

OPEN ACCESS

*Corresponding author
Korazon Talib Abdullah
Korazon.abdullah@epu.edu.iq

RECEIVED : 05 /08/2024
ACCEPTED : 11/12/ 2024
PUBLISHED : 15/06/ 2025

Keywords:
Gender Inequality,
Female Worker,
Entrepreneurism,
Underperform Hypothesis,
Work Performance



Amid Gender Inequality and Entrepreneurship, Do Working Women in Erbil Underperform?

Korazon Talib Abdullah/ International Marketing and Languages, Technical Administration College, Erbil Polytechnic University, Kurdistan Region- Erbil

Abstract

This study aims to explore the characteristics that define a successful woman entrepreneur in the business sector, examine gender inequality and the policies that affect females from childhood through stages of life, and investigate the gender underperformance hypothesis by evaluating the barriers that hinder women's progress in the business field. This research adopts a qualitative approach through conducting qualitative interviews. The participants are divided into two groups: businessmen and businesswomen in Erbil: They consist of (20) businessmen and (10) businesswomen in different business areas such as construction, real estate, service industry, managing marketing, design, beauty center, cooking and baking shop, healthcare center, education system, and socializing services. The results reveal that family and society are the most influential factors in shaping individuals' success in business. However, progression in business requires personal capability, knowledge, self-confidence, and clear direction. Moreover, the study found that childhood is a critical period for observing and developing an interest in business. The findings further disclose that the more common factors refer to coercive control from men and a lack of trust in women's abilities. The combination of traditional female roles such as being women, wives, and mothers often limits their ability to manage a business simultaneously. The final finding highlights physiological differences between men and women as an additional factor contributing to the women's underperformance hypothesis.



About the Journal

Zanco Journal of Humanity Sciences (ZJHS) is an international, multi-disciplinary, peer-reviewed, double-blind and open-access journal that enhances research in all fields of basic and applied sciences through the publication of high-quality articles that describe significant and novel works; and advance knowledge in a diversity of scientific fields. <https://zancojournal.su.edu.krd/index.php/JAHS/about>

Main Aim

This study focuses on evaluating the success of females who are named entrepreneurs (consultants, politicians, trade associations, and educators in society). It is interested in understanding the strength and weak points of female entrepreneurship in Howler today. Moreover, this research will emphasize on the inequality of gender according to society and policy for females. Our study also aims at discussing the majority of literatures that belong on the gender gap, which is known as “the gender underperformance hypothesis”.

Question to be Answered

- 1- Differences between men and women have been noticed from childhood, so it means that inequality of gender has been raised in family and society. Do economic loss and lack of development in the field of women in business belong to inequality of gender in recent years?
- 2- It is a reality that besides facing numerous barrriers, some women in business have managed to succeed, who are named women entrepreneurs. Can we classify them as empowered women, managers, or leaders of the family businesses, and who have held opportunities of the challenges posed by their professional careers?
- 3- In this culture with inequality of gender, and complicated zone for women entrepreneurs, the female always facing underperformace. Do you believe this is primarily driven by self-confidence, social expectation, or family responsibilities?

General problems

A female in our society always concern to become an entrepreneur woman. In the reality, existing them in business is a very necessary. Therefore, work-life balance is the main barrier to the creation of female entrepreneurs. Motherhood, family responsibility, and working never make an easy life, especially in the worker-class society, due to the female policy rights. In addition, (Andersen, H., 2001, P.6) believed that gender inequality comes from family then it will be reflected in society. In other words, social organization take the form of this tradition by making the small number of opportunities for women in the business field more than men. The result shows that the females have several chances to be wmpowered either in creativity or economic development. The last problem belongs to presence of women in the business sector, it is importance of recognizing their role in both skilled professionals and dynamic entrepreneurs. Concretely, most the female faces gender undertaking hypothesis due to inequalities of opportunities at various stages of their life. If we compare women with men, especially before joining the workplace, the differentiation according to their experiences in business is very clear, which is affected by the acquisition of knowledge, skills, and competencies in business as a woman.

1. Introduction

Women are increasingly seen, by men as well as women, as active agents of change. If we look at the historical, current and our predictions for the future, all of them reveal a truth which is women are the affective and essential characters for changing life and society. However, the process of social transformation is included by both women and men. In other meaning, women can alter their life for themselves and also for men. When women participate in society means: new ideas, and different powers. They can apply those thoughts through some powerful effect and, serving them to society. Moreover, many factors such as the barrier of culture as gender inequality, or some difficult family responsibilities may be considered as factors to make underperformace women.

Equality of gender is reflected as one of basic human rights. Gender differences have started in childhood. Moreover, all people – girls, boys, women, and men – have the same rights, responsibilities, and opportunities. Indeed, all policymakers and institutions must emphasize some strategies which may reduce gender inequalities then plans as temporary influences on development of society. In fact, the alterations are not only driven by science, society and technology. Society will create women entrepreneurs. (Raman et al., 2022, P.4) defined them as a woman or a group of women who are willing to run a business. Generally, they thought about innovation, starting a new

idea, organizing, and production. However, the whole points need optimistic women entrepreneurs who can handle economic risks. In business, participating women absolutely is a new phenomenon in the economic necessity, because they have tried to break up the joint family situation and rising the income of the household in the modern lifestyle.

Thus, most of the previous studies are found that women in the business sector are faced disastrous more than men, which is known as the Female Underperformance Hypothesis (FUH). (Watson et al., 2017, P. 7). It considers as a big issue challenges by women which can limit the progress of women's business. Mostly, the measure of progress in the business field does not belong to the disability of the women, but one of the important issues is cultural impact. Furthermore, in other cases the culture (family or society) take limitations for female progression due to some facts such they don't consider females as a charismatic character but just like a character for facilitating the business. Lastly. Family responsibility is the important factor for the female underperformance hypothesis which is unstable from one family to another.

2 Women Entrepreneurship

Women entrepreneurs can be defined as a female or a group of females who begin, establish, and manage a business responsibility. (Raman, et al., 2022, P. 6). In other words, they are those people who think about some professional factors of creation. Moreover, any lady who can able for adopting an economic activity may be called woman entrepreneurship. Therefore, many reasons are behind this phenomenon such as economic progress, a better system of education, urbanization, an increase in democratic culture, and acceptance by society. (Bullough et al., 2022, P. 5). The particular motivation and inspiration ideas have progressed the woman entrepreneurs. Steadily, some women can be famous over all the world through their ability, tiredness, self-confidence, social impact, opportunities, and struggle. (Elkafrawi et al., 2022, P.11) listed some factors that push and pull women to be entrepreneurs which most of them are affected by society so, sociocultural has a significant reason to create women entrepreneurs.

Women Entrepreneurship – Common Features	Why Women Become Entrepreneurs?
- Women with a small amount of income but with a great desire for becoming entrepreneurs.	- To be a self- confident and have economic independence.
- Feeling of having ability will be encouraged them to be entrepreneurs.	- To create their own enterprise.
- Family supporters will make the best women entrepreneurs.	- To get equality of gender in the culture.
- Most women with little or without education and training will enter the business environment.	- To protect freedom and success.
- Hard work, challenges, and great targets will be the key to creating some women entrepreneurs.	- To achieve fruitful result from their efforts.
- The nature of women is interested in steady more than taking the risk.	- To change the idea about taking risk.
- Only by chance some women can become entrepreneurs.	- To demonstrate their personality in society.

Table 1.1 push and pull factors for making women entrepreneurs
By (Elkafrawi, N. and Refai, D., 2022)

In addition, there is an unlimited need for women entrepreneurs. Thus, many factors will be motivated women to set up their businesses. According to (Osei et al., 2020, P. 10) these factors can be categorized into two sets: -

- ❖ Motivational factors or needs and
- ❖ Facilitating factors.

Motivational factors or needs are included several factors which women will be motivated to be entrepreneurs:

a- Economic Necessity: is belonged to raise up the income for their family.

b- Desire for Getting High Achievement: in modern days, women after education will not get a good job. So, this is the strongest power for making them an entrepreneur.

c- independence: an independent life with self-confidence will inspire women to be the best entrepreneur.

d- Government Encouragement: Government and non-government can motivate women to start self-employment through their policies and schemes.

e- Education: women can access a trade through their certification and competencies, then become experts in the specific field.

f- Family Occupation: is one of the significant motivating factors to participate the women in the family business or self-started.

j- Growing Awareness: after the spread of education the desire from women also grew for business. The capacity from them will have transferred from kitchen to some current job such as T.V. representor, manager, director, etc.

Facilitating Needs are the requirements for helping women to be made women entrepreneurs. These are given below:

a- Adequate Financial Facilities: "Finance is the life blood of any business, whether it is run by men entrepreneurs or women entrepreneurs". For more distance, in India some financial organizations and government offer funds to women entrepreneurs.

b- Innovative Thinking: sometimes the entrepreneurial talent of women may convert to entrepreneurship.

c- Availability of Experienced and Skilled Women: personal experiences or family and others will motivate women to be entrepreneurs.

d- Development Programs: some ideal business training courses and development programs for women may motivate them for accessing this field.

3 The Role of Women Entrepreneurs

Existing women in the job is a significant factor in improving society and developing the economic levels. Therefore, many reasons encourage the participation of women in the business field of almost countries such as rising industrialization, urbanization, social regulation, higher education, and awareness. (Rastogi et al., 2022, P. 8) stated that the previous life for women consisted of three Ks- Kitchen Kids, and Knitting. After, they have come to 3Ps- Powder, Pap, and Pickles. Now, at the current life, there are 4Es- Electricity, Electronics, Energy, and Engineering. (Elkafrawi et al., 2022, P. 9). Fortunately, Kurdish women have experienced in a long period, they can manage their life successfully and have shifted from the kitchen to the best level of undertaking. For more distance, (Osei et al., 2020, P. 3) believed that today's women are bright in many countries because they are taking more ideal and technical points to manage the market with the customer's need. They can be designers, publishers, garment producers, singers, actors, and the factor to solve an economic problem.

4 Challenges Faced by Women Entrepreneurs

The greatest difficulty which has faced by women entrepreneurs reflects that she is female because we are living in some cultures that is dominated by male. (Watson et al., 2002, P.5). On the one hand, females have to struggle with many economic and social barriers. On the other hand, women entrepreneurs have not faced problems towards inequality of gender but also those elderly women who still support the inequality of gender.

5 Gender Inequality

As usual, men have dominated most careers in society. At the same time, women are appeared as underestimate “Men have been labeled as “breadwinners” and women as “housewives” (Andersen et al., P.21). Interconnecting the different societies and the difficulty of life in Kurdistan let women take a chance to contribute in the workplace but still at a slow speed. Some outhors believed that men and women are the same in mental capacity. (Iman et al., 2022, P.9) believed that in the past, women’s career was too restricted as compared to today's view, there is an explicit idea to participating women in most workplaces but they are still in junior roles. In Kurdistan, the most common sector for a female to job in the health, social, and education sectors. Though, some other fields remain controlled by men such as manufacturing industries, transport, and construction trades.

6 Reasons of Inequality

The life style of femal and their culture are the essential reasons for making inequality of gender. (Iman et al., 2022, P.5). Indeed, it is challenging for women to progress in their area as they have the responsibility in front of the family and also childcare responsibilities. (Escamilla et al., 2022, p.7) Moreover, the indicators of depression will be noticed when they attempt to manage both their financial and family duty at the same time. In addition, mothers typically slow down in their work when they have a child. In some organizations, the most complicated phenomenon is inequality of gender and the main problem belongs to mother-period rest, especially can see in the company structure, practice, and process.

For more distance, many jobs and positions are dominated by men, the main excuse is based on the physical characteristics of men. They believe that men are stronger as compared to women, so most careers are classified under this reason. (Thébaud et al., 2015, P.12) said that in some cases, increased participation of women in an organization can lead to significant improvement and development within that organization. It must be taken as a positive point. However, in some cases, men and women have similar positions with dissimilar activities. In other meaning, if women have the same qualification, experiences, and job training.

7 Promot Gender Equality

Performing the duty, holding the responsibility, their positive rolling in society, and having fruitful results should be taken for reducing inequality of gender. (Andersen et al., 2001, P.12). In other meaning, when women are in the top rank, they must have the same chance to take a specific position just like other men. Family-friendly policies should make to help those women who cannot take a balance between family and job responsibilities. (Escamilla-Solano et al., 2022, P.5) Thus, developing countries and businesses need to support workforces as parents with family-friendly policies. Family-friendly policies are defined as those policies that help to balance and benefit both work and family life that typically provide three types of essential resources needed by parents and caregivers of young children: time, finance, and services. These business sectors which provide this policy for arranging their work will be more successful to attract the employees and encouraging them to be more honest and interested in. so, it is very important that this project applies as a collaboration between government and business sectors. The equal pay act that was published in 1963 emphasizes on that both genders must get the same amount of wages and salary in front for the same work that they are doing. (Thébaud et al., 2015, P.10). Every company should apply this policy when they said we believe in equality of gender. On one hand, the females exist at home is

very important, but at the same time, men also should take time for their families. Conclusory, if women do not work, approximately 40% of families will be dawn below the poverty line.

8 Female Underperformance Hypothesis

As (Demartini et al., 2018, P.11) stated that developing entrepreneurship focuses on evaluating fruitful business. However, when this measuring separated according to gender, directly it mentions the dissimilarity between men's and women's empowerment and their bulk of success. (Watson et al., 2002, P.5) mentioned that the majority of research observes that male entrepreneurship is more successful than female entrepreneurship and this challenge is called the female underperformance hypothesis. some reasons will be made female underperformance hypothesis, on one hand, the lack of satisfactory experiences and many difficulties with funding. On the other hand, social impact and non-adequate financial indicators are considered to create it. (Du Rietz et al., 2000, P.6) drew a figure to show some facts in the society that would be made female underperformance.

9 Analysis of Female Underperformance Hypothesis

According to (Dean et al., 2019, P.9) there are two points that can be measured the progression in business:

- 1- The company bulk, the marketing expressed, and the average number of employees.
- 2- Profitability is the capacity of companies for generating revenues.

Some researchers believe those female companies are always lower than male companies of size, marketing shows, and the typical number of employees. In addition, the female cannot generate the sufficient amount of profits as men will be done. So, men are more successful than women. (Du Rietz et al., 2000, P.4) argued that conversely, there is another group of authors who think that it is not reality when considering women are less successful than men. They have two reasons for that true, first, it is important to show new ideas, and finding the real influence of female entrepreneurs in society. Secondly, women are more worried about the quality of social relationships and the amount of business success than men. Moreover, (Zolin et al., 2013, P.10) suggested a new viewpoint to comprehend the female underperformance hypothesis, they said that women entrepreneurs are absolutely likely to be men entrepreneurs according to their willingness and ability for getting professional profits and business opportunities, but society's support will make women's underperformance hypothesis.

10 Methodology

This research follows the qualitative approach. Two sets of people participate in this study who are businessmen and businesswomen. It attempts to discovery the best result from those persons because they are helpful for shining some mystery questions. It has chosen two groups with full experiences and energy of business. The qualitative data collection interviews with both groups, first set consists of 20 expert businessmen and the second group involves 10 businesswomen in Howler. Subsequently, the process was performed in very understandable occasion.

11 Participants

The participants in this research includes (20) businessmen and (10) businesswomen in Howler according to several business jobs such as construction, real estate, service industry, managing marketing, design, beauty center, cooking and baking shop, healthcare center, education system, and socializing service. For more distance, they have different long duration in business but for each one is not less than 4 years.

12 Tools

The instruments which are used in this research contain recorder, computer, Email message, mobile phone, pen, and notebook. Therefore, each tool belongs to qualitative research. Moreover, in-time schedules with every participant were helped the researchers for getting the maximum results.

13 Procedures of Qualitative Data Collection

This study includes the underlying interviews with the participants. According to (Roberts et al., 2020, P.4) ordered the interview exploration to seven steps: The exploring, scheming research, interviewing, transcribing, evaluating, proving, and reporting. Of the qualitative method, the scheming and evaluating of data collection are much significant than the others. Moreover, all interviews were done in Howler and each one needed 40-45 minutes according to their time. Further, all conversations were digitally recorded by the research after took their permission and they did in October- November 2022.

14 Findings

1- Differences between men and women have been noticed from childhood, so it means that inequality of gender has been raised in family and society. Does economic loss and lack of development in the field of women in business belong to inequality of gender in recent years?

According to Human Right Organization, 'every human (girls and boys) are equal about their rights in life. This is a similar idea among all participants in this study. When we said they are identical in all their rights, indirectly we emphasize their rights in the business field. Yes, the inequality of gender has been raised in the family from childhood and then reflected in society. it is an idea from one participant. He tried to more explanation his idea more and said, separating the boys from their childhoods and encouraging them to hold careers while they are only 10-15 years old, will make an expert in some special jobs and businesses because they can observe a considerable amount of experiences during their journey. However, girls at this age cannot think about taking a job outside the home, which makes them lack business experience.

Most of the participants (male and female) in this study emphasize one point which is they started work in childhood. Some of them followed their father and mother but two females among them mentioned some exceptional situation in their family which was lead them to start work as men at a very early age. One of the applicants said that firstly, he started a local job with his father when he was only six years old after, he took many different works and now he is a successful businessman. Thus, he believes all his progression belongs to those skills and knowledge that he obtained from childhood. At the same time, one participant who is a successful female in the business said, we don't have a father and brother so the bad economic situation of my family pushed me to work at a very young age. Therefore, another lady retells her story which started with her mother who was the best worker at that time and she could imitate her till now.

The difference idea is raised when some of them mention their background experience in the business. They stated alone when they don't have any family and societal support but they can become successful in the business field. These participants absolutely believe in their ability and confidence. Another one tells us with a deep happy face that business is her dream since childhood and she can break all rules from family and society in order to get it, but she believes in chance and she said the great chance always is with me. Two other participants (male and female) answered the question in a different way when they said besides all our capacity, certification, knowledge, and experiences, we have a strong supporter to help us and be aware of our business in society.

Therefore, all participants emphasized one point which is the differentiation in inequality of gender starting from childhood when boys have a great chance to observe business experiences while girls mostly should be stayed at home. Most of the boys will start work between 10-15 years old while this age for girls will start after 18 years old. Moreover, some participants believe that it is a reality there are many barriers from family and society stopping females to share their competencies in the business field, why we have a small number of businesswomen in Kurdistan. In another word, when every day we repeat the same idea which is the classification of the work between male and female,

of course, it has a reflection on their mind and it becomes a mindset on their thinking. One of them said that my father was a smith and I began with him when I was 6 years old but, every day my sister asked my father to come and enjoy a little bit in there, unfortunately, every answer was “it doesn’t your work, you are a girl”.

2- It is a reality that besides all brayers but some women in business have succeeded who are named women entrepreneurs. Can we categorize them as some challenging empowerment women, managers, or leaders of the family businesses, and they are made opportunities by difficulties in professional careers?

Firstly, same to the family, also the society needs a powerful woman to progress. If you notice that the fruitful family is managed by an influential woman. Secondly, when we find women in different and suitable fields in society, it is a sign of a healthy culture. One of the participants mentions the historically charismatic women in Kurdistan who had done business with an energetic characteristic in that closed culture. Another one took her mother as an example of an entrepreneur’s woman, she said her mother was a teacher in 1972. At that time, there are several women available in society and a huge part of that culture rejected them. She added some information that when a woman has a strong willing for an independent economy she can become an entrepreneur. Another participant believed that self-confidence is a main factor for the creation of woman entrepreneurs because a woman is a very kind and sensitive gender if she doesn’t have a strong conviction they cannot continue this path. However, two participants stated another factor which is chance. They supposed that sometimes one opportunity pulls the woman into the business environment, but within her ability, she will become a successful entrepreneur’s woman and control all heads of business. Therefore, most of the participants emphasized the idea which leadership personality.

For more distance, “the gap in the society will make women entrepreneurs”. Some of the contributors. In other meaning, when society will hang the other societies’ customs in this time some gaps may be realized in the new lifestyle. So, intelligent and competent women can take these spaces as soon as with social acceptance. One another supported the same idea with some additional, he said I am proud of woman entrepreneurs because I can understand that she has spent many difficulties and barriers to catch this name, and I respect it. A different participant who was living and working abroad for more than 10 years said that observing knowledge and taking experiences in a business is easier in Europe than in Kurdistan, especially for women. She believed that holding life in Europe will help anybody to become an entrepreneur in Kurdistan because there are many gaps and differences noticeable here if it compares to the advanced culture. Moreover, another one told that new lifestyles all over the world, internet service, and transporting some new habits to our customs are the other factors to open the business field for women. In addition, if we compare nowadays with 20 years ago the dynamic rhythms of our lives are too much clear. Thus, some of the members took family as an active factor in making women entrepreneurs. He said when the family becomes the best economic and logistic supporter for the woman, can you imagine how is great? This inspiration may provide her self-confidence and inner power. One male said “personally I absolutely believe in woman’s power in business” he stated the female’s bright ideas, and he trusts in her capacity as she is a successful woman entrepreneur.

Consequently, most of the participants among men and women emphasized the appropriate field for working. They think that some business field absolutely is suitable for women and they can be successful inside and progress. Especially these careers which is directly belonged to females. In addition, some job needs women’s kindness, softness attitude, and flexibility time. So, it means that society and culture still have a main role in determining the woman’s position in her work. One participant told the truth when he said the difficulty of life sometimes lets the female be an entrepreneur because in some situations only a man cannot stand the responsibility of the family, so he needs a woman to hold it with him. In the end, all of them support a woman as an entrepreneur because they believe that women in society look smile for the life.

3- In this culture with inequality of gender, and complicated zone for women entrepreneurs, always there is found the female undertaking hypothesis. Would you believe that it belongs to self or public-confidence, or family responsibilities?

The answers to this question are very interesting because each participant has a different idea. One female among them mentions these barriers which lead the female underperformance in business, according to her society, family, economic situation, and government regulation are essential factors for destroying women's businesses. Another woman said there is rare for one female to take a fortune from her family, mostly it will receive by her brother or husband, and in some time controlled by her family, so it makes her don't have independent finance. However, all the females have the same idea, they emphasized that is not easy for women in this society to be successful without self-confidence, family supports, and social acceptance.

On the other hand, one male among the participants said I feel sorry When mostly we can't depend on women's abilities due to some factors such as their family's responsibilities, social problems, and the nature of the jobs. Moreover, a female stated a point and said that the government does not support females in holding projects if we compared it to men in the same field. She supposed that if we look at the data, it is too much clear that if one female can take on a project, at the same time more than 50 men get the mission in the same year. Therefore, a participant stated a very sensitive point which is that society refuses the female's capacity. He said that some unlovely females show themselves as businesswomen but they take a rejected path from our community so it makes a bad effect on the confidence of other competent women. "I have advice to powerful women that they should have self-confidence and be enthusiastic". One male participant.

For more distance, another male believed that female has too many responsibilities in the family so, it makes difficulty for them to be an active worker in society. He told an example that he has five children and all of them are very successful in their fields, he associated this with their mother because as he mentioned he arrived home just at night but he imagens if their mother takes a business and stays on the outside like me, how will our family hold? Thus, one female living abroad emphasized some weak points of the government to entrepreneur women, such as not having a strong system from kindergarten to at least a secondary school. She said when I was in Europe I was working and I never worried about my children because I know somebody else will care about them just like myself, but in Kurdistan, we can't find this environment. In other meaning, most females have the same idea which is when we are single maybe business is easier than we have a family. In the end, all participants believed in the physiological dissimilarities between men and women. They stated on this point is a natural ability that is born in the human.

15 Discussion

This study can find out some facts according to its problems. Firstly, it discovers that society and family are responsible for creating business people in the future because it shows that childhood is the golden period for making the best willingness for business. In this case, they can follow the principles of the equality of gender. However, support from family and society is not sufficient for success, also it needs personal capability, knowledge, self-commence, and bright direction. Secondly, this study shows that appearing women in society is parallel to cultivating humanity to the best. Since, this phenomenon will make women entrepreneurs, which considers the top power for women in society help them to have an independent economic so, they can hold the economic issue with the men.

In addition, there are many social gaps in Kurdistan that have been made due to amalgamation, and transporting abroad. According to its finding, some of these gaps absolutely need the women's power to abstract them. But, it requires charismatic females who are a leader, self-confident, adventurous, intelligent, and professional in some specific field. The last finding from this research belongs to women's underperformance which is affected by some factors the most important ones are family, society, economic situation, and government policy. Moreover, coercive control from men and lack of trust in women's abilities are considered the most popular factor for underperformance. Likewise, the combination of female duties is another factor for making women

fail in business because the female is a woman, a wife, and a mother so it is never simple to be a fruitful entrepreneur at the same time. The last factor that this study has found is the physiological differences between men and women in their capacity for working.

16 Conclusion and Recommendations

Women as active agents in the family and society are the basic topic of this study. This research has three aims which are women entrepreneurs, the inequality of gender, and the women underperformance hypothesis. The findings are very significant as they are parallel with its aims and problems. Furthermore, it shows that the family and society are the main factors for creating business people and supporting women entrepreneurs. But, besides them, personal capability, knowledge, self-commence, and bright direction are also significant. Thus, another result states that childhood is an ideal time for detecting business willingness but caring for the equality of gender between girls and boys in the same family and society. then, an independent economy is another factor that this study encourages women to become entrepreneurs because the findings reveal that women can help man for managing economic problems when they have working in outside. in addition, the social gap is the last factor in creating woman entrepreneurs. Moreover, this research recommends to collect data by surveys, interview, and observation to understand the difficulties that faced women in their workplace in Erbil to supply a theoretical framework for the study. Also, provide applied suggestions for policymakers, organizations, and society to discourse gender inequality, inclusively support, and create a suitable environment for female worker in Erbil in order to motivate entrepreneurial dynamic.

References

- Andersen, H., 2001. Gender inequality and paradigms in the social sciences. *Social Science Information*, 40(2), pp.265-289.
- Schjoedt, L., (2022)
- Bullough, A., Guelich, U., Manolova, T.S. and Schjoedt, L., 2022. Women's entrepreneurship and culture: gender role expectations and identities, societal culture, and the entrepreneurial environment. *Small Business Economics*, 58(2), pp.985-996.
- Dean, H., Larsen, G., Ford, J. and Akram, M., 2019. Female entrepreneurship and the metanarrative of economic growth: A critical review of underlying assumptions. *International Journal of Management Reviews*, 21(1), pp.24-49.
- Demartini, P., 2018. Innovative female-led startups. Do women in business underperform? *Administrative Sciences*, 8(4), p.70.
- Du Rietz, A. and Henrekson, M., 2000. Testing the female underperformance hypothesis. *Small Business Economics*, 14, pp.1-10.
- Escamilla-Solano, S., Paule-Vianez, J. and Blanco-González, A., 2022. Disclosure of gender policies: do they affect business performance?. *Heliyon*, 8(1), p.e08791.
- Elkafrawi, N. and Refai, D., 2022. Egyptian rural women entrepreneurs: Challenges, ambitions and opportunities. *The International Journal of Entrepreneurship and Innovation*, 23(3), pp.203-214
- Iman, A., Nazarov, Z. and Obydenkova, A., 2022. Female leadership, democratization, and firm innovation: social inequalities and gender issues in post-communist economies. *Eastern European Economics*, 60(2), pp.149-170.
- Osei, C.D. and Zhuang, J., 2020. Rural poverty alleviation strategies and social capital link: The mediation role of women entrepreneurship and social innovation. *Sage Open*, 10(2), p.2158244020925504.
- Rastogi, M., Baral, R. and Banu, J., 2022. What does it take to be a woman entrepreneur? Explorations from India. *Industrial and Commercial Training*, 54(2), pp.333-356.
- Raman, R., Subramaniam, N., Nair, V.K., Shivdas, A., Achuthan, K. and Nedungadi, P., 2022. Women entrepreneurship and sustainable development: bibliometric analysis and emerging research trends. *Sustainability*, 14(15), p.9160.
- Reilly, A., Jones, D., Rey Vasquez, C. and Krisjanous, J., 2016. Confronting gender inequality in a business school. *Higher Education Research & Development*, 35(5), pp.1025-1038.
- Roberts, R.E., 2020. Qualitative Interview Questions: Guidance for Novice Researchers. *Qualitative Report*, 25(9).
- Thébaud, S., 2015. Business as plan B: Institutional foundations of gender inequality in entrepreneurship across 24 industrialized countries. *Administrative science quarterly*, 60(4), pp.671-711.
- Watson, J., 2002. Comparing the performance of male-and female-controlled businesses: relating outputs to inputs. *Entrepreneurship theory and practice*, 26(3), pp.91-100.
- Zolin, R., Stuetzer, M. and Watson, J., 2013. Challenging the female underperformance hypothesis. *International Journal of Gender and Entrepreneurship*, 5(2), pp.116-129.

له ژیر نایه کسانى جیندهر و خاوه نكار، ئایا كریكارى میننه-له هه ولیر ئه دای كه می هه یه؟

كۆرازون تالیب عه بدوللا

ماركیتینگ و زمانه نیوده وله تییه كان،

كولێژی كارگێری تهكنیکى، زانكۆی پۆلیتهكنیکى ئیربیل، هه ریمی كوردستان- هه ولیر

Korazon.abdullah@epu.edu.iq

پوخته

ئهم توێژینه وهیه هه ولده دات ئه و ژنه سه ركه وتوو ه له بواری بازرگانیدا پۆلین بکات كه ناوی وهك خاوه نكاریکه. ئامانجیکى دیکه ی ئهم توێژینه وهیه سه ر به نایه کسانى ره گه ز و ئهم سیاسه تانه كه ئاماژه به میننه كان ده کهن له مندالییه وه تا هه موو هه نگاوه كانى ته مه نیان. دوا ئامانج گریمانه ی كه م ئه دای جیندهرى له خۆده گریت كه ئه و هۆکارانه هه لده سه نگینیت كه به ربه ستیک بۆ پیشكه وتنى میننه له بواری بازرگانیدا دروست ده کهن. ئهم توێژینه وهیه ریبازى چۆنایه تییه. به شدار بووان دابهش ده بن به سه ر دوو گروپدا كه بریتین له بازرگان و ژنه بازرگانەکان له هاوله ر. پیکهاتوون له (۲۰) بازرگان و (۱۰) ژنه بازرگان له بواره جیاوازه كانى بازرگانى وهكو بىناسازى، خانووبه ره، پيشه سازى خزمه تگوزارى، به رپوه بىردنى ماركیتینگ، دیزاین، سه نته رى جوانكارى، دوكانى چیشته لىنان و نانه واخانه، سه نته رى چاودیرى ته ندروستى، سیسته مى په روه رده، و خزمه تگوزارى كومه لایه تى. ئه نجامه كان كومه لیک راستى ده دۆزنه وه، گرنگترین هۆکاره كان بۆ كردنى كه سانى بازرگانى خىزان و كومه لگان. به لام پيشكه وتن له بازرگانیدا پىوېستى به توانای كه سى، زانیاری، ده ستپیکردنى خو، و ئاراسته یه كى گه شاوه هه یه جگه له وهش، ده ركه وت كه مندالی ماوه یه كى شایسته یه بۆ چاودیریکردنى سه رنجراکیشى بازرگانى. دۆزینه وه كه ئاشكرای ده كات كه هۆکاره باوه كان زیاتر ئاماژه ن بۆ كونترۆلكردنى زۆره ملئ له لایه ن پیاوانه وه و نه بوونى متمانه به تواناكانى ژنان. تیکه لكردنى ئه ركه كانى میننه به دواياندايه وهك چۆن ژن و ژن و دایكن بۆیه ناتوانن له یه ك كاتدا كاروباره كان ئه نجام به دن. دوا دۆزینه وه جیاوازی فیزیۆلۆژی نیوان ژن و پیاو وهك هۆكاریکى دیکه بۆ گریمانه ی كه م ئه دای ژنان نیشان ده دات.

وشه سه ره كیبه كان: نایه کسانى جیندهرى، كریكارى میننه، كارگێرى، گریمانه ی كه م ئه نجامدان، ئه دای كار

في ظل عدم المساواة بين الجنسين وزيادة الأعمال هل تعاني المرأة العاملة في أربيل من ضعف الأداء؟

كورازون طالب عبدالله

التسويق الدولي واللغات،

كلية الإدارة التقنية، جامعة البوليتكنيك في اربيل، إقليم كردستان- اربيل

Korazon.abdullah@epu.edu.iq

الملخص

تحاول هذه الدراسة تصنيف المرأة الناجحة في مجال الأعمال والتي يطلق عليها اسم رائدة الأعمال. ويتعلق هدف آخر من هذه الدراسة بعدم المساواة بين الجنسين وهذه السياسات التي تشير إلى الإناث من الطفولة إلى جميع مراحل أعمارهن. ويتضمن الهدف الأخير فرضية ضعف الأداء بين الجنسين والتي تقم العوامل التي تشكل عائقاً أمام تقدم المرأة في مجال الأعمال. هذا البحث هو النهج النوعي. ينقسم المشاركون إلى مجموعتين وهما رجال الأعمال وسيدات الأعمال في هاولر. تتكون من (20) رجل أعمال و (10) سيدات أعمال في مجالات أعمال مختلفة مثل البناء والعقارات وصناعة الخدمات وإدارة التسويق والتصميم ومراكز التجميل ومتاجر الطبخ والخبز ومراكز الرعاية الصحية ونظام التعليم وخدمات التنشئة الاجتماعية. توصلت النتائج إلى بعض الحقائق، أهم العوامل في تكوين رجال الأعمال هي الأسرة والمجتمع. ومع ذلك، فإن التقدم في الأعمال التجارية يحتاج إلى القدرة الشخصية والمعرفة والبدء الذاتي والتوجيه المشرق وعلاوة على ذلك، تم اكتشاف أن الطفولة هي مدة جديرة بالملاحظة للاهتمام بالأعمال التجارية. يكشف الاكتشاف أن العوامل الأكثر شيوعاً تشير إلى السيطرة القسرية من الرجال وانعدام الثقة في قدرات النساء. يتبعهن مزيج من واجبات النساء لأنهن نساء وزوجات وأمهات لذلك لا يمكنهن ممارسة الأعمال التجارية في نفس الوقت. يوضح الاكتشاف الأخير الاختلافات الفسيولوجية بين الرجال والنساء كعامل آخر لفرضية ضعف أداء النساء.

الكلمات المفتاحية: عدم المساواة بين الجنسين، العاملات، ريادة الأعمال، فرضية ضعف الأداء، أداء العمل