).

The purposively selected sample of 15 participants by Skype audio recorded interviews was the primary source of data collection within this research study. Data analysis and results preparation were conducted using NVivo 11 software. NVivo 11 was the appropriate data analysis because NVivo 11 has been designed for qualitative researchers. NVivo 11 was intended to help users organize non-numerical or unconstructed data. By using NVivo 11, I identified patterns, themes, and trends in the narrative. The findings of this research may identify the strategies Hispanic women executives used which may limit the cultural expectations and stereotyping Hispanic women may have experienced in their career path.

Definitions

Acculturation: Cultural modification of an individual, group, as people by adapting to or borrowing traits from another culture infancy (Merriam-Webster, Inc., 2017). Defined as the process by which a human being acquires the culture of a particular society from infancy (Merriam-Webster, Inc., 2017).

Culture: The set of values, attitudes and beliefs shared by such a group, which set the standards of behavior required for continued acceptance and successful participation in that group (Scarborough, 1998).

Diversity: The condition of being diverse: variety, especially the inclusion of (diverse) people in a group or organization (Distelhost, 2007). Diversity within corporation can include increased productivity and profitability, cultural awareness, greater equity less segregation and stereotyping, decreased litigation and harassment complaints, improved employee engagement, and personal effectiveness (Distelhost, 2007).

Familialism: The definition of familialism is placing family relations in a high value and having high value and having high levels of loyalty, solidarity and reciprocity amongst families (Marin & Marin, 1991; Triandis, Marin, Hui, Lisansky, & Ottati, 1984).

Goals: What an individual is consciously trying to accomplish (Schunk, 1990).

Hispanic: The U.S. Census Bureau (2014) categorized Hispanic as Mexican, Mexican American, Chicano, Puerto Rican, Cuban, or of another Hispanic, Latino or Spanish origin. People of Hispanic, Latino, or Spanish origin may be of any race.

Latino(a): Identifies people with origins from countries with languages that have roots in Latin languages. The term Latino is interchangeable with Hispanic males and Latina is interchangeable with Hispanic women (Gonzalez, 2015).

Latinida: Term used by newly arrived European immigrants after the independence of Spain (Eakin, 2007).

Motivation: One that arises action or an activity. An important principle or challenge managers and supervisors use in today's business world (Parvarz & Ahmen, 2016).

Outcome Expectancies: As a person's estimate that a given behavior will lead to certain outcome (Williams, 2010).

Phenomenology: Phenomenology is defined as being both a philosophy and a type of qualitative research which is a "systematic, self-critical, explicit, and intersubjective" study of lived experiences of people (Van Manen, 1990, p. 11).

Self-Efficacy: "Self-efficacy is concerned not with the number of skills you have, but with what you believe you can do with what you have under a variety of circumstances" (Bandura, 1997, p. 37).

Women of Color. Women of color are considered to be women of certain decent – Black, Latina, Asian American, and Native American (Gutierrez, 1989).

Assumptions

The assumptions were those beliefs that were not proven but are presumed to be true. For this study to be guided, the assumptions of this research study must be presented. Listed below are assumptions which guided this study.

- All participants in this study were assured of the confidentiality of this research study. The interview responses of the participants were forthcoming.
- All participants of the study should not have an interest in advancing into an executive level position within the company they are employed with at the time of the study to avoid self-appointed executive titles or positions.

The credibility of the data collected depended on all the participants' abilities and willingness to provide their reflective experiences and their self-perceptions. The trustworthiness of the results depended upon the data, my manner of due care, and the correct disclosure of any potential biases.

Scope and Delimitations

The research problem indicates that Hispanic woman in today's business world may need to use strategies to move into executive level positions. The participants of this study were Hispanic women executives with at least 10 years of executive level experience. These Hispanic women must be employed at a Fortune 1000 company, at a Hispanic business organization or another type of company in which the participants do not have a controlling interest in, except for those Hispanic women already in an ownership position. The geographic scope of this study was confined to the eastern region of the United States. All the participants of the study were comprised of Hispanic women executives that can speak and understand the English language as the interviews were conducted solely in English.

Through face-to-face interviews and via Skype audio interviews with Hispanic women currently in an executive level position within a private sector organization or a nonprofit organization, an analysis of the data was conducted to identify the strategies Hispanic women may have used to overcome limitations to obtain an executive level position. The purpose of this study is to explore the experiences of Hispanic women in executive level positions, cultural expectations and stereotypes Hispanic women faced and learn what strategies used by these Hispanic women allowed them to obtain an executive level position.

Limitations

The limitations in this study are similar to those presented by Patton (1990), which are limitations associated with the data collection of face-to-face interviews such as: (a) only indirect information can be obtained from participants as their descriptions are derived from their reflections; (b) the interview setting is not the natural field; (c) the abilities of articulating perceptions vary from participants-to-participants; and (d) the possible response bias due to my presence. In comparing face-to-face interviews with random selection method, nonrandom selection methods have two basic weaknesses: (a) researcher bias cannot be controlled in the sample selection process and (b) statistical inference is not possible (Singleton & Straits, 2010).

Significance of the Study

This study may fill a gap in the literature in the understanding of the strategies Hispanic women executives have used in their career paths to move into executive level positions. The results of this study may identify strategies that could create opportunities

for Hispanic women to attain an executive level position such as networking skills and securing a mentor, learning how to overcome the biases associated with stereotypes, and gender roles. Hispanic women may also focus on strategies associated with their cultural strengths in leadership (Hansen, 2011).

Significance to Practice

This research study may be significant to Hispanic women, including the study participants as leaders, organization leaders and the leaders of the future. Further exploration of specific strategies and how these strategies were demonstrated in their rise to executive positions is warranted and would be of significant benefit to Hispanic women early in their careers. I would also recommend a more in-depth study of the role of education in Hispanic women and promotions within an organization and the role of education in Hispanic women entrepreneurs. By using self-reflections and lived experiences, the participants may become more effective leaders and able to get a better understanding of their behaviors, organizational outcomes and competencies. Hispanic women executives within organizations used strategies to excel into an executive level position. The findings of this research study also provided Hispanic women with an impression of what being a business executive feels like and what this kind of career path holds for Hispanic women executives in the future (see Dusch, 2015).

Significant to Theory

This research study may also be significant to scholars as the research addressed the gap in the literature relating to Hispanic women using strategies in order to overcome career limitations relating to the opportunities Hispanic women may have in order to

move into executive level positions (see Machuca et al., 2014). The outcome of this study addresses the strategies Hispanic women used to enter executive level positions and what obstacles Hispanic women have experienced entering executive level positions.

Significance to Social Change

This research provides Hispanic women with data which could allow Hispanic women to learn what strategies they can use which may enable them to obtain an executive level position. The participants of this research study were Hispanic women executives. This research study provides information for Hispanic women to learn what strategies they may use to obtain an executive level position.

A study conducted by Cook and Glass (2014), about women executives showed that women executives must be exceptional leaders. Women executives face the cumulative odds of attaining an executive position where only approximately 6 percent attained an executive level position in management (Cook & Glass, 2014). This provided a name for Hispanic women to have unique concept of their own experiences as well as perceptions and what it is to have a good family and life.

Summary and Transition

Chapter 1 included the problem statement and background of the problem. Hispanic women in executive level positions do not receive equal opportunities due to lack of diversity in today's workplace. A gap in the literature identified concerns Hispanic women have relating to cultural expectations which have caused Hispanic women career limitations relating to the opportunities they had in order to move into an executive level position. The principle goal of this study was to fill the gap in the

literature by exploring the lived experiences of 15 Hispanic women executives and revealing the way their career and academic interests mature, their career choices and development, and how these choices have turned into action.

Chapter 2 included the literature review of this study, which consist of the theoretical foundation, the conceptual framework, and the research approach selected within this study. Social-cognitive career theory from the foundation of this study with self-efficacy, expected outcomes, and goals as some of the strategies Hispanic women have used to successfully attain an executive level position are explained. Chapter 3 included the research method, the research design and rationale, the procedures for recruitment, participation and data collection; the data analysis plan, issues of trustworthiness, and summary.

Chapter 2: Literature Review

Hispanic women executives in today's business world may need to use strategies to move into executive level positions. The strategies Hispanic women use may stem from various types of cultural expectations and stereotyping in the workplace. The general problem is that Hispanic women in executive level positions do not receive equal opportunities due to lack of diversity in today's workplace (Carr-Ruffino, 2016). The specific problem is that Hispanic women have cultural expectations which have caused their career to have limitations relating to the opportunities Hispanic women may have to move into executive level positions (Machuca et al., 2014). The purpose of this exploratory qualitative phenomenological research study is to explore the lived experiences of Hispanic women executives and the journey they may have chosen in their career paths as they moved into executive level positions. The study also explores some cultural expectations, lack of diversity, and unequal opportunities Hispanic women have experienced in their career paths entering an executive level position.

Chapter 2 contains analyses of theories and empirical research concerning Hispanic women business executive's lived experiences relating to strategies which inform the understanding of the phenomena of this research study. The first section contains the literature search strategy. The second section contains the conceptual framework of the cultural expectations, unequal opportunities, and lack of diversity Hispanic women may have experienced in their career path as they moved into an executive level position.

In the third section, I presented the literature review and concepts used to form the conceptual lens guiding the perspectives of the study. In the fourth section, I include an analysis and justification for the qualitative research design. Notably, while the correlation between barriers and goals are observed as being negative, the coefficient path leading to goals could be positive within a research study (Garriott, Flores, & Martens, 2013).

Literature Search Strategy

In the literature review, I include current studies and seminal sources consisting of peer-reviewed journal articles, scholarly books, government publications, doctoral dissertations, private reports, and previously unpublished personal research. The literature includes the following databases and libraries: ABI/INFORM Complete, Academic Search Complete, Business Search Complete, Elsevier, Emerald Database, JSTOR, ProQuest Dissertations & Theses (PQDT), ProQuest Dissertations & Theses @ Walden, Psyc Articles, Psych INFO, SAGE Journals, Wiley Online Library.

The literature review includes a review of over 300 sources of which approximately 115 are cited in this study. The distribution of cited sources is shown in Table 1.

Table 1

Literature Review Sources

Sources	2017 – 2013	2012 – 2000	1999 – 1950	Total
Peer-reviewed journal articles	52	15	5	72
Scholarly books	8	5	3	16
Government publications	3	1	4	8
Private reports	2		1	3
Doctoral dissertations	3	2	1	6
Online Sources	5		5	10
Total	73	23	19	115

Note: The following search terms (i.e. keywords) were used in the literature search: Hispanic women in workplace (2012-2016); Hispanic women and workplace; Hispanic women and strategies; Hispanic Journal of Hispanic Research and Executive; Hispanic women and phenomenological (2012 – 2016); Hispanic women executives; Social Cognitive Theory; Self-Efficacy.

Conceptual Framework

A conceptual framework is an approach which provided an understanding of the research phenomenon as well as an interpretation of the research findings (Maxwell, 2012). I used the social cognitive career theory, which was introduced by Lent et al. in 1994 and focused on self-efficacy, expected outcomes, and goals. Social cognitive career theory is grounded on Bandura (1986) social cognitive theory and explores the way career and academic interests mature, have career choices and developed, and how these

choices are turned into action (Lent et al., 1994). The use of social cognitive career theory within this research study helped me explore how Hispanic women executives may have used self-efficacy, expected outcomes, and goals to advance into an executive level position.

The social cognitive theory emphasizes a particular situation and domain which is specific in nature of behavior, relatively dynamic aspects of the self-system and the means by which individuals exercise themselves personally (Lent et al., 1994). This research study draws upon the literature which is primarily from Bandura's 1986 social cognitive theory in trying to adapt, elaborate and extend those aspects of the general thing which seems most relevant to the basic career development processes.

Self-efficacy is specific and one can have more or less firm beliefs in different domains of functioning (Schwarzer, 2014). Self-efficacy is not the same as positive illusions or unrealistic optimism. Since self-efficacy is based on experienced and does not lead to unreasonable risk taking, it leads to venturesome behavior that is within the reach of one's capabilities (Schwarzer, 2014). According to Bandura's (1986) socially cognitive people were not controlled by external stimuli or by inner forces. Bandura believed that your cognitive and other personal factors, your behavior and your environmental events all interacted and determined each other. Figure 1 represents Bandura's social cognitive theory.

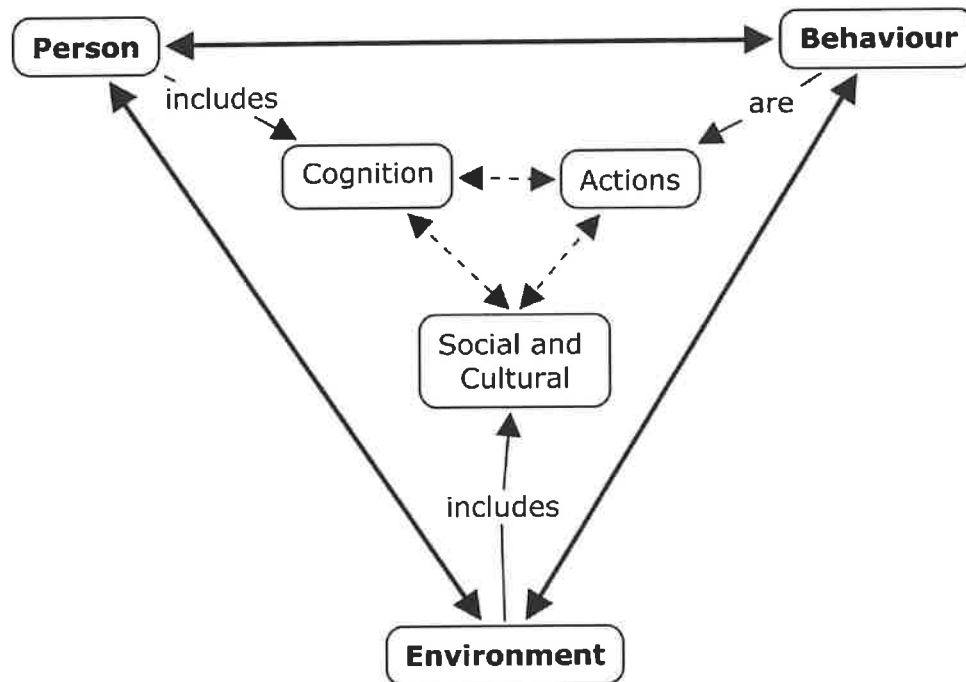


Figure 1. – Social foundations of thoughts and action: A social cognitive theory by Bandura, A. (1986), Englewood Cliffs, NC: Prentice-Hall, Copyright 1986 by the University of Michigan. Reprinted with permission.

The social cognitive theory postulates that achievement depends on interactions between behavior personal factors, and environmental conditions (Schunk & Zimmerman, 1997). It affects effort, persistence, and achievement (Schunk & Zimmerman, 1997). Self-efficacy expectancies must be realistic to translate into successful actions and to avoid high risk taking. Individuals with high trait self-efficacy have made more favorable interpretation of any stressors compared to those with low-self-efficacy counterparts. Outcome expectations may be differentiated with affective consequences and needs consequences, while self-efficacy expectancies are said to be distinguished as decision-making strategies, interpersonal strategies, and self-peer

strategies (Schwarzer, 2014). Based on the theory of self-efficacy, I sought to provide a lens through which Hispanic women leaders could participate in the assessment of their own perceptions of themselves as leaders. I sought to explore how identity, self-efficacy, and culture interface with the attainment of leadership roles for Hispanic women.

Literature Review

A review of the literature has suggested that to be successful in a leadership role one must know thyself and leaders must continuously develop their personality styles, modes of thinking and behavior. In order to expand on the above elements, it is important to know his or her own personality traits (Noland, 2005). A study conducted by Eagly and Carli (2007) suggested that “despite expanding opportunities, it is rare to find women in very high positions, and when they are, they receive an extraordinary amount of media” (p. 13). Due to the fact there are few women ascended into leadership positions, such an achievement is still celebrated and shows that some women are finding their way, but that equality still remains a distant goal (Eagly & Carli, 2007).

I explored the cultural expectations, unequal opportunities and lack of diversity Hispanic women may have experienced in their career path moving into executive-level positions. A Latino American cultural belief may be that women should not work in management positions where they tell man what to do; but a Hispanic woman may see this as nonsense (Carr-Ruffino, 2016). Another cultural expectation is that family factors and motherhood have been a contributing factor to the organizational glass ceiling. Even though women display certain behavioral traits, empathy, supportiveness and relationship building and more leadership qualities than males, women often lack the vision that is

also a necessary component to becoming an effective leader (Downes, Jhemmasi & Eshghi, 2014). Women also “internalize negative evaluations and stereotypes by those in the majority to the point where they limit themselves and turn down opportunities for advancement due to the fear that they would not succeed” (p. 133). Being able to have leadership qualities would allow women to be more successful in an executive level position.

Wang (2013) presented data which supports some of the negative evaluations and stereotypes which may later lead to Hispanic women executives having to apply strategies to land an executive level position. There has been a great number of obstacles which presents barriers for Hispanic women executives over the past decade. Hispanic women may need to use strategies to catch up to their peers. Statistics also show that Hispanic women take longer to graduate from high school than other ethnic groups (Gandara, 2015). This may be the reasoning why Hispanic women executives may be part of the glass-ceiling factors noted in today’s research and the major reason for the gap in the current literature.

Hispanic women’s personal development may create stress in ways associated with gender stereotypes both at work and at home. Such stress may create Hispanic women to be reluctant to facilitate programs for career development (Amaro, Russo, & Johnson, 1987). Hispanic women and African American women are responsible for supporting their own families at times when all individuals are experiencing financial difficulties (Danziger & Gottschalk, 1993). Married women balancing their professional careers and personal lives have a common key factor – husbands that may be supportive.

(Moreno & McLean, 2016). Further research conducted by Moreno and McLean (2016) found that a phenomenon had different causes, gender roles, priorities in women's choices, stereotypes, organizational practices and cultural forces. Larger organizations including government agencies, political parties and advising organization committed to women in top leadership position do well focusing their efforts on making sure there is gender diversity during the decision-making process (Cook & Glass, 2014). Being a Hispanic woman with low self-esteem and low acculturation may play a more traditional role for women of this culture (Guerrero & Posthuman, 2014).

Hispanic women top managers have difficulty detecting the absence of exogenous variation female in ranks of hierarchies represent. In this instance, these Hispanic women control numerous sources (Kurtulus & Tomaskovic-Devey, 2012). Reviewing additional research conducted by Amaro, et al. (1987), the authors discuss Hispanic women as a population that is very selective. Hispanic women in managerial and professional positions are highly educated and have high income compared to the family roles of Hispanic women in clinical settings, college population and normal family responsibilities (Amaro et al., 1987). This study provides data pertaining to normal challenges and stresses of demanding jobs for Hispanic women professionals.

A study conducted by Mencl and Lester (2014), designed to compare similarities and differences amongst generations which were associated with "best places to work," provided a significant difference in the population. The design noted by this study made a difference by its characteristics and across generations. Some of the workplace factors that may be appropriate to use are as follows: teamwork and collaboration, flexible work,

arrangements, a challenging job, involvement in decision making, a financially rewarding job, work life balances, diversity within the climate, continuous learning, and career advancement. There were also differences found in career advancement opportunities involving diversity climate feedback and recognition. These workplace factors may be associated with some of the important career paths needed for Hispanic women to move into an executive level position.

Parvarz and Ahmen (2016) researched the growth of employee motivation and career development within different organizations. Having a career plan allowed for a career development which can build an employee's motivation, supervision, and guidance that guided every stage of professionalism. This allowed Hispanic women executives to strengthen their strategies and career paths.

Biddle and Hamermesh (2013) stated that there has been some differences and evidence showing discrimination and biases against the willingness employers have on racial minorities and alike. A research study conducted by Wang, (2013) provided information on what Hispanic women executives encounter as business owners in the business world. Hispanic women groups have owned far more businesses than men. This shows how Hispanic women in leadership positions may move into an executive level position.

Research conducted by Amaro et al. (1987) relating to career and professionalism found that Hispanic women are generally solely dedicated to their home and their family. This inhibits Hispanic women the ability to establish themselves as dedicated professionals. Hence, Hispanic women are said to have experienced the glass ceiling due

to the fact they bring different types of skills within an organization compared to men (Amaro et al., 1987). In fact, a study conducted by Adler (2001) relating to glass ceiling was explored and proved that to expose potential situations that constitutes a dominating firm could obscure what is called a general trend for most women friendly organizations in a given industry. Foley, Kidder, and Powell (2002), conducted a research study linking distributive justice, perceived career prospective and perceived glass ceiling to learn about the intentions made to leave a firm while said study researched the perception of ethnic barriers Hispanic women incur during advancement in the workplace (Downes, et al., 2014).

A study conducted by Wang (2013) explaining ethnic minority and women-owned businesses found that the main industry Hispanic women own businesses are in waste management, remediation services, health care, administration support, social assistance and personnel services. Further research exploring the factors that contribute to Hispanic women executives' cultural expectations show that in spite of the importance of mentoring to academic and professional advancement, Hispanic women in general do not receive mentorship support from other women while pursuing their professional careers (Gomez et al., 2001; Perry & Grady, 1998).

Eagly and Carli (2007) researched and conducted a study consistent with a labyrinth metaphor related to women who vie for or held leadership roles facing varied challenges different from challenges faced by men (Eagly & Karau, 2002). The Civil Rights Act of 1964 situated within the historical narrative of women of color and women's rights movement provides an excellent lens to the gap in the current literature

relating to Hispanic women executives (Civil Rights Act of 1964, 1964). Early rights movements focused on issues of women's rights racial issues and attention to the national level around the end of the civil war. The study focused on both movements struggled with equality in the workplace and gains for each were staggered, slow, and wrought with resistance (Aiken, 2013). This has added to the current gap in the literature relating to Hispanic women and the challenges they face to successfully obtain an executive level position.

Reviewing the literature further, empirical evidence studied by Pompper (2011), showed that age, gender, and ethnicity can determine the dimension interplayed across careers of women of color, essentially, Hispanic women, who aspire to change the way the glass ceiling is negotiated within public-private organizations. Women of color have contended with multiple, intersecting identities that may have caused them to seek different strategies to determine on act of discrimination and how to respond to an act of discrimination (Mohr & Purdie-Vaughns, 2015). This shows that women of color, including Hispanic women, are facing challenges which require them to strategize in order to overcome discriminatory behavior.

A study conducted by Fisher (2015) provided information regarding women of color and the gender wage gap. The study conducted by the author provided statistics on gender, race, ethnicity, and on possible reasons for discrimination. Economists believe the study is part of the unexplained parts of the gender gap (Fisher, 2015). Regarding race and ethnicity, there are people asked in the form of a survey to select between the race that is not suitable to the race that is less suitable (Gradin, 2013). This provides additional

statistical information and allows for a better understanding of the gender wage gap and women of color.

Many of the challenges faced by women are due, in part, by the progress revolved merely around women's ability to balance work and home, especially those women who are raising children. Additionally, some of the reasons why many women do not aspire to move into a senior management role is due to the lack of role models (Russell & Moos, 2014). Some instances reveal the firm's board may have felt less compulsion to support the ascension of women to top level management positions providing the firm has a Chief Executive Officer (CEO). This allowed for gender equity due to the firm compliance with aspiration norm.

Hispanic women executives lack research studies conducted on lived experiences (Dusch, 2015). A phenomenological study of women in senior leadership positions in higher education explicitly excluded business executives (Cselenszky, 2012; Montas-Hunter, 2012). A study conducted by Cardenas et al. (2014), explored why Hispanic women were able to do well in a managerial career consisted of other Hispanic women who have demonstrated a significant amount of success enabling these Hispanic women to attain an executive level position.

A study conducted showed that Hispanic women believe that the objective of their careers was comprised by external factors, gender, and ethnicity brought by machismo or patriarchal customs (Machuca et al., 2014). Research study conducted by Johns (2013), found that there are barriers that continues to be obstacles in the upward mobility for women to gain access to executive level positions. Johns (2013) also found that social

support systems may exist impeding the progress of women productivity particularly those women in the work-family arena.

A study completed related to cultural values considered to be traditional, play a key role within the level of support shown by Hispanic women's spouses in their senior management positions (Castro & Campus, 2010). Reviewing the literature further relating to the cultural expectations of Hispanic women executives, Berdahl and Moore (2006) found that Hispanic women were one of the races most disadvantaged as it relates to re-employment quarterly, the reflections of "double burden" amongst race and gender. Reviewing other studies relating to Hispanic women and traditional roles, Hispanic women believe that their spouses should take a much greater role assisting with the housework and with the care of the children (Guerrero & Posthuman, 2014). This will allow Hispanic women to spend more time concentrating on their careers.

A review of a study conducted by Furst and Reeves (2008), the authors argued that there were gender stereotyping organizational level factors attributed to structural constraints, organizational practices, and social structures all attributed to women's failure to reach the executive level. A study conducted by Moreno and McLean (2016), later found that Hispanic women leadership capabilities included being recognized as a leader in the workplace. Hispanic women are also able to try to understand how women are able to obtain an executive level position (Moreno & McLean, 2016).

There are also other known facts about Hispanic women such as having non-traditional executive positions. Hispanic women may also experience the tradition of motherhood and that traditional may be passed down to their children. (Moreno &

McLean, 2016). Statistics also show that Hispanic women have remained under-represented within the U.S. workforce and merely half of the Hispanic women professionals have reported their culture has had challenges that have hindered their careers (Armijo, 2009). A study conducted by Moreno and McLean (2016), found that every woman may emphasize and recognize the important benefit of being a leader. Reviewing additional studies, it was found that organizational factors and individual factors are associated with the career advancement of Hispanic women (Caceres-Rodriguez, 2011). It is important to know how both the organizational factors and individual factors can affect a Hispanic women's ability to advance within their career.

An empirical analysis by Browne, (1999) provides statistics on pay disparities, segregation, and low end, less desirable jobs attained by Hispanic women. A study conducted by Connelley and Wu (2016), states that minority women, such as Hispanic women, have been significantly harassed more in the workplace due to their vulnerability in the workplace. A study referring Latinas and their career development showed that the achievements made by Latinas to obtain high-level positions is even more limited. Within its study, the authors found that Latinas noted that they tended to be inhibited from being able to achieve the same high level of success than other races (San Miguel & Kim, 2015). The author also found that the importance of mentoring professional and academic advancement, Hispanic women in general, do not receive mentorship support from other women while pursuing their professional careers (Gomez et al., 2007). This study also explored the phenomenology of studies and explained how phenomenology was a

philosophy that focused on describing the essence of a phenomenon from the perspective of those who have experienced it (San Miguel & Kim, 2015).

I found that Hispanic women have remained under-represented within the U.S. workforce. Respective to the two most common disadvantages, Hispanic women may have experienced as cause for common disadvantages, there are abilities Hispanic women have as challenges faced by responsibilities within the family which could all be cause of skepticism that may be a lessening for must women (Cardenas et al., 2014). Having the additional responsibility within the family could become a factor for a Hispanic woman to be at a disadvantage to obtain an executive level position.

The author Mora (2015) stated that Hispanic women have continued to disproportionately enter the workforce, gender related differences in the labor market outcomes, family/societal factors become increasing important. A research study conducted by Duran and delCampo (2010), found that Hispanic women experienced fulfillment from being paid from their work performance. Within their home, these Hispanic women receive and expect help from their significant other and children with cooking, cleaning, and other household tasks.

The fact that there have been studies conducted to learn more about the reason why Hispanic women have cultural expectations, which have caused their career to have limitations, was also explored regarding women in general. Dezs, Ross, and Uribe (2013), found that a woman being in a top management position makes less than other women may make in order to obtain the same position. Moreno and McLean (2016) found that Hispanic women needed others to recognize their leadership capabilities.

These authors also found that being a leader has allowed all women to believe that being the head of an organization, enjoying benefits, meeting important people, traveling, and performing at social settings are things that demonstrate leadership and being recognized. This literature review provides detailed information regarding Hispanic women executives and how the findings within the review of the literature is able to assist these women learn more about the reason why Hispanic women have cultural expectations which have caused their career to have limitations relating to the opportunities Hispanic women may have to move into executive level positions (Machuca et al., 2014).

A study conducted by Duran and delCampo (2010), found that professional Hispanic women have had unique concepts related to their own experiences and perceptions of work and their own family life. Further research on Hispanic women executives has found that women of color tend to be more personal, emotional, nonverbal and process oriented than other races (Duran & delCampo, 2010). The literature review also provided findings that Hispanic woman are comparatively successful when reaching an executive role level.

A study conducted by Cardenas et al. (2014) found that Hispanic women business executives may experience distress related to work-family type of conflicts despite seeing changes toward greater gender equality within family roles. Reviewing the study conducted by San Miguel and Kim (2015), I learned that some Latinas in executive positions find it important to have multiple mentors to be successful. These Latina women executives also find that various types of mentoring are effective when referring to career development. These Latina women executives also find it important that the

mentors support and encourage them. Lastly, the mentoring relationship should also be of mutual agreement amongst the Latina women executive and the mentor (San Miguel & Kim, 2015). Another research study I reviewed provides information regarding Hispanic women executives fully welcomed in a local firm and remaining in their current position instead of leaving their jobs voluntarily (Hill, Upadhyay & Beekun, 2014). A study conducted by Beckwith, Carter, and Peter (2016) explored the race and gender biases within an organization. These studies provide statistics on some of the challenges Hispanic women executives have faced in order to be successful in the workplace.

A research study conducted by Cook and Glass (2014) found that some females are leaders in stereotypes leadership positions within organizations that are in some type of crisis. The percentage of Hispanic women executives that are these kinds of leaders was not specified. As a way of showing leadership skills Hispanic women have also emphasized critical and very important benefits of being a leader and being recognized. One important fact about Hispanic women executives in today's business world is the fact that Hispanic women have continued to disproportionately become part of the business world, have gender issues related to differences in labor market outcomes, are self-employed, participate in the labor force and family, as well as societal factors all of which become increasingly important.

The literature reviewed also speaks about women of color being undergirded with certain types of emotional behavior specifically when these women of color perceive futile attempts having to do with the breakthrough of organizational glass ceilings. The study presented how the break-through of organizational glass ceilings has changed

organizations to prove that no matter how well-educated or talented these women of color are, through the glass-ceiling commission, women of color change organizational structure and are able to secure an executive level position (Pompper, 2011).

Researchers have also found that there is no shortage of Hispanic women. Simply the challenge was finding Hispanic women with potential ambition, at an early stage in their life. Having these Hispanic women obtain a position with responsibility that would allow them to progress quickly and eliminate any barriers they may face in their career path to an executive level position (Russell & Moos, 2014). There are certain types of differences that cause Hispanic women from having confidence and career ambitions which have been cited as factors that have prevented Hispanic women from moving into an executive level position (Johns, 2013). These findings all contribute to how Hispanic women may progress, in the future, into their executive level positions.

Soni, Linganiso, and Hoosen (2014), found that several studies have been conducted describing the term “glass ceiling”, also referred to as “barriers”, as a way of preventing qualified women with aspiration to attain executive level positions within corporations. Reflecting on the different studies conducted and the findings of the authors, the glass ceiling has provided many Hispanic women with an inspirational believe and Hispanic women have found executive level positions within organizations. The findings presented in Soni et al. (2014), provides a bias look at the barriers presented to Hispanic women seeking to move into an executive level position. A study conducted by Cook and Glass (2014), about women executives, show that women executives must be exceptional leaders. Women executives must survive the cumulative odds of attaining

an executive position where approximately 6% attained an executive level position in management.

A study explored how Latinas achieved high-level positions within certain industries. This study revealed that Latinas have acquired mentoring from sources appearing differently and collectively meeting specific needs (San Miguel & Kim, 2015). Further research explores how women of color develops gender gap raising the questions how the efforts combined with gender, race, and ethnicity is able to believe the behavior is part of the portion unexplained relating to the gender gap.

Researchers found that Hispanic women in managerial positions representations may both have larger factors as a result of favorable local labor market (Cohen & Hoffman, 2007). Elmuti, Jia, and Davis (2009) found that there are obstacles preventing Hispanic women from obtaining leadership positions within organizations. There are many organization implementing leadership development programs aiming at leadership success. It appears that the aim of these programs is to facilitate leadership skills that are excellent skills to be developed by Hispanic women (Elmuti et al., 2009).

A study conducted by Hill, Upadhyay, and Beekun (2014), found that the mechanism explains the different forms of employment and discrimination against Hispanic women executives amongst other minority executives related to schemas and stereotypes associated with positions executives hold that may led to biases against those systematic individuals. Another study by Fisher (2015), found that 26 % of Hispanic women were employed in higher paying management jobs, professional jobs and other types of related jobs. The 26% of Hispanic women is compared to 35% of black women

and 43% of Caucasian women. A study conducted by Hernandez & Morales (1999), also concluded Hispanic women objections were comprised by today's external to gender and ethnicity. Cultural expectations of Hispanic women homogeneous have further contributed to the career path obstructed by Hispanic women. There also seems to be a wage gap between men and women that hold a leadership position (Johns, 2013).

Machuca, Naranjo, and Apolinaris (2014) found that women are becoming aware of the value of their education and their ability to empower them. There was also mention of the gender gap continuing to be a major obstacle to a more balanced educational development strategy. Hispanic women may consent to multiple interesting, subordinate identities and may seek different kinds of strategies to determine whether they are targets of discrimination. This allows Hispanic women to determine whether they have experienced discrimination and if no, how to respond to discrimination (Mohr & Purdie-Vaughns, 2015).

This research study proposes social cognitive theory as the conceptual framework. Reviewing what social cognitive theory means, it was learned that clearly expectations, belief, self-perception, goals and intentions give shape and direction to what may be a problem if taken in making affects. Social cognitive theory presents a perspective about the research study with social factors that play an influential role in the development and the motivators pursuit to how competent the role of the researcher may be (Bandura, 1986).

The social cognitive career theory provides the research study with a conceptual framework that transmit the effects of a person's input, contextual used variables and

may also experience certain effects dealing with the inputs relevant to the research study. The authors Demmer et al. (2014), believed that the social cognitive career theory may play an important role when determining individual's case-related interest. Within my research study, social cognitive career theory explored the way careers and academic interests mature, how they have career choices and are able to turn those career choices into action (Deemer et al., 2014). Social cognitive career theory is also known for explaining why certain individuals have made certain career and educational choices (Hardin & Longhurst, 2016).

Studies conducted by Fisher (2015) explained reasons why there is statistics stating, gender, race, ethnicity, and the possible reasons of discriminations. Another study conducted by Fisher (2015) explained how the efforts combined with gender, race, and ethnicity allow the behavior to be part of the unexplained portion relating to the gender gap. Noting the relationship and as shall be at any times, the relationship between the gender gap Hispanic woman's executive positions, are findings that allow me to provide statistics on the data collected for the research study. These were findings that formed a negative relationship between the gender gap amongst non-managerial and the percentage of women now onboard.

A study showed that having a greater understanding of the administrative process of the participants may assist the creation of diversity involving leadership and also the development of a strategic plan to assist the mentoring of Hispanic women and other minority women executives (Gamble & Turner, 2015). Overall, women are said to have behaviors when competing for top management roles. These behaviors are attributed to

competitions for top management positions and behaviors that are similar to belonging to an executive domain. A study conducted by Brands and Fernandez-Mateo (2016) points out that women are not only underrepresented in the business world as executives, they also encounter certain negative stereotypes abilities as executives.

Similarly, women of color, Hispanic women, can represent themselves accurately and present the importance of speaking up and “being at the table.” Expressing their voices at “being at the table” is a requirement to be included within an organization and to participate in the agenda-setting process. This all ties into the Civil Rights Act of 1964, where women of color provided an excellent lens to the literature relating to Hispanic women executives (Luna, 2016). It was also found during a study conducted by Downes, et al. (2014), that organizational positioning, occupational gender, segregation, differentiating and promotional opportunities have all limited Hispanic women executives’ advancement to executive level positions (Downes et al., 2014).

There is other literature pertaining to calls motivated as a way of explaining how lower managerial and less motivated employees allow themselves to find out where they are going. There are different barriers Hispanic women executives may experience during their way to top executive position (Hoobler, Lemmon, & Wayne, 2011). Studies show that Hispanic women executives have taken different approaches to dealing with care approach in their home due to this focus on building a relationship (Hill, Upadhyay, & Beekun 2014; Beekun, Stedham, Wasterman, & Yamamura, 2010; Glover, Bumpus, & Sharp, & Munchus, 2002). Studies have shown that Hispanic women executives have

faced barriers for many years and the reasoning why this research study is being conducted in order to further explore the gap in this type of literature.

The Federal Glass Ceiling Commission created in 1991 addresses the areas of equity with the workplace. Due to “invisible barriers” adversely affecting women limited access to minority groups and career advancement within organizations, the Federal Glass Ceiling Commission was implemented (Beckwith, et al., 2016). The “invisible barriers” also pertains to the artificial barriers that have blocked Hispanic women executives in the past from advancing up the corporate ladder and being successful at obtaining an executive level position.

The author of “My underground American dream”, Arce (2016), pointed out one of the strategies she used to obtain an executive level position was to become an American citizen as an undocumented immigrant. This is one of the obstacles faced by Hispanic women executives on their journey to an executive level position. Further research of the current literature found that it is important to identify cultural values of the decision-making process involving senior management.

Hispanic women executives have several types of stereotypes within their culture that depend on the place of origin they may be from. Reading the literature in more detail, my research found that a study conducted by Wilson (2014) to be considered when the glass ceiling and barriers keeping minorities out of an executive level position was an artificial barrier specifically due to barriers such as stereotyping, brains and subtle racism (Wilson, 2014). Further research found that some Hispanic women executives opt out of certain attainments for reasons related to resolving distress of work-family conflict and

may end up leaving the organization. Personal solution to these stereotypes has been obtained by paid help to assist with the family support, long work schedules, and frequent trips (Cardenas et al., 2014).

Researchers found that Hispanic women executives have benefitted from being leaders. The capabilities of Hispanic women executives need to be acknowledged by other leaders in order for reinforcement of recognition (Moreno & McLean, 2016). Other researchers found that being able to understand their selves as Hispanic women executives defined the identity of their role as executive leaders (Montas-Hunter, 2012). Additional review of the literature also found information contrary to this and finds that Hispanic women have constituted the fastest ethnic group growing within the nation and the fact that this ethnic group is still underrepresented in top leadership and administrative level of the workplace (Rodriguez, 2016).

A study conducted by Berrey (2014) found that women of color have made advancements into an action of employment. Some of the types of employment are crafts, managerial, and professional jobs that Hispanic women have been found to remain underrepresented when they compared to other races (Berrey, 2014). This information draws attention to the Glass Ceiling Commission of 1995, which found there to be several barriers which prevented women of color from achieving upward mobility within the workplace.

A study conducted by Cardenas et al. (2014), found that Hispanic women have been successful in attaining their managerial careers and have demonstrated exceptional success with first-level positions and second-level positions amongst private sector

organizations (Cardenas et al., 2014). An even further review of the literature found that, in general, women have been able to make considerable gain as they climb up the corporate ladder. This considerable gain still allows the significance within gender disparities to continue to exist (Watkins & Smith, 2014).

A study conducted by Morgan, Livingood, Gordon, Braxton-Leiber, and Williams (2014), indicated that hard work, risk taking and one's attitude are the most common strategies woman have listed on some of the contributors to their success. Due to preference, many women have chosen not to pursue their executive management roles because of the amount of time needed to commit to taking these multiple roles of being an executive while also being committed to their family life. This can all be supported by the fact that Hispanic women have cultural expectations which have caused their careers to have limitations when seeking opportunities to move into executive level positions (Machuca et al., 2014).

Similar to the Civil Rights Act of 1964, the affirmative action provided positive steps to be taken by employers to contribute towards greater employment opportunities for women. This is a tool that relates to the glass-ceiling and the barriers it still creates for Hispanic women executives (Soni et al., 2014). Authors Watkin and Smith (2014), found that even though there has been an increased amount of middle-management type positions, women have continued to encounter difficulty breaking the glass ceiling and maneuvering to upper level ranks within organizations. This study also found that a lack of understanding of diversity management may be the cause of the higher turnover rate amongst many women seeking an executive level position within the business world.

Other studies conducted to analyze women in top leadership positions found that women should have more confidence when seeking leadership opportunities (Cook & Glass, 2014). These opportunities can range from private sectors, government entities or not-for-profit organizations where a Hispanic women executive may seek employment.

Soni et al. (2014) found that there were barriers that prevented qualified women with aspirations to attain executive level positions within private sector, government entities and not-for-profit organizations.

Summary and Conclusions

Concluding Chapter 2, the specific problem is that Hispanic women have cultural expectations which have caused their career to have limitations relating to the opportunities Hispanic women may have to move into executive level positions (Machuca et al., 2014). The literature review included current studies and seminal sources that were all consistent with journal, books and additional doctoral dissertation. Hispanic women's personal development may create stress in ways associated with gender stereotypes both at work and at home. Such stress may create Hispanic women to be reluctant to facilitate programs for career development (Amaro, Russo, & Johnson, 1987).

Eagly and Carli (2007) researched and conducted a study consistent with a labyrinth metaphor related to women who vie for or held leadership roles facing varied challenges different from challenges faced by men (Eagly & Karau, 2002). The Civil Rights Act of 1964 situated within the historical narrative of women of color and

women's rights movement provides an excellent lens to the gap in the current literature relating to Hispanic women executives (Aiken, 2013).

Within this study, we explored the cultural expectations, unequal opportunities and lack of diversity Hispanic women may have experienced in their career path moving into executive-level positions. A Latino American cultural belief may be that women should not work in management positions where they tell man what to do; but a Hispanic woman may see this as nonsense (Carr-Ruffino, 2016). Hispanic women's personal development may create stress in ways associated with gender stereotypes both at work and at home. Such stress may create Hispanic women to be reluctant to facilitate programs for career development (Amaro, Russo, & Johnson, 1987).

Some studies have found that Hispanic women believe their sex orientation appears to be more of a barrier to being able to become mobile than race. This was believed mainly by Latinas who have been easily identifiable in appearance as members of a specific ethnic group. An example of this was found during an interview with a Hispanic woman executive whose origins was from Puerto Rico and found Cubans to be of higher status in the United States. This Hispanic woman executive considered the findings to be a strategy to survive in the workplace (Cocchiara, Bell, & Berrey, 2006).

Chapter 3: Research Method

This qualitative phenomenological research study explored lived experiences of Hispanic women executives and the journey they may have chosen in their career paths as they may have moved into an executive level position. By using Skype audio recorded interviews to conduct the data collection and analysis, I identified the different strategies Hispanic women may have used in order to overcome the limitations needed to obtain an executive level position. This research study was focused on the experiences of Hispanic women in leadership positions.

Research Design and Rationale

I explored what strategies Hispanic women use to enter into an executive level position. The use of a qualitative phenomenological research study was conducted for the research study. The objective of this research study is appropriate when describing shared experienced or phenomena. The research study conducted by Mendez-Morse (2004) acknowledged that Hispanic women leaders recognized the others need for leadership capabilities. This qualitative research study allowed me to obtain information about Hispanic women executives and the strategies used to enter an executive-level position. I used NVivo 11 to organize my collected data. I determined the credibility, transferability, dependability, confirmability, and ethical procedures of this research study to establish trustworthiness.

Quantitative research examines the relationship amongst variables used in the research study (Mendez-Morse, 2004). A researcher may use strategies to provide structures and certain procedures that are able to support the research design. Quantitative

methods of research are used when certain types of research are conducted that utilizes a survey or experiment type instrument (Mendez-Morse, 2004). Mixed-method research is a research design using both qualitative and quantitative research (Mendez-Morse, 2004). The use of mixed method research design for my phenomenological research study was not selected as my research required a research design which can provide me with information related to a shared experience or phenomena. Further research on the topic of Hispanic women executives and the strategies used to obtain an executive level position provides a moderate amount of literature specifically on career objectives.

Role of the Researcher

My role in this research study was to inquire about the strategies Hispanic women executives may have used to move into executive levels. My research study actually explored the strategies Hispanic women executives used. The data collected from the 15 participants of the research study was organized using NVivo 11 and allowed me to learn that Hispanic women executives have the need to use strategies in order to obtain an executive level position. The findings of my research study show that Networking and Education were two of the main strategies used by the 15 Hispanic women executives who participated in my research study. One of the settings I planned on using was to conduct Skype audio recorded interviews. Using the conceptual lens as an example, the Hispanic women executives are part of the gender, class and race and may be used to determine the exact group being studied. This was because the conceptual lens reviewed aspects of the study being conducted by me and may provide statistical information for my study. The data collected was organized using the NVivo11 software. An essential

part of the research study conducted by me was to gain access to the study site. Proof of written permission to use information obtained during the research study was provided by informed consent forms from every participant.

Methodology

This study used a qualitative phenomenological design to identify what strategies Hispanic women executives use to land an executive level position. The study was conducted through Skype audio recorded interviews with Hispanic women who held an executive level position within the private sector, nonprofit organization, or government agency. The obstacles Hispanic women have experienced and the strategies these Hispanic women used to obtain an executive level position allowed me to conduct the data collection of this research study.

This study was conducted to provide information on the gap in the literature pertaining to Hispanic women having cultural expectations which have caused their career limitations relating to opportunities and career objectives. The data collected was organized by using NVivo 11 software. The data collection was conducted by Skype audio recorded interviews during the research study.

Participant Selection Logic

I used the qualitative phenomenological research method to conduct Skype audio recorded interviews with Hispanic women executives. Through one-on-one interviews, I conducted the research study by having 15 Hispanic women executives participate in the research study. Female leaders who are Hispanic were selected to participate in the research study. After identifying the participants of the research study, I contacted the

specific participants. Once the participants showed interest in the research study, I extended an invitation for the Hispanic women executives to participate in the research study. This qualitative phenomenological study had 15 participants that allowed for data saturation to occur. In a qualitative research, the interviewer is the instrument (McGrath, Palmgren, & Liljedahi, 2019). The specifics of the data collection were as follows: I collected the data, transcribed the data, checked the data, and then organized the data using a software.

Conducting this research study was the primary method of understanding the strategies that may enhance Hispanic women executives in their executive level career opportunities. A qualitative phenomenological research study was the appropriate method to conduct the best capture of the participants lived experiences.

Instrumentation

I developed my own instrument to use in the study and had an expert panel ensured the interview questions were aligned with the problem, purpose and research question. The basis for developing my own instrument was to learn whether Hispanic women executives have used strategies to land an executive level position. The instrument had questions that allowed me to interview the participants via a Skype audio recorded interview and note the needed information while conducting this qualitative phenomenological research study. A phenomenological research study requires several types of data collection to enable me to obtain the information needed to validate the findings of a research study. The phenomenological research study was composed of Skype audio recorded interviews, essentially, it is like recording a movie, attending a

specific location and writing the occurrences or attending a specific event to be able to gather the data collection.

The design I used made a difference by its characteristics and across generations. Some of the workplace factors may be appropriate to use include teamwork and collaboration, flexible work, arrangements, a challenging job, involvement in decision making, a financially rewarding job, work life balances, diversity within the climate, continuous learning, and career advancement

Field Test

For this qualitative phenomenological research study, I chose three expert panel members. These expert panel members were all executives who had experience related to the topic of this research study. The expert panel reviewed the general problem of Hispanic women in executive level positions and whether they received equal opportunities due to lack of diversity in today's workplace. These expert panel members also reviewed the purpose of this exploratory qualitative phenomenological research study, the reasoning for me to explore the lived experiences of Hispanic women executives, and the journey Hispanic women executives may have chosen in their career paths as they moved into executive level positions.

The expert panel members were requested to review the interview questions and ensure each of the interview questions aligned with the problem statement, the purpose of the study and the research question. The expert panel members were contacted via email to review the panel interview questions and consider the interview questions for this research study. The expert panel members were employed in private organizations in the

Eastern and Western region of the USA. The expert panel members are all professionals who were scholars and successful in today's business world. Expert Panel Member A had over 25 years of experience as a Hispanic women executive. This expert panel member showed her participation in employee resources group with mission focused on supporting the growth of members through education, motivation, mentorship and leadership. This expert panel member fulfilled the need for her participation in this study. Her experience as a Senior Director in the field of business shows how Hispanic women can achieve executive leadership positions in the corporate arena.

Expert Panel Member B had expertise within the competitive business world. Some of the areas of performance and expertise were performances and growth had been integrated in business to be able to market entry which have supported an alternative revenue planning to have profitable plans for the future of Hispanic women executives. This Expert Panel member also fulfills the purpose of this qualitative research study. The extensive experience in communication, the field of management, as well as her background in various business discipline, allows this expert panel member to provide her expertise on this research study. Expert Panel Member C is an HR and operations management retiree with specific experience in all the seven HR macro processes all within a Fortune 10 global organization. The experience this expert panel member had were relevant intercultural including managing several hundred Hispanic employees.

Procedures for Recruitment, Participation, and Data Collection

The research study was conducted upon approval from the institutional review board (IRB) and thereafter the research study was completed. The study participants were

all Hispanic women executives located within the eastern region of the United States of America. The sampling was conducted after the IRB provided approval to commence the data collection. The sampling included participants who are Hispanic women executives. By Skype audio recorded interviews, I interviewed 15 participants and selected questions were presented to the participants to learn about the strategies used by Hispanic women to obtain their executive level positions. The selected participants' organizations were private organizations, not-for-profit organizations, and government agencies. In the interest of obtaining the permission of the participants, I emailed Hispanic women executives within private organizations in the eastern region of the United States a letter of invitation to participate in a study. The participants were informed that their participation was voluntary, confidential and withdrawal from the study was allowed if the participant so desired.

The criteria I used to select my participants was as follows:

- Participants had to be a Hispanic woman executive.
- Participants had at least 10 years of experience performing business on an executive level.
- Participants' experience requirement was within companies where they did not have an ownership interest in.
- All participants in the research study were in the eastern region of the United States during the conduct of the research study.

The sampling size of the research study consisted of 15 participants. The data collection was anticipated to be conducted amongst Hispanic women executives within private sector organizations, non-profit organizations and government agencies.

Data Analysis Plan

The data analysis plan entailed making sure the data collected answered the research question “What strategies do Hispanic women use to enter into executive level positions?” This data analysis plan allowed the reader to learn how the study had answered the research question presented within this research study. Amongst other things, there were procedures for coding that needed to be conducted so that the data I organized could be listed within the research study. Some of the materials that the research question answered was whether the organization was a private sector, non-profit organization or government agency.

The software I used to organize the data collected was the NVivo 11 software. The NVivo 11 software is used for qualitative research study and provides different tools that guided me while conducting the research study. The sources that allowed me to conduct the data analysis were the memos I took during each interview with the participants. The memos allowed me to simplify the selection of my nodes. The classification I planned on using for the data collection was the node classification.

Issues of Trustworthiness

Credibility

A strategy used to identify credibility within this research study is a strategy selected by Eagly and Carli (2007). A way of defining credibility is to allow each Hispanic woman executive to be trusted, have quality and be believed.

Researchers have used credibility in their research to show how strategies were presented amongst the participants of a research study. The research study being conducted can use the term credibility to show how being able to research amongst the population of Hispanic women executives the strategies used are able to be determined and this qualitative study provides certain criteria. Four of these criteria are listed as follows: credibility, transferability, dependability, and confirmability (Sheaton, 2004).

The way it is presented within the research study, by showing how the gap in the literature relates to Hispanic women having cultural expectations, all allowed me to learn more about the participants and the strategies used. The research study also showed credibility by providing additional strategies Hispanic women used to enter into an executive level position. The 15 participants who were part of this research study allowed this research study to reach data saturation and a completed study. Conducting 15 interviews was sufficient to prove that data saturation in a qualitative study had been reached (Green & Thorogood, 2013).

Transferability

Transferability refers to the degree to which the results of qualitative research can be generalized and described adequately so a thick description can be made (Houghton,

Casey, Shaw, & Murphy, 2013). This research study required that the participants are open enough so they could come together as one and allow the completion of a research study such as mine.

Being able to provide me with information contributing to the research study provided a transferability concerning the issues of trustworthiness. Reviewing the specifics of the data collection process allowed me to understand specifically what the research study was about and provided information to the participants in the form of my research study. This study allowed researchers to learn more about the topic of Hispanic women executives' journey to an executive level position and used my study as a replicate to study from. The transferability of this research study consisted of the 15 interviews planned to be conducted so the research question could be proven (Dusch, 2015).

Dependability

Dependability involves participants evaluating the findings and the interpretation and recommendations of the study to make sure that they are all supported by the data received from the information of the study (Anney, 2014). The research study used NVivo 11 to conduct queries and calculate the data collected. The NVivo 11 provided an accurate result that answered the research question.

The data collection provided dependability about the research study being conducted. The software being used to organize the data collected allowed me to give information that contributions to the current gap in the literature (Sheaton, 2004).

Triangulation was used in this research study to determine two points of study. The points of triangulation determined how the research study qualitatively provided the specific strategies of Hispanic women executives on their journey to executive level positions. The other point of triangulation measures the specific strategies by the type of organizations the 15 Hispanic women executives have been employed over the last 10 years (Flick, 2004).

Confirmability

Confirmability refers to the degree to which the results from any inquiry for the research study is confirmed or corroborated by other researchers (Anney, 2014). This research study reviewed several related research studies and made comparisons to show how the research question and problem statement had been explored. The confirmability of this research study dealt with the expert panel members who assisted in reviewing the research questions and revised the research questions for the instrument being used to conduct this research study. This research study provides confirmability within the tables and figures providing statistics about the data collected specifically about the participants of this research study (Sheaton, 2004).

A phenomenological research study required reflexivity in order for me to collect and analyze the data within the research study. In order to ensure that the interview questions I planned on using while conducting the interview with each participant aligned with the research study, I conducted a field test. The field test consisted of three expert panel members who reviewed the interview questions and affirmed the alignment of the

interview questions with the problem statement, purpose of the study, and the research question.

Ethical Procedures

All participants were provided with Consent Forms advising them of the confidentiality of the research study, which is part of the Walden University (IRB) study # 01-02-17-0058589, requesting permission to conduct the research study. A copy of the Consent Form was attached for review. The Consent Forms provides information that allowed me to conduct the research study making sure that all participants remain anonymous (Piedra, 2013).

This research study required that participants were advised that there were no risks involved, the confidentiality and the fact each participant and their organizations would remain confidential. This procedure allowed all participants to remain risk free. Ethically the participants responded to a research study with little to no risks (Piedra, 2013). Reviewing the literature further, a study conducted in 2014 found Hispanic women were 26% of the women employed in higher-paying management jobs (Deemer et al., 2014). Out of these 100%, 35% were African American women, 48% were Asian women and 43% were Caucasian women.

In a study conducted by Fisher (2015), this study found that Hispanic women and African American women are less likely to complete and graduate, as oppose to white women. Due to this, Hispanic women and African American women are both placed at a disadvantage upon entering the workforce. This disadvantage creates a major structural barrier when Hispanic women enter a top-earning position (Fisher, 2015). Another study

found that women actually show leadership skills and advantages but are actually disadvantaged securing leadership roles (Beckwith et al., 2016).

Summary

This qualitative research study allowed access to information about Hispanic women executives and the strategies used to enter into an executive-level position. This qualitative phenomenological study had 15 participants which allowed for data saturation to occur. In a qualitative research, the interviewer is the instrument (McGrath, et al., 2019). The specifics of the data collection were as follows: I collected the data, transcribed the data, checked the data, then organized the data using a software. This research study utilized the NVivo 11 as the software. I used NVivo 11 to organize my collected data. I determined the credibility, transferability, dependability, confirmability, and ethical procedures of this research study to establish trustworthiness.

My role in this research study was to inquire about the strategies Hispanic women executives may have utilized to move into an executive level position. The obstacles Hispanic women have experienced, as well as the strategies these Hispanic women used to obtain an executive level position. This study was conducted via Skype audio recorded interviews with Hispanic women who hold an executive level position within the private sector, nonprofit organization, or a government agency.

After identifying the participants of the research study, I contacted the specific participants. Once the participants showed interest in the research study, I extended an invitation for the Hispanic women executives to participant in the research study. Within the research study, part of the process for the study was to select the 15

participants for the research study, request their permission to participate in the research study, prepare the specific questions to conduct the interviews via Skype audio recorded interviews.

The basis for developing my own instrument was to learn whether Hispanic women executives have used strategies in order to land an executive level position. Pursuing the permission of the participants, I emailed Hispanic women executives within private organizations in the eastern region of the United States a letter of invitation to participate in a study. The software I used that best organized the data collected was the NVivo 11 software. The NVivo 11 software has been used for qualitative research study and provided different tools that guided this research study. Chapter 4 provides the results of the study with specific emphasis on research setting, demographics, data collection, data analysis, evidence of trustworthiness, and study results.

Chapter 4: Results

This chapter presents the result of the exploratory qualitative phenomenological research study and the identified lived experiences of Hispanic women executives' career paths as they moved into an executive level position. Interviewing Hispanic women currently employed in an executive level position within a private-sector, non-profit organization, or government entity allowed me to analyze data that identifies the strategies Hispanic women have overcome, limitations, and stereotypes encountered in order to obtain an executive level position.

The purpose of this exploratory qualitative phenomenological research study was to explore the lived experiences of Hispanic women executives and the journey they may have chosen in their career paths as they moved into executive level positions. Through Skype videos, audio recorded, interviews with Hispanic women holding executive level positions in the private sector, nonprofit organizations, and government agencies, an analysis of the data was conducted. The analysis identified the strategies Hispanic women may have used in order to overcome limitations to obtain an executive level position.

The data collected from the participants during the study provided information relative to the strategies Hispanic women have used to obtain their leadership positions. In this research study, I explored the experiences of Hispanic women in an executive leadership positions, the obstacles Hispanic women experienced, and the strategies used by these Hispanic women to obtain executive level positions. The research question of this research study was: What strategies do Hispanic women use to enter into executive level positions? This chapter contains the results of the research study, expert panel,

research setting, demographic, data collection, data analysis, evidence of trustworthiness which includes credibility, transferability, dependability and confirmability, study results, and the summary.

Field Test

For this qualitative phenomenological research study, I chose three expert panel members. These expert panel members were all executives who had experience related to the topic of this research study. The expert panel reviewed the general problem of Hispanic women in executive level positions and whether they received equal opportunities due to lack of diversity in today's workplace. These expert panel members also reviewed the purpose of this exploratory qualitative phenomenological research study, the reasoning for me to explore the lived experiences of Hispanic women executives, and the journey Hispanic women executives may have chosen in their career paths as they moved into executive level positions.

The expert panel members were requested to review the interview questions and ensure each of the interview questions aligned with the problem statement, the purpose of the study and the research question. The expert panel members were contacted via email to review the panel interview questions and consider the interview questions for this research study. The expert panel members were employed in private organizations in the Eastern and Western region of the USA. The expert panel members are all professionals who were scholars and successful in today's business world. Expert Panel Member A had over 25 years of experience as a Hispanic women executive. This expert panel member showed her participation in employee resources group with mission focused on

supporting the growth of members through education, motivation, mentorship and leadership. This expert panel member fulfilled the need for her participation in this study. Her experience as a Senior Director in the field of business shows how Hispanic women can achieve executive leadership positions in the corporate arena.

Expert Panel Member B had expertise within the competitive business world. Some of the areas of performance and expertise were performances and growth had been integrated in business to be able to market entry which have supported an alternative revenue planning to have profitable plans for the future of Hispanic women executives. This Expert Panel member also fulfills the purpose of this qualitative research study. The extensive experience in communication, the field of management, as well as her background in various business discipline, allows this expert panel member to provide her expertise on this research study. Expert Panel Member C is an HR and operations management retiree with specific experience in all the seven HR macro processes all within a Fortune 10 global organization. The experience this expert panel member had were relevant intercultural including managing several hundred Hispanic employees. The interview questions were then finalized and used in the research study (See Appendix E).

Demographics

Prior to starting the interviewing selection process, the interviewer reviewed the participants' biography or curriculum vitae to obtain the information needed to follow the National Institute of Health Office of Extramural Research requirement. The requirement for the Office of Extramural Research is to have the ability to conduct a human subject

protection research study advising each participant of the confidentiality clause and the guidelines for the protection of human participants. In this study, each participants' identity remained confidential. All the data collected may be used for specific table and charts when making an interpretation and determination about the data. The data was being collected within the eastern region of the United States. Each participant was a Hispanic woman executive with at least 10 years' experience in the industry of either private sector, not-for-profit, or government agencies.

These interviews were all conducted in English. All the participants held executive level positions within their organizations. The fact the participants are not interested in advancing into an executive level position within their specific company avoids self-appointed executive level or positions. These participants all had at least 10 years' experience working as Hispanic women executives.

The participants of this research study were born in the United States, Puerto Rico, Cuba and the Dominican Republic. Most of the participants have been in the United States most of their lives and have resided within the states of New York, Maryland, Washington D.C., Georgia, Virginia, Florida, New Jersey and Puerto Rico (See Table 2 below).

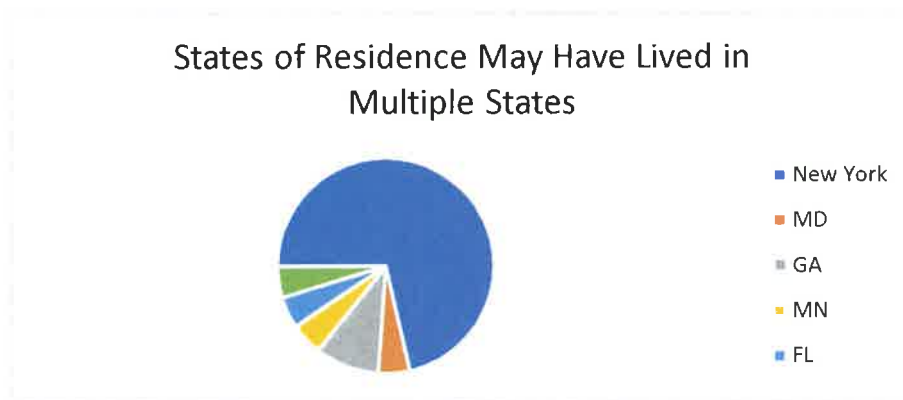


Figure 2 – States participants resided in demographic data

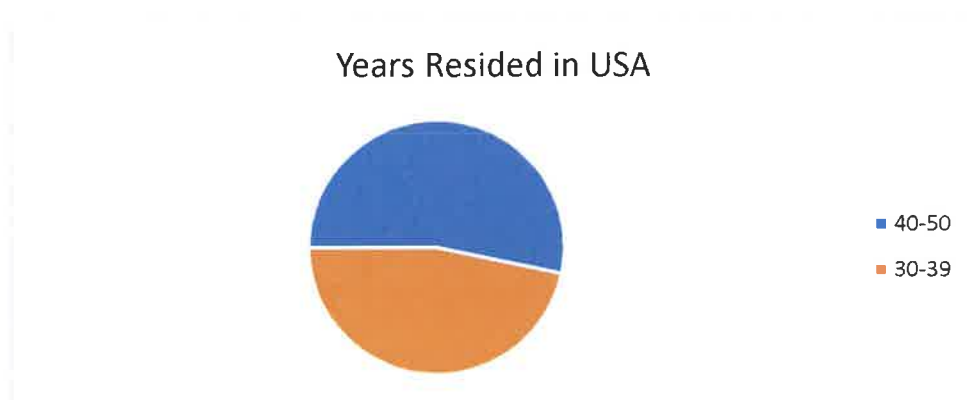


Figure 3 – Years participants resided in the United States.

Some factors of this research study were the specific type of organizations, the participant was a Hispanic woman executive, the length of time the participant was at their organization, and the position currently held by the participant. Table 2 below provides a specific breakdown of the type of organization, years as an executive, and position held for each of the participants of this research study.

Table 2

Type of Organizations

Type of Organization	Years as Executive	Position Held
Private Sector		
Participant #1	10+	Executive Owner
Participant #5	10+	Executive Manager
Participant #8	20+	President
Participant #10	25+	Executive Chef
Participant #14	15+	Executive
Not-For-Profit		
Participant #3	10+	Executive Manager
Participant #7	10+	Executive Owner
Participant #9	25+	Executive Owner
Participant #11	15+	Executive Manager
Participant #11	20+	Executive Vice President
Government		
Participant #2	30+	Executive Director
Participant #4	35+	Deputy Director
Participant #6	30+	President
Participant #13	25+	Senior Director

Data Collection

After obtaining the approval from Walden University IRB, participant recruitment began. A letter of invitation to participate in the research study was sent out via email to potential participants. Those who responded were sent the informed consent form via email to sign prior to the interviews. All interviews were conducted either via telephone or location of the participant's choice. Interviews were recorded via Skype audio voice recorded. Interview questions are found in Appendix E.

Fifteen Hispanic women executives participated in the study. Each participant was given a participant number to maintain confidentiality. The audio recorded data was transferred and loaded into a secured USB drive. The planned duration for interviews was

30 to 45 minutes. The actual duration of the interviews ranged from 10 to 25 minutes. All the participants were given the informed consent prior to interviewing and required to sign prior to the start of the interview. Each interview was downloaded to a secure USB drive. After the interview, a transcript of the interview was generated.

Data Analysis

Transcribed interview data was loaded into NVivo 11 to begin the organization and sort of data. Nodes were generated in Level 1 coding, Secondary coding led to the identification of patterns from which the themes emerged. By using the NVivo software I was able to sort the data into words that were common amongst the participants as well as common phrases which assisted me develop the themes used for data reporting. For example, the use of NVivo 11 software was used to ferret out trends in the interviews. From there, nodes were generated that eventually resulted in the identification of essential themes which allowed me to see the similarities amongst the participants and their responses. The nodes that emerged were *Networking*, *Communication*, *Strategies*, *Education*, and *Professional*, which represented frequency of shared words patterns drawn from narratives (Table 4). From these nodes, data was further analyzed for common trends and patterns in the data.

Table 3 - Identified Nodes

Nodes	Participants
Networking	2, 10, 11
Communication	1
Strategies	3, 4, 5, 6, 7, 8, 9, 12, 13, 14
Education	1, 4, 13
Professional	2, 11, 13, 15

Table 4 – Identified Word Patterns

Word Patterns	Participants
Doing Things Differently	9, 14
Education	1, 4, 7, 13, 14
Organization	4, 5, 7, 8, 9, 12, 13, 14
Promotion	6, 15

Networking

Networking is defined as the process of which individuals and organizations connect with one another to exchange ideas or resources (Jack, Moulton, Anderson, & Dodd, 2010). During the interview with the participants, I was able to obtain responses from each participant pertaining to Networking. Participant #2, when asked what strategies she recalled using to obtain an executive level position, Participant #2 answered the question by stating “Basic networking as well as documentation.” Participant #13 was also asked the same question and Participant #13 responded by saying

“I certainly did. In several levels of positions that I had in the City. There's always been networking. It's always been networking with my peers. Networking with other local positions jobs at connectors and not fearing speaking looking into areas, benefit what I would bring to the agency.”

Additionally, Participant # 2 was later asked which strategy she recalled was most helpful during her career, Participant #2 answered “Networking.” When Participant #10 was asked what were some of the strategies she used, Participant #10 responded by saying

“Networking in the community.”

Participant #11 was asked her opinion about Hispanic women executives having to use strategies if they were part of a Hispanic organization and Participant #11 responded by stating “Mingle, network, professional is very important.”

Today’s business world has allowed networking to be driven primarily with information technology and other technological tools that were brought about by globalization, and because network activities prove to be cost-effective and low-cost activities (Pittaway & Robertson, 2004). Many business owners and managers are being enticed to participate in collaborative activities which do not require a lot of company money but instead more of the businesses’ personal commitment (Pittaway & Robertson, 2004). The Hispanic women executives use of networking allowed them to circulate themselves within the business world and be more successful.

Communication

Communication is defined as information-sharing, information management, listening skills, perceived information flow, effectiveness, message content, and message consistency (McCathrin, 1989). During the interview with the participants, I was able to obtain a response from a participant pertaining to Communication. Participant #1 was asked what factors would cause a Hispanic woman executive to use strategies to obtain an executive level position and Participant #1 responded:

“Communication open so you can keep communication open.”

This research study shows collectively that communication is a key factor in the progress of organizations. The satisfaction an individual feels with his or her organization and the relationships he or she has formed in the organization are significantly related to

his or her perceptions of the nature of the communication and information flow within the organization (Daly, Falcione, & Damhorst, 1977, p. 22).

Strategies

Participant #3 was asked at what point in her career did she believe strategies were necessary to obtain an executive level position? Participant #3 responded:

“Five years ago no, seven years ago when I started this great job and realized that one of the strategies is to be able to strategize in longevity in terms of five years from now.”

I asked Participant #6 the same question and Participant #6 responded:

“I've always had some form of strategies as to how I do everything only because I plan everything out.”

During the interview process, I asked Participant #4, Do you believe there will be a need to use strategies for future career advancement? Participant #4 responded

“I think there's always a need for strategies for career advancement.”

During the interview with Participant #5, I asked what specific strategies such as do you recall using to obtain an executive level position? Participant #5 responded:

“Research the company that I've had to leading up to that position. So, that's one of the strategies you think that you've definitely researching.”

Participant #5 was also asked Do you believe there will be a need to use strategies for future career advancement? And Participant #5 responded.

“Yeah. There's always going to be a need to use strategies. So, of course there is always going to be strategy. No matter what for you to move forward.”

During the interview with Participant #6, I asked why do you believe using strategies to obtain an executive level position may be necessary? Participant #6 responded to this question:

“As Hispanics when you get to the executive level it's really, at least in my experience, it's what you know, it's who you know and what you know. Those were the strategies.”

Participant #7 was asked during the interview what factors would cause a Hispanic women executive to use strategies to obtain an executive level position? Participant #7 responded:

“In order for you to have your strategy, your strategies to succeed, to be able to qualify, and to be able to maintain, you need to know that we were just a little different and we'll always be looked upon as Hispanic. So, that's why I believe you have to have a strategy in order to see when you go in.”

Another question I presented to Participant #7 was do you believe there will be a need to use strategies for future career advancement? Participant #7 responded:

“I would say, I believe that with strategies, you do need a strategy going in.”

During the interview process with Participant #7, I asked what is your opinion about Hispanic women executives having to use strategies if they are part of a Hispanic organization? Participant #7 responded:

“My opinion is for Hispanics to be able to succeed in the organization and know the value of their organization and the messages that they stand behind with their

organization. The use of strategies as a Hispanic woman is just going to give us a short run. So, I would say, to use a strategy, yeah.”

Participant #8 responded to my question, what specific strategies do you recall using to obtain an executive level position by stated:

“A specific thing that I do, strategies. The strategy I use to obtain an executive position. First of all, I got my education.”

I asked Participant #8 another question, do you believe there will be a need to use strategies for future career advancement? Participant #8 responded:

“Yes, because if you don't have a strategy. You have to put strategies to work. You know. Okay I have a strategy. So, you have to have strategies and then use them and put the strategies to practice.”

Participant #8, responded to the following question, why do you believe using strategies to obtain an executive level position may be necessary? stating:

“For example, if you are going to sell products, you have to have a strategy to sell the products to the business and to go to the people. That's why you need a strategy.”

I also asked Participant #8 which strategy she recalled using was most helpful during her career? Participant #8 responded by stating:

“The strategies that I used to approach to people that's the most effective for me because I used to have 42 children. Because I own a daycare. And, my approach to people was better strategies. The way I talk to people. The way I marketed my circle. The way I knocked on doors to get more clients. The way I present myself to the public to get more children more parents to come to my daycare.”

Participant #9 when asked what specific strategies did she recall using to obtain an executive level position? Participant #9 stated:

“Specific strategies that I've used? I think, let's see, one of the strategies I think that I've used is being a good listener.”

I then asked Participant #9, what is your opinion about Hispanic women executives having to use strategies if they are part of a Hispanic organization? Participant #9 stated:

“I think you always have to use the strategies. Even in a Hispanic organization I think you have to use strategies.”

Participant #12 was asked do you believe there will be a need to use strategies for future career advancement? Participant #12 responded:

“I don't think there's not one profession that you cannot use strategies. You have to do *strategies*. Why not use strategies in the workforce. You have to strategize.”

Participant #12 was presented with another question, which strategy did she recall using was most helpful during her career? Participant #12 responded by stating:

“The strategies that I use that was most helpful was keeping in line. That's how I was able to strategize.”

Participant #13 was asked what were some of the strategies she used? Participant #13 responded by stating:

“The strategies that I used making a connection and taking initiative.”

I asked Participant #14 what were some of the strategies she used? Participant #14 responded by stating:

“My strategies are training. Any training that’s offered, I work and I go to that training.”

A question I also asked Participant #14 was what factors would cause a Hispanic women executive to use strategies to obtain an executive level position?

“In my position, I don’t need to use strategies.”

Strategies was one of the most used nodes within this research study. The Participants responded to the use of strategies in many different ways from the ten questions presented by the research. Strategies are collectively presented within this research study as phenomenological strategies which permit the emergent theme of strategies to develop from the detailed description of the lived experiences provided by participants through the use of open-ended questions (Dusch, 2015).

Education

Education is classified in 3 types.

Formal Education – formal education is directed by agencies like schools, colleges, and well-defined methods. The school should train them through practical experiences to fit them as employee members for society.

- 1) Informal Education – informal education forms the real basis of forming properly developed character and personality. Informal education includes beliefs, general attitude, customs and practices. It is unintentional and imbibed by child through general environmental conditions.

- 2) Non-Formal Education – Non-formal education is gained by agencies like scout guide NCC or extra curriculum activities like jointing some swimming class. This education does not have syllabus format (Labs, 2018).

Education was named as one of the challenges Hispanic women faced while pursuing a professional career (Dusch, 2015).

I asked Participant #1, what specific strategies did she recall using to obtain an executive level position? Participant #1 responded by stating:

“Education is the key and that's why I think what are the strategies we need to use to ensure that we can get advancement.”

Participant #4 was also asked the same questions, and Participant #4 responded by stating:

“Getting it and having all the educational background you want to support the position that you want to have for yourself. That's the first thing.”

Participant #4 was also asked what factors would cause a Hispanic woman executive to use strategies to obtain an executive level position? Participant #4 responded by stating:

“You have to bring your eggs and that has to encompass your education.”

Participant #8 was also asked what specific strategies she recalled using to obtain an executive level position and she responded by stating:

“I got my education.”

Participant #13 was also asked was there ever any form of discrimination causing career advancement and Participant #13 responded stating:

“Yes. That happened to me. This and that my experience another level guy had it the education and the ability to do the work. But, I wasn't hired for that.”

In this research study, the participants collectively responded to the nodes education as an important need for a Hispanic woman executive to have in order to successfully obtain an executive level position and advance within their careers.

Professional

Professional is defined as being able to recognize your role in activities and results around you. Being able to recognize and take responsibility for your actions, words, choices, words and more. Knowing that you cannot control others but, you are able to influence them. Professionals take ownerships to create the best possible results (Eikenberry, 2019).

Participant #2 was asked what factors would case a Hispanic woman executive to use strategies to obtain an executive level position and Participant #2 responded by stating:

“Some of the factors would be I would imagine having a Hispanic that. What do you factor professional practices I think it's just good.”

Participant # 11 was also asked the same questions and Participant #11 responded by stating:

“I would think the pattern of being a hard worker and knowing what you're doing professionally is part of it. If we don't do our jobs the way it is supposed to be done and professionally, you can be taken by a man very easy right.”

I also asked Participant # 11 what was her opinion about Hispanic women executives having to use strategies if they were part of a Hispanic organization?

Participant #11 responded by stating:

“I think welcoming mingle. Mingle, network, professional is very important. You have to look professional. You have to dress professional. You have to act professional.”

I also asked Participant #13 what factors would cause a Hispanic woman executive to use strategies to obtain an executive level position? Participant #13 responded by stating:

“They weren't looked at as professional. ”

Participant #15 was asked what were some of the strategies she used? Participant #15 responded by stating:

“Just maintained myself being a professional person.”

In prior studies, Hispanic women in management, professional, and related occupations have the lowest U.S. Civilian labor force participation rates when compared by race & ethnicity (Dusch, 2015). The responses provided in this research study by the participants who are all Hispanic women executives shows that being a professional makes a difference in the business world.

The tool that I used to organize the data was the NVivo 11 software and the node classification used during the interviewing process were: Networking, Communication, Strategies, Education, and Professional. This allowed for the collection of data from the participants of the research study generating the patterns, themes, and trends most used within the data collection process. I was able to apply coding in the research study

allowing the research question “What strategies do Hispanic women use to enter into an executive level position?” to be used to make the decision as to whether the Hispanic women executives felt comfortable participating in this research study. I was able to organize each participants’ interview by using structural coding. Each participants’ descriptive comment, namely words, was set as a node and listed within NVivo 11. This allowed me to reveal the specific responses for each participant.

The NVivo document was created by uploading each participants’ transcript into the software, creating the nodes, Networking, Communication, Strategies, Education, and Professional. The nodes contained patterns, themes, and trends of the data collection. Queries of the patterns, themes, and trends were conducted using the NVivo 11 software to obtain results of the times specific words and word variations were used during the interviews conducted that provided me with information about the specific patterns, themes, and trends of the research study conducted.

Word Patterns

Fifteen Hispanic woman executives took part in a ten-question interview to assist me in exploring the research question of this research study. The manner in which I formatted the word patterns was by analyzing the data after the coding process was completed. The patters that I found were as follows: Differently, Education, Organization, and Promotion. I have prepared a listing of each pattern and how the participants collectively used the word pattern during my research study. The use of the theme allowed me to see the collective result of my research study.

Word Pattern 1 – Differently

Table 5

Word Pattern 1 – Doing Things Differently

Participants	Questions	Participants' Responses
Participant #9	What factors cause a Hispanic woman executive to have to use strategies to obtain an executive level position?	"I have to do things differently."
Participant #14		"You wouldn't speak differently."
Participant #9	How has your strategies change as you have progressed towards executive management position?	"I am able to deal with things differently and that is something that I've noticed and it helps me grow."

Word Pattern 2 – Education

The word pattern education was used within several of the participants' responses. Several participants felt that a strong educational background was critical to success. However, some felt that a strong educational background was not necessary for entrepreneurs.

Table 6

Word Pattern 2 – Education is Critical

Participants	Questions	Participants' Response
Participant #1	Why do you believe using strategies to obtain an executive level position may be necessary?	"Education is the key."
Participant #4	What specific strategies do you recall using to obtain an executive level position?	"Getting it and having all the educational background you want to support the position that you want to have for yourself."
Participant #4	What factors would cause a Hispanic woman executive to use strategies to obtain an executive level position?	So, you have to bring your eggs and that has to encompass your education.
Participant #7	Do you believe there will be a need to use strategies for future career advancement for Hispanic women?	"As an entrepreneur as well, no! Because, you don't need certain education or degrees."
Participant #8		"First of all, I got my education."
Participant #13	Was there ever any form of discrimination causing you career advancement?	"My experience, another level guy had it, the education and the ability to do the work."
Participant #14	What were some of the strategies you recall using?	"You know, my education."

Word Pattern 3 – Organization

The word pattern organization was used within several of the participants' responses. I prepared a table which allowed the readers to see how the participants

collectively responded to certain questions. For example, below is a table which provides a breakdown of the participants' responses relative to the word pattern organization.

Table 7

Word Pattern 3 – Organizational Strategies are Essential

Participants	Questions	Participants' Responses
Participant #4	What is your opinion about Hispanic women executives having to use strategies if they are part of a Hispanic organization?	“I think that as a Hispanic woman, I think when you're working within a Hispanic organization I don't think you deviate.”
Participant #5		“You definitely have to strategize with that within an organization whether as a job or to do that is something that you know”
Participant #7		“My opinion is for Hispanic to be able to succeed in the organization and know the value of their organization and the messages that they stand behind with their organization.”
Participant #9		Being Hispanic, in a Hispanic organization, strategies I guess that's what I'm trying to say project for the goal, I think it helps that you do this and I think you always have to use the strategies
Participant #12		I believe, if there is a organization that basically

		puts it out there with female minority, I think that would help in the workforce eventually because at least when I was in the upcoming field managerial, it was quiet as kept.”
Participant #8	How has your strategies change as you have progressed towards executive management position?	“I am opening an organization.”
Participant #12	Why do you believe using strategies to obtain an executive position may be necessary?	“So, I believe that in the near future, if there is some type of organization within the organization, I don't know if that makes much sense. At least, like a club that can basically help out upcoming managerial Hispanic females.”
Participant #13	When did you think it is necessary to use in your career?	“I was a director at a youth program in the Bronx. And, I got very close to the community organizations.”
Participant #13	Which strategy you recall using was most helpful during your career advancement?	“By continuing the connection with organizations, with women were at whatever level that I feel are important to me.”
Participant #14	What specific strategies do you recall using to obtain an executive-level position?	“I decided that I was going to know everyone's job when the need came for non for profit organization.”

Word Pattern 4 – Promotion

The word pattern promotion was used within several of the participants' responses. I prepared a table which allowed the readers to see how the participants collectively responded to certain questions. For example, below is a table which provides a breakdown of the participants' responses relative to the word pattern promotion.

Table 8

Word Pattern 4 – Promotion Barriers

Participants	Questions	Participants' Responses
Participant #6	Was there ever any form of discrimination causing career advancement to you?	"I got passed up for promotions every single time that I was told I was given an excuse that didn't make any sense."
Participant #15	What factors would cause a Hispanic woman executive to use strategies to obtain an executive level position?	"But, I think a boss I had 10 years ago blocked me from any promotions."

Trends

This research study presents the trends of communication, confidence, discrimination, networking, and professional collectively as the repeatedly used words within the research study. The word frequency feature within NVivo 11 software allowed me to prepare this tree map.

Figure 4: Tree Map on Trends in Interviews

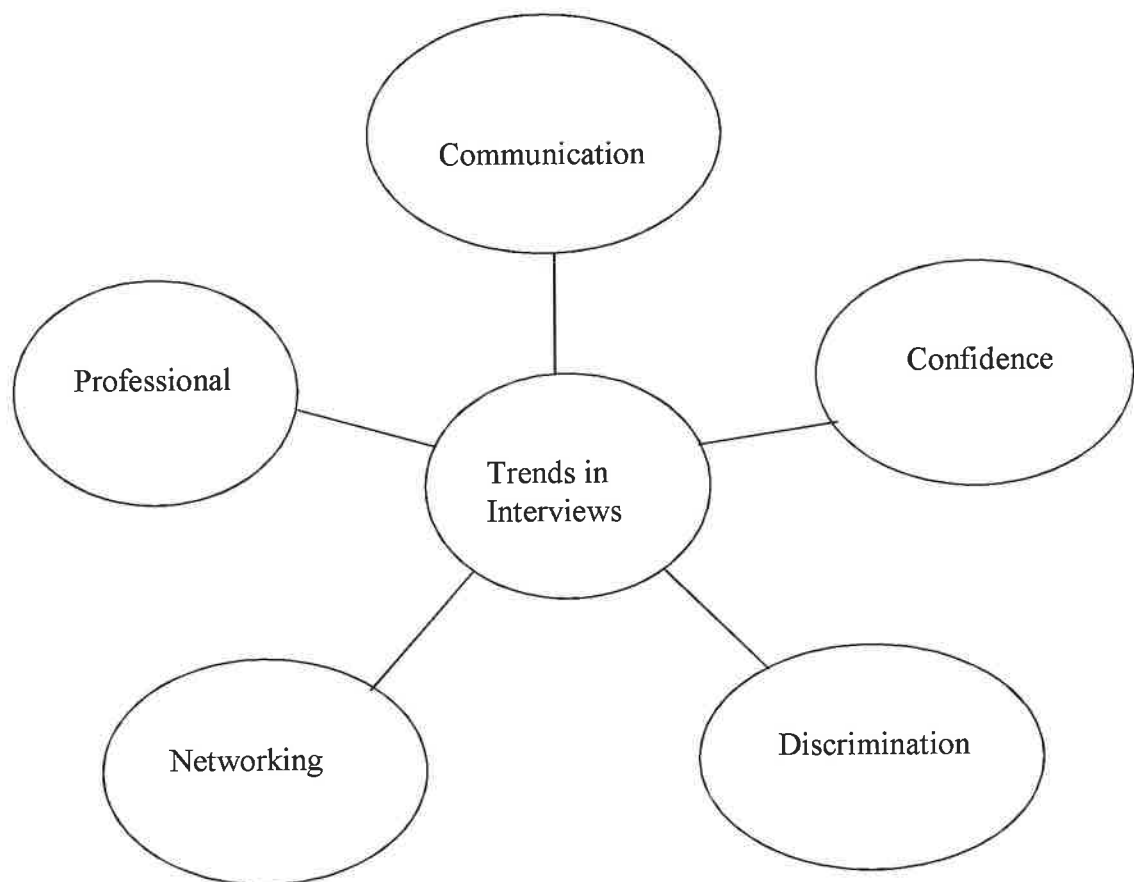


Figure 4: Shows the trends in interviews. The participants collectively used the words, communication, confidence, discrimination, networking, and professional in their responses to my interview questions.

Specific Strategies Used by Participants

After a detailed review of the data collected, I was able to find the specific strategies used by participants which answer the research question of this research study. The research study research question “What strategies do Hispanic women use to enter into executive level positions? was presented to learn more about the gap in the current literature pertaining to Hispanic women executives and how Hispanic women executives seek to overcome the glass-ceiling and stereotypes discovered during prior research studies. For example, Networking was a strategy used by the participants in this research study to assist them obtain an executive level position. The participants’ ability to network within the community, with peers, and at different events allowed the participants to excel into their executive level positions.

Reviewing each participants’ transcript provided me with this specific strategy and the specifics of how the participants used networking as a strategy to obtain their executive level positions. Another strategy used by participants in this research study was their education. Participants believed that a good education allowed them to excel into their executive level positions. Additionally, having a good education allowed participants to advance in their careers and into their executive level positions.

Networking and education were strategies used by participants of this research study which prove the research question presented within this research study. The research question of this study was “What strategies do Hispanic women use to enter into executive level position? In answering the research question, both networking and education are specific strategies used by Hispanic women executives which assisted them

enter into their executive level positions. My research study asked the participants questions which allowed me to sort the data collected, review the data collected in detail, and derive at these specific strategies. Collectively, these two strategies networking and education are specific strategies which participants found assisted them in their careers as Hispanic women in executive level positions.

Evidence of Trustworthiness

I ensured that the research study had reliability and validity which was a vital, criteria recommended by Shoaib and Mujtaba (2016). Researchers are able to achieve validity and reliability of a qualitative research study by making sure they adhere to credibility, transferability, dependability, and confirmability. By adhering to validity and credibility of a study I can achieve trustworthiness of a research study.

Credibility

This research study provides specifics on how credibility was utilized by each study participant. Two of the most important techniques with credibility are: triangulation and transcript review. In Yin (2018), the author states that the quality of a qualitative research study depends on reliability and validity. Having the ability to conduct a thorough transcript review, and data triangulation allows me to establish a rigor of the research study. Conducting a transcript review helped to ensure the research study had accuracy and added credibility to the data collection. Each of the participants received a drafted copy of the transcript of their interview to validate their interview, my findings, and make any corrections. None of the participants made any corrections. During this research study, the participants showed their credibility by the way they presented their

strategies. Each participant used certain type of strategies leading them to their executive-level position. These strategies provided each participant with criteria that also lead them to their executive level positions. The credibility of the interview conducted with the participants showed how each Hispanic woman executive was trusted, had quality, and was believed. The participants appear to have experienced certain behaviors not related to strategies used to be able to obtain their executive level positions as Hispanic women. The strategies used were not significant to the cultural differences noted within the research study. All the participants presented strategies sharing how their cultural expectations were noted from the lack of diversity within today's workplace.

Transferability

In order to achieve transferability, I ensured that the results of the research study could be applied within other populations and settings (Proctor, 2017). Each participant during their interview with me provided specific information about their experience as a Hispanic woman executive. The manner in which the description of the information obtained during the interview was provided by the participant allowed me to prepare a descriptive summary of what each participant has stated which allowed them to successfully gain their current executive-level position. During the interview participants were open about the information they provided me with and the manner they stated their lived experience was transferable to me as well as having the data collected assisted the content of the information provided during the interview.

Dependability

The participants' responses to my questions allowed me to make an analysis of the data collected from all the participants. Then, the Tables and Figures of the research study were prepared. The use of a qualitative research allows the data collection to provide dependability regarding the research study having been conducted. Authors such as Fusch and Ness (2015) and Yin (2015) recommend researchers use member checking over transcript review in order to ensure dependability if the data collection. I ensured dependability of the research study conducted by placing focus on any changes which affected the research study process. All the participants provided their informed consent prior to scheduling their interviews. The interviews scheduled were all conducted as planned. This is an ensured dependability factor. I also ensured data strength by using a protocol when interviewing participants. I made sure that the questions were presented clearly and consistent to each participant.

All the participants were given a chance to review their audio recording and a draft of their transcript for validation. Having reliability in a research study refers to the consistency the research would produce for those same results, if it were repeated. Using dependability involved evaluating the participants and recommending what specific findings of the research study are supported by the data received from each of their information. This allowed the data to be collected and the current gap in the literature relating to Hispanic women having cultural expectations which have caused their career limitations relating to the opportunities Hispanic women may have. This study allows Hispanic women to learn how strategies may assist them obtain an executive level

position and contribute to their attaining an executive level position. As such, this research study allowed the current gap in the literature to be noted and for a significant recommendation to be provided to other researchers.

Confirmability

This qualitative research study shows that adhering to quality of the research by making sure that the conformity of the concepts of credibility, transferability, dependability, and conformability exist to ensure trustworthiness within the research findings of the research study (Lincoln & Guba, 1985). Making sure that the research findings are believable, consistent, applicable and credible is important in order for the reliability and validity of the research finding (Proctor, 2017). There must be serious consideration to the credibility, transferability, dependability, and conformability of the research study in order to withstand the scrutiny.

In order to be able to achieve the credibility of the research study, I had to be sure that there is accuracy, richness, and trustworthiness of the data rather than the quantity of the data collection (Proctor, 2017). Triangulation is a common method used by researchers in certainty that accuracy is achieved through cross checking the data interpreted with participants from multiple prospective (Proctor, 2017).

Study Results

The research question of this study was: What strategies do Hispanic women use to enter into executive level positions? The research question was my way of learning specifically how the gap in the literature which relates to Hispanic women having cultural expectations which have caused their career limitations relating to the opportunities

Hispanic women may have so that they are able to move into executive level positions, was answered. By the results of this research study, the nodes that were most prominent in the study was: networking, communication, strategies, education, and professional.

This research study presented the word patterns in tables which shows how the participants, collectively, repeatedly used similar wording in their responses to my interview questions. The word patterns used were, differently, education, organization, and professional. Each word pattern was listed within a table showing the participants, questions, and the participants' responses. Each word pattern was presented in a separate table allowing an interpretation of the data collected.

I then presented the trends in a tree map which shows, collectively, the trends within the 15 interviews conducted of the Hispanic woman executives (See Figure 2 on page 87). The trends that were selected from the 15 participant responses were, communication, confidence, discrimination, networking, and professional. The tree chart shows the trends in the interviews conducted.

Transcript Verification

I followed a protocol that entailed transcript verification of all the 15 participants of the research study. After I transcribed each interview, I provided each of the 15 participants with a draft copy of their interview transcript and the data and preliminary results of the research study for each participant to review and validate. This gave all 15 participants an opportunity of making any changes to the transcribed data collected. None of the participants made any changes. Conducting a transcript verification helped to

ensure the research study had accuracy and added credibility to the data collection (Yin, 2018).

When using NVivo 11 software to organize the data collected, I selected wording from each participant for this question to obtain the results which were derived. The interview questions allowed me to find specific strategies used by the participants. This process took place after the coding, the selection of the nodes, and identifying the themes. Many of the participants found that strategies were necessary from the onset of their careers. It was an immediate need for many of the participants to use strategies early in their careers. Basically, from the start of their careers. In noting this node, I reviewed each participants' responses to this question and selected the wording to reference within the node listed here. The responses I received clearly showed that the participants saw the need to use strategies in their executive level positions and as they excelled to obtain said positions.

When asking participants whether they used strategies within a Hispanic organization they were affiliated with, the participants responded in a positive manner. The need to use strategies within all groups and organizations for Hispanic women executives appears to be necessary no matter where they find themselves. Many of the participants felt that the use of strategies amongst their own kind allows them to gain experience using strategies. I selected the responses from each participant and noted the results selected under the nodes for this question.

Most of these Hispanic women executives used some type of strategy within their own career path. I found that many of the participants did experience discrimination

which caused participants in this research study career advancement. Many expressed their concerns and provided some insight to their experience with discrimination during their recorded interviews. It was clear from the 15 participants of this research study that Hispanic women executives have experienced discrimination which caused them delays in their career advancement. The 15 participants collectively reiterated a strategy they used in their career path which assisted them successfully secure their executive level position.

Similarities

I was able to select a few similarities within the NVivo 11 software of the data collected. In order to see these similarities, I selected patterns, themes, and trends as Nodes to conduct queries of these data collected. The results generated by the queries allowed me to note the specific patterns, themes, and trends of this research study. For example, certain word variations were apparent patterns within the participants' responses. The words Networking, Education, Strategies, and Communication were all words that the participants used within their responses. These responses generated a pattern.

The query conducted under themes generated words which were consistently used in the participants' responses. The words, differently, education, and organization, promotion were words that the participants used within their responses which I categorized as word patterns. And lastly, the trends selected from this research study were words such as communication, confidence, discrimination, networking, and professional.

The research study results presented within this chapter reflected the analysis of some of the perspectives of 15 Hispanic women executives. The participants in this research study have provided their lived experiences regarding their career leading to their executive level positions. This data analysis provided an interpretation of the data I collected by the gathering and organizing on the content which was identified as nodes, patterns, themes, and trends taken from the transcribed data collected during each participants' interview. Each participants' interview was carefully transcribed, read, re-read, transcript verification for each participant was conducted, noted and coded in order to answer the research question.

Summary

This study consisted of an overarching research question "What strategies do Hispanic women use to enter into executive level positions?" This research question provides a basis for the analysis of how participants lived experiences in their career path and obtaining their executive level positions allowed them to obtain their executive level position as a Hispanic woman. The results from this research study provided information which organizations seeking to obtain guidance on an executive level can use to learn what were some of the strategies Hispanic women executives have used in the past to successfully obtain an executive level position. Chapter 5 includes an introduction to the chapter, interpretation of the findings, limitation of the study, recommendation, and implications of the study, and positive social change.

Chapter 5: Discussion, Conclusions and Recommendations

The purpose of this exploratory qualitative phenomenological research study was to explore some of the lived experiences of Hispanic women executives during their journey to an executive level position. This chapter presents the interpretation of the findings of the research study, the limitation of the study, recommendations, implications of the study and how this research study was a positive social change.

Interpretation of Findings

The data collected while conducting this exploratory qualitative phenomenological research study provided a clear understanding of what Hispanic women have experienced in each of their career paths as they moved into an executive level position. Additionally, stereotypes, organizational practices, and even cultural forces may play a role in the barriers Hispanic women have endured in their rise to executive positions. Most of the Hispanic women executives found it necessary to provide that time for different affiliates and organizations outside their working environment, to strategize amongst peers, and to get the needed experience to land their executive level positions. There were 15 participants in this study. Data saturation was achieved.

Initial coding of participants revealed five categories that appeared to be integral to the women's experiences. These were (a) networking, (b) communication, (c) strategies, (d) education, and (e) professional. I have provided a summary of what these five nodes within this research study. My summary provides an understanding of how the

nodes within this research study after being organized were able to answer the research question of this research study.

Networking

Hispanic women executives believe that networking is a key factor in landing an executive level position in today's business world. The different sectors of business, private sector, government agencies, and not-for-profit agencies all require executives to corroborate amongst each other and network to successfully rank amongst today's businesses. Hispanic women executives have found the need to network to remain in an executive position and to learn what specific strategies are being used in today's businesses. Having other professional business associates to communicate with and compare products and services with is an excellent way of networking and building one's business as an executive.

Through globalization and network activities, technological tools prove to be cost-effective and low-cost activities. Many business owners as well as managers are being enticed to participate in collaborative activities which do not require a lot of company money but instead more of the businesses' personal commitment (Pittaway & Robertson, 2004). This research study shows that collectively networking plays a big part in the success of a business. As noted earlier in this research study, the Hispanic women executives use of networking allowed them to circulate themselves within the business world and be more successful.

Communication

Hispanic women executives identified the need of being able to communicate effectively as a critical aspect of being an executive in today's business world. For many years, Hispanic women have faced the challenges that come with the stigma of having a language barrier and one of the reasons for the lack of diversity amongst the Hispanic women as it relates to the executive level in corporate America. Some of the problems with communication was not just in speaking, but also the fact many Hispanic women had heavy accents which made it difficult to understand them and therefore causing a communication problem.

Participants' found that proper form of communication was a very important factor for being able to succeed amongst the business world for Hispanic women executives. The satisfaction individuals feel with his or her organization and the relationships he or she has formed in the organization are significantly related to his or her perceptions of the nature of the communication and information flow within the organization. (Daly, et al., 1977).

Strategies

Within this research study, strategies are defined as a method or plan chosen to bring about a desired future, such as achievement of a goal or solution to a problem (Soros, 2019). During the interview process, many of the participants responded to the nodes/theme, strategies. In this research study, the word strategies was one of the most used nodes. The participants of this research study responded to the use of strategies in many ways in this research study when asked the 10 interview questions. In this research

study, strategies are collectively presented as phenomenological strategies which permit the emergent theme of strategies to develop from the detailed description of the lived experiences provided by participants through the use of open-ended questions (Dusch, 2015).

Education

Most of the participants collectively responded to the node, education, as an important strategy for a Hispanic woman executive to have in order to successfully obtain an executive level position and advance within their careers. This is consistent with Dusch's (2015) findings regarding the need for education for those aspiring to executive positions. Interestingly, some of the participants who were business owners and entrepreneurs did not find education to be as significant a factor as those women ascending to executive positions within a larger organization where they were not owners.

Professional

During the research study, several of the participants expressed their belief that being professional in the business world was an important factor for Hispanic women executives to excel amongst the rest of the executives. Some of the participants stated that being professional at all times while at work was important if they wanted to successfully obtain an executive level position.

Participants stated that being professional took them far in their career path, especially when working in a company that has merit raises and promotes within. Hispanic women executives must feel confident about herself and be extremely

professional to ensure that she stands out and makes the difference in her community.

This confidence is demonstrated in the level of professional behavior they exhibit.

Word Pattern

The word pattern found during the data analysis of this research study were: Differently, education, organization and promotion. Below is a breakdown of each word pattern with the analysis associated with this research study. The analysis provides the findings collectively of this research study.

Word Pattern 1 - Differently

Word pattern are the main product of data analysis that yields practical results in the field of study. This research study shows the word pattern which were collectively noted of the 15 Hispanic woman executives who participated in this study. Differently is defined as in a way that is not the same as another or as before. The use of the word differently within this research study provided a basis for the collective responses given by several participants of this research study.

Word Pattern 2 – Education

Education is one of the key factors of Hispanic women executives to be able to successfully obtain an executive level position. Many Hispanic women executives have faced challenges stemming from having an advance education in order to successfully obtain an executive level position (Dusch, 2015). Being able to face these challenges makes the difference for many Hispanic women executives.

Word Pattern 3 -Organization

The word pattern analysis is used in qualitative research and focuses on examining themes or patterns of meaning within data. This method can emphasize both organization and rich description of the data set and theoretically informed interpretation of meaning (Nowell, Norris, White, & Moules, 2017). The research study participants who used the word frequency organization as a word pattern in their responsive collectively showed that this work is valued within the analysis of the data collected.

Word Pattern 4 – Promotion

This research study presents the word pattern of promotion collectively amongst several of the participants of this study. Being able to receive a promotion is a goal that several of the Hispanic women executives found challenging. Goals may include concepts clarification, theory development, hypothesis generation, promotion of social justice, social transformation, or practical application (Levitt, Motulsky, Wertz, & Morrow, 2017).

Themes

Two key themes arose from the participants' responses, whether they were rising to executive positions within an organization or entrepreneurs operating their own businesses. These themes are networking developing, personal success strategies, operating their own businesses. The themes are noted below to show how this research study corroborates with the literature review conducted in Chapter 2 of this research study.

Theme 1 – Networking

Some strategies Hispanic women can use to help them break through into executive level positions are networking skills and securing a mentor, learning how to overcome the biases associated with stereotypes, and gender roles. Hispanic women may also focus on strategies associated with their cultural strengths in leadership (Elmuti et al., 2009). Eagly and Carli (2007) presented the argument in their study that the glass ceiling explanation to the scarcity of women in powerful roles no longer fits because barriers to women's advancement are more permeable these days; discrimination and prejudices that have blocked Hispanic women entering into executive-level positions has not disappeared.

Theme 2: Critical Role of Education

This research study found that education played a critical role in Hispanic women executives obtaining their executive level positions. Earlier in this research study, it was noted that Machuca, Narango, and Apolinaris (2014) found that women are becoming aware of the value of their education and their ability to empower them. There was also mention of the gender gap continuing to be a major obstacle to a more balanced educational development strategy.

Social cognitive career theory is also known for explaining why certain individuals have made certain career and educational choices (Hardin & Longhurst, 2016). Other factors including socio-economic status, education, skin color, religion, and gender may all affect the degree to which one can make inferences associated with the behavior of Hispanics (Blancero et al., 2014).

Networking and education were strategies used by participants of this research study which prove the research question presented within this research study. The research question of this study was “What strategies do Hispanic women use to enter into executive level position? In answering the research question, both networking and education are specific strategies used by Hispanic women executives which assisted them enter into their executive level positions. My research study asked the participants questions which allowed me to sort the data collected, review the data collected in detail, and derive at these specific strategies. Collectively, these two strategies, networking and education, are specific strategies which participants found assisted them in their careers as Hispanic women in executive level positions.

Limitations of the Study

The limitations of this study are consistent with those identified by Patton (1990). Those limitations are associated with the data collection interviews or similar to those interviews that may also contain researcher’s bias that arises in indirect information as participants and their descriptive reflections are organized and interpreted (Patton, 1990). The researcher’s bias cannot be mitigated but, now, completely eliminated transferability, dependability, and confirmability (Sheaton, 2004). There are limitations associated with data collection from a Skype audio recorded interview or similar to those types of interviews that consist of indirect information. This research study was also not conducted in natural field environment which is said to limit the study.

Recommendations

Women of all ethnicities have been historically underrepresented in the top tier executive positions within organizations. For Hispanic women, there may be additional barriers that they incur because of cultural issues within organizations or the communities where they operate their businesses. Further exploration of specific strategies and how these strategies were demonstrated in their rise to executive positions is warranted and would be of significant benefit to Hispanic women early in their careers. I would also recommend a more in-depth study of the role of education for Hispanic women and promotions within an organization and the role of education for Hispanic women entrepreneurs. This will allow for a better understanding of what types of higher education will benefit these two groups and whether there are commonalities or differences.

Implications

Within this research study, the implications include the ability to improve, organizations, Hispanic culture, society, and the manner in which Hispanic women executives are perceived in their careers. Hispanic women could provide a positive prospective for other aspiring Hispanic women who seek to transition into a leadership position. This research study may allow other Hispanic women to become business leaders and these business leaders to have more awareness of the disparity of inequalities amongst the workplace. Companies with the best records for promoting women have outstripped their competition within every measure of profitability.

There was a study conducted by McKinsey and Company which found that companies whose boards or top management included a strong representation of women have financially outperformed companies that did not have these kinds of diversity (Desvaux, Devillard-Hoellinger, & Baumgarten, 2007). This is largely due to the fact that women bring different skills than men to an organization and which can lead to more thoughtful deliberation about risk-taking and appealing female consumers.

One of the first empirical studies which showed a strong correlation between a company's solid record of promoting women into the executive suite and high profitability was conducted by Adler (2001). Another study which was conducted by Downes, et al. (2014), found that organizational positioning, occupational gender, segregation, differentiating and promotional opportunities have all limited Hispanic women executives' advancement to executive level positions (Downes et al., 2014). Hispanic women executives have a need and a desire to excel further within their organizations, have better family life, and explore their culture in order to excel within their careers.

Conclusion

The Hispanic women executives who were part of this research study experienced some barriers that prohibited them from excelling within their careers. Despite the barriers faced, the Hispanic women executives agreed that they created personal strategies to obtain their executive level positions. The phenomenon of 26% Hispanic women that hold executive positions (Fisher, 2015) still remains an issue needing additional research. This doctoral research study identified strategies which were shared

by the 15 participants and may assist Hispanic women seeking an executive level position in the future.

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Appendix A: Invitation to Serve as an Expert Panel Member

Date

Name

Company

Address

Dear Expert Panel Member:

I would like to take this opportunity to respectfully request that you serve as an Expert Panel Member for my doctoral dissertation at Walden University. My research will qualitatively examine strategies related to career advancement. Upon your acceptance to serve on the panel, your role will be to review the interview questions and affirm the alignment with the problem statement, purpose of the study and research question. Upon receiving your feedback, I will revise the interview questions and request a secondary review to again ensure alignment. I will then revise the interview questions based upon feedback from the expert panel and request a secondary review to again ensure alignment. If you have any questions, please feel to contact me at xxxxxx@xxxxx.xxx or my dissertation chair, Dr. Robert DeYoung, at xxxxxx@xxxxx.xxx.

I look forward to hearing favorably from you regarding your participation as an Expert Panel Member.

Very truly yours,

Olga Piedra

PhD in Management with a Specialization in Human Resources Student

Dir. of Alumni and Honorary Members, Walden Golden Key Int'l Honour Society

Appendix B: Expert Panel Review Questions

Dear Expert Panel Member,

I am very appreciative that you have agreed to serve as an Expert Panel Member for my doctoral research study titled “A Qualitative Phenomenological Review of Hispanic Women’s Journey to Executive Level Positions.” Your role will be to review the interview questions and affirm the alignment with the problem statement, purpose of the study, and research questions. Upon receiving your feedback, I will revise the interview questions and request a secondary review to again ensure alignment.

Purpose of the Study

The purpose of this exploratory qualitative phenomenological research study will be to explore the lived experiences of Hispanic women executives and the journey they may have chosen in their career paths as they moved into executive level positions.

Problem Statement

The general problem is that Hispanic women in executive level positions do not receive equal opportunities due to lack of diversity in today’s workplace. The specific problem is that Hispanic women have cultural expectations which have caused their career to have limitations which are related to the opportunities Hispanic women may have in order to move into an executive level position.

Research Questions

What strategies do Hispanic women use to enter into executive level positions?

Interview Questions

1. Do you recall having to use a specific strategy to obtain an executive level position?
2. When do you believe strategies are necessary to obtain an executive level position?
3. What were some of the strategies used?

4. What factors would cause a Hispanic woman executive to use strategies to obtain an executive level position?
5. Do you see yourself having to use strategies in the future to obtain an executive level position?
6. Does an executive level position within a Hispanic association require experience using certain types of strategies?
7. Do you believe using strategies to obtain an executive level position is necessary?
8. Where there ever any form of discrimination within your career path that required you to use a strategy to obtain an executive level position?
9. Have your strategies changed as you have progressed towards executive management positions?

Please make note the answers to the above listed questions after each interview question with your comments and changes so that I may revise the interview questions as noted and compare to the other Expert Panel Members' responses. Should you have any questions regarding your participation as an Expert Panel member, please contact me at (xxx) xxx-xxxx or via email atxxxxxxxxx@xxxxxx.xxx. You may also contact my Committee Chair, Dr. Robert DeYoung at xxxxxxxxxxxx@xxxxxx.xxx.

Thank you in advance for your time and participation in this research.

Very truly yours,

Olga Piedra

Appendix C: Revised Expert Panel Review Questions

Dear Expert Panel Member:

I am very appreciative that you have agreed to serve as an Expert Panel Member for my doctoral research study titled “A Qualitative Phenomenological Review of Hispanic Women’s Journey to Executive Level Positions.” The interview questions you answered in my prior correspondence have now been revised. Your review of these revised questions will provide your expertise on the topic and ensure there is alignment. These revised questions will be presented to Hispanic women executives while conducting my research study. The purpose of the study, problem statement and research questions are also part of this correspondence for your reference.

Purpose of the Study

The purpose of this exploratory qualitative phenomenological research study will be to explore the lived experiences of Hispanic women executives and the journey they may have chosen in their career paths as they moved into executive level positions.

Problem Statement

Hispanic women executives in today’s business world use strategies in order to move into executive level positions. Some of the strategies may stem from various types of cultural expectations and stereotyping in the workplace. The general problem is that Hispanic women in executive level positions do not receive equal opportunities due to lack of diversity in today’s workplace. The specific problem is that Hispanic women have cultural expectations which have caused their career to have limitations which are related to the opportunities Hispanic women may have in order to move into an executive level position.

Research Questions

What strategies do Hispanic women use to enter into executive level positions?

Revised Interview Questions

1. What specific strategies do you recall using to obtain an executive level position?
2. At what point in your career did you believe strategies were necessary to obtain an executive level position?

3. What were some of the strategies used?
4. What factors would cause a Hispanic woman executive to use strategies to obtain an executive level position?
5. Do you believe there will be a need to use strategies for future career advancement?
6. What is your opinion about Hispanic women executives having to use strategies if they are part of a Hispanic organization?
7. Why do you believe using strategies to obtain an executive level position may be necessary?
8. Was there ever any form of discrimination causing career advancement?
9. How has your strategies changed as you have progressed towards executive management positions?

Please review all the above revised questions and return any additional comments you may have to me at (xxx) xxx-xxxx or via email at: xxxxxxxxxxxx@xxxxxx.xxx. Or you may also contact my Committee Chair, Dr. Robert DeYoung at xxxxxxxxxxxx@xxxxxx.xxx.

Thank you in advance for your time and participation in this research.

Very truly yours,

Olga Piedra
PhD in Management with a Specialization in Human Resources Student
Director of Alumni and Honorary Members, Walden Golden Key Int'l Honour Society

Appendix D: Third Revised Expert Panel Review Questions

Dear Expert Panel Member:

I am very appreciative that you have agreed to serve as an Expert Panel Member for my doctoral research study titled “A Qualitative Phenomenological Review of Hispanic Women’s Journey to Executive Level Positions.” The interview questions you answered in my prior correspondence have now been revised. Your review of these revised questions will provide your expertise on the topic and ensure there is alignment. These revised questions will be presented to Hispanic women executives while conducting my research study. The purpose of the study, problem statement and research questions are also part of this correspondence for your reference.

Purpose of the Study

The purpose of this exploratory qualitative phenomenological research study will be to explore the lived experiences of Hispanic women executives and the journey they may have chosen in their career paths as they moved into executive level positions.

Problem Statement

Hispanic women executives in today’s business world use strategies in order to move into executive level positions. Some of the strategies may stem from various types of cultural expectations and stereotyping in the workplace. The general problem is that Hispanic women in executive level positions do not receive equal opportunities due to lack of diversity in today’s workplace. The specific problem is that Hispanic women have cultural expectations which have caused their career to have limitations which are related to the opportunities Hispanic women may have in order to move into an executive level position.

Research Questions Revised

What strategies do Hispanic women use to enter into executive level positions?

Revised Interview Questions

1. What specific strategies do you recall using to obtain an executive level position?
2. What were some of the strategies used?

3. What factors would cause a Hispanic woman executive to use strategies to obtain an executive level position?
4. Do you believe there will be a need to use strategies for future career advancement?
5. Do you believe there will be a need to use strategies for future career advancement?
6. What is your opinion about Hispanic women executives having to use strategies if they are part of a Hispanic organization?
7. Why do you believe using strategies to obtain an executive level position may be necessary?
8. Describe any form of discrimination which you think interfered with your career advancement.
9. How have your strategies changed as you have progressed towards executive management positions?

Please review all the above revised questions and return any additional comments you may have to me at (xxx) xxx-xxxx or via email at: xxxxxxxxxxxx@xxxxxxx.xxx. Or you may also contact my Committee Chair, Dr. Robert DeYoung at xxxxxxxxxxxx@xxxxxxx.xxx.

Thank you in advance for your time and participation in this research.

Very truly yours,

Olga Piedra
PhD in Management with a Specialization in Human Resources Student
Director of Alumni and Honorary Members, Walden Golden Key Int'l Honor Society

Appendix E: Final Interview Questions

1. What specific strategies do you recall using to obtain an executive level position?
2. At what point in your career did you believe strategies were necessary to obtain an executive level position?
3. What were some of the strategies used?
4. What factors would cause a Hispanic woman executive to use strategies to obtain an executive level position?
5. Do you believe there will be a need to use strategies for future career advancement?
6. What is your opinion about Hispanic women executives having to use strategies if they are part of a Hispanic organization?
7. Why do you believe using strategies to obtain an executive level position may be necessary?
8. Was there ever any form of discrimination causing career advancement?
9. How has your strategies changed as you have progressed towards executive management positions?
10. Which strategy you recall using was most helpful during your career advancement?

Appendix F: Consent Form

You are cordially invited to take part in a research study “A Qualitative Phenomenological Review of Hispanic Women’s Journey to Executive Level Positions”. The researcher is inviting Hispanic women executives to be in the study. I obtained your name and contact information from the Internet. This form is part of a process called “informed consent” to allow participants to understand this study before deciding whether to take part in the research study. The study is being conducted by a researcher named: Olga Piedra, who is a PhD Student at Walden University.

Background Information

The purpose of this study is to explore the cultural expectations, unequal opportunities and lack of diversity Hispanic women may have experienced in their career path moving into an executive-level position. This research study will also review the gap in the literature identifying manners Hispanic women may have involving cultural expectations which have caused them career limitations relating to the opportunities Hispanic women may have to move into executive level positions.

Procedures

If you agree to participate in this study, the procedures the researcher will use for the data collection will be as follows:

- The participant must be a Hispanic woman with over 10 years’ experience in an executive level position.
- The researcher will review each participant’s criteria/CV when making the selection.
- After identifying the participants of the research study, the researcher will contact the specific participants via email or telephone and invite them to participate in the research study.
- Once the participant shows interest in the research study, the researcher will extend an invitation for the Hispanic women executive to participate in the research study.
- A copy of the participant’s CV will be requested. Should the participant not have a CV available, the participant will not be able to be part of the research study.

- Via face-to-face interviews or via Skype, the researcher will conduct qualitative interviews lasting about 30 – 45 minutes or less.

Sample Questions:

What specific strategies do you recall using to obtain an executive level position?
Do you believe there will be a need to use strategies for future career advancement?

Voluntary Nature of the Study

This study is voluntary. You are free to accept or turn down the invitation. No one at Walden University will treat you differently if you decide not to be in the study. If you decide to be in the study now, you can still change your mind later. You may stop at any time.

Risks and Benefits of Being in the Study

Being in this type of study involves no risks. The benefit of being part of this study is that upon completion of the research study, each participant will be provided with a copy of the research study.

Payment

This research study will NOT be making any payment to participants interested in being part of the research study.

Privacy

Participants' names and contact information will be kept confidential. The data collected will be kept at least five (5) years, as required by Walden University.

Contacts and Questions

You may ask any questions you have now. Should you have questions later, you may contact the researcher via email at olga.piedra@mail.waldenu.edu. If you want to talk privately about your rights as a participant, you can call the research participants advocate at my university (612) 312-1210.

This research is being conducted via face-to-face interviews or Internet. This researcher will provide a form for the participants to keep.

Obtaining Your Consent

If you feel you understand the study well enough to make a decision about it, please indicate your consent by replying to this email with the words, "I Consent".

Olga Piedra, Researcher
PhD Student at Walden University