

# BAM 2023 CONFERENCE

---

**US**  
UNIVERSITY  
OF SUSSEX

BUSINESS  
SCHOOL

**Ozlem Ozdemir**

Regents University

**Jonathan Liu**

University of Wales Trinity St David

**Liam Barnes**

Global Banking School

**Developed Paper  
For  
British Academy of Management  
2023**

**Employee Perceptions of Women as Successors in Family Businesses**

**Abstract**

To ensure business continuation, Family Businesses (FBs) need to have in place succession plans and successor selection processes. The succession debate is one of the most researched areas in FB, but studies have mostly focused on incumbent or successor points of view. Literature suggests employees' perception, acceptance, participation, and influence are significantly in ensuring smooth leadership transition and employee commitment to strategic decisions. Several theories offer explanations for why individuals might prefer to work for a man leader than a woman. However, this article makes a unique contribution to the FB literature by extending the gender preferences that have been developed in the management and the physiological literature to the examination of preferences to work for a woman from the family or outside of the family. It examines how kinship ties, gender, experience, and education in FBs relate to perceptions of female leaders as new successors across 256 employees.

**Word Count;** 6277 (Except, abstract and the references)

**Track;** Entrepreneurship

**Key words;** *Family Business, Employee perception, Succession, Women entrepreneurship.*

**Introduction**

Family Businesses (FB) are vital players of the global economy as they dominate commercial life and represent most of all businesses in around the world. Two of three organisations are family business. In many countries FBs are the main drivers of economic activities.

In FBs, the succession process involves the transfer of business ownership, governance and management (Marques, Bikfalvi and Busquet, 2022) as an ultimate test of success reflected as sustainability in business (Nandi, Singh and Talip, 2019), and it is related to the creation of conditions allowing the continuation of a successful business, which requires displaying entrepreneurship to re-create and develop the company (Gimeno et al., 2010, p.54). However, unfortunately, a high percentage of FBs are not able to continue with lots of reasons and one of the important reasons has been identified as the next generations of family members either do not enter the business or women are not considered as a viable option for the succession.

On successor selection, FB literature shows a strong preference for first-born sons whereas women have been rarely considered serious candidates for leadership in the family business. Family business scholars recognise that fair decision process is paramount in family business success as the family members involvement may create an environment conducive the favouritism (Im and Chen, 2020; Barnett and Kellermanns, 2006) which may lead employees to view their authorities as untrustworthy and biased (Burhan, Leeuwen and Scheepers, 2020). However, the employees are a potential important source of continuity and productivity in

organisations, particularly in FBs as most researcher and practitioners agree on is the importance of employee assessment to succession planning.

A considerable body of research offered the explanation of the preference to work for a woman or a man. Perry, Davis-Blake and Kulik's (1994) gender-based selection theory explains the determinants of gender-based selection decisions with an integrated cognitive and contextual perspectives. However, study mainly focused on the employee selection process and gender-based selection decisions in organisations. Schein et.al.'s (1996) "Think Manager-Think male; A global phenomenon" also revealed that regardless of country context, males and females perceive that successful managers possess characteristics and attitudes more commonly ascribed to men than to women.

Powell and Butterfield (2015) study examine the preference to work for a man or a woman as a boss by considering the respondents' age, education level and experiences. This study also shows that, respondents who had a preference preferred to work for a man than a woman. Additionally, women prefer to work for a female boss over a male boss more than man did, whereas men preferred to work for a male boss over a female boss more than women did. However, such theories do not offer an explanation in a FB concept. Accordingly, we need new theories that explain whether individuals would prefer to work for a female boss from the family or outside of the family by considering the employees' age, family tie, education and experience.

Drawing on empirical material collected through survey with employees of FBs, the key contribution of this study is that it shows the importance of gender, education, and experience of the successors on employees' willingness to accept a woman as a successor and to make this process run smoothly.

## **Literature review**

Succession planning in FBs is considered as a key theme in the literature and the literature also suggest that succession is a course of action that encompasses many activities, such as training of the successor from childhood to adulthood. However, in regard to selecting the successor to ensuring the continuation of any family business, research mainly focus on how families can best prepare a successor who is from the next generation. When considering the importance of the successor selection, preparation of successor is considered as a crucial issue and the family prefers a member of the family's next generation to take over the business. Notwithstanding, family firms often include a number of employees who are also non family members (Burhan, Leeuwen and Scheepers, 2020) and securing non-family employees' commitment and cooperation is difficult if they do not believe that the family business supports them (Carsrud, 2006). Non-family employees', however, also play an important role for the succession and their perceptions need to be examined together with family members.

The employee perception is one of the key components of successful succession -for both the organisation, family and its employees (Dawson, 2012). Therefore, employee assessment should be considered as a significant factor for smooth succession in FBs. Employee assessments that focus on employee values and opinions are an important information source for helping organisations to make significant adjustments like succession. Similarly, Mussolino and Calabrò, 2014; Patricia de Sá Freire, Soares, Nakayama & Spanhol (2010) examined the perceptions of the employees of FBs regarding changes brought about by the company's succession process. They found that, in order to achieve the objectives of the

changes, required a new look at intra-organisational integration to eliminate harmful features of the FB, such as lack of dialogue and unilateral decisions. They also suggest the use of strategies for sharing information and knowledge to pave the way for understanding the entire succession process, overcoming uncertainties and individual resistance. (Cabrera-Suárez, 2005) also discuss this issue, suggesting that poor relations between the successor and the family firm's non-family team can hamper if not prevent successful intra-family succession.

Given the importance attached to a family business relation with non-family members, there have been so few studies on the topic in the literature. The management of the non-family human resources has been examined by the researchers (Carsrud, 2006; Barnett and Kellermanns, 2006; Huynh and Luu, 2021 ), and studies address the perception of fairness, equity and justice by non-family employees in family firms. (Chua, Chrisman and Sharma, 2003; Burhan, Leeuwen and Scheepers, 2020) examined why relationship with non-family managers are so important in family firms by using Agency Theory. Their study showed that concern about relationship with non-family managers is the second biggest concern of family owners after the succession. Mitchell, Morse and Sharma, (2003); Tabor et al., (2018) attempted to demonstrate the extent to which the transacting cognitions expected of non-family employees are more demanding in FBs than in business general. Why individuals, especially non-family members choose employment in FBs over other types of employment opportunities have been studied by Covin (1994) and the central personal characteristics and occupational choice preferences of employees have been studied by (Block, Fisch, Lau, Obschonka and Presse, 2016) . First of all, their study showed that preferences for family firms as employers may vary across countries as they used samples of individuals in 40 countries. More recently, Bormann, Backs and Hoon (2021) examined the bounded nature of nonfamily employees' individual stewardship behaviours in FBs and together with many valuable implications, their study shows that given prevalent gender role expectancies, stewardship culture fosters very different patterns of emotion-driven behaviours for men and women.

Another study (Block et al., 2016) also show that; a preference to work in family firms correlates positively with being female, a positive opinion on entrepreneurship and self-employment intention, while it correlates negatively with length of full-time education, living in an urban area, being manager and entrepreneurship education. People are more resistant to women's influence than to men, not only in FBs. However, non-family employees' resistance to accepting women as a successor have been examined by researchers (Vera and Dean, 2005; Martinez Jimenez, 2009) without considering the gender of employees.

In short, this paper contributes to the literature by providing a new perspective on the employment perceptions for accepting woman as a new leader by considering successors' family tie, experience, education and gender.

### ***Family tie and accepting woman as a successor***

Families are made up of people who have a shared history, experience, some degree of emotional bonding, sets of common goals for the future, and whose activities involve group issues as well as individual concerns (Carsrud, 2006, p.856). These group of people's involvements is accepted the main differences between family and non-family businesses; however, it also makes them a more complex, where family members can be seen in all three circles; ownership, management and family.

FBs are the unique constitutions as the families own, control and manage the business. In such

businesses, the founders aim to continue their legacy via inter family succession by handing over the business to their children. However, although the succession process is a vital process for FBs, unfortunately only approximately one third of FBs survive into the second generation. Moreover, when we look at the FB literature, one of the main reasons of succession rate is seen the inability to ensure successful transfer of ownership and management to the next generation.

Agency theory is a systematic analysis of the relationship between principals and their agents (Greenwood, 2003; Solomon et al., 2021). In the family business context, this theory applies mostly to the relationship between an agent and the owners of a firm as a principle. Even though Agency Theory explains owner and agent relationship of a business, owner and agent become one person in most cases of family businesses (Kuruppuge et al., 2018). As a result of this relationship, the agency relationships in family firms are distinctive because they are embedded in the parent–child relationships found in the household and are characterised by altruism (Schulze et al., 2001, p.473). Altruism is examined as the practice of unselfish concern for the well-being of others and commonly the evidence of nepotism within the FB concept. As a result of altruism, parents tend to offer investment opportunities to their children (Lubatkin et al., 2005), even if they have insufficient skills for international entrepreneurship, and even though hiring the right person is one of the most important functions of human resource management, family members tend to assign their family members to the strategic positions with their businesses (Lubatkin et al., 2005; Kontinen and Ojala, 2010; Mussolino et al., 2019). However, in terms of ownership and management, there is significant evidence that family businesses are quite reluctant to accept non-family ownership (Gottschalck, Guenther and Kellermanns, 2020), as they see hiring non family managers reduces the family’s control of the firm (Welsh, Memili and Kaciak, 2016). Similarly, as noted by (Vera and Dean, 2005; Martinez Jimenez, 2009) along with visibility, leadership and formation of their identities, women compete for power and authority against a third person; non-family managers. In minority-owned family firms, however, the preference for hiring family members may be culturally rooted rather than based on business needs alone (Shinnar, Cho and Rogoff, 2013; Osnes et al., 2019). However, research indicates that family business owners tend to control their business more than anyone in their businesses and they do not trust anyone, especially nonfamily members. Therefore, they do not like to delegate power to someone outside of the family.

Consistent with Agency Theory we offer an initial hypothesis.

***Hypothesis 1a; Family tie is positively associated with accepting woman as a successor and***  
***Hypothesis 1b; Family member employees prefer to work for a woman from the family than***  
***a woman from outside of the family.***

### ***Gender and accepting woman as a successor.***

Although the role of women in society has changed considerably, they are still overlooked by the family and non-family members as a potential leader in FBs. Not only in business, but also within families, the roles and patterns of behaviour are often gender specific (Disuca Cruz, Hamilton, Campopiano and Jack, 2022; Ahrens, Landmann and Woywode, 2015; ).

On the role of gender in the succession process, the literature consistently finds that male offspring are favoured within family firms regardless of suitability (Disuca Cruz et al., 2022; Le Breton-Miller and Miller, 2015; Ozdemir and Harris, 2019; Harris and Ozdemir, 2020; Overbeke, Bilimoria and Perelli, 2013) and focus on sons as successors and their relationship with FB owners/fathers. As examined by Wang (2010) and Martinez Jimenez (2009) in FB succession process daughters are almost always excluded as candidates due to an interaction

of macro (sociocultural attitudes to women) and micro (individual and family) factors. Similarly, (Glover and Reay, 2015; Ozdemir and Harris, 2019) argues that this gender bias in family businesses may stem from broader societal attitudes and cultural expectations of their gendered roles in society. Even in the case of being the oldest child, women felt less visible than their brothers with respect to the choice of succession (Vera and Dean, 2005) although succession is different when there are both brothers and sisters than when the owner has only one descendant (Chantal, Ilse and Roberto, 2014).

According to Role Congruity Theory (RCT) (Eagly and Karau, 2002), the inconsistency between woman and leader roles leads to prejudicial evaluations against women leaders while underlining preference for men. Therefore, women more likely to face with prejudice than man without considering their talent and performance and these prejudice cause disadvantages for females. Several authors examined the employees' gender and its preferences to work for and with the male or female managers. Some studies (Schein et al., 1989; Schein, 2001) show that females have no preferences between a man and a woman to work with. They see women and men as a manager just need to have a certain leadership characteristics and gender of the managers wouldn't be an indicator to be a successful manager. However, the notion of "think manager-think male" (Schein, 1973) shows one of the biggest prejudices by associating being a manager with being a man.

(Ridgeway, 1997)'s seminal work examines employee consideration of gender inequality. According to her, employee likely to show bias toward same-sex others, particularly the "people like me", with the same training, experience and skills. Stoker, van der Velde and Lammers, 2012 explain this tendency by using Bryne's (1971) similar attraction effect and they assert that "people like who are similar to themselves". Hence, women like leaders who have the same gender and share certain characteristics, and men are especially likely to dislike female leadership traits and prefer male leaders in organizations where female managers are rare (Stoker, van der Velde and Lammers, 2012). Similarly, as stated by Schein's (2007) study; studies show to see men are more suitable for the leadership positions as characteristics such as leadership ability, more likely to be held by men than by women. Additionally, according to 2021 Gallup's Employee Engagement Survey conducted December 2001, women slightly more likely than men to prefer a male boss.

Stoker et al., (2012) study also show the preferences of employees. According to their study, although the general stereotype of a manager is masculine, female employees have a stronger preference for female managers. Similarly, more recently, Powell and Butterfield (2013) study show that, when they expressed a preference, women preferred to work for a female boss over a male boss more than men did, whereas men referred to work for a male boss over a female boss more than women did. This study also consistent with Vecchio and Boatwright (2002) study as it asserted that women tend to have a stronger preference for female managers.

Hence, consistent with the Role Congruity theory and the "think manager-think male" prototype we offer an initial hypothesis.

***Hypothesis 2; Female family member employees more easily accept a woman as a successor than men family member employees.***

***The education, experience and accepting woman as a successor.***

Effectiveness of entrepreneurship education is an important debate topic in entrepreneurship research area on whether entrepreneurs are born as an entrepreneurial characteristic, or they can develop entrepreneurial skills. Interestingly, there is no evidence that indicate linkage between education in entrepreneurship and being a successful entrepreneur, however, there is evidence that show a direct relationship between having education in entrepreneurship and intention (Heuer and Kolvereid, 2014; Stirzaker, 2015). In another words, students who graduate from entrepreneurship fields are more likely to be an entrepreneur than those that graduate from other disciplines.

Chantal, Ilse and Roberto, (2014) analysed to what extent women are involved in the actual succession process in family firms and gender differences in terms of capabilities and ambition. They found few differences between male and female successors in the level of education, although female successors are more likely to be university educated than male successors. However, their results show that there is a clear gender difference regarding ownership; men strive more often for full ownership, whereas women opt for shared ownership, even when controlling for relevant variables such as the presence of children (Remery et al., 2014). Similarly, Lee et al. (2016) also find that the socialised gender perspective of the business owner is a key contextual construct. Studies investigating opportunities for women in family businesses reveal instances of (veiled or open) discrimination and present proposals to overcome these obstacles to make better use of women's potential (McAdam, Brophy and Harrison, 202; Lee et al., 2016; Remery et al., 2014).

Business Education in general has been studied broadly but importance of education in family businesses has not been studied widely. Although sons and daughters are equally well educated in FBs, even in management and business, fathers are deeply concerned about whether daughters can effectively manage the demanding tasks associated with the company. Another interesting point is research shows that education is particularly important for non-family business owners, who do not have the luxury of using their family as a safety net and have to rely on other sources of support (Welsh, Memili and Kaciak, 2016; Ozdemir and Harris, 2019; Reay, 2019).

Research also show that, if the successor has proven skills, performance, and experience in leading the organisation, the succession is more likely to be successful (Breton-Miller and Miller, 2016; Thurman et al., 2011), not only for the successor, but also for the business and the family. However, although the number of positions occupied by women in family firms to be greater than in their non-family counterparts, it is less common to find women as CEO or chairs of boards (Maseda, Iturralde, Cooper and Aparicio (2022, p.297). Analysing this stage as the successor development process, research argue that, in addition to education, training, and working experience (Schlepphorst and Moog, 2014; Ozdemir and Harris, 2019) successors need a special set of skills to adopt strategies at appropriate times in the development of the business, the environment, and the organisation (Hoy, 2012; Discua Cruz et al., 2022). Surprisingly, Gallo and Pont (1996) find that the most successful international family firms are those whose successors have education and work experience outside their home country as well as outside their company. Similar to Gallo and Pont (1996), (Dyck *et al.*, 2002) also assert that three characteristics are commonly used to measure successor competence; education, working within a family firm and experience working for another organisation. However, at this point, it should be noted that; as observed by (Ahrens et al., 2015), in their study female family successor seemed to be equipped with higher levels of human capital compared to the selected male family successor. Nevertheless, male family successors are chosen not because of higher human capital levels, but because of the contest rulers' gender preferences in favour male

family heirs. As found out by Ahren et al., (2015) study, male family successors are chosen not because of higher human capital levels but because of the contest rulers' gender preferences in favour male family heirs.

Entering the family business as an employee to gain experience seems natural to all members of the family, with parents giving important practical and psychological support (Constantinidis and Nelson, 2010, p.47). However, at that point, nepotism can be a serious problem in FBs when favouritism is shown to nephews and other relatives by giving them positions because of their relationship rather than their competencies (Royer et al., 2008). This supports the argument that giving to family members reduce the motivation of non-family members and sometimes creates conflict within family members. As, nepotism is defined as an individual's attainment of recruitment, promotion, provision of more favourable working conditions or similar advantages irrespective of their knowledge, abilities, skills, educational level, and experience, but owing to their kinship ties (Liu, Eubanks and Chater, 2015), assigning family members without their capabilities or choosing the successor without considering his/her experience and capabilities increase the tension in family firms. Not always, but, study show that, in some cultures, nepotism play an important role for the successor selection. This is based on the view that the business is family property and will remain in the family (Gupta and Levenburg, 2012).

However, although all employees in both family and non-family firms may form perceptions about the fairness of the treatment that they experience within their organisations, family involvement and influence in family firms can have unique effects on the fairness of these firms' human resource (HR) practices as they relate to non-family employees (Barnett and Kellermanns, 2006, p.838). Frequently, a non-family member employee may feel insecure and threatened by the owner's children, especially if they feel the she-or he is not suitable for this new leadership position. Even though the importance of experience within or outside of FOBs have been extensively examined in family business literature (Royer et al., 2008), opposite of Royer (Jalal and Prezas, 2012) examines CEO succession when the new CEO is hired from outside the firm. They concentrated on two different types of incoming outsider succession; those hired from the same industry and those hired from a different industry. Very interestingly, results show that; although firms that announce CEO-hires from within their industry receive a better market reaction and have better stock performance in the post-succession year, in later years it is firms hiring from outside their industry that exhibit better stock performance.

Hence, we offer an initial hypothesis.

***Hypothesis 3. Employees prefer to work with a woman who has an experience rather than who has a great level of education.***

### **Method, sample size and data collection**

The major contribution of the current study is that it includes the perspectives of the FB employees to analyse Turkish FB succession processes and employees' assumption against women successors. Data were collected between 2014 to 2020. Data on employee perception were collected from public official filings at the Turkish Young Businessmen Association (GYIAD). Such filings represent the definitive source of information for FBs and daughters as successors. All the ownership, governance characteristics, and ownership structures were examined together with GYIAD general secretariat. In doing so, certain family related actors for this research were identified. FBs were selected that still employed the owner's daughter in

the business, whether there was an existing succession process, and the researchers had no connection any of the families which took part in this study.

The sample consist of the responses of 252 employees of family businesses based in Turkey which collected through questionnaire and this study focuses on quantitative approach. A total of 254 family and non-family member employees, representing 19 family businesses, were surveyed. The questionnaire contained measures of family tie, work experience as well as several demographic questions. The questionnaire as developed in two phases. A self-developed questionnaire by the authors was distributed to employees who work in FBs, and the final realised sample included a total of 252 usable survey. The sample size included both male and female employees. The sample size is greater than 30 and below 500 is considered as suitable (Wright&Crimp, 1995) and the current sample size is 252. The questionnaire assessed two constructs using a 10-item scale. First part of items rated on a 5-point Likert Scale ranging from 1=strongly disagree to 5=agree. In second part, employees have been asked their preferences between two options. Demographic information, which included gender, education, experience, and family tie were also collected through the survey. The pilot study was conducted before circulating the questionnaire and the data analysis performed through SPSS. To make sure credibility and validity, demographic check has been conducted to ensure that right participants were approached. The participation was voluntary, and the confidentiality was retained during the study.

## Results

| <b>Demographic variables</b> |     |
|------------------------------|-----|
| <b>Gender</b>                |     |
| Female                       | 51% |
| <b>Family Tie</b>            |     |
| Non-Family                   | 77% |
| <b>Age</b>                   |     |
| 20-39 years                  | 57% |
| <b>Experience</b>            |     |
| 5-10 years                   | 35% |
| <b>Education</b>             |     |
| University                   | 55% |

*Table 1. Descriptive variables*

As mentioned in the above table, it is evident that female representation is 51% and when considering the family tie, 77% are from non-family ties. When considering the age, 57% of the respondents belongs to 20-29 years and have experience (35%) with 4-10 years with university education (55%).

The correlation analysis was used to understand the relation with the variables.

| <b>Correlation variables</b>        | <b>Pearson correlation</b> | <b>Sig value</b> | <b>Results</b> | <b>Interpretation</b> |
|-------------------------------------|----------------------------|------------------|----------------|-----------------------|
| Family Tie & woman as the successor | 0.186**                    | 0.003            | $P < \alpha$   | Significant           |

|                                                  |          |       |              |                 |
|--------------------------------------------------|----------|-------|--------------|-----------------|
| Family Tie & acceptance of woman from the family | 0.050    | 0.433 | $P > \alpha$ | No significance |
| Experience & Preference to work with woman       | 0.291**  | 0.000 | $P < \alpha$ | Significant     |
| Experience & Preference to work                  | -0.227** | 0.000 | $P < \alpha$ | Significant     |

Table 2. Correlation between variables of interest

From the above table, it is evident that family tie and considering women as a successor has significant relation ( $P < \alpha$ , 0.003). Thus, it can conclude that there is a positive relation between family tie and accepting woman as a successor. Hence hypothesis 1a cannot be rejected. When considering family tie and the employees prefer to work for a woman from the family, there is no significant relation ( $P > \alpha$ , 0.570). From this it is evident that there is no relation between family tie and the employees prefer to work for a woman from the family. Hence hypothesis 1b needs to be rejected. Regards to experience and preference to work, there is a significant relation ( $P < \alpha$ , 0.000). It can be concluded that employees prefer to work with a woman who has experience than who is educated. Hence Hypothesis 3 cannot be rejected. Considering experience and preference to work, there is a significant relation ( $P < \alpha$ , 0.000). Thus, it can conclude that employees prefer to work with a woman who has an experience in their family business than outside of their family business. Thus, hypothesis 4 cannot be rejected.

After the correlation analysis, regression was carried between the variables of interest. Regression analysis was carried out to check the variations in the predictors (Nair et al, 2021). The below Regression analysis was carried between the family tie and accepting woman as the successor.

| Model Summary <sup>b</sup> |                   |          |                   |                            |               |
|----------------------------|-------------------|----------|-------------------|----------------------------|---------------|
| Model                      | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1                          | .186 <sup>a</sup> | .035     | .031              | 2.10291                    | 1.166         |

a. Predictors: (Constant), Family Tie  
b. Dependent Variable: Total\_sum\_1

Table 3. Model Summary for Regression analysis between family tie and accepting woman as the successor

When considering Model summary (Table 3), R- Square is 0.035. From this, it can understand that 3.5% of the variance is accountant for accepting woman as the successor by the Family Tie. Considering Durbin-Watson value 1.166, accepting woman as the successor has a positive autocorrelation with Family Tie. As per Durbin & Watson the value nearing 0 (below 2) is considered as positive autocorrelation and value towards 4 (over 2) is considered as negative autocorrelation.

| ANOVA <sup>a</sup> |            |                |     |             |       |                   |
|--------------------|------------|----------------|-----|-------------|-------|-------------------|
| Model              |            | Sum of Squares | df  | Mean Square | F     | Sig.              |
| 1                  | Regression | 39.689         | 1   | 39.689      | 8.975 | .003 <sup>b</sup> |
|                    | Residual   | 1105.561       | 250 | 4.422       |       |                   |
|                    | Total      | 1145.250       | 251 |             |       |                   |

a. Dependent Variable: Total\_sum\_1

b. Predictors: (Constant), Family Tie

Table 4. ANOVA analysis of Family Tie and Accepting woman as the successor

From the ANOVA (Table 4) it can conclude that the model is significant for family tie and accepting woman as the successor ( $p < \alpha$ , Sig value- 0.003).

| Model Summary <sup>b</sup> |                   |          |                   |                            |               |
|----------------------------|-------------------|----------|-------------------|----------------------------|---------------|
| Model                      | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1                          | .050 <sup>a</sup> | .002     | -.002             | .71744                     | 1.588         |

a. Predictors: (Constant), Gender

b. Dependent Variable: Total\_sum\_2

Table 5. Model Summary for Regression analysis between gender and acceptance of woman from the family

When considering Model summary (Table 5), R- Square is 0.002. From this, it can understand that 0.2% of the variance is accountant for accepting woman from the family by female family member employees. Considering Durbin-Watson value 1.588, accepting woman from the family has a positive autocorrelation by female family member employees.

| ANOVA <sup>a</sup> |            |                |     |             |      |                   |
|--------------------|------------|----------------|-----|-------------|------|-------------------|
| Model              |            | Sum of Squares | df  | Mean Square | F    | Sig.              |
| 1                  | Regression | .317           | 1   | .317        | .617 | .433 <sup>b</sup> |
|                    | Residual   | 128.679        | 250 | .515        |      |                   |
|                    | Total      | 128.996        | 251 |             |      |                   |

a. Dependent Variable: Total\_sum\_2

b. Predictors: (Constant), Gender

Table 6. ANOVA analysis of accepting woman from the family by the female family members

From the ANOVA Table 6, it can conclude that the model is not significant for accepting woman from the family by the female family members ( $p > \alpha$ , Sig value- 0.433).

| Model Summary <sup>b</sup> |                   |          |                   |                            |               |
|----------------------------|-------------------|----------|-------------------|----------------------------|---------------|
| Model                      | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1                          | .475 <sup>a</sup> | .226     | .223              | 1.10755                    | 1.448         |

a. Predictors: (Constant), Education  
b. Dependent Variable: Total\_sum3

Table 7. Model Summary for Regression analysis of experience and employees prefer to work with a woman

When considering Model summary (Table 7), R- Square is 0.226. From this, it can understand that 22.6% of the variance is accountant for employees prefer to work with a woman and the experience. Considering Durbin-Watson value 1.448, employees prefer to work with a woman has a positive autocorrelation with the experience.

| ANOVA <sup>a</sup> |            |                |     |             |        |                   |
|--------------------|------------|----------------|-----|-------------|--------|-------------------|
| Model              |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
| 1                  | Regression | 89.567         | 1   | 89.567      | 73.016 | .000 <sup>b</sup> |
|                    | Residual   | 306.667        | 250 | 1.227       |        |                   |
|                    | Total      | 396.234        | 251 |             |        |                   |

a. Dependent Variable: Total\_sum3  
b. Predictors: (Constant), Education

Table 8. ANOVA analysis of experience and employees prefer to work with a woman

From the ANOVA (Table 8) it can conclude that the model is significant for the employees prefer to work with a woman by the experience of the employees ( $p < \alpha$ , Sig value- 0.000).

| Model Summary <sup>b</sup> |                   |          |                   |                            |               |
|----------------------------|-------------------|----------|-------------------|----------------------------|---------------|
| Model                      | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1                          | .227 <sup>a</sup> | .051     | .048              | .70420                     | 1.596         |

a. Predictors: (Constant), Experience  
b. Dependent Variable: Total\_sum\_4

Table 9. Model Summary for Regression analysis of experience and preference to work

When considering Model summary (Table 9), R- Square is 0.051. From this, it can understand that 5.1% of the variance is accountant for experience and preference to work. Considering

Durbin-Watson value 1.596, employees' preference to work has a positive autocorrelation with experience.

| ANOVA <sup>a</sup> |            |                |     |             |        |                   |
|--------------------|------------|----------------|-----|-------------|--------|-------------------|
| Model              |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
| 1                  | Regression | 6.705          | 1   | 6.705       | 13.521 | .000 <sup>b</sup> |
|                    | Residual   | 123.974        | 250 | .496        |        |                   |
|                    | Total      | 130.679        | 251 |             |        |                   |

a. Dependent Variable: Total\_sum\_4  
b. Predictors: (Constant), Experience

*Table 10. ANOVA analysis of experience and preference to work*

From the ANOVA (Table 10) it can conclude that the model is significant for the employee's preference to work by the experience of the employees ( $p < \alpha$ , Sig value- 0.000).

From the above regression analysis, the relation between family tie and woman as a successor, the Durbin-Watson value is 1.594, which concludes that there is an autocorrelation between the two variables. The R square is 0.005, it can understand that 0.05% of the variance is accountant for woman as the successor by the family tie. Also, when considering the significance, the model is not significant ( $p > \alpha$ , 0.288). When considering family tie and the employees prefer to work for a woman from the family, the Durbin- Watson value is 1.540, which concludes that there is an autocorrelation between the two variables. The R square is 0.001, it can understand that 0.01% of the variance is accountant for woman from the family by the family tie. In the case of significance, it is not significant ( $p > \alpha$ , 0.570). In the case of gender and considering woman as the successor, the Durbin-Watson value is 1.451, so there is an autocorrelation between the variables. The R square is 0.008, it can understand that 0.08% of the variance is accountant for woman as the successor by the gender. The significance between the variables is not significant ( $p > \alpha$ , 0.163). When considering the education level and acceptance of woman, the Durbin-Watson value is 1.448 which means there is an autocorrelation and the there is a significant relation ( $p < \alpha$ , 0.000). The R square is 0.226, it can understand that 22.6% of the variance is accountant for acceptance of woman by the education.

## Findings and discussion

In this research study, the majority of the 252 respondents were non-Family members (86.5%) and 63.9 between the ages of 20-39. Approximately, two-thirds of the respondents were working 5-10 years in their FBs. A total of 70.2% respondents graduated from the university, together with 8.3% graduated universities abroad.

In this article we attempt to provide a conceptual framework that addresses two important questions in FBs; To what extent the education, experience and family tie influence the perception of employees in order to accept a woman as a new successor?

In this study, we offer an initial hypothesis by consistent with Agency Theory. Even though the Agency Theory mainly analyse the relationship between the owner and the managers, due

the nature of FBs, owner-manager relationships can be embedded in parent-child relationship. Therefore, the owner may easily consider their children as an agent. Moreover, Agency Theory posits that family owner-management promotes communication and cooperation within the family (Schulze et al., 2001). On the items pertaining to how employees perceive a woman management in their FBs, first examination has been conducted by examining the family tie. We asserted that, family tie is positively associated with accepting woman as a successor. According to results, family members do not have a problem to work with a woman. As can be seen on the findings, there is a positive relation between family tie and accepting woman as a successor. However, interestingly, there is no significant relationship between family tie and the employees prefer to work for a woman from the family. In terms of ownership and management, previous studies, mainly consistent with Agency Theory, stressed the importance of the family tie, especially for the succession selection. As a result of altruism, family members tend to offer the new leading position to their children. However, interestingly, when considering family tie and the employees prefer to work for a woman from the family, there is no significant relation. From this it is evident that there is no relation between family tie and the employees' preference to work for a woman from the family.

Several authors examined the employees' gender and its preferences to work for and with the male or female managers. Even though very few studies showed that is no preferences between a woman and a man to work with and they just need to have some certain characteristics, the Role Congruity Theory underlines the preferences for men and sees men are more suitable for the leaderships position. Schein's (1973) "think manager-think male" notion shows the biggest bias against the woman managers. However, research also assert that employee likely to show a bias toward same-sex others. In terms of family forms context, previous research revealed that family firm CEO predecessors gender preferences for male family successors, which observes a prioritising of sons over daughters (Ahrens et al., 2015; Discua Cruz et al., 2022). However, there is no research examined the employee perceptions towards the female successors. Hence, after evaluating previous research, we asserted that female family member employees more easily accept a woman as a successor than men family member employees. According to results, this study shows that accepting woman from the family has a positive autocorrelation by female family member employees. Moreover, when considering Model Summary (Table 5.) accepting woman from the family has a positive autocorrelation by female family member employees which supports the Role Congruity Theory.

Regards to experience and the education, effectiveness of the education is an important debate topic in business and management literature. However, unfortunately, in FB context, even though sons and daughters are equally well educated, boys are almost always preferred for the leadership position over daughters. This preference can be seen because of "Nepotism" which creates demotivation and disturbance between the non-family employees. Even though the importance of experience has been examined in FB literature, in this article we attempted to shed light on this issue by discussing the women experience and education specifically. Regards to experience and preference to work, there is a significant relationship has been found. Additionally, the employees prefer to work for a woman who has an experience in their FB than outside of their FB.

## **Conclusion and suggestion for future studies**

While the women presence in workplaces is increasing, women are still underrepresented in FBs. However, according to UK Family Business Sector Report (2021), family SMEs are more

likely to have female leaders than non-family firms -81.2 % of family SMEs, compared to 52.6 % of non-family SMEs. Similarly, Global Entrepreneurship Monitor (GEM) 2020 report indicates that there are three economies (Saudi Arabia, Qatar and Madagascar) in which the female rate exceeds the male rate. Although women tend to enhance their presence in FBs, unfortunately 31% of global family businesses have women on board and 18% of current family business leaders are female.

In this paper, we aim to contribute to the literature by providing a new perspective on the employment perceptions in FBs for accepting woman as a new leader by considering family tie, experience, education and gender.

In this study correlation is used to determine to answer of this question; “Is there any relation of gender, education, experience, family tie and accepting daughter as a successor in FBs between employees or not?”. The findings which are acquired from family and non-family member employees and when it is analysed, a significant relation can be seen. As the body of academic research suggests, gender status beliefs affect women’s presence in workplaces, not only FBs, but also in business life. However, this study shows that the experience also critical factors for employees as well as for women presence in FBs. Even though the literature repeatedly indicate that the family members easily accept woman as a successor rather than non-family members, our results, interestingly show that, other variables like the experience can be the determinant factors for family members’ assumption.

Unfortunately, as it was repeatedly found out by the previous studies (Miller et al., 2003; Wang, 2010; Soost and Moog, 2021) family member male successors are still favoured. However, according to our results, educated employees, both from the family or not, less consider the family tie or gender of the new successor and they are open to work with someone professional and educated. At that point, extending the meaning of education can be considered the limitation of this study and the suggestion of the future studies. Education has been examined in family business literature for both the education in schools and the industry relevant education. Therefore, future studies may ask the importance of the education for the successor selection by separating the formal education and the industry relevant education. Similar to the previous research, our study reveal that female employees do prefer to work with female leaders.

Previous research (Miller et al., 2013; Sharma et al., 2013; De Massis, Kotlar and Manelli, 2021) examined the training within the family business or from outside the family business and revealed the importance of acquiring relevant education. In this study, we further showed that the employees want to work with someone who has an experience within their FBs. Further, experience is more important than education for employees. Furthermore, we acknowledge that the study has not been capture the industry and industry specific gender stereotypes, thus, it would be interesting for future research to investigate the industry and its effect on the gender stereotype.

## References

Ahrens, J. P., Landmann, A. and Woywode, M. (2015) ‘Gender preferences in the CEO successions of family firms: Family characteristics and human capital of the successor’, *Journal of Family Business Strategy*. Elsevier Ltd, 6(2), pp. 86–103.

Barnett, T. and Kellermanns, F. W. (2006) 'Are we family and are we treated as family? Nonfamily employees' perceptions of justice in the family firm', *Entrepreneurship: Theory and Practice*, 30(6), pp. 837–854.

Bormann, K. C., Backs, S., & Hoon, C. (2021). What Makes Nonfamily Employees Act as Good Stewards? Emotions and the Moderating Roles of Stewardship Culture and Gender Roles in Family Firms. *Family Business Review*, 34(3), 251–269.

Le Breton-Miller, I. and Miller, D. (2015) 'The Arts and Family Business: Linking Family Business Resources and Performance to Industry Characteristics', *Entrepreneurship: Theory and Practice*, 39(6), pp. 1349–1370.

Breton-Miller, I. Le and Miller, D. (2016) 'Family firms and practices of sustainability: A contingency view', *Journal of Family Business Strategy*. Elsevier Ltd, 7(1), pp. 26–33.

Burhan, O. K., van Leeuwen, E., & Scheepers, D. (2020). On the hiring of kin in organizations: Perceived nepotism and its implications for fairness perceptions and the willingness to join an organization. *Organizational Behavior and Human Decision Processes*, 161, 34–48.

Cabrera-Suárez, K. (2005) 'Leadership transfer and the successor's development in the family firm', *Leadership Quarterly*, 16(1), pp. 71–96.

Carsrud, A. L. (2006) 'Commentary: "Are we family and are we treated as family? Nonfamily employees"' perceptions of justice in the family firm": It all depends on perceptions of family, fairness, equity, and justice"', *Entrepreneurship: Theory and Practice*, 30(6), pp. 855–860.

Chantal, R., Ilse, M. and Roberto, H. F. (2014) 'Successors in Dutch family businesses: gender differences', *Journal of Family Business Management*. Emerald Group Publishing Limited, 4(1), pp. 79–91.

Chua, J. H., Chrisman, J. J. and Sharma, P. (2003) 'Succession and Nonsuccession Concerns of Family Firms and Agency Relationship with Nonfamily Managers', *Family Business Review*, 16(2), pp. 89–107.

Constantinidis, C. and Nelson, T. (2010) 'Integrating Succession and Gender Issues from the Perspective of the Daughter of Family Enterprise: A Cross-National Investigation', *Management international*, 14(1), pp. 43–54.

Covin, T.J. (1994) 'Perceptions of Family-Owned Firms: The Impact of Gender and Educational Level', *Journal of Small Business Management*, 32(3), pp. 29–39.

Dawson, A. (2012) 'Human capital in family businesses: Focusing on the individual level', *Journal of Family Business Strategy*. Elsevier Ltd, 3(1), pp. 3–11.

De Massis, A., Kotlar, J., & Manelli, L. (2021). Family Firms, Family Boundary Organizations, and the Family-Related Organizational Ecosystem. *Family Business Review*, 34(4), 350–364.

Discua Cruz, A. *et al.* (2022) 'Women's entrepreneurial stewardship: The contribution of women to family business continuity in rural areas of Honduras', *Journal of Family Business Strategy* [Preprint]. doi:10.1016/j.jfbs.2022.100505.

Dyck, B. et al. (2002) 'Passing the baton: The importance of sequence, timing, technique and communication in executive succession', *Journal of Business Venturing*, 17(2), pp. 143–162.

Eagly, A. H. and Karau, S. J. (2002) 'Role congruity theory of prejudice toward female leaders', *Psychological Review*, 109(3), pp. 573–598.

Gallo, M. A. and Pont, C. (1996) 'Important factors in family business internationalization', *Family Business Review*, 9(1), pp. 45–59..

Gimeno, A., Baulenas, G. and Coma-Cros, J. (2010) *Family business models : practical solutions for the family business*. Palgrave Macmillan.

Glover, J. L. and Reay, T. (2015) 'Sustaining the Family Business With Minimal Financial Rewards: How Do Family Farms Continue?', *Family Business Review*, 28(2), pp. 163–177.

Gottschalk, P. and Astring, C. (2020) 'Entitled to Embezzlement? The Case of Successful Executives Working for Rich Heirs', *Deviant Behavior*, 41(3), pp. 269–277.

Greenwood, R. (2003) 'Commentary on: "Toward a theory of agency and altruism in family firms"', *Journal of Business Venturing*, 18(4), pp. 491–494.

Gupta, V. and Levenburg, N. (2012) 'Cultures, ideologies and family businesses', *Journal of Family Business Management*, 2(1), pp. 57–75.

Harris, P. and Ozdemir, O. (2020) 'Turkish delight a public affairs study on family business: The influence of owners in the entrepreneurship orientation of family-owned businesses', *Journal of Public Affairs*, 20, p. e2082.

Heuer, A. and Kolvereid, L. (2014) 'Education in entrepreneurship and the theory of planned behaviour', *European Journal of Training and Development*, 38(6), pp. 506–523.

Hoy, F. (2012) Book Review: Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability, and Family Leadership, *Family Business Review*.

Huynh Thi Thuy Giang, & Luu Tien Dung. (2021). Transformational leadership and non-family employee intrapreneurial behaviour in family-owned firms: the mediating role of adaptive culture and psychological empowerment. *Leadership & Organization Development Journal*, 42(8), 1185–1205.

Im, H., & Chen, C. (2020). Cultural dimensions as correlates of favoritism and the mediating role of trust. *Cross Cultural & Strategic Management*, 27(3), 417–445.

Jalal, A. M. and Prezas, A. P. (2012) 'Outsider CEO succession and firm performance', *Journal of Economics and Business*. Elsevier Inc., 64(6), pp. 399–426.

Kontinen, T. and Ojala, A. (2010) 'The internationalization of family businesses: A review of extant research', *Journal of Family Business Strategy*. Elsevier Ltd, 1(2), pp. 97–107.

Kuruppuge, R. H. et al. (2018) 'Demographic, Individual, Job Diversities and Knowledge Sharing: A Study of Enterprising Family Businesses', *Foundations of Management*, 10(1), pp. 271–282.

Lee, S. H., Phan, P. H. and Ding, H. bin (2016) 'A theory of family employee involvement during resource paucity', *Journal of Family Business Strategy*. Elsevier Ltd, 7(3), pp. 160–166.

Liu, C., Eubanks, D. L. and Chater, N. (2015) 'The weakness of strong ties: Sampling bias, social ties, and nepotism in family business succession', *Leadership Quarterly*, 26(3).

Lubatkin, M. H. et al. (2005) 'The effects of parental altruism on the governance of family-managed firms', *Journal of Organizational Behavior*, 26(3), pp. 313–330.

Marques, P., Bikfalvi, A., & Busquet, F. (2022). A Family Imprinting Approach to Nurturing Willing Successors: Evidence From Centennial Family Firms. *Family Business Review*, 1.

Martinez Jimenez, R. (2009) 'Research on Women in Family Firms', *Family Business Review*, 22(1), pp. 53–64.

Maseda, A. et al. (2022) 'Mapping women's involvement in family firms: A review based on bibliographic coupling analysis', *International Journal of Management Reviews*, 24(2), pp. 279–305. doi:10.1111/ijmr.12278.

McAdam, M., Brophy, M. and Harrison, R.T. (2021) 'Anointed or appointed? Father–daughter succession within the family business', *International Small Business Journal: Researching Entrepreneurship*, 39(6), pp. 576–600. doi:10.1177/0266242620948349.

Miller, D., Steier, L. and Le Breton-Miller, I. (2003) 'Lost in time: Intergenerational succession, change, and failure in family business', *Journal of Business Venturing*, 18(4), pp. 513–531.

Mitchell, R. K., Morse, E. A. and Sharma, P. (2003) 'The transacting cognitions of nonfamily employees in the family businesses setting', *Journal of Business Venturing*, 18(4), pp. 533–551.

Mussolino, D. et al. (2019) 'Daughters' self-positioning in family business succession: A narrative inquiry', *Journal of Family Business Strategy*. Elsevier, 10(2), pp. 72–86.

Mussolino, D. and Calabrò, A. (2014) 'Paternalistic leadership in family firms: Types and implications for intergenerational succession', *Journal of Family Business Strategy*, 5(2), pp. 197–210.

Nair, S. L. S., Aston, J., & Kozlovski, E. (2021). The impact of organisational culture on occupational stress: Comparison of the SME IT sectors in India and the UK. *Business & Management Studies: An International Journal*, 9(2), 503–512. doi:10.15295/bmij.v9i2.1791

Nandi, R., Singh, G., & Talib, P. (2019). Succession in Family Business: Sharing the Cognitive Map. *Paradigm (09718907)*, 23(1), 53–69.

Osnes, G. et al. (2019) 'Strategic plurality in intergenerational hand-over : Incubation and succession strategies in family ownership', *Journal of Family Business Management*, 9(2), pp. 149–174. doi:10.1108/JFBM-06-2018-0018.

Overbeke, K. K., Bilimoria, D. and Perelli, S. (2013) 'The dearth of daughter successors in

family businesses: Gendered norms, blindness to possibility, and invisibility', *Journal of Family Business Strategy*, Elsevier Ltd, 4(3), pp. 201–212. doi: 10.1016/j.jfbs.2013.07.002.

Ozdemir, O. and Harris, P. (2019) 'Primogeniture in Turkish Family Owned Businesses: An Examination of Daughter Succession, the Impact of National Culture on Gendered Norms and Leadership Challenge International Journal of Family Business and Management', *International Journal of Family Business and Management*, 3(2), pp. 1–18.

Patricia de Sá Freire *et al.* (2010) 'Vital causes of integration problems in merger and acquisitions operations Causas essenciais dos problemas de integração em operações de fusões e aquisições (F&A)', *Revista Eletrônica de Estratégia e Negócios*, 3(1), pp. 1–27.

Perry, E.L. and Davis-Blake, A. (1994) 'Explaining Gender-Based Selection Decisions: A Synthesis of Contextual and Cognitive Approaches', *Academy of Management Review*, 19(4), pp. 786–820. doi:10.5465/AMR.1994.9412190219.

Powell, G.N. and Butterfield, D.A. (2013) 'Sex, gender, and aspirations to top management: Who's opting out? Who's opting in?', *Journal of Vocational Behavior*, 82(1), pp. 30–36. doi:10.1016/j.jvb.2012.11.003.

Powell, G.N. and Anthony Butterfield, D. (2015) 'The preference to work for a man or a woman: A matter of sex and gender?', *Journal of Vocational Behavior*, 86, pp. 28–37. doi:10.1016/j.jvb.2014.10.002.

Remery, C., Matser, I. and Flören, R.H. (2014) 'Successors in Dutch family businesses: gender differences', *Journal of Family Business Management*, 4(1), pp. 79–91. doi:10.1108/JFBM-09-2013-0021.

Ridgeway, C. L. (1997) 'Interaction and the conservation of gender inequality: Considering employment', *American Sociological Review*, 62(2), pp. 218–235. doi: 10.2307/2657301.

Royer, S. *et al.* (2008) 'Promoting family: A contingency model of family business succession', *Family Business Review*, 21(1), pp. 15–30.

Schein, E. H. (1971). The Individual, the Organization, and the Career: A Conceptual Scheme. *The Journal of Applied Behavioral Science*, 7(4), 401–426. <https://doi.org/10.1177/002188637100700401>

Schein, V.E., Mueller, R. and Jacobson, C. (1989) 'The Relationship Between Sex Role Stereotypes and Requisite Management Characteristics Among College Students', *Sex Roles*, 20(1–2), pp. 103–110. doi:10.1007/BF00288030.

Schein, V.E. *et al.* (1996) 'Think Manager -- Think Male: A Global Phenomenon?', *Journal of Organizational Behavior*, 17(1), pp. 33–41.

Schein, V. E. (2001). A global look at psychological barriers to women's progress in management. *Journal of Social Issues*, 57(4), 675–688. <https://doi.org/10.1111/0022-4537.00235>

Schein, V.E. (2007) 'Women in management reflections and projections', *Women in Management Review*, 22(1), pp. 6–18. doi:10.1108/09649420710726193.

Schlepphorst, S. and Moog, P. (2014) 'Left in the dark: Family successors' requirement profiles in the family business succession process', *Journal of Family Business Strategy*, 5(4), pp. 358–371. doi:10.1016/j.jfbs.2014.08.004.

Schulze, W. S. et al. (2001) 'Agency Relationships in Family Firms: Theory and Evidence', *Organization Science*, 12(2), pp. 99–116. doi: 10.1287/orsc.12.2.99.10114.

Sharma, P. et al. (2013) 'Analyzing Family Business Cases: Tools and Techniques', *Case Research Journal*, 33(2), pp. 1–20.

Shinnar, R. S., Cho, S. and Rogoff, E. G. (2013) 'Outcomes of family involvement in minority owned family businesses', *Journal of Family Business Strategy*, Elsevier Ltd, 4(1), pp. 22–33. doi: 10.1016/j.jfbs.2012.12.001.

Solomon, S.J. et al. (2021) 'Agency theory and entrepreneurship: A cross-country analysis', *Journal of Business Research*, 122, pp. 466–476. doi:10.1016/j.jbusres.2020.09.003.

Sonfield, M. C. and Lussier, R. N. (2016) 'Publisher ' s notice regarding the unauthorized and unattributed use of this article Firms : A Comparison', *Family Business Review*, XVII(3).

Soost, C., & Moog, P. (2021). Gender and organizational performance in business succession. *Journal of Small Business & Entrepreneurship*, 33(1), 93–122.

Stirzaker, L. G. R. (2015) 'Entrepreneurship and Business Growth', *Introducing Management in a Global Context*, (April). doi: 10.23912/978-1-910158-47-0-2793.

Stoker, J. I., van der Velde, M. and Lammers, J. (2012) 'Factors Relating to Managerial Stereotypes: The Role of Gender of the Employee and the Manager and Management Gender Ratio', *Journal of Business and Psychology*, 27(1), pp. 31–42. doi: 10.1007/s10869-011-9210-0.

Tabor, W. et al. (2018) 'Nonfamily Members in Family Firms: A Review and Future Research Agenda', *Family Business Review*, 31(1), pp. 54–79. doi: 10.1177/0894486517734683.

Vecchio, R.P. and Boatwright, K.J. (2002) 'Preferences for idealized styles of supervision', *The Leadership Quarterly*, 13(4), pp. 327–342. doi:10.1016/S1048-9843(02)00118-2.

Vera, C. F. and Dean, M. A. (2005) 'An examination of the challenges daughters face in family business succession', *Family Business Review*, 18(4), pp. 321–345. doi: 10.1111/j.1741-6248.2005.00051.x.

Wang, C. (2010) 'Daughter Exclusion in Family Business Succession: A Review of the Literature', *Journal of Family and Economic Issues*, 31(4), pp. 475–484. doi: 10.1007/s10834-010-9230-3.

Welsh, D. H. B., Memili, E. and Kaciak, E. (2016) 'An empirical analysis of the impact of family moral support on Turkish women entrepreneurs', *Journal of Innovation and Knowledge*, 1(1), pp. 3–12. doi: 10.1016/j.jik.2016.01.012.

Wright, L.T. and Crimp, M. (1995) *Marketing research process*. Prentice-Hall.

