MASTER IN MANAGEMENT OF TOURISM DESTINATIONS

Academic Year 2018/2019

MELIS TULBENTCI CILENGIROGLU

GENDER DIFFERENCES AND INEQUALITY IN SPORTS EVENT MANAGEMENT

Which strategies do women use to break the barrier of gender differences in sports event management?

FINAL MASTER PROJECT

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2019

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ABSTRACT

The description and the history of sports intended to be defined. Sports is rapidly growing and increasingly diverse industry. It is more than a free time evaluation tool, can form social power to societies. This study aimed to reveal how gender differences in sports event sector affected knowledge sharing, organizational behavior and leadership management.

Therefore, gender differences in sports events, knowledge sharing, and organizational behavior investigated in-depth research with the help of qualitative method interviews.

This study aimed to answer the following research questions;

The principal research question is:

- Which strategies do women use to break the barrier of gender differences in sports event management?

Three related sub-questions were derived:

- Being in sports management, what kind of difficulties did women face in their career?
- What is colleagues' role in women's success?
- What is colleagues' willingness to share knowledge with women?
- How women are perceived by others as leaders?
- Which strategies do women use to break the barrier of gender differences in sports event management?

CHAPTER I: INTRODUCTION

Sports can be identified in several ways. The way of relationship between active lifestyle and health, the way to increase individual performance with the physical activities and extensive arrangement of public, private or voluntary organizations to keep attention of the society. (Slack and Parent,1997)

As can be understood from the definitions, sport seen as a concept that secure the mental and physical health of the person and ensures the harmony of the person to society. Sports is rapidly growing and increasingly diverse industry. (Slack and Parent,1997) It is more than a free time evaluation tool, can form social power to societies. The concepts of sports has changed over the years as a result of industrialization in the last two centuries but it is also evident in ancient societies as games and competition but not all of them are competitive. (Book 'Sport in Ancient Times' Nigel B, 2007)

When we look at the history of sports, we can see how and why it was involved in the development of human skills such as the competition used to determine whether individuals were fit and useful for defending the habitat also as part of the rituals and entertain the society. The history of sports has been found in ancient Sumer and Egypt as wrestling which is a competition between two people and the oldest historical recorded sport. (Picture 1.)

Picture 1.
Ancient sumo-wrestling competition from the Japanese Heian or Kamakura period (between 794 and 1333)
Source: (Book 'Sport in Ancient Times' Nigel B, 2007)

In addition to that in ancient Greece we can also see some records about gymnastics and funeral games which is an athletic competition held in honor of a

recently deceased person and the Heraean Games which is an athletic festival, held in Olympia as early as the 6th century, were the first recorded sporting competition for women. (Book 'Sport in Ancient Times' Nigel B, 2007)

The importance of organized sports in early Greek and Egyptian cultures has ultimately led to what exists today, an industry that consists of a multi-levelled range of events, varying in scale from the locally to the globally significant. Sports has a symbolic significance in relation to performance outcomes, success and celebrating achievement that does not occur in other areas of economic and social activity. (book - Sport Management; Principles and Applications,2005)

According to Masterman (2004), the essence of sports represents two perspectives, being the individual success of sporting achievement and the encouragement that this achievement gives to others to then participate themselves. The role of sports event as a driver for tourism is to put together the participants, athletes', competition under standardized rules and regulations to be followed. This governing body can be structured as an organization, association or federation that governs the event. (Mallen and Adams, 2013)

Early in 20th century, major changes in the economic structure such as industrialization, urbanization led to important changes in sport like the increased popularity of female athletics, women's participation in Olympic Games. Even in the Olympics, which is the most important organization of the sports, women had to wait for many years to compete in all sports.

In 1900, Paris Olympics, took an important place in sports history by British champion Charlotte Cooper Sterry (1870-1966), who won the tennis tournament, became the first woman to win a Gold Medal in Olympic history. (Gursoy, 2016) (Picture 2.)

Picture 2.
British Tennis Champion, Charlotte Cooper Sterry
Source: (Gursoy, 2016)

36 years later of the first women participation in Olympics; in 1936, Turkey attended the Berlin Olympics with two women athletes' for the first time 'Halet Çambel and Suat Asani Fetger'. (Gursoy, 2016) (Picture 3.)

Picture 3.
Halet Çambel ve Suat Aşani Fetgari
Source: (Gursoy, 2016)

In the 1992 Olympics in Barcelona, 2704 of the 9356 athletes' participated were women from 169 countries. The Barcelona Olympics has been the first Olympic that all countries participated in for 20 years. (Gursoy, 2016)

In 1994, first international conference on women and sport was organised by the British Sports Council, supported by the International Olympic Committee and, international and national sport federations to specifically addressed the issue of how to accelerate the process of change that would answer the imbalances women face in their participation and to increase the involvement of women in sport at all levels. (ICSSPE)

How gender differences in sports event sector affected knowledge sharing, organizational behaviour and leadership management investigated in-depth research with the help of qualitative method interviews. This study aimed to answer the following research questions.

The principal research question is:

- Which strategies do women use to break the barrier of gender differences in sports event management?

Three related sub-questions were derived:

- Being in sports management, what kind of difficulties did women face in their career?

- What is colleagues' role in women's success?
- What is colleagues' willingness to share knowledge with women?
- How women are perceived by others as leaders?

CHAPTER II: STATISTICS

To examine more about women athletes' participation in sports, we will look at some statistical data, such as; share of women playing sports at the Olympic Games, balancing coaching in the Olympic Games, gender pay differences and the share of women in decision-making positions.

One of the important roles of the International Olympic Committee is to support and increase women's participation in the Olympic Games by promoting gender equality in terms of balancing the total number of athletes' participating at the Games. Based on the data of Olympic Committee, share of women playing sports at the Olympic Games, are approaching 50 per cent and International Olympic Committee has increased the number of women's events on the Olympic programme. (International Olympic Committee Statistics, Table 1.)

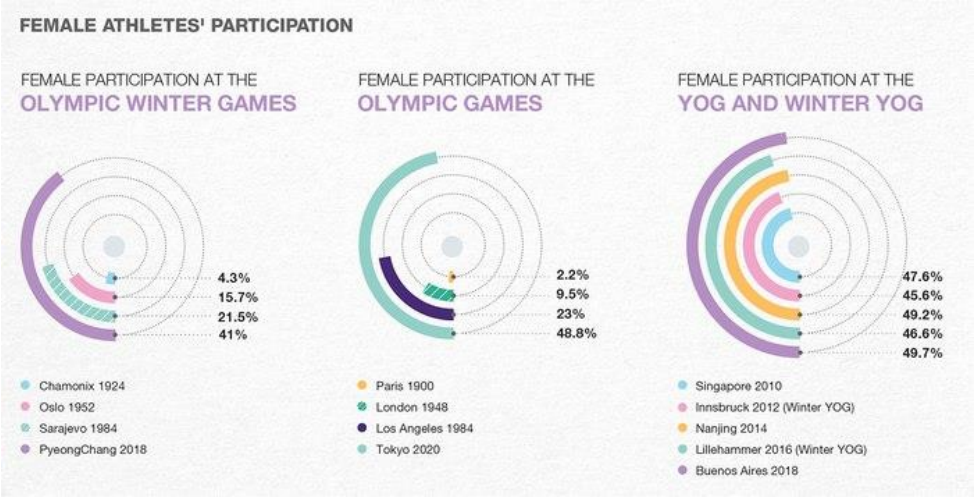


Table 1. Female Athletes' Participation to Olympic Games , Data of Olympic Committee
Source: International Olympic Committee Statistics

Based on the European Institute for Gender Equality report, " The Fédération Internationale de Football Association (FIFA) has 5.4 million registered men football players in Germany, compared with 0.8 million registered women players. In England,

the figures are 1.3 million registered men football players and 98,000 registered women players, while in France the figures are 1.7 million and 49,000 respectively." (European Institute for Gender Equality)

Since 1991, any new sports seeking to be included on the Olympic programme have been required to include women's events. (International Olympic Committee Statistics, Table 2.) The London Olympic Games in 2012 were the first in history where women competed in every sport. (European Institute for Gender Equality)

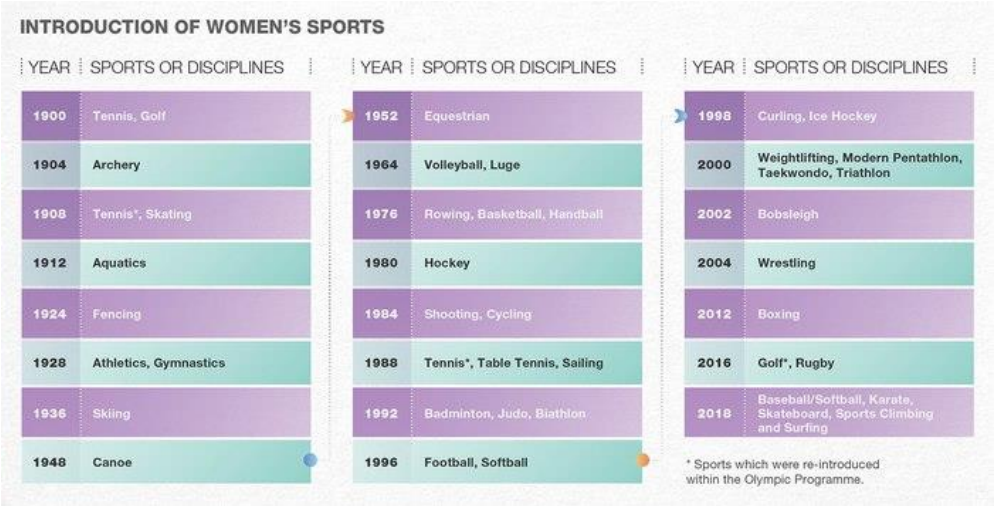


Table 2.' Olympic programme have been required to include women's events.'

Source: International Olympic Committee Statistics

Another important action taken by Olympic Committee is 'The Gender Equality Review Project' which is for balancing coaching in the Olympic Games. (International Olympic Committee Statistics, Table 3.)

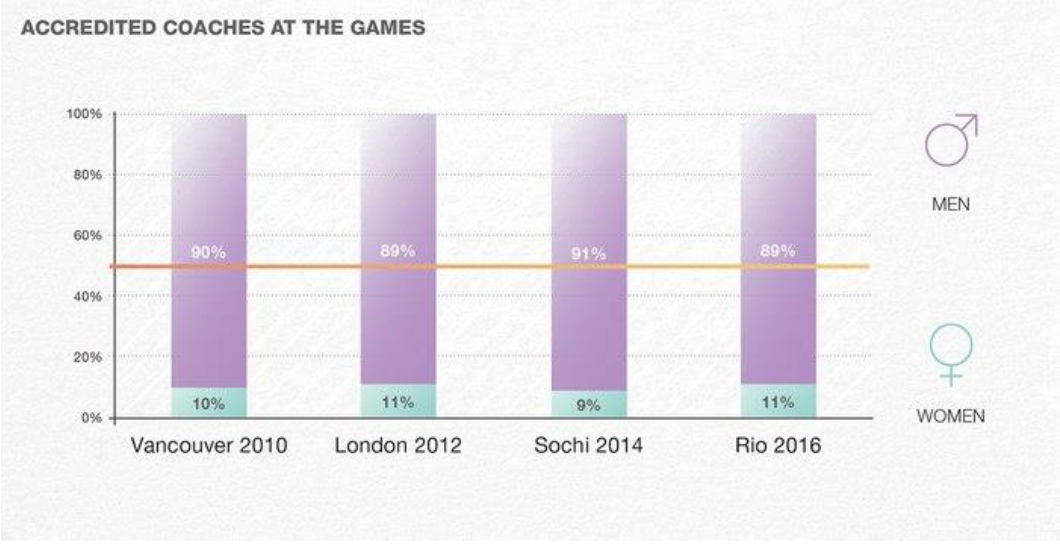


Table 3.' 'The Gender Equality Review Project' which is for balancing coaching in the Olympic Games.'

Source: International Olympic Committee Statistics

Although some positive actions taken by Committees for gender equality, there is still a gender pay gap. In professional sport, athletes' receive income from sponsorships, endorsements, prize money and contractual earnings. Gender pay differences exist in all these components. According to the World's Highest Paid Athletes' list published by Forbes in 2016, among 100 athletes', there are only two women and the salary difference between the 1st (a male football player) and the 40th (a female tennis player) position is 59.1 million dollars. (Gender Balance in Global Sport Report, 2016) This gender pay gap, making it difficult for women to make a living from professional sport. Forbes magazine reported that Cristiano Ronaldo as the world's highest paid athlete with earnings reported at US$56 million but at the same time Serena Williams is the highest paid female tennis athlete with earnings reported at US$8.9 million. (Gender Balance in Global Sport Report ,2016)

The WNBA became the first women's basketball league and best paid women's sports league in the world. According to the Global Sport Salaries Survey in 2018, the average NBA salary of 7.77 million dollars for the men, where in WNBA the average figure is $78,021, because of the less offers from TV deals and sponsorships for women's sport. (Sporting Intelligence) (Table 4. And 5.)

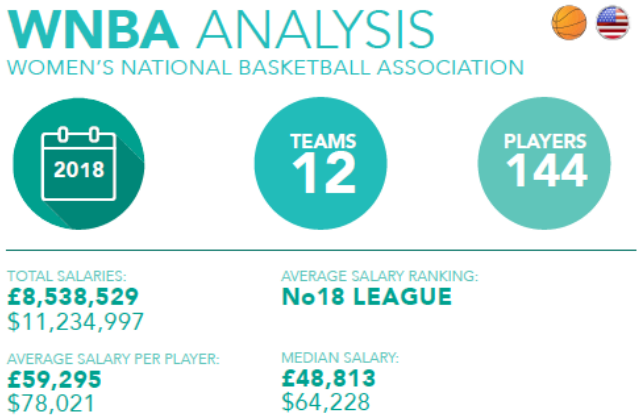


Table 4.

Women's National Basketball Association Average Salary Ranking

Source: Sporting Intelligence

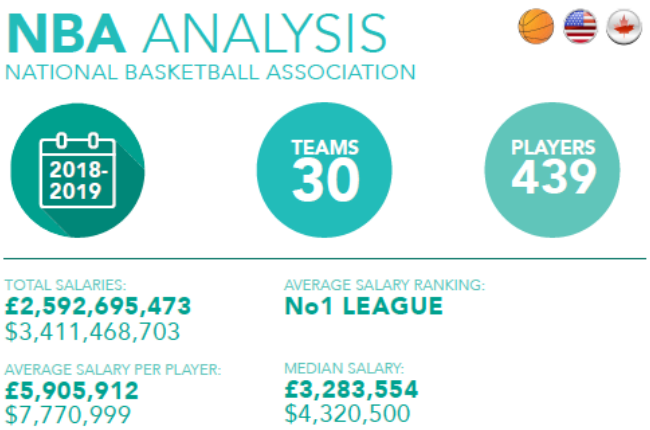


Table 5.

National Basketball Association Average Salary Per Player

Source: Sporting Intelligence

According to the Global Sport Salaries Survey in 2017, the average salary in the top men's football competition in England is 2.64 million pound a year, 99 times as much as the average salary in the top women's football competition.

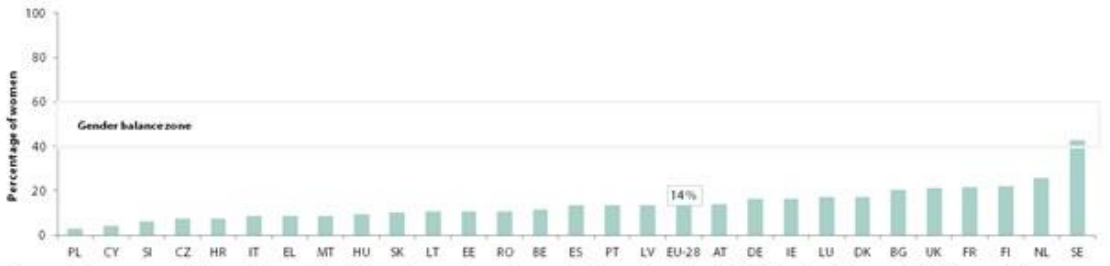
According to the Gender Balance in Global Sport Report published in 2016, the reason of gender pay gap in business world explained in four main causes:

1. Discrimination, which sees women still paid less than men for the same work
2. Unequal caring responsibilities
3. A divided labour market
4. Men in the most senior roles

The Gender Balance in Global Sport Report suggests to paying attention to the following substances to solve the pay issues:

1. Governance – Increasing female representation on boards and committees.
2. Encouraging female participation from grassroots to elite levels.
3. Fostering better sponsorship deals.

Another important statistic shows that women face some barriers in sport management positions. European Institute for Gender Equality report says that *"On average in 2015, only 14% of all top decision-making positions in sports federations in European Union Member States were occupied by women, ranging from 3% in Poland to 43% in Sweden. In the majority of countries the share of women in decision-making positions was below 20%."* (Table 6. And 7.)

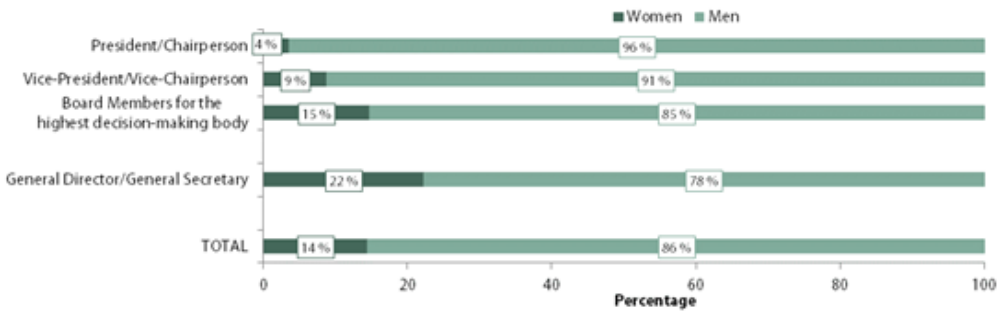


Source: Data were collected from the 10 popular national sport federations in all 28 Member States (280 in total), between May and June 2015.
Note: The following positions are included: president/chairperson, vice-president/vice-chairperson, general director/general secretary and other board members. To avoid double counting, each person is counted only once, even if (s)he occupies several positions.

Table 6.

Proportion of women among all decision-making positions in national sport federations in the EU,2015

Source: European Institute for Gender Equality report



Source: Data were collected from all 28 continental confederations of Olympic sports in Europe (May–June 2015).
Note: Board members include the president and vice-president(s), and where stated in the confederation statute/constitution, the general director/general secretary. To avoid double counting, each person is counted only once in the total, even if (s)he occupies several positions.

Table 7.

Proportion of women and men in decision-making positions in continental confederations of Olympic sports in Europe, 2015

Source: European Institute for Gender Equality report

The International Olympic Committee, gives importance to increase the number of women in decision-making positions. (Table 8.)

Table 8.

Increase in female participation in decision-making positions

Source: International Olympic Committee

In the publication of United Nations shows that, in 1997 the International Olympic Committee started to practice on increasing the number of women leadership and administrative positions within the Olympic Movement. Sixty-two per cent of

National Olympic Committees (NOCs) had achieved the targets. As of December 2005, there were nine women NOC Presidents: five in Africa, three in Europe and one in the Americas. (Women, gender equality and sport, 2007)

"UNESCO and the Sony Ericsson Women's Tennis Association Tour *announced a landmark global partnership in 2006, which marked a new level of commitment to raise awareness of gender equality issues and advance opportunities for women's leadership in all spheres of society. Activities planned included a fund for women's leadership; appointment of global "Promoters of Gender Equality"; mentoring, scholarship and fellowship programs; and the use of UNESCO and Sony Ericsson WTA Tour events as awareness and fund-raising platforms. Tennis star Venus Williams, the first global Promoter of Gender Equality, noted that "our goal is to let women and girls throughout the world know that there are no glass ceilings, and to do our part to support programs that provide real opportunities for women to succeed in whatever they set their minds to."(UNESCO publishes; Women, gender equality and sport, 2007)*

CHAPTER III: LITERATURE REVIEW

Gender Differences and Inequality in Sports Events

In sociology, "gender" is used to express biological differences and "gender sociology" is used to express socio-cultural differences. Beyond the biological differences, women and men have differentiated due to several factors. It has always been an ongoing fact. (Yuksel,2014)

According to ***The Atlantic Magazine*** writer Maggie Marten, gender inequality in sports does not gain much attention like other gender inequalities.

"***One:*** *Female athletes were perceived as either unconcerned with or hostile toward the women's movement.* ***Two:*** *Feminists didn't want to be "doubly damned" by "the suspicion of lesbianism" that both feminists and female athletes faced.* ***Three:*** *Sports was seen as a realm where men proved their manliness, negatively predisposing many feminists toward sports in general.* ***And four:*** *Sports was considered "frivolous." It wasn't seen as being as important as issues like the right to work, abortion, and equal pay."*

With the industrial revolution, reduced the need for muscle strength and allowed women to participate in the production activities and by the help of that, the status of women has begun to rise. (Yuksel,2014)

This rise did not prevent certain cases in sports event industry like in 2015, US Women's World Cup gained a lot media coverage about gender inequality in women's soccer because of the lawsuit that soccer players pursued FIFA about higher potential for injury due to the change of tournament game play field, on artificial turf instead of natural grass. The men's World Cup tournament is always played on natural grass. (Cooky, 2017)

In 2011, a similar case took place at one of the private 9 branch Sports Championship event in Turkey that I managed. In the women's basketball team competitions, male basketball players agreed with the referee to hide the NBA Spalding ball, which was taken exclusively for the competitions and gave women basketball players non-brand ball to play. Because it was a special organization and I had the power to make all management decisions by negotiating with the top management of that company, we allowed them to be disqualified from the competition.

The Women's Sports Foundation, women's sports advocacy organization in the United States, founded in 1974, published a report in 2011 about the consistent "gender gap" in sports participation, which shows that women continuing to fall behind men. (Cooky, 2017)

During the early years of the women's liberation movement, tennis stars Bobby Riggs and Billie Jean King face off in a $100,000 winner-take-all challenge'Battle of the Sexes' match and defeat Riggs and she said "Our match helped to advance the game of tennis and women everywhere.", "I thought it would set us back 50 years if I didn't win that match,","It would ruin the women's tour and affect all women's self-esteem. That match performed an important symbolic function, according to ESPN writer *Larry Schwartz* ,if a woman could beat a man in sport, then women deserve equal pay for equal work and access to opportunity in education, politics, and the workplace.

Gender Differences in Management and Leadership Skills

Knowledge Sharing and Colleague Relationships

Many factors is influence individuals' perceptions of life satisfaction and one of the important factor is "knowledge sharing" which directly affects the quality of relationships between colleagues and work life which is also an important part of life. (Jiang and HU, 2015)

Knowledge sharing can be identified as a transfer of information, data and learning how to collaborate and help to the colleagues for solving problems, working together to handle the problems also useful and helpful for many other work related issues such as brain storming, developing new ideas, etc., As a positive impact of knowledge sharing, companies can achieve advantages at the organisational level, on the other hand, at the individual level, can increase the intellectual and innovation capabilities of employees. (Jiang and HU, 2015)

Social capital theory and self determination theory shows that quality colleague relationships have a positive impact on life satisfaction. According to Jiang and Hu, "Knowledge sharing behavior can influence life satisfaction because it can facilitate the building of quality colleague relationships, which in turn contribute to an individual's overall life satisfaction."

According to Eagly, “The effect of colleague relationships on quality on life satisfaction varies as a function of gender, such that women, compared to men, will be more satisfied with their lives when they have higher-quality relationships with their colleagues.” Women's gender roles are generally reflected in social qualities such as care, courtesy and passivity and stronger for women than men because male roles are reflected by competitiveness and powerfulness. According to Eagly, women care more to develop and increase their social relationship qualities rather than men and that shows, knowledge sharing behaviors have different impacts of satisfaction for women and men.

According to Susan Durbin, “Women are potentially denied access to a gateway network that ultimately controls resources and in some organizations fail to extract, codify and utilise this embedded knowledge among their predominantly female workforces.” Like in the example of getting data for the championship rules that I was managing in 2009. When I have just started working for that Championship organization, a male employee who has been in charge before me and he claimed that this organization is a male-dominated business which women cannot establish a dialogue with referees for the branches like football and cannot manage the process like a man. Briefly he was trying to mention that women cannot do this job and for that year he rejected to share information in a very subtle way and stated that he was busy. In order to expand the organization and to expand my knowledge, I reviewed the rules by meeting with all the referees and created my own knowledge and Network.

Knowledge management, creation and networking increasingly important activities for organizations to become successfully and competitive and for individuals to develop career. (Durbin, 2011) In my case, I can say that it was better to create my own knowledge through the information in the network but also it would be helpful to use the information from the colleague. According to Susan Durbin, “High performing knowledge workers have been found to leverage their informational environments through networks because they find and use information through using their own knowledge and expertise but also through their social networks by seeking out information from colleagues and friends.”

Overall, women play a significant role in the knowledge creation process (Durbin,2011) and in my case, the knowledge about that sport event that I created was

used after I quit that job. I created all the necessary documents for the new employee to handle the organization and for to bring success to the company.

Leadership and Gender

According to Cristina Trinidad and Anthony H. Normore, selecting the suitable leader with the appropriate skills brings success for the organizations.

> *"Leadership style is by definition leadership behavior with two clearly independent dimensions: the task dimension that includes goal setting, organization, direction, and control; and the relationship dimension involving support,communication, interaction, and active listening."*
> *(Cristina Trinidad and Anthony H. Normore, 2005).*

Recent research shows that women are perceived by others as more effective leaders than men. Women are more likely to adopt collaborative and empowering leadership styles, so they had the "female advantage", while men leadership styles involve more command and control behaviors. (Underdahl, Walker, Samantha C, Woehr, 2014).

Cristina Trinidad and Anthony H. Normore mentioned that; *"The relationship between gender role and leadership style is the association of masculinity with task-oriented leadership styles and femininity with relationship-oriented ones."*

However, the same women leaders perceive themselves as less effective than men. However, some studies show that women are perceived as more effective leaders in predominantly female companies and less efficient in other contexts (mixed and mostly male subordinates). (Underdahl, Walker, Samantha C, Woher, 2014).

CHAPTER IV: METHODOLOGY

A qualitative and autoethnographic approach was considered appropriate for the study. According to Schaeperkoetter (2017), ”Autoethnographers choose their particular approach because they understand that personal experiences can and do have great influence on the research process itself.” For over 10 years of my personal experience as a female sports event manager which I managed more than 30 sports events including amateur and professional male and female tournaments, local and international sports for both male and female, from all categories such as football, tennis, basketball, etc., I will compare my personal experience with the interviews.

It was easy to arrange for in-depth interviews without any rejects because of the interesting title that attracted interviewees. The sample size was small with only three interviewees and in-depth personal interviews conduct of an average of one and half hour duration and transcribed.

The women’s interviewed were identified as having an expertise in sports event sector as well as being currently active in the event sector, to understand the lived experiences of the participants and to explore female leaders’ perspectives about gender differences in sports event sector. This qualitative approach provided in-depth information about the female leaders’ perspective whose working in male-dominated industry, sports events.

These experts were chosen from Turkey (2 people) and Spain (1 people). We will call them A,B and C. Participant A and B are from Turkey, A is founder of an event company, age 45, B is event manager, age 46. Participant C is from Germany, living in Spain, age 30, responsible for the coordination of the sports events. All participants have University degree.

Personal interviews generated using a structured interview with open questions. Two out of three participants were people with whom the researcher has an existing relationship, other participant was from the same university, academician where the researcher is conducting her Master. Therefore, it can be assumed that there is a natural level of trust.

This study aimed to answer the following research questions.

The principal research question is:

- Which strategies do women use to break the barrier of gender differences in sports event management?

Three related sub-questions were derived:

- Being in sports management, what kind of difficulties did women face in their career?
- What is colleagues' role in women's success?
- What is colleagues' willingness to share knowledge with women?
- How women are perceived by others as leaders?

CHAPTER V: DATA ANALYSIS

The themes for RQ1,2,3 included: career path and leadership skills. The themes for RQ4,5,6,7 included: women athletes' role and benefits and how perceived in culture, and feminine sports. The themes for RQ8 to 22 included: colleague relationship and perception, knowledge sharing and female leadership.

Career Path

All Participants have experience in sports event management. The factors that made them choose sports event sector in their career path are; the unique way of establishing a share in the hearts and minds of people, fun and joy of the sport sector and feeling passion. Their expectations regarding the sports event sector were not only based on economic benefits, more about having fun, creating social impact, willingness to get to know and communicate new people. Participant A and C's expectations in the long run were fulfilled but participant B sometimes find her work more stressful than enjoyable because of that not all of her expectations were fulfilled. Participants reached their positions with the help of the experience, good communication skills, networking and language skills.

Leadership Skills

Participants think that for being a leader the skills that are necessary; visionary, open minded, full energized and positive, dynamic, motivational, committed, effective communication and a decision maker who can delegate tasks to his/her team.

Participants all think that there is no difference in skills for men and women leaders, all for both but participant A mentioned empathy as a plus for men leaders, participant C experienced and said: *" In football sometimes they think what is she*

doing here, but when they see that you have the skills, motivation, they accept you. Because of that kind of situations, women leaders need to be more patient and forcedness to be able to get that leadership."

Participant A and C believe that all the skills for a leader is alike, no difference but participant B said that "The primary difference is in the way they use their brains. Women use their right and left brain at the same time. Men use a one-sided communication. Visual and auditory connections exist in both sides of a woman's brain, but only exist on the left for men. Women communicate by listening and talking, whereas men is oriented on actioning."

In addition to that, participant A and B mentions that they put their empathy more than men, on the other hand participant B said," What have I done better than Men: instead of their work focused and non-personal view of the other side, I've reminded myself and them that women are people with homes, families, special days but also people that take responsibilities of their work." Participant C mentions women are more structured and more able to calm down the persons which get angry easy during the sports events.

To be a democratic and participative leader, participant A mentions if the leader has all the good skills can be both women and men, but participant C thinks it depends on the culture and gives an example: "I remember that in one of the organizations we had a team from Egypt and first day was really hard for me because they didn't accept me, that a woman could manage but after the first day, they accept me because they saw my skills. I think in some cultures some people need more time to accept women leadership. On the other hand participant B mentions that women are more democratic because men can have problems being democratic as they like to challenge the status quo, to be the best, action oriented, and be better at risk and stress management and women are more successful at communication management, building dialogues, effective listening and seeing details."

Participant A added; In my culture and every other culture leadership is a role with many responsibilities and it is the result of action. Participant C mentioned, they support women leadership in Germany and Participant B added; In our culture we are made to think that for women to be successful leaders they need to be more

masculine. My culture accepts the notion that it is a disadvantage for women to be more sensitive, whereas this would actually add quite a lot to their leadership skills.

Women Athletes' Role and Benefits – How perceived in culture

All participants think that women athletes' role in sport is encouraging and inspirational. Participant B and C mentioned that women athletes' role is really difficult, still left behind in sports and needs time. Should be at the same role as men, equal. Participant B added an experience of her; In my early school years, my teachers had contacted my dad to include me in athletics as I was talented. My dad strongly disagreed. Unfortunately, in some cultures sports is perceived as useless for women like in Turkey."

For participant A, women can benefit from playing sport, "It will lead women to find courage and confidence in themselves." For participant B, it proves that women can exist in sports and be as successful as men in this sector, on the other hand participant C mentioned," I was playing professionally but I had to have a work beside that to be able to survive every month. Of course, women benefit by living their dream but on the other hand economically its difficult and needs to be equal like men." All participants are happy to see women in sports event.

In the next question, I gave a real example about what happened in one of the sports events that I managed and asked the participants if they had a similar example to share.

One of the private 9 branch Sport Championship event in Turkey that I managed, in the women's basketball team competitions, male basketball players agreed with the referee to hide the NBA Spalding ball, which was taken exclusively for the competitions and gave women basketball players non-brand ball to play. Because it was a special organization and I had the power to make all management decisions by negotiating with the top management of that company, we allowed them to be disqualified from the competition.

Participant A said; I did not have a similar example maybe because I am the founder and my team most probably deal with that kind of problems.", participant B gave an example; "At a Basketball event that we organized for a company the referee was female. It was a tough match. During the climax of the game the referee gave a foul.

After this foul, the coach charged on to the court towards the referee. The referee gave him a technical foul and ended the game. Some of the fans chanted, “change the referee, change the referee; women cannot be referees, go home and look after your children.” These slogans were racist, sexist, and all-around insulting. Game was scheduled to be played another day without the coach and no spectators. As a woman, this incident really took a toll on me.” Lastly participant C gave an example; “I was watching one of football game and the referee was women and made a mistake while managing the match, one of the audience started to yell like go to the kitchen, go home, go cook… I felt so bad, it was terrible. It is unfortunately still something present here.”

Feminine Sports

Participant A don’t agree gender typing of sports, thinks all kind of sports is for both women and men. Also participant C thinks all the sports can be feminine, but she mentioned; I don’t like to see women boxing but besides that all the sports can be feminine.” On the other hand participant B listed some of the sports as feminine sports some not, such as; Running, swimming, long jump and tennis feminine but sports like Football, American football, baseball and rugby are more suitable for men and she mentioned; “Because these are the types of sports that changes a woman’s posture, disrupts her physical development, warp their legs and make their muscles hard. These sports change a woman’s physique.”

Colleague Relationship and Perception

During the participants career path, Participant A and B faced difficulties such as; working very long and late hours, no weekend breaks, being away from home and family. Participant B added; the most common negative I encounter is megalomania. It’s very disturbing to see a majority of the male athletes’ not to agree with the choice of referee appointed or just finding something to disagree no matter how hard you try. Participant C mentioned nothing special as a difficulty and added; I have a strong character and travelled a lot, got to know different cultures, I think the way of being open minded, try to understand the way of acting, makes you not getting angry and not to involve in problems. When we asked them about colleague relationship, participant A and C mentioned that they got help from both male and female colleagues, but participant B stated; there were times that I got help from my male

colleagues but mostly I chose to continue on my own, because if the job is not within their responsibility, they make you aware that they are helping you as a favour. My female colleagues have a big role in my success: their invisible jealousy and secret wars have made me stronger and determined. As women try to elevate themselves in a man's world, they also have to deal with the greed of their fellow sex.

All the participants mentioned that there was not a sort of a divide between the "girls" and "boys" group and at their event companies they have rather a lot of male friends. Participant B stated; In my line of work, male workers are preferred. However, they consider themselves more informed and more talented, especially in the area of sports they consider their techniques and solutions more adequate.

Participant A and C mentioned that their relationship with male colleagues in the workplace is great, but participant B added that the relationship is more work focus. Also participant B and C added that in their workplace there are mostly men, but participant A added; almost equal. About the social interactions in their workplace, Participant A and C mentioned that it is interactive and people trust each other, easy to make friends, but participant B added; Interactions are strong. Friends are made easily but are superficial. People don't trust each other too much. Rivalry is high. Personal rivalry and rivalry to get to a higher position in the company steer the interactions towards personal benefits. The people I be friend are the ones that choose to be with me and not the ones that change based on conditions and just because they have free time.

About the question did they ever get treated differently in their workplace just because they are women, participant A mentioned Yes and felt disappointed but she added that it was before she own a business, participant C mentioned No, participant B added; "This treatment starts when a woman is selected because there are no men. Woman is thought as option 2. The first choice is always men. It is believed that women's life needs in their personal life is not sufficient for the work life. This distinction can be easily seen by women not being the first choice due to marriage, pregnancy and after birth. If the same job is done by two people, the woman is paid less. When a mistake has been made and if it has been made by a male worker, it can lead to him getting a warning or being fired, but if the same mistake is made by a female worker it is usually passed off with such words as "ok ok, no worries", or "no

problem, we'll fix it.' I do not like Being treated like this and being viewed a second choice who has an option to stay home."

Participants mentioned that they use some strategies for to break the barrier with their colleagues, such as; face to face communication, co-operation, respect and being themselves and for to adapt themselves to the organization, participant A said; I start learning the culture of the organization, the roles and responsibilities and I do not hesitate to ask questions when necessary.", participant B adapts herself by the joy after each successful event and participant C by trying to be a part of the organization.

About adopting male behaviour role to be more convincing, participant A and B mentioned that they didn't have to do so, but participant C sometimes adopt a male behaviour and added; "You have to be like cool, way of being like a man." Participant A and C also didn't adopt any specific male vocabulary, but participant B stated; "'Why?' The men in my company use this word frequently in every subject to show that they do not agree with something I have done and to bring the conversation to their comfort zone and to annoy the person they are talking to. I have also realized that I've started using this Word and behaviour from time to time." Participants dress code depends on the environment. During the events comfortable and during the meetings smart casual. As it comes for the question about using femininity to achieve goals, participant A mentioned that she don't like using femininity, but participant B and C mentioned that they use their femininity in some situations mostly problematic.

All participants mentioned that the way they communicate affects positively other's perception of them and participant C added; "The calmer you are, the more affective you are for the others perception." About the more/less authoritarian leadership style question, all participants mentioned balance as a key factor and participant C added; "It depends on the situation. In the example of the Egypt group, for sure my way of authoritarian leadership style changed...I showed them who is the boss there. But in the relations with my colleagues, I never showed authoritarian style. You have to be able to adapt your leadership, to each situation." All participants believe in benevolent leadership as the base of being able to be a leader and participant B added famous Turkish Nasrettin Hodja joke: "Everyone tells hodja about their issues. And hodja tells each one of them that they are right. One person comes

forward and says; Hodja, you told everyone that they are all right, so are they in fact, right? How will you find the truth? Hodja turns and says, you're right as well."

For participant A and C it is not hard to follow the role established in their job description and don't need to remind their colleagues of their leading position, but participant B stated that it wasn't easy to follow the job description and need to remind her colleagues before every event her leading position, added; "When you work for the private sector you are sometimes expected to work on things that are not related to your job. I had to remind all my colleagues about my leadership, especially in the event sector, the team feels the need to be reminded of who the leader is."

All participants reacted to the use of sexist language. Participant A stated; "I prefer people use 'business person' instead of businessman/woman.", participant B stated; "When I hear a sexist remark, first, I get angry and my reaction is to stop talking.", and participant C gave an example; " I remember that once it happened to me and I said come on stop, try to get talk with this person and try to forward and make them clear what was happened at that moment. This is the way how we need to react, if we hide or shout this won't improve. We should be strong as women."

Knowledge Sharing

All participants mentioned the importance to share knowledge with colleagues to be able to organize events and be successful. Participant A and C mentioned that their colleagues' willingness to share knowledge with them is affirmative, participant B added; "Sharing is generally low. As everyone thinks they're sharing what they know best, the majority that are not doing self development will not share." Also all participants were willing to share knowledge with their colleagues for the key to mutual success. For sharing too much with others, all participants mentioned that doesn't harm or weaken their power.

Sharing knowledge with male colleagues, participants mentioned that the male colleagues must willing to learn, able to cooperate, self respected, hard working, able to listen and open minded so that they can trust and share their knowledge.

Sharing knowledge with female colleagues, participant A and B mentioned same items as male colleagues, participant C stated; "It's like normal to share with women without thinking but for the man, if he is able to listen you share your knowledge."

Female Leadership

Female leadership perceived in participant A's culture as more about social roles such as being a mom, being a wife, whether married or single etc., and if these roles affect their efficiency or not. In participant B's culture female leadership is disliked and not taken seriously by men and in participant C's culture perceived good but it needs more women in leadership.

When we told participants about the recent research shows that women are perceived by others as more effective leaders than men. However, the same women leaders perceive themselves as less effective than men, participant A mentioned this is because of the social norms and prejudices which is tough to break but she doesn't see herself less effective than men. Participant B agreed that women leaders perceive themselves as less effective than men and she had personally experienced a similar situation and gave an example; "During one of the meetings I was having with my part time crew, a male colleague cut me off and started explaining to the team what they needed to do in a man's language. The part time team ignored me by nodding and approving to all the things he was saying. At that time, I felt like a very unsuccessful and inadequate leader." Participant C stated that, "I think that's the nature of women, to be more effective leaders than men. I think sometimes because of the fear, what could men say, what they think about us, makes women perceive themselves as less effective than men. Women still need to be proactive and thinking having the same values as men and reminding themselves why couldn't I lead the company or events effective like men."

Although when we mention participants that some studies show that women are perceived as more effective leaders in predominantly female companies and less efficient in other contexts, participant A stated it is because of sisterhood, participant B and C mentioned that it is still difficult to work only with women but on the other hand, they don't feel much pressure of being open in predominantly female companies because women respect women, they mentioned.

Thinking of a mistake they ever made as a leader, what did their colleagues think of them and how would a man behave in such situation, participant A and C mentioned that, mistake is a lesson learned so that their colleagues will support them, and it would be the same in such situation a man behave. Participant B gave an

example;" I had mistakenly sent the outdated prices for a bid and because of this we lost. Because I was a woman, they consoled me, and thought that I was very sad emotionally. They told me that they knew I didn't do it on purpose. But at the same time because I was a woman, they didn't focus on the issue too much." And stated that in such situation man would behave more desperate.

When we ask participants how their mistake would affect their belief in their own skills, all participants mentioned that mistakes are part of life and would not affect their belief in their own skills.

When we asked them, what do they think about a research which shows that in predominantly male companies, women leaders' mistakes are easier to forgive than men leaders' mistakes, participant A stated that it is because of positive discrimination, participant B stated that it is because they categorize women as a sensitive group and seeing women more prone to making mistakes is an excuse for them and lastly participant C stated that it is because of the feminine charm and also, men are more drama making when they do a mistake, hard for them to accept it, and women can accept the mistake and go on.

Another question was about how easy for them to ask for feedback on their performance and how did the need for feedback affect their self-esteem? Participant A and C mentioned that receiving feedback gives them the opportunity to turn themselves into something better, motivates and affects their self-esteem and it is easy to ask for feedback. Participant B also stated that," If the person has no bad intentions I will take it into account. It will help me in my personal development. I can pinpoint my mistakes and investigate where and how I've made them. It will make my next steps easier. I do not need continuous feedback. Facial expressions and people's satisfaction show everything."

When we asked them, how generous the feedback from their male colleagues and from their female colleagues were, participant C mentioned that feedback is positive from both male and female colleagues. Participant A stated that, male colleagues' feedback can be heavy sometimes and participant B said that," After having a positive feedback from a male colleague, mostly asked to help them with their tasks. I've always gotten feedback if there was some personal gain behind it. On the

other hand, I have received a lot of feedback from female colleagues with no expectations or requests attached to them."

For the question about what made them keep on working or made them quit, participant A mentioned that," Belief in myself and my abilities make me keep on working. Whatever I try, if I get no change out of something, that makes me quit.", participant B stated," Even though I sometimes think about quitting due to stress it only lasts for a very short time. I go back to work smiling after taking a break and a good rest." And lastly participant C stated that," Motivation keep me working and to prove myself my success. Solving the problems during the event and make the event successful also contact with diverse cultures keep me on working."

In the last question of the interview, we asked them how they think sports organisations would benefit if 50% of their management were women? All participants mentioned that if 50% was female than it would be very effective. Participant B added that," Women's effective communications would balance the male structure that is fuelling fanaticism. Would be more peaceful." And participant C added that," It should be 50%, women can be more organized, in general it should be a good mix, men and women, for being able to catch success."

These responses show us; how female participants choose their career path, which skills they need as a leader, how women athletes' can benefit and perceived in their culture, gender typing of sports, what kind of difficulties do they face during their career path, how is their relationship with colleagues and importance of sharing knowledge with colleagues. Also, these findings are beneficial for female leaders who are planning to dedicate their time and energy in sports event managemet sector.

CHAPTER VI: PERSONAL EXPERIENCE

I started working in sports event sector in Turkey after graduation for several reasons, not only based on economic benefits, more about feeling passion about the events and being part of the experiences that will be created and able to be creative, “Sky is the limit” ... My expectations always were fulfilled because of the passion that I feel, even sometimes I find the work more stressful than enjoyable.

A year later I was promoted as an event manager, being a female manager my priority was an effective communication and able to delegate tasks for my team. My first year as a manager was so hard because of my male colleagues’ attitudes. It took time for them to accept me as a female leader and I have spent lot effort to prove myself, my skills and this process has affected me a lot. Try to prove myself and to be treated correctly, as a female manager, was a situation that should not have been experienced by anyone.

In my first year at work, one of the male colleagues at that time did not want to share his knowledge with me and that was a hard situation because I had just started working at the company and he was doing the same event before. He wanted me to fail by keeping the information to himself while he was supposed to share information with me. Normally it will take him a week to hand over and share his knowledge with me, but just because he did not share his knowledge, I learned how to do the event by talking with the referees and 3rd party companies, even watching the old event videos… It took me three weeks to learn.

In my culture, female leaders and athletes’ have to fight hard to prove themselves. Being in sports management as a female leader, I had to face lot of difficulties in my career. In one of the private 9 branch Sports Championship event in Turkey that I managed, in women's basketball team competitions, male basketball players agreed with the referee to hide the NBA Spalding ball, which was taken exclusively for the competitions and gave women basketball players non-brand ball to play. Because it was a special organization and I had the power to make all management decisions by negotiating with the top management of that company, we allowed male basketball players to be disqualified from the competition.

In another male football competition, it was a tough match and during the match the referee gave a foul and some of the team members said that I can not

manage the game just because I am women and they added that I have no knowledge about football which was not true, I studied so hard to get to know each and every rule and how to calculate the score. But just because they didn't like the foul, they tried to manipulate me and the referee.

Based on all my experiences, as a female manager I learned that I need to be open minded, positive, have faith for myself and for my work, being a good communicator, above all being myself to be able to recompense the leadership and break the barrier.

CHAPTER VII: FINDINGS AND CONCLUSION

CAREER PATH	Passion, Having fun, Creating social impact, Communicate new people, Networking
LEADERSHIP SKILLS	Visionary, Positive, Dynamic,Decision maker, Democratic, Participative, Communication skills
WOMEN ATHLETHES ROLE & BENEFITS	Encouraging and Inspirational
COLLEAGUE RELATIONSHIP & PERCEPTION	Mostly men in the workplace Get treated differently in the workplace Using strategies for to break the barrier with colleagues
KNOWLEDGE SHARING	Importance to share knowledge with colleagues to be able to organize succcessfull events
FEMALE LEADERSHIP	Need more women in leadership

Table 9.

Source: Original

We have presented the table from the interviews to show how female sports event leaders career paths, leadership skills and colleague relationships, knowledge sharing managed and to see which strategies do women use to break the barrier of gender differences in sports event management. (Table 9.)

We found that the main factor female leaders choose to work in sports event sector is the passion, having fun, creating social impact and get to know new people. We noted that there is no difference in skills for men and women leaders, selecting the suitable leader with the appropriate skills is the key for the success. Most important skills for being a leader; open minded, positive, communication, democratic and visionary. We noted that the female leaders put their empathy more than men and

being a democratic leader for women and men depends on the culture because leadership is a role with many responsibilities in every other culture.

We explored that female athletes' role in sport is encouraging and inspirational for the other women and need to increase female athletes' participation in sport because women athletes' are still left behind in sports in some cultures. Women can benefit from playing sport by finding courage and confidence in themselves and be successful as men. We explored that playing professionally is not enough to be able to survive economically and needs to be equal like men. Also, given examples in the interviews showed that female referees and event managers still dealing with discrimination just because of wrong decisions they made while doing their jobs, they are facing slogans which is sexist.

It shows that good colleague relationship have a positive impact on work and social life. We explored that in the event sector there are mostly men workers and sometimes female workers treated differently in the workplace just because they are women and that makes them felt disappointed. We noted that female workers use some strategies for to break the barrier with male colleagues, such as; face to face communication, respect, co-operation and observing the roles and culture of the company. Even in some situations mostly problematic ones, female workers adopting male behaviour role and using femininity to be more convincing.

We explored the importance to share knowledge with colleagues to be able to be successful. In some situations, male colleagues' willingness to share knowledge with female colleagues are affirmative but sometimes generally low. We noted that female colleagues are willing to share knowledge with male colleagues but if they are willing to learn and able to listen, cooperate.

Female leadership perceived differently in every culture. We noted that women leaders perceive themselves as less effective than men, because of the social norms, fear of what could men say and think about women. We explored that in predominantly female companies, women are perceived as more effective leaders because of not feeling pressure of being open.

We found that in predominantly male companies, women leaders mistakes are easier to forgive than men leaders mistakes because of positive discrimination and seeing women leaders as a sensitive group. Getting feedback from colleagues about

the performance, gives women the opportunity to turn themselves into better and affects their self-esteem.

Lastly we noted that sports organizations and companies would benefit effectively if 50% of their management were women for being able to catch success. According to Miragaia (2017), in the sports sector managerial positions, females fall behind males even the government puts pressure on organizations toward solving gender equality issues not enough. There is a global need to change attitudes to women's involvement in sports. To resolve this attitude, it is necessary to attract women to higher education in sport management, prevent the dropout of women in the sector by combining the ideology as a part of the organizational culture.

STUDY LIMITATIONS

This study has potential limitations and provides some insights into the gender differences in sports event management, however, this study was only based on data from professional female sports event managers, from only two countries and three interviewees. It would be meaningful to have a larger sample in future research through semi-structured interviews with female sports event managers and also sports women in order to conclude a valid research result. In addition to that, age and experience differences, previous involvement in sport and cultural context behave in similar way could be explore.

RECOMMENDATIONS

For Women Leaders

- No difference in skills for men and women leaders, selecting the suitable leader with the appropriate skills is the key for the success.
- Most important skills for being a leader; open minded, positive, communication, democratic and visionary.
- If women leaders ever treat differently in the workplace just because they are women, don't feel disappointed, remember to be positive and solve the problems with communication skills.
- Good colleague relationship have a positive impact on work and social life.

- Use some strategies for to break the barrier with male colleagues, such as; face to face communication, respect, co-operation and observing the roles and culture of the company.
- Use femininity to be more convincing.
- Share knowledge with colleagues to be able to be successful.
- Don’t perceive yourselves as less effective than men.
- Getting feedback from colleagues about the performance, gives women the opportunity to turn themselves into better and affects their self-esteem.
- Encourage yourselves to higher education in sport management.

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APPENDIX

Interview Scripts

Interview A

Thanks for participating in this study. The following interview will be recorded. The audio file and its transcripts will be strictly used for the present study. The anonymous character of the obtained data is guaranteed.

1. Can you tell me about yourself?
    a. How old are you? 45
    b. Where are you from? Turkey
    c. Where do you live? Istanbul
    d. What did you study? Hotel and Event Management
    e. What is your professional experience?
    Event Management and sport event management 25 years
    f. What is your current position in the company?
    Founder of event company located in Istanbul
2. What were the factors that made you choose sports event sector?
    Sport is a unique way to establish a share in the hearts and minds of people. Having a detailed knowledge and experience in the corporate event management for long years, I decided to align sports with the event and hospitality industries.
    a. What were your expectations regarding the sports event sector?
    It is a growing industry with important economic implications for both the sport, the event and the destination in which it takes place. So, it is important not only focus on economic benefits but also set sight on creating social impact and promoting tourist destinations. That is a win-win platform for all shareholders of the sector and for me.
    b. How do you think your expectations were fulfilled by the sector?
    In the long run, this win-win platform results a valuable commodity.
    c. How did you reach this position?
    With good communication and performing my profession in the best possible way. It is essential to have good communication skills, networking and execute high performance in this business. Also

understanding and knowing the needs of the clients and the sector is very important.

3. Which qualities, skills do you think are necessary for a leader?

   Visionary, full energized, dynamic, motivational, committed, a good communicator and a decision maker who is able to delegate tasks to his/her team.

   a. Which qualities, skills do you think are necessary for men and for women leaders?

      All for both. Additionally, empathy is a must for men.

   b. In which ways are they alike and different?

      I believe leadership has no gender. All ways must be alike, no difference.

   c. Which qualities / values can a woman leader bring to an organisation? What did you do better than men did?

      Empathy and courtesy. I believe I put my empathy more than men did.

   d. Who tends to be more democratic and participative? Women or men? Why?

      A good leader without exception. It can be both women and men if the leader has all the good skills.

   e. How does your culture treat/regard/frame your leadership skills? What is considered appropriate or not?

      In my culture and every other culture leadership is a role with many responsibilities and it is the result of action. Commitment and responsibility is significant in here. So, if you act in a way that inspires and encourages others, this is considered appropriate.

4. What do you think about women athletes' role in sport? How are they perceived in your culture? And in other cultures?

   Encouraging and inspirational. In my culture, also it is encouraging to see the success of women athletes'. I think it is the same in every culture.

5. How do women benefit from playing sports professionally? What emotions do you experience when you see a female sports event?

Playing sports will lead women to find courage and confidence in themselves, to handle challenges and not to give up. I am proud of women in sports.

6. I would like to give you a real example about what happened in one of the sport events that I managed. Did you have a similar example? How did you handle it?

   One of the private 9 branch Sport Championship event in Turkey that I managed, in the women's basketball team competitions, male basketball players agreed with the referee to hide the NBA Spalding ball, which was taken exclusively for the competitions and gave women basketball players non-brand ball to play. Because it was a special organization and I had the power to make all management decisions by negotiating with the top management of that company, we allowed them to be disqualified from the competition.

   I did not have a similar example maybe because I am the founder and my team most probably deal with that kind of problems.

7. Which sports do you consider feminine? Which not? Why?

   I don't agree gender typing of sports. All kind of sports is for both women and men even football, I think.

8. Being in sport management, what kind of difficulties did you face in your career?

   Working very long and late hours, sometimes with no weekend breaks, being away from home and family is the most difficult part.

   a. Did you get any help from your colleagues?

      Yes, I did. All my colleagues helped me in the event sector.

   b. What was the other female colleagues' role in your success? And vice versa?

      As they say, it is game on with some friendly competition! Both my male and female colleagues were helpful.

   c. Was there sort of a divide between the "girls' group" and "boys' group"?

      Rarely in some out of office topics, e.g; watching TV shows like Big Little Lies or going to shopping etc., are considered 'girl's group' activity.

d. How many “male friends” did you have at work? Why did you make friends? How did he/they behave?

Rather a lot. They are fun to work with. We get along well with each other.

9. Can you please describe your relationship with male colleagues in the workplace?

I have a really good relationship with my male colleagues like women colleagues, no difference.

a. Are there more men or more women in your workplace?

Almost equal.

b. How could you describe the social interactions in your workplace? Was it rather interactive or individualist? Did people trust each other? Was it easy to make friends? Who with?

Interactive, reliable and friendly. Yes, people trust each other. Yes, it is easy to make friends both with girls and boys.

c. Did you get treated differently in workplace because you are women? How did you feel?

Few and far, yes. I felt disappointed. But it was before my own business.

d. What kind of strategies do you use to break the barrier with your colleagues?

I care about face to face communication and co-operation. It helps to break the barrier, a good communication.

e. How do you adapt yourself to the organization?

I start learning the culture of the organization, the roles and responsibilities and I do not hesitate to ask questions when necessary.

f. Did you have to adopt a “male behaviour” role to be more convincing?

No. I don’t think it is necessary, when you behave with your own personality, it is more easy to handle the situations.

g. Did you have to adopt any specific “male vocabulary”? E.g. some swear words.

No. I am not that kind of person but I can see that some of my women colleagues does that.

h. What was your personal dress code?

Smart casual.

i. How important was it to use your femininity to achieve necessary information / goals? (“female charm”)

I don’t like the idea of using femininity to ‘achieve’ something. Being natural and an effortless charm is much better.

j. How do you think the way you communicate or say things affects other’s perception of you?

I believe mostly a positive impact. Communication is the key…

k. If you showed more/less authoritarian leadership style, how would others perceive you? (your peers, your boss, your subordinates)

Unbalanced. Balance is really important in leadership.

l. What do you think of benevolent (accommodating) leadership? Did you ever apply it in your work?

It may have benefits and disadvantages. I believe in benevolent leadership, unless the goodwill is not abused. Taking the consequences, yes, I applied it.

m. How easy was it to follow the role established in your job description? How often did you have to remind your colleagues of your leading position? Why did you have to do that? How did you affirm your importance?

My responsibilities and my skills determine my job description. As long as I am aware of them, it is not hard to follow the role established in my job description. I do not need to remind my colleagues of my leading position frequently; my actions and my performance will do it.

n. How did you react to the use of sexist language?

I prefer people use ‘business person’ instead of businessman/woman.

Knowledge sharing is a set of behaviours that involve the exchange of information or help to others. Knowledge sharing contains an element of reciprocity. It is an example of prosocial organizational behaviour.

10. Why do you think it is important to share knowledge with colleagues?

    It is necessary for mutual success. Keeping knowledge for yourself does not bring you success.

    a. What do you think of your colleagues' willingness to share knowledge with you?

       Affirmative.

    b. How willing were YOU to share knowledge with your colleagues? Why?

       To me the exchange of information and helping to colleagues is the key to mutual success.

    c. Do you think sharing too much with others leads to weakening your power?

       Sharing knowledge does no harm but too much sharing might be abusive. Not weakening my power.

11. Imagine a male colleague you can trust and share knowledge with. Which qualities does he have?

    Willing to learn, able to cooperate and reliable.

12. Imagine a female colleague you can trust and share knowledge with. Which qualities does she have?

    Same as male. Willing to learn, able to cooperate and reliable

13. How do you think the female leadership is perceived in your culture?

    Unfortunately, before their leadership, society is interested in their social roles; being a mom, being a wife, whether married or single etc., and if these roles affect their efficiency or not.

14. Recent research shows that women are perceived by others as more effective leaders than men. However, the same women leaders perceive themselves as less effective than men. How do you explain that? How does it work in your case?

    I think this is because of the social norms and prejudices which is tough to break. I don't see myself less effective than men.

15. However, some studies show that women are perceived as more effective leaders in predominantly female companies and less efficient in other contexts (mixed and mostly male subordinates). Why?

Because of Sisterhood.

16. Think of a mistake you ever made as a leader. What did your colleagues / subordinates think of you? Or (if no mistake recalled): What would your colleagues / subordinates think of you if you made a mistake?

    Mistake is a lesson learned. You should move forward. If it repeats, they might see you as a failure.

    a. How would a man behave in such situation?

       It should be the same.

    b. How would your mistake affect your belief in your own skills?

       I would say to myself 'Lesson taken. Let's move forward' and would not let it affect my belief in my skills.

17. (a follow-up to the previous question) Research shows that in predominantly male companies, women leaders' mistakes are easier to forgive than men leaders' mistakes. What do you think?

    Positive discrimination. I behave same to my male and women colleagues when they do mistakes.

18. How easy was it for you to ask for feedback on your performance / actions? How did the need for feedback affect your self-esteem?

    Receiving feedback gives me the opportunity to turn myself into something better than I was before, that's why I am always open to feedback on my performance. Easy to ask for feedback.

19. How generous was the feedback from your male colleagues? And from your female colleagues?

    Male colleagues can be heavy sometimes.

20. What made you keep on working? What made you quit?

    Belief in myself and my abilities make me keep on working. Whatever I try, if I get no change out of something, that makes me quit.

21. How do you think sports organisations would benefit if 50% of their management were women?

    I would call it fair play and courtesy wins.

22. Is there anything you would like to add?

    Yes. Everything will be good ☺.

Interview B

Thanks for participating in this study. The following interview will be recorded. The audio file and its transcripts will be strictly used for the present study. The anonymous character of the obtained data is guaranteed.

1. Can you tell me about yourself?
    a. How old are you? 46
    b. Where are you from? Turkey
    c. Where do you live? Istanbul
    d. What did you study? Istanbul University, Sociology
    e. What is your professional experience?
    21-year sport event management experience
    f. What is your current position in the company?
    Event Manager
2. What were the factors that made you choose sports event sector?
    Transforming hobbies into a job and making money: that's why I chose it. This sector is fun. People attend activities to relieve stress. While they are relieving their stress, you feel the happiness and joy that they are feeling. And after you put all your tasks in order, you just sit back and watch. It's just great that something so fun and enjoyable has become a sector.
    a. What were your expectations regarding the sports event sector?
    I got into it because it was fun and I believed that I enjoy working in it. It was important that I loved the job. I got into it because I love communication. It was my expectation to establish communication, and also be in contact with people who are disciplined and who took care of themselves.
    b. How do you think your expectations were fulfilled by the sector?
    Not all my expectations were fulfilled. Sometimes, I find that my work is more stressful than enjoyable. When little mistakes lead to big failures they come back to me as stress.
    c. How did you reach this position?
    I can say that it progressed with the experiences I gained in the office with the staff as well as at the customers' side. So, I reached this position.

3. Which qualities, skills do you think are necessary for a leader?

I think the skills that are necessary for being a leader are: establish relationships, effective communication, be a role model, set others for success, self criticism, and grasp opportunities for self improvement. Being able to motivate, understanding and interpreting personal expectations. Combining expectations with vision, inspire, innovate and being sensitive.

a. Which qualities, skills do you think are necessary for men and for women leaders?

I believe that there should be no distinction between men and women leaders. Being successful in communication managemet, be a team player, a good planner and be able to multi task for both men and women leaders.

b. In which ways are they alike and different?

They are the same in being liberating, heartening, driving for results, role model and trustworthiness. The primary difference isin the way they use their brains. Women use their right and left brain at the same time. Men use a one-sided communication. Visual and auditory connections exist in both sides of a woman's brain, but only exist on the left for men. Women communicate by listening and talking, wheras men is oriented on actioning.

c. Which qualities / values can a woman leader bring to an organisation? What did you do better than men did?

First of all, women bring balance to male majority. It is easy for women who are talented communicators to determine issues by empathy. They make the other side feel that they understand and always in search of ways to keep motivation. Their innovative and nourishing characteristics bring healthy relationship building, ability to show the other side that they understand and finding the path to success by identifying details.

What have I done better than Men: instead of their work focused and non-personal view of the other side, I've reminded myself and them that women are people with homes, families, special days but also people that take responsibilities of their work. For absolute success, I tried to employ

people who did not depend on having a superior to audit their work but people who respect themselves and their work.

d. Who tends to be more democratic and participative? Women or men? Why?

Men can have problems being democratic as they like to challenge the status quo, to be the best, action oriented, and be better at risk and stress management. They are results driven. Processes are unnecessary details for them. Women are more successful at communication management, building dialogues, effective listening and seeing details. Having a wider vision and being more innovative causes women to have a broader horizon. When evaluating ideas democratically women are respectful to the participants. In short, I think women are more democratic.

e. How does your culture treat/regard/frame your leadership skills? What is considered appropriate or not?

In our culture we are made to think that for women to be successful leaders they need to be more masculine. My culture accepts the notion that it is a disadvantage for women to be more sensitive, whereas in reality this would add quite a lot to their leadership skills.

4. What do you think about women athletes' role in sport? How are they perceived in your culture? And in other cultures?

I think they've achieved great success. Their persistant training and succeeding by focusing on what they want to do motivates me. Being disciplined and achieving results really impresses me. I think women are still left behind in sports eventhough by nature they should be at the same role as men. In my country, women athletes' only make the news if they get a medal. Their sport is not really known or talked about. Their family and the people who supported them are honored if they get a medal. We feel pride and respect. I think, it changes for every culture. In my early school years, my teachers had contacted my dad to include me in athletics as I was talented. My dad strongly disagreed. Unfortunately, in some cultures sports is perceived as useless for women like in Turkey I guess.

5. How do women benefit from playing sports professionally? What emotions do you experience when you see a female sports event?

   Being in sports professionally, as a woman, it proves that women can exist in sports and be as successful as men in this sector.

   When I see a woman in a sports event, I watch with admiration. Their aesthetic and flexibility inspires me. I also admire the work that they have put in and their discipline to achieve this success.

6. I would like to give you a real example about what happened in one of the sport events that I managed. Did you have a similar example? How did you handle it?

   One of the private 9 branch Sport Championship event in Turkey that I managed, in the women's basketball team competitions, male basketball players agreed with the referee to hide the NBA Spalding ball, which was taken exclusively for the competitions and gave women basketball players non-brand ball to play. Because it was a special organization and I had the power to make all management decisions by negotiating with the top management of that company, we allowed them to be disqualified from the competition.

   At a Basketball event that we organized for a company the referee was female. It was a tough match. During the climax of the game the referee gave a foul. After this foul, the coach charged on to the court towards the referee. The referee gave him a technical foul and ended the game. Some of the fans chanted, “change the referee, change the referee; women cannot be referees, go home and look after your children.” These slogans were racist, sexist, and all-around insulting. Game was scheduled to be played another day without the coach and no spectators. As a woman, this incident really took a toll on me.

7. Which sports do you consider feminine? Which not? Why?

   Running, swimming, long jump and tennis seem more feminine to me.

   Sports like Football, American football, baseball and rugby are more suitable for men. These are the types of sports that changes a woman’s posture, disrupts her physical development, warp their legs and make their muscles hard. These sports change a womans physique.

8. Being in sport management, what kind of difficulties did you face in your career?

As my work is focused mostly on the private sectore the most common negative I encounter is megalomania. It's very disturbing to see a majority of the male athletes' not to agree with the choice of referee appointed or just finding something to disagree no matter how hard you try.

a. Did you get any help from your colleagues?

There were times that I got help but mostly I chose to continue on my own, because if the job is not within their responsibility, they make you aware that they are helping you as a favour. Since you get all the praises at the end of the job, they think that failure should be yours as well. If they have nothing to gain from you, they will not help.

b. What was the other female colleagues' role in your success? And vice versa?

My female colleagues have a big role in my success: their invisible jealousy and secret wars have made me stronger and determined and also caused me to acquire leadership skills. women set traps for other women. As women try to elevate themselves in a man's world, they also have to deal with the greed of their fellow sex.

c. Was there sort of a divide between the "girls' group" and "boys' group"?

Generally, No.

d. How many "male friends" did you have at work? Why did you make friends? How did he/they behave?

I have had many male friends. In my line of work, male workers are preferred. Because we worked in the same office we have had mostly professional friendships. There are only very few that I have continued seeing after they left the company. They try to be a gentleman, no matter how they are in reality, the personality they show at work is respectful and just. However, they consider themselves more informed and more talented, especially in the area of sports they consider their techniques and solutions more adequate.

9. Can you please describe your relationship with male colleagues in the workplace?

Our relationship is more work focused, and based on the project intensifying or diminishing. On the other hand, as we spend a lot of time together for work, we share a lot of things. This sharing in the long run become neutral or turn into friendship.

a. Are there more men or more women in your workplace?

Mostly men. When I first started it was 50-50. Then the number of women decreased.

b. How could you describe the social interactions in your workplace? Was it rather interactive or individualist? Did people trust each other? Was it easy to make friends? Who with?

Interactions are strong. Friends are made easily but are superficial. People don't trust each other too much. Rivalry is high. Personal rivalry and rivalry to get to a higher position in the company steer the interactions towards personal benefits. The people I befriend are the ones that choose to be with me and not the ones that change based on conditions and just because they have free time.

c. Did you get treated differently in workplace because you are women? How did you feel?

Makes me feel bad, lowers my motivation. This treatment starts when a woman is selected because there are no men. Woman is thought as option 2. The first choice is always men. It is believed that women's life needs in their personal life is not sufficient for the work life. This distinction can be easily seen by women not being the first choice due to marriage, pregnancy and after birth. If the same job is done by two people, the woman is paid less. When a mistake has been made and if it has been made by a male worker, it can lead to him getting a warning or being fired, but if the same mistake is made by a female worker it is usually passed off with such words as "ok ok, no worries", or "no problem, we'll fix it.' I do not like Being treated like this and being viewed a second choice who has an option to stay home.

d. What kind of strategies do you use to break the barrier with your colleagues?

My priority is respect. Then I slowly build on the relationship, progress well balanced, will not drop below this level and also will not go over this level very fast. I would them to trust me.

e. How do you adapt yourself to the organization?

I'm working in a sector where I can have fun while working. I feel joy after each successful event and with that joy I adapt myself easily. After having worked at the same company for many years you feel like a part of the company.

f. Did you have to adopt a "male behaviour" role to be more convincing?

No, I did not have to adopt a male behaviour. When women want to accomplish something, they can be more unsurmountable then men. Men can shout and rude but the determination and persistence of women is a characteristic that's hard to overpower. Women's area of work is an area that can be dealt without swearing.

g. Did you have to adopt any specific "male vocabulary"? E.g. some swear words.

'Why?' The men in my company use this Word frequently in every subject to show that they do not agree with something I have done and to bring the conversation to their confort área and to annoy the person they are talking to. I have also realized that I've started using this Word and behaviour from time to time.

h. What was your personal dress code?

I like to dress comfortably. For this reason, pant and shirt combinations make my life easy. Jacket and shirt is something I wear for meetings and for more serious occasions.

i. How important was it to use your femininity to achieve necessary information / goals? ("female charm")

I use my femininity mostly in situations where communication is hard and I have to move in and also to deal with issues. Using my female charm,

when I insisted on something that I wanted to be realized it would generally soften the other side. Because of the politeness and understanding towards women, I am usually able to schedule meetings with customers more easily.

j. How do you think the way you communicate or say things affects other's perception of you?

Positively. I do not act, but carefly analyse the character of the person I'm talking to and identify the easiest "doors" to reach him. It helps me to establish strong bonds when I emphasise on my traits (understanding, honest).

k. If you showed more/less authoritarian leadership style, how would others perceive you? (your peers, your boss, your subordinates)

If I was more authoritarian; I would have issues with people around me. They would all have to do a better job but our communication would suffer. They might even feel hate. If I was less authoritarian; It would be hard for me to manage and steer people who are inclined to work flexibally, and who did not like to work or not like working a lot.

l. What do you think of benevolent (accommodating) leadership? Did you ever apply it in your work?

I'm exactly like that. Because of my accommodating and compromising leadership style I have made possible many impossible tasks and overcome long working hours. With this behaviour people were always more willing to help. This compromising behaviour is best told by a famous Turkish Nasrettin Hodja joke: Everyone tells hodja about their issues. And hodja tells each one of them that they are right. One person comes forward and says; Hodja, you told everyone that they are all right, so are they in fact, right? How will you find the truth? Hodja turns and says, you're right as well.

m. How easy was it to follow the role established in your job description? How often did you have to remind your colleagues of your leading position? Why did you have to do that? How did you affirm your importance?

It wasn't easy. When you work for the private sector you are sometimes expected to work on things that are not related to your job. You can find yourself calculating the return amount on an invoice shortly after doing a very important presentation. It is hard to get back to your job description role after doing these non- relevant works. Before every event, I had to remind all my colleagues about my leadership, because in the private sector work and friendship can mix too much. Especially in the event sector, the team feels the need to be reminded of who the leader is. It is required to show who's boss. I gather the team, make a motivational speech and then go over all the details of the job and the distribution of tasks.

n. How did you react to the use of sexist language?

When I hear a sexist remark, I freeze. First, I get angry and my reaction is to stop talking. Using male swear words when angry shows that anger is for men. Women do not have a language for that. They borrow, they become masculine, lose their understanding and then come back.

Knowledge sharing is a set of behaviours that involve the exchange of information or help to others. Knowledge sharing contains an element of reciprocity. It is an example of prosocial organizational behaviour.

10. Why do you think it is important to share knowledge with colleagues?

Sharing information helps projects run smoothly. The lessons learned from a previous project will help eliminating issues from the next project. Financial gain increases. Builds on team spirit.

a. What do you think of your colleagues' willingness to share knowledge with you?

Sharing is generally low. As everyone thinks they're sharing what they know best, the majority that are not doing self development will not share. Sharing is low. It is based on personal gain and for show.

b. How willing were YOU to share knowledge with your colleagues? Why?

I've always been happy to share what I know. I'm honoured to be a guide. I'm happy to share the key points and experiences. Being successful at the projects that we get will enable us to get even more projects the following year. We do not loose work. Win-win

c. Do you think sharing too much with others leads to weakening your power?

On the contrary, sharing increases collaboration. Everyone knows what they need to do and we become successful. It does not weaken us, it is important for our efforts. Problems are avoided more successfully with recommendations and advice.

11. Imagine a male colleague you can trust and share knowledge with. Which qualities does he have?

He needs to do the best he can and have self respect. He needs to be a person to self sacrifice in order to satisfy the requirements of the job. Someone I can trust, and be fearless. Not afraid to be misunderstood, honest, wanting to self develop, hard working, success loving and someone to see work as a hobby.

12. Imagine a female colleague you can trust and share knowledge with. Which qualities does she have?

I do not make a distinction between men and women. However, I'm more protective with women. I share knowledge so that self developing women become stronger and more resourceful in a man's world where they are fighting against men who are trying to defeat them.

13. How do you think the female leadership is perceived in your culture?

In my culture female leadership is unliked and not taken seriously by men. Able to establish correct communication, empathize, motivate, embracing, and able to combine maternity attributes with leadership but still not taken seriously.

14. Recent research shows that women are perceived by others as more effective leaders than men. However, the same women leaders perceive themselves as less effective than men. How do you explain that? How does it work in your case?

It is seen in male predominant places. Because men, by not respecting them, make women feel unsuccessful. I have personally experienced a similar situation. During one of the meetings I was having with my part time crew, a male colleague cut me off and started explaining to the team what they needed to do in a man's language. The part time team ignored me by nodding and

approving to all the things he was saying. At that time, I felt like a very unsuccessful and inadequate leader.

15. However, some studies show that women are perceived as more effective leaders in predominantly female companies and less efficient in other contexts (mixed and mostly male subordinates). Why?

    Problems occur when men are the majority. The reason for that is, men don't do what they need to because they're just thinking of defeating the female leader who they don't know. Men respect others that are more powerful then themselves. Women respect women because they put themselves in the other's place.

16. Think of a mistake you ever made as a leader. What did your colleagues / subordinates think of you? Or (if no mistake recalled): What would your colleagues / subordinates think of you if you made a mistake?

    I had mistakingly sent the outdated prices for a bid and because of this we lost. Because I was a woman, they consoled me, and thought that I was very sad emotionally. They told me that they new I didn't do it on purpose. But at the same time because I was a woman, they didn't focus on the issue too much.

    a. How would a man behave in such situation?

    Depends on the magnitude of the mistake. If it is a big one, men feel more desperarte. They think they might be let go and this would affect their career in a negative way. Their respected and trusted identity is harmed. If it is médium sized mistake then it can be resolved. Just call it an honest mistake and move on.

    b. How would your mistake affect your belief in your own skills?

    My misakes do not harm my confidence on my abilities but it makes me angry for not focusing and spending more time on it.

17. (a follow-up to the previous question) Research shows that in predominantly male companies, women leaders' mistakes are easier to forgive than men leaders' mistakes. What do you think?

    They are more forgiving because they categorize women as a sensitive group. They're arrogant, seeing women more prone to making mistakes is an exuse for

them. While they criticise men ruthlessly, they are very polite towards women because women are already weak and sensitive in their eyes.

18. How easy was it for you to ask for feedback on your performance / actions? How did the need for feedback affect your self-esteem?
    If the person has no bad intentions I will take it into account. It will help me in my personal development. I can pin point my mistakes and investigate where and how I've made them. It will make my next steps easier. I do not need continuous feedback. Facial expressions and people's satisfaction shows everything.
19. How generous was the feedback from your male colleagues? And from your female colleagues?
    After having a positive feedback from a male colleague, mostly asked to help them with their tasks. Apart from this, I have not received much positive or negative feedback from male colleagues. I've always gotten feedback if there was some personal gain behind it. On the other hand, I have received a lot of feedback from female colleagues with no expectations or requests attached to them. My motivation was elevated with feedbacks that did not have any expectations behind them.
20. What made you keep on working? What made you quit?
    Even though I sometimes think about quitting due to stress it only lasts for a very short time. I go back to work smiling after taking a break and a good rest.
21. How do you think sports organisations would benefit if 50% of their management were women?
    If 50% was female than it would be very effective. Women's effective communications would balance the male structure that is fueling fanaticism. Would be more peaceful.
22. Is there anything you would like to add?
    Women make whatever they touch more beautiful.

Interview C

Thanks for participating in this study. The following interview will be recorded. The audio file and its transcripts will be strictly used for the present study. The anonymous character of the obtained data is guaranteed.

1. Can you tell me about yourself?
    a. How old are you? 30
    b. Where are you from? Germany
    c. Where do you live? Barcelona
    d. What did you study? Tourism
    e. What is your professional experience?
    Associated Professor and International Sport events
    g. What is your current position in the company?
    Responsible for the coordination of the sport events, marketing and promotion Associated Professor in URV
2. What were the factors that made you choose sports event sector?
    I have a brother, 5 years older than me, he wanted to have a brother but he has a sister ☺So, I was always related to sport and was playing football professionally in Germany. Sport was always important part of my life, still is. Everything that is related to sport events, being able to stay in contact with persons, to see diverse cultures… Passion.
    a. What were your expectations regarding the sports event sector?
    My expectations were: Passion, willingness to always learn day by day, get to know people.
    b. How do you think your expectations were fulfilled by the sector?
    In general, of course, many things that can be approved. I really happy that I could live that all experience.
    c. How did you reach this position?
    When I first move to Spain, I was still playing in a team, football, and then I talked with the GM of the event director and he interested that I could speak several languages and we keep the contact, then I started to work with them.

3. Which qualities, skills do you think are necessary for a leader?

Leader has to be open minded person, you have to be open and contact with all the people, positive person, show your faith for the events, team work, having coordination and organization skills, motivation.

   a. Which qualities, skills do you think are necessary for men and for women leaders?

All for both. But sometimes for the case of women leadership, men don't accept you or listen you. In general, women leadership has to be developed in the society and has to be accepted. And in my case, in football sometimes they think what is she doing here, but when they see that you have the skills, motivation, they accept you. Because of that kind of situations, women leaders need to be more patient and forcedness to be able to get that leadership.

   b. In which ways are they alike and different?

All the skills for a leader is I think alike.

   c. Which qualities / values can a woman leader bring to an organisation? What did you do better than men did?

Women are more structured and more able to calm down the persons which get angry easy during the sport events. And I think, dealing with the kids in the kid's organization is easier for women than men because we are softer.

   d. Who tends to be more democratic and participative? Women or men? Why?

I think it depends on the culture. Here in Europe its more or less democratic. I remember that in one of the organizations we had a team from Egypt and first day was really hard for me because they didn't accept me, that a woman could manage but after the first day, they accept me because they saw my skills. I think in some cultures some people need more time to accept women leadership.

   e. How does your culture treat/regard/frame your leadership skills? What is considered appropriate or not?

In my culture, they really support women leadership.

4. What do you think about women athletes' role in sport? How are they perceived in your culture? And in other cultures?

   I think women athlete's role is really difficult, still and needs time, patient. Last 5 years, it has changed a lot, more positive attitude. In my culture, in Germany, for example women football has developed a lot. In general, it has to be seen equal…

5. How do women benefit from playing sports professionally? What emotions do you experience when you see a female sports event?

   I was playing professionally but I had to have a work beside that to be able to survive every month. Of course, women benefit by living their dream but on the other hand economically its difficult and needs to be equal like men.

   When I see a female sport event, it makes me really happy. To see the improvement on female sports, even than the men sports.

6. I would like to give you a real example about what happened in one of the sport events that I managed. Did you have a similar example? How did you handle it?

   One of the private 9 branch Sport Championship event in Turkey that I managed, in the women's basketball team competitions, male basketball players agreed with the referee to hide the NBA Spalding ball, which was taken exclusively for the competitions and gave women basketball players non-brand ball to play. Because it was a special organization and I had the power to make all management decisions by negotiating with the top management of that company, we allowed them to be disqualified from the competition.

   I did not have a similar example. But, women starting to be the referees of matches for the men football and this is something really needs to improve. I was watching one of football game and the referee was women and made a mistake while managing the match, one of the audience started to yell like go to the kitchen, go home, go cook… I felt so bad, it was terrible. It is unfortunately still something present here. We have to work on it and try to change the attitude.

7. Which sports do you consider feminine? Which not? Why?

I think all the sports can be feminine. I don't like to see women boxing 😖 but besides that all the sports can be feminine.

8. Being in sport management, what kind of difficulties did you face in your career?

   I was really motivated but sometimes I had to face some difficulties during the events but in my company, they always support me. Also, I have a strong character and travelled a lot, got to know different cultures, I think the way of being open minded, try to understand the way of acting, makes you not getting angry and not to involve in problems. Nothing special as a difficulty.

   a. Did you get any help from your colleagues?

      Yes, I did, always. We have a great relationship even in decision making. I appreciate a lot.

   b. What was the other female colleagues' role in your success? And vice versa?

      Perfect in both male and female colleagues. If I need something they help, if they need something I help. To give and to receive.

   c. Was there sort of a divide between the "girls' group" and "boys' group"?

      No. Great team work, no division between.

   d. How many "male friends" did you have at work? Why did you make friends? How did he/they behave?

      In the company 3, but during the events lot of people involve and totally 15-20. We have a great relationship.

9. Can you please describe your relationship with male colleagues in the workplace?

   Always open minded, supportive, great relationship and atmosphere.

   a. Are there more men or more women in your workplace?

      More men.

   b. How could you describe the social interactions in your workplace? Was it rather interactive or individualist? Did people trust each other? Was it easy to make friends? Who with?

Interactive. People trust each other. Easy to make friends with male and female colleagues.

c. Did you get treated differently in workplace because you are women? How did you feel?

I did not get treated differently in workplace.

d. What kind of strategies do you use to break the barrier with your colleagues?

When you are women, you should not fight yourself, know what to do and with the experience you have, you can show you are strong. And also, I get to know new people and try to do jokes, talking about sports so that makes you involving in. Being yourself to break the barrier.

e. How do you adapt yourself to the organization?

By trying to be a part of the organization, having to be one of them…

f. Did you have to adopt a "male behaviour" role to be more convincing?

Yes, sometimes you have to be like cool, way of being like a man.

g. Did you have to adopt any specific "male vocabulary"? E.g. some swear words.

No. It is not my way of doing things.

h. What was your personal dress code?

During the events, we are wearing the same clothes. Smart casual for the meetings.

i. How important was it to use your femininity to achieve necessary information / goals? ("female charm")

Yes, I use my femininity. In some problems, I think the female charm is helping a lot to calming down people and solving it in a better way.

j. How do you think the way you communicate or say things affects other's perception of you?

I have a strong character and talking always in a nice level of volume, not shouting, quite calm but at the same time quite affirmative. I try

to be convincing but at the same time I put myself at the same level of the client and always smiling. The calmer you are, the more affective you are for the others perception.

k. If you showed more/less authoritarian leadership style, how would others perceive you? (your peers, your boss, your subordinates)
It depends on the situation. In the example of the Egypt group, for sure my way of authoritarian leadership style changed...I showed them who is the boss there. But in the relations with my colleagues, I never showed authoritarian style. You have to be able to adapt your leadership, to each situation.

l. What do you think of benevolent (accommodating) leadership? Did you ever apply it in your work?
This is the base of being able to be a leader. I think without that you couldn't be a leader. This is one of the characteristics that you have to adapt.

m. How easy was it to follow the role established in your job description? How often did you have to remind your colleagues of your leading position? Why did you have to do that? How did you affirm your importance?
Quite easy to follow my job description. No, I didn't have to remind my colleagues of my leading position, they accept me.

n. How did you react to the use of sexist language?
I remember that once it happened to me and I said come one stop, try to get talk with this person and try to forward and make them clear what was happened at that moment. This is the way how we need to react, if we hide or shout this won't improve. We should be strong as women.

Knowledge sharing is a set of behaviours that involve the exchange of information or help to others. Knowledge sharing contains an element of reciprocity. It is an example of prosocial organizational behaviour.

10. Why do you think it is important to share knowledge with colleagues?

It is also a basic think to be able to organize the event. Why should I hide my knowledge? One of the most important think besides the communication, to be able to work together as a team.

a. What do you think of your colleagues' willingness to share knowledge with you?

   They are %100 open minded to share knowledge.

b. How willing were YOU to share knowledge with your colleagues? Why?

   Very much. To give and receive.

c. Do you think sharing too much with others leads to weakening your power?

   Sharing knowledge too much doesn't weaken my power.

11. Imagine a male colleague you can trust and share knowledge with. Which qualities does he have?

    If a man is able to listen, to be open minded (to see that I have more knowledge), not thinking he is better… so that I can trust and share my knowledge.

12. Imagine a female colleague you can trust and share knowledge with. Which qualities does she have?

    It's like normal to share with women without thinking but for the man, if he is able to listen you share your knowledge.

13. How do you think the female leadership is perceived in your culture?

    Getting better and better but It needs time still. Developing in a good way. Needs more women in leadership but perceived good in my culture.

14. Recent research shows that women are perceived by others as more effective leaders than men. However, the same women leaders perceive themselves as less effective than men. How do you explain that? How does it work in your case?

    I think that's the nature of women, to be more effective leaders than men. I think sometimes because of the fear, what could men say, what they think about us, makes women perceive themselves as less effective than men. Women still need to be proactive and thinking having the same values as men

and reminding themselves why couldn't I lead the company or events effective like men.

15. However, some studies show that women are perceived as more effective leaders in predominantly female companies and less efficient in other contexts (mixed and mostly male subordinates). Why?

    I think it's sometimes difficult to work only with women. But on the other hand, that's true, you don't feel much pressure of being open in predominantly female companies. I think it's quite difficult to be a leader where specially men, there is always pressuring to receive any critics, sexist comments.

16. Think of a mistake you ever made as a leader. What did your colleagues / subordinates think of you? Or (if no mistake recalled): What would your colleagues / subordinates think of you if you made a mistake?

    I think they support me. Such a good relationship with my colleagues.

    a. How would a man behave in such situation?

       Supportive.

    b. How would your mistake affect your belief in your own skills?

       Mistakes are just part of the life. Mistakes are there for just getting better. In general, in your first mistake, you get really nervous, but I think after some experiences you just see by another way, and try to be positive, getting new experience.

17. (a follow-up to the previous question) Research shows that in predominantly male companies, women leaders' mistakes are easier to forgive than men leaders' mistakes. What do you think?

    Maybe because of the feminine charm. Also, maybe men are more drama making when they do a mistake, hard for them to accept it, and women can accept the mistake and go on.

18. How easy was it for you to ask for feedback on your performance / actions? How did the need for feedback affect your self-esteem?

    I get the feedback when I see a client or the audience happy. I always receive feedback. Make me happy to get good feedback. Motivates me, makes me go on. Affects my self-esteem.

19. How generous was the feedback from your male colleagues? And from your female colleagues?

    I got always positive feedback both my male and female colleagues.

20. What made you keep on working? What made you quit?

    Motivation keep me working and to prove myself my success. Solving the problems during the event and make the event successful also contact with diverse cultures keep me on working.

21. How do you think sports organisations would benefit if 50% of their management were women?

    It depends on each organization, of course how many women you should have and it should be 50%, women can be more organized, in general it should be a good mix, men and women, for being able to catch success.

22. Is there anything you would like to add?

    I am really happy, this interview made me think about. I hope that the society will change step by step because it's sometimes hard to be a woman in the society. But I think we are in a good way.