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THE ROLE OF WOMEN IN SUCCESSFUL PROJECTS (SPECIALLY IN MIDDLES EAST)

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In this research we try to analyze the role of women and their personality in the success of projects and works with sensitive and specialized dimensions. Our hypothesis is the direct effect of the personal, mental and physical characteristics of the women and their effect on the level of their performance in the projects and finally the effect of the women on the success or failure of the projects. The research method is the review of the most important articles and related books in this field, as well as the use of a detailed review of the achievements of 2 projects in one of the largest and project-oriented companies in Iran in the field of information technology. In this review, the presence of two project managers, a man and a woman, in a project and their final achievements have been analyzed.

Keywords: women; Project Management; Middle East; success of the project; special characteristics of women; influence of women in the course of the project

EL ROL DE LA MUJER EN PROYECTOS EXITOSOS (ESPECIALMENTE EN MEDIO ORIENTE)

En esta investigación tratamos de analizar el papel de la mujer y su personalidad en el éxito de proyectos y obras con dimensiones sensibles y especializadas. Nuestra hipótesis es el efecto directo de las características personales, mentales y físicas de las mujeres y su efecto sobre el nivel de su desempeño en los proyectos y finalmente el efecto de las mujeres sobre el éxito o fracaso de los proyectos. El método de investigación es la revisión de los artículos más importantes y libros relacionados en este campo, así como el uso de una revisión detallada de los logros de 2 proyectos en una de las empresas más grandes y orientadas a proyectos de Irán en el campo de la tecnología de la información. En esta revisión se ha analizado la presencia de dos project managers, hombre y mujer, en un proyecto y sus logros finales.

Palabras clave: mujeres; Gestión de Proyectos; Oriente Medio; éxito del proyecto; características especiales de las mujeres; influencia de las mujeres en el transcurso del proyecto



1. Introduction

In this paper, we have tried to analyse the influence of women in project management and the successes achieved in the projects. What is important is that instead of emphasizing discrimination and existing problems, an effort has been made to analyse the path of improvement, growth and the effective role of women.

Our hypothesis in this research is that by examining the projects done in 2 large Iranian companies and an international company in Turkey and by using the statistics method and analysis of the available information from the projects, we have tried to investigate the differences that exist in the sample organization in terms of creating opportunities for women and men and mention some of their dimensions. The research method is to examine the statistical information and available reports of the desired projects, as well as the use of historical and geographical information from the Middle East in the areas of women's roles in the very large and successful projects of this area. Finally, by using statistical tools, the main and effective parameters, their relationship, the obtained differences and related ratios are also displayed.

To date, many studies have been conducted on the role of gender discrimination in the workplace, the limitations of women, especially in the Middle East region, etc. The project also investigated differences and discrimination, but what distinguishes the current research is its emphasis on the results of some real projects in which women have played a role, and the effects of their presence and results can be analyzed and review.

The existence of dominant organizational cultures in order to give men opportunities, the lack of trust in women in accepting key roles, the existence of a stereotyped social culture in which the main role of a woman is to be a mother and wife, the strong emphasis of social environments on the obligation of women to fully to be. (Evan, 2000) Failure to provide the necessary training for training women to accept key positions such as project management, lack of trust in women in the field of managing people of different genders, both men and women, as well as a lack of belief in the ability to manage affairs simultaneously, is one of the other reasons that have caused women to be given less opportunities in the culture of foreign countries. (Lina & Richard, 2013) (Smith, 2002)

In this research, it has been tried to examine the issues from a more realistic point of view with the perspective of the researcher who is one of the working women and also the manager of one of the largest and most important successful projects in Iran, which is mentioned in this research.

In this research, reliable information about 3 projects has been examined and presented (Tosan techno & Sepehr Electronic Payment & MaxPay). The important point is that all 3 projects were among the big, important and recent projects in Iran and Turkey. Among other countries in the Middle East, we focus on Iran, Turkey, United Arab Emirates and Qatar because they are one of the most active countries in the despite religious and similarities, have followed different growth and cultural paths, and this difference in growth Their economy and politics have been effective in the region and the world.

The result of this research is not only to examine the actual conditions of the projects in question (due to the confidentiality of part of the project reports, the results of the analysis will be presented within the limits set by the investigated companies) and the impact of women in the management of these projects. and the conditions of their presence, but this research and its presentation in international conferences provide an opportunity for other cultures to get to know one of the biggest projects carried out in Iran and Turkey in 2022, and maybe it is an opportunity for us to be able to Revision of the current laws of the structure of work, especially international work, provide the opportunity for Middle Eastern women to

participate in international projects, away from climatic, religious and geographical differences, and provide the ground for great works.

The rest of the article is analyzed as follows:

In the second section, we will present the desired projects in Tosan Techno, SepherPay and MaxPay companies in which women have played a role, and we will show a general ratio of the current projects of these companies that are managed by men. In the third part, we report the main characteristics of the variables effective in determining the role of women in these projects, their conditions, the main environmental and work variables in the process of doing the work, the main achievements and the main output of the projects. In the last part, as much as possible, the main lessons learned during these projects and their experiences are shared.

2. Statistical data about one of the biggest projects in which of the three companies as examples of active companies in Iran and Turkey

In this research, four departments have been used as the statistical population of the study. Three private companies, Tosan Techno (www.tosantechno.com), Sepehr electronic payment with abbreviated name, SepehrPay (www.sepehrpay.com), Turkish private company, MaxPay (www.maxpay.com) and the MENA region's top women in architecture and interior design (www.cityscape-intelligence.com).

These statistical communities, based on the announced limitations in providing information on completed projects, generally check the proportion of women and men in the announced projects based on the parameters of the types of projects active in the year and their ratio. In project management, the number of successful projects of companies based on the gender of project managers, the number of completed projects, successful or unsuccessful, and the reward ratio of successful projects and the gender of project managers in these companies have been tested. Knowing the attitude of these organizations and their type of support in the role of examining women, the level of trust and equality in achieving equal positions.

The reason for choosing these projects is their importance at the macro level of the country as well as the financial and strategic of the companies in question, and on the other hand, the direct effect of the parameters considered in this research can be seen and analyzed in these projects.

The reason for choosing Tosan Techno, SepehrPay and MaxPay companies was the access to the project information of all three companies and the importance of the projects that were realized by these organizations during 2022. Both Iranian companies are among the active companies in their industries, and the Turkish company, as a company that has recently started its activity, has succeeded in playing an important role in the field of new product production and international market development. These analyses and reports are collected and presented based on the classification and segregation of men and women in both companies in the sections of age, education and job rank.

In table 1, we show the distribution based on the types of active projects in different areas of this company. By displaying this distribution, it will show the importance or the maximum intervals of the companies' activities in the main sectors during a year.

In table 2, We will show the distribution based on gender segregation of project managers and the share of women and men of each organization in the opportunity to be in the project management position of each organization. We can see that the share of men in getting the position of project management was more than that of women, and this shows a higher level of trust and belief in the ability of men than women in these organizations. This difference in the success rate of projects in the hands of women compared to men can be seen in Table

3. Table 4 compares the number of completed projects, either successful or unsuccessful, and also compared in Table 5, Figures 1 and 2, the different levels of remuneration for projects where men are managers, compared to projects where women have a managerial role, will be clearly visible.

The same difference can be seen and analyzed in Table 5, Figures 1 and 2, for two companies, which shows that the share of the project bonus intended for women and men in the same positions is predicted and considered completely differently. Women have 15.78% of the total share to be in the position of project management. This report shows that despite the diversity of active projects in companies, women have much less opportunity than men to be in higher positions such as project management. This is despite the fact that according to the reports received from the results and output of the projects, the cases in which women have been actively present have been very successful and have achieved the desired results with less waste of time and cost in the agreed Project frames.

2.1 Analysis of the distribution of projects based on the active sectors of both Iranian (Tosan Techno and SepehrPay) and Turkish company (MaxPay)

Table 1: Project Distribution Group by “Active sectors”

COMPANY	Project	Active Sectors					
		Financial	sales	Production	Marketing	Repairs & Operations	Engineering
TOSAN TECHNO	26	7	3	6	2	1	7
SEPEPEHRPAY	10	3	3	0	2	1	1
MAXPAY	21	1	3	5	7	0	5

Note: In this diagram, the real information of the distribution of each company's projects based on active work units is presented separately in certain deciles.

Table 2: Project managers Distribution Group by “Gender segregation”

COMPANY	GENDER	Project Management Position (%)
TOSAN TECHNO	WOMAN	15.3
	MAN	84.7
SEPEPEHRPAY	WOMAN	40
	MAN	60
MAXPAY	WOMAN	4.7
	MAN	95.3

Note: In this diagram It has presented the actual information on the distribution of men and women in the position of project management in real projects separately.

Table 3: The distribution group for the success of projects based on "Gender criteria"

COMPANY	GENDER	Successful Project	Failed project
TOSAN TECHNO	WOMAN	3	1
	MAN	15	11
SEPEPEHRPAY	WOMAN	2	2
	MAN	1	5
MAXPAY	WOMAN	1	0
	MAN	15	5

Note: This table contains the information of all three companies is shown in the form of a comparison of the number of successful projects carried out under the management of women and men separately. In this way, it has been tried to present the percentage of success and failure of active projects that were available in the review period of this research.

Table 4: Project distribution group based on " Completed or in progress (delayed)"

COMPANY	GENDER	Terminated at the contractual time	Terminated with a time delay
TOSAN TECHNO	WOMAN	1	2
	MAN	7	8
SEPEPEHRPAY	WOMAN	2	0
	MAN	0	1
MAXPAY	WOMAN	0	1
	MAN	10	5

Note: This table contains the information of all three companies in the form of displaying the number of completed or ongoing projects based on the gender breakdown of their project managers. In this section, the basis is the projects that must be completed within a certain period of time and the end time. They are also provided to us in the project information.

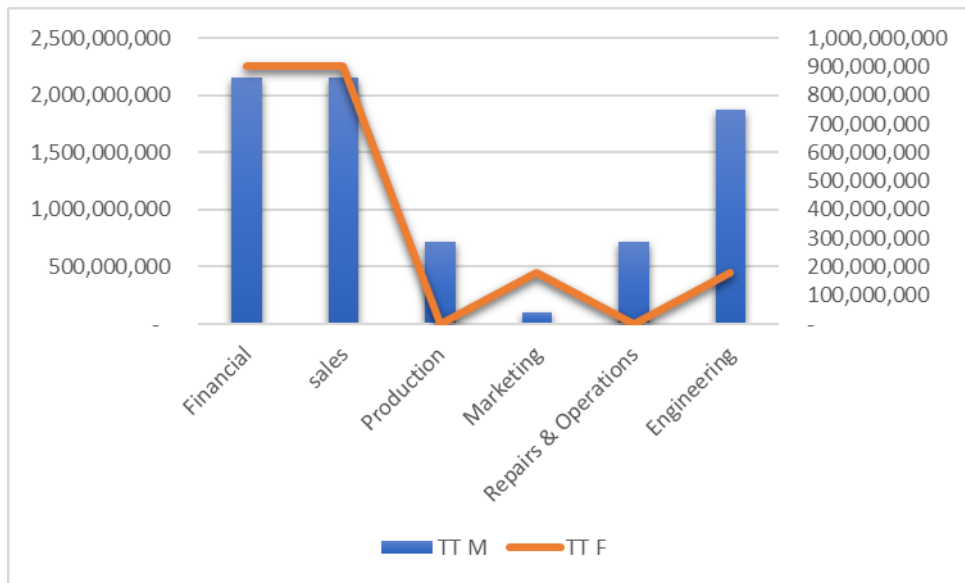
2.2 Analysis of project bonus distribution in "All two companies"

Table 5: Analysis of project bonus distribution in "All two companies"

COUNTRY	GENDER	Project`s Bonus	
		AMOUNT	%
TOSAN TECHNO	WOMAN	100.000.000	1
	MAN	1.200.000.000	11
SEPEPEHRPAY	WOMAN	0	0
	MAN	200.000.000	40

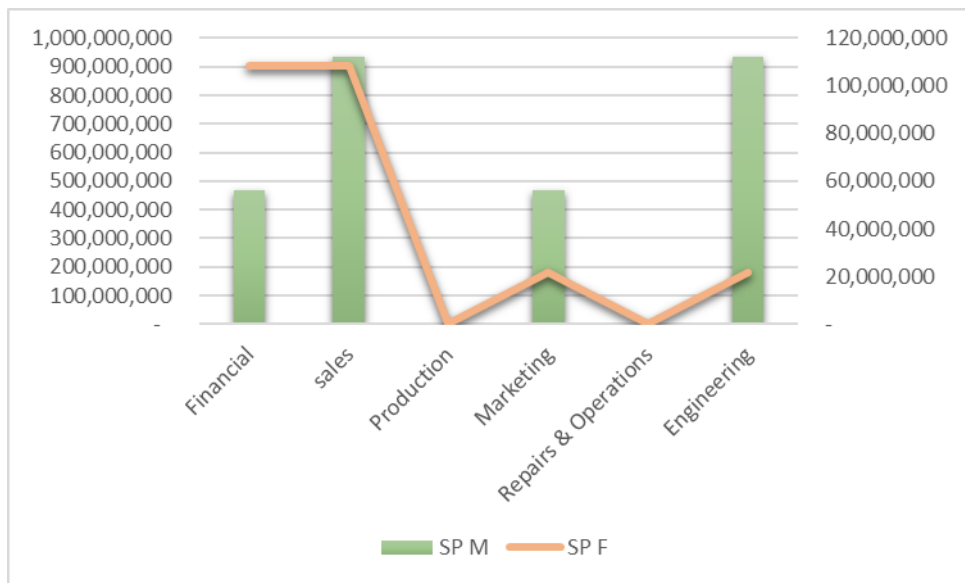
Note: The overall distribution chart and the percentage of the project's share of the project's reward are displayed according to the gender of their managers. We were not allowed to provide MaxPay company information in this section.

Figure 1: Analysis of project bonus distribution in “Tosan Techno”



Note: It presents the overall Dispersion of receiving benefits by organizational unit and gender. In this figure, when you see TTF, It means: Tosan Techno Female and when you see TTM, It means : Tosan Techno Male.

Figure 2: Analysis of project bonus distribution in “SepehrPay”



Note: It presents the overall Dispersion of receiving benefits by organizational unit and gender. In this figure, when you see SPF, It means: SepehrPay Female and when you see SPM, It means : SepehrPay Male.

3. An Overview and analysis on the data in part 3

Reviewing the available reports from the projects carried out in all three companies and their results helped us at the beginning of the study to be able to present interesting effects of the presence of women in the projects using statistical information and real results. Women often lead by teaching and are adept at scheduling, budgeting, and multitasking, which can make them ideal candidates for project management roles. (Rachel, 2022) Women-led teams are less likely to experience unforeseen costs, potentially because female leaders are effective

communicators Plus, women can be strong collaborators and team motivators, resulting in more efficient, accurate project delivery. (Overcome Barriers to Female Leadership, 2021)

What can be examined in these analyzes is gender bias and stereotypes, this point of view has caused the organizational culture, project teams, project clients and stakeholders to believe that the presence of men in key roles such as project management, it will guarantee its success.

Gender biases and stereotyping work against professional women's leadership aspirations. Employers tend to interpret men's assertive behavior in the workplace as strong, commanding, and direct, but when women display the same assertiveness, their employers often see them as aggressive, pushy, and shrill. (Overcome Barriers to Female Leadership, 2021)

If a female professional's behavior doesn't align with gender stereotypes, then she often faces backlash. However, if her behavior jibes with traditional gender roles, such as being accommodating or looking out for the best interest of others before their own, she may risk coming across as less competitive than her male counterparts.

One of the solutions for the development of women for important jobs, including project management, is professional development: to attend conferences, reduce working days in order to study, or participate in executive meetings of higher levels. What was clearly visible in the report of the reviewed projects was the presence of the project managers of Tosan Techno and SepehrPay companies in all meetings, this made the women active in the role of project management in both of these organizations to be able to solve the issues Carefully investigate, analyze, follow up in critical situations and be very active in their role.

As a result of research, we have achieved some of the main influential variables in woman`s careers. These variables can be discussed and improved due to their effectiveness and influence in different dimensions of society and each of them can be the source of a separate research and article. The most important of these are:

- According to the information presented in Table 4, The number of projects that women have been able to complete according to the agreed time frame in the project charter has been more than men. It is important that due to confidentiality, we have not been allowed to publish the rest of the project documents, but according to the study, the main reason for the delay in the projects assigned to women was a part of the project that was related to other projects of the company that were in the hands of men, has had time and product dependence. (Tosan Techno & SepehrPay & MaxPay)
- Compared to men at the same level, women leaders are investing more time and energy in effective people management, allyship and DEI. The mental and personality characteristics of women make them have the opportunity to perform their tasks better than men in similar conditions, with high accuracy, strict follow-up, the ability to communicate and also influence others and ultimately lead to success. Be the project and responsibility assigned to you. (LeanIn.org, 2023)
- Women empowerment schemes (Ministry of women and child improvement ,2021). It is among the valuable and important tools for creating job opportunities in important positions, sensitive organizational positions and also jobs such as project management. These plans will continue from home to workplace and society. There is a famous quote from the book of inspiration and advice of more than 100 creators, artists and entrepreneurs that says: "When you change a woman, you change the life of a family, and when the core values of the family change, that is, the world. It's changed forever." (Grace, 2016)

- Despite efforts to achieve equity in the workplace, professional women face barriers to becoming recognized leaders. According to a recent McKinsey report, professional women, especially of colour, make up only a small fraction of senior leadership in organizations across the country. In fact, women hold only 21% of C-suite positions. (McKinsey report, 2021)
- A lack of sponsorship is keeping women from advancing into leadership and the role of project management. Ensuring that women get the sponsorship they need to move up has proved elusive for most organizations. Many companies have halted formal sponsorship programs, citing pushback from executives who feel they are being asked to advocate for people they don't know well or don't think are ready. This isn't a reason to give up on sponsorship; it's an opportunity to reinvent how we approach it. Sponsorship is rarely something you simply turn on and off. Rather, it's a relationship, one that has evolved from lesser to greater trust and public commitment. (Herminia, 2019).
- According to the information presented in Table 2, It shows that only 15% of the active project management positions in all the introduced companies are given to women. The reality is that the trust of organizations in women in all three surveyed companies to delegate sensitive jobs is much lower than the trust of men in the same situation. Trust is the greatest gratitude. Trust works miracles. The truth of the graphs of this research has shown that trusting women in situations similar to project management has not only produced similar results to men, but has also produced higher achievements in some situations and projects. Therefore, there is a need to provide an atmosphere of trust in women and their performance. This importance will be created only by assigning jobs, responsibilities and real experience. (Grace, 2016)
- One of the active projects in Tosan Techno Company has been the project of equipping and smartening the country's flour and bread supply chain. Although this project was done in a private company, the main employer of the project was the government and the supervising organization. This issue is one of the cultural issues and maybe rooted in religious issues, which is necessary to be examined and revised in the process of improving the procedures.
- According to the Information presented in Figures 1 and 2, In none of the cases where women had the role of project management, benefits, rewards or separate payments for women in the role of project management, are not considered, this shows that wages are reserved for men. Due to the existing notions of the need to pay more to men or inequality in the methods of calculating salaries and wages, there were also in the project department of organizations, which is necessary to fix this the issue of reviewing salary structures should be put on the agenda of organizations.

4. Conclusions

According to the information we obtained from our research method, analysis and evaluation of the available information from two Iranian companies and one Turkish company, this information was finally classified, analyzed and certain ratios were done based on the data. Method of extracting classification and display using SPSS and Excel tools.

The clearest results according to the tables, studies and explanations of this review include:

- The presence of women in the position of project management is much less than men with a ratio of 15.78%. (Women, work and the will to lead, 2013)

- Women in the same roles have higher effort and working hours compared to men. (Sally, 1991)
- Education, trust and creating opportunities are very important in women's career future. (Mara, 2019)
- Compared to men, the ratio of receiving project rewards for women is much lower, despite performing the same activity.

Our next step in the development of this research is to design proposals to improve the current conditions of these companies in the direction of developing the presence of women and their role in project management. Completing the survey, interviewing directly with the personnel of these organizations and finally creating a working group will help us to improve the views of these organizations as leading companies and use their experiences in developing our research path.

We hope that the results of these studies will help to provide effective solutions for creating organizational models with the aim of developing the role of women and Equality in management opportunities including project management.

We should not forget that equality does not mean the superiority of women over men or fighting to occupy more positions, but equality means creating equal conditions for all people regardless of gender, race, nationality, religion and the like, and that people based on Their capabilities, ability and effort, have the opportunity to be in the same situations.

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