

A Systematic Review of Gender-Based Research in Family Businesses

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ABSTRACT This review paper delves into the intersectionality of gender and management within the unique context of family businesses. Acknowledging how family businesses are susceptible to gender-related challenges embedded within societal norms, our analysis delves into the temporal and regional dimensions of this discourse. Through a meticulous analysis encompassing 98 peer-reviewed empirical journal articles spanning from 1992 to 2022, it unveils a rich tapestry of gender dynamics within family firms across generational stages - from first to third and beyond. Its focal point lies in charting the historical trajectory of women's involvement in family enterprises, dissecting the multifaceted drivers shaping their engagement across diverse cultural and national landscapes. The findings culminate in a comprehensive framework that not only synthesizes current knowledge but also identifies potential avenues for future research in this field, aiming to enhance understanding and foster more inclusive practices in family business management.

Keywords: gender dynamics, family business management, succession planning, temporal and regional contexts, generations

Track: gender in management

Word Count: 9288 (excluding references and appendix)

Introduction

Family-owned businesses, representing approximately 70%-95% of all companies worldwide, play a crucial role in the global economy, contributing an estimated 70% to the global GDP (Russell Reynolds Associates, 2019). Their economic significance is further underscored by estimates that family businesses account for over 70 percent of the worldwide gross domestic product (De Massis et al., 2018). These enterprises have historically been pivotal in fostering job creation and entrepreneurship. To survive and prosper across generations, family businesses need to display openness in breaking glass ceilings and actively embrace gender diversity in the ownership and governance as the family and business evolve (Samara et al., 2019; Songini and Gnan, 2014).

Gender diversity in the context of family businesses primarily manifests through the increased involvement of women in various business roles. Women's participation and engagement bring diverse skill sets and perspectives, enhancing creativity, fostering resilience, and facilitating adaptation to changing market dynamics, which significantly contributes to the dynamic evolution of these enterprises (Amore et al., 2014; Poletti-Hughes and Martínez García, 2022; García-Meca et al., 2022; Aribi et al., 2018; Loukil et al., 2020; Bauweraerts et al., 2022). Embracing gender diversity within family businesses involves different strategic levels, such as employment at lower levels and ownership and leadership at upper echelon levels. Historically, European family businesses have welcomed women's formal involvement as part of the labour force (Marceau, 1989). At higher strategic levels, gender diversity involves women setting up businesses as entrepreneurs or co-preneurs, sitting on corporate boards, having a voice or voting rights in business decisions, and taking on formal roles responsible for management practices or day-to-day operations (Wu et al., 2010; Welsh et al., 2014; Edvinsson, 2016; Moreno-Gomez and Calleja-Bianco, 2018; Chadwick and Dawson, 2018; Vershinina et al., 2019; Lluch and Salvaj, 2022).

However, the concept of gender has evolved significantly over the decades. Initially, the term 'gender' was used interchangeably with 'sex,' and was conceptualized in binary terms: women/men, female/male, girls/boys. These binaries were seen as opposites that complemented each other despite their differences. 'Gender' typically referred to the behavioural, social, and psychological characteristics of men and women (Pryzgodna and Chrisler, 2000). In the 1960s and 1970s, the understanding of gender shifted from an essentialist framework, which was based on biological accounts, to social constructionist accounts (Richardson and Robinson(eds), 2020). This new perspective, while acknowledging the role of biology, emphasized the importance of social and cultural factors in defining gender (Oakley, [1972]2016). It argued that the social roles occupied by women and men are not fixed by nature and are open to change. With the development of post-feminism, the recognition of a 'third gender,' and the contemporary assertion of gender fluidity, has further challenged the binary understanding of gender (Davis, 2017; Richards et al., 2017). Given these significant changes in the conceptualization of gender, it is essential to examine how these evolving ideas are reflected in family business studies.

Despite the expanding literature on gender within family businesses, research in this area remains notably fragmented. Existing studies have traditionally adhered to the empirical theoretical traditions specific to their respective fields—gender and family business—without achieving significant integration. This lack of synthesis restricts a comprehensive understanding of the gender dynamics within family firms, particularly across generational stages and amidst various feminist movements. Furthermore, most empirical studies on this topic have been conducted within developed national contexts. There is an evident deficiency

in an integrative framework that explores the historical trajectory of women's involvement in family enterprises, which would analyse the complex drivers and challenges that shape their participation across different cultural and national landscapes (Campopiano et al., 2017). Additionally, the construction and evolution of gender roles and identities should be examined longitudinally and across various geographical and cultural contexts. A significant number of studies persist in adopting an essentialist view of gender, simplistically equating gender with biological sex and focusing predominantly on women's involvement and their behavioural, social, and psychological characteristics in family businesses. This approach substantially overlooks the roles and implications of male participation, as well as the fluidity and shifts in gender identities that depend on the activation of discourses and interactions at the other end of social exchanges. In summary, the ongoing separation of gender studies and family business research domains has limited our understanding of the transgenerational gender dynamics at the intersection of gender and management. This results in fragmented research findings primarily post year of 2000, with a primary empirical focus on the U.S. and Europe (Danes et al., 2007; Amore et al., 2014; Cruz et al., 2019; Lopez-Delgado and Dieguez-Sot, 2020). This represents a significant gap in our knowledge, considering the crucial role family firms play globally in the economy and the potential value of gender inclusivity in both the financial and non-financial aspects of family businesses.

To address these gaps, we systematically analyse the existing literature on gender issues in family firms, synthesising current knowledge to serve as a foundation for theoretical development and to stimulate future empirical work. We compare gender-related theoretical frameworks used in empirical papers across various temporal and regional landscapes. This analysis generates insights, identifies emerging trends, and delineates potential avenues for future research in the field. The goal of this framework is to enhance understanding and foster more inclusive practices in family business management.

The rest of our paper is structured as follows: We begin by outlining the review protocol employed in our study. Next, we present and elaborate on an integrative analytical framework for gender-related studies in the family business field, providing a comprehensive overview of this complex area. Following this, we offer a summary of findings from the literature, categorised according to the national landscape. We conclude with a call for more interdisciplinary research and propose a set of potential avenues designed to encourage future gender-based studies in family business.

Methodology

We conduct a systematic literature review because it allows us to identify and review the most relevant and important research items in the field of family business analysis in a more transparent and structured manner than traditional literature reviews (Mallett et al., 2012). Three steps are covered in our sample selection process for this review, a). identification b). screening and c). disclosure of the reviewed sample.

Identification As suggested by Tranfield et al., (2003), a systematic review should be based on a clearly defined research question(s) to be answered by a systematic review, followed by the “identification of keywords and search terms, which are built from the scoping study, the literature and discussions within the review team.” In this review, We address two research questions, a). what is the current status of literature on the causes, behaviours, and effects of the gender involvement in family firms? b). what are the implications and opportunities for future research suggested by our findings? Then We identify the[family firms* and gender*]

as keywords for the electronic database search and other synonyms for each keyword respectively including [family-owned firm* or family-controlled firm* or family business* or family-owned business* or family-controlled business* or family enterprise* or family-owned enterprise* or family-controlled enterprise* or family company* or family-owned company* or family-controlled company* or family companies* or family-owned companies* or family-controlled companies* or family business management*] and [sex* or male* or female* or boy* or girl* or LGBT* or lesbian* or gay* or man* or woman* or men* or women* or daughter successors* or female successors* or generation and gender*] are also applied to eliminate the potential of missing relevant papers to the greatest extent (Brereton *et al.*, 2007).

In order to ensure that a sufficient breadth and depth of the systematic literature review is achieved, we conducted a keyword search on the databases Web of Science and the Business Source Ultimate (EBSCO) to reduce the likelihood of missing potentially relevant research articles or gray literature (Adams *et al.*, 2017). The Web of Science and EBSCO are multi-publisher and multidisciplinary databases that only contain articles from reputable and credible sources. Our samples are therefore retrieved from these two databases. It can provide more hits than a single publisher database and sufficient results for a relatively comprehensive data search (Hiebl, 2023). On the Web of Science, Clark (1984) appears to be the first peer-reviewed article on gender issues in family businesses. As a precaution against possible omissions from database searches, we use Jan 1st, 1970 (the earliest default date in the database) to May 30th, 2022 as the time period for selecting samples. We get 889 results from Web of Science core collection after defining keywords and time frame of collection. We apply the same query to the database Business Source Ultimate (EBSCO) in all texts and use the same limiter for the publish date. This step yields 198 results.

After this, we created more detailed non-content-related exclusion criteria to ensure that we capture all relevant research items as best we can (Hiebl, 2023). As this study is concerned with management and organizational research, we first excluded literature in which gender is not discussed in family firms within management disciplines or closely related fields. Studies on gender in family firms are excluded from sources, including books, book chapters, book reviews, editorial materials, abstracts, proceedings, and corrections in accordance with guidelines for the review process that ensure the minimum quality of selected articles (Radaelli & Sitton-Kent, 2016). We also excluded those articles that were published in academic journals written in languages other than English due to the time involved in translating them (Arksey and Malley, 2005). In addition to being a social-cultural factor deeply ingrained in the lives of families, the perception of gender may also differ significantly between cultures and contexts. Therefore, empirical evidence may be a better and more accurate means of capturing the current status of gender roles in family firms. We therefore excluded all non-empirical papers, including theoretical and literature reviews. 596 results and 108 results remain by the end of identification process from the database Web of Science and EBSCO respectively. Following the screening process, a second round of quality assessment is performed with content-related exclusion criteria applied as well.

Screening This phase involves analyzing the list of potential research samples for content pertinent to the research question (Booth, 2016; Petticrew & Roberts, 2012). We read all the titles, abstracts of 704 articles passed the identification process to assess whether sampled research items meet the basic criteria of relevance and exclude those that fail to fulfil the content-related criteria (Adams *et al.*, 2016). The content-related exclusion criteria we applied for this review are as follows: a). Gender acts as a controlled variable in FB studies;

b). Gender is only discussed as an implication or opportunity for future studies; c). Gender and family businesses, appear in the full research articles, however, present no relevance to either the research objectives or the research conclusions in the title and abstract; d.) Gender-related research on business-family relationships has shown no intention in terms of the transfer of ownership and management within the family which unfits the definition of a family firm provided by Handler (1994). Two authors assess the titles and abstracts of all 704 studies by adopting the same exclusion criteria independently as well. We have a disagreement over 10 articles after the first round of title and abstract screening and the agreement rate is higher than 90%. A total of 214 items (106 from the Web of Science and 108 from EBSCO) remains in this stage after being scrutinised the full text to the relevance of pre-defined research questions.

The Chartered Association of Business Schools regularly publishes a guide to academic journals in the Business and Management field. This guide includes a list of all relevant journals, each of which has been evaluated and given a star rating to indicate their quality. We use the Academic Journal Guide 2021 from ABS as our reference for the quality check of sampled items and eliminate articles published in academic journals that are not listed in the Guide or have a ranking below two stars (Foo et al., 2021). The research items are included at this point from 48 journals. Given family business is an emerging and relatively small research field where many academic journals are still in their developmental phases, which means innovative research ideas could appear in lower-ranked academic journals (Tranfield et al., 2003). As a complementary approach to the journal ranking criterion of the quality assessment, we evaluate research articles published in journals not listed in the CABS guide as well as one-star journals based on methodology, methods, analysis, relevance, and contribution dimensions (Nguyen et al., 2018) to avoid omitting well-executed research items relevant to the set research questions (Hiebl, 2023). Additionally, 14 items from the Journal of Family Business Management have been included, resulting in items from 46 journals passing the quality assessment.

After conducting the quality assessment of publication sources and eliminating duplicates, 95 results are collected from the Web of Science and EBSCO includes 3 items at the end of the screening process. The sample collection finally reaches 98 items for in-depth analysis.

Disclosure of the review samples Inspired by Make-Lye, Hempel, Shanman, & Shekelle, (2016), We develop an evidence map in the format of an excel data extraction sheet to collect both descriptive information (e.g., authors, sources title, research context, methodology, data description, keywords, theoretical lens) and main findings, future implications and limitations for each article of the final sample. It provides helpful assistance to classify information under different metrics and identify knowledge gaps for future research (Hetrick *et al.*, 2010). The full list of review samples is attached in appendix.

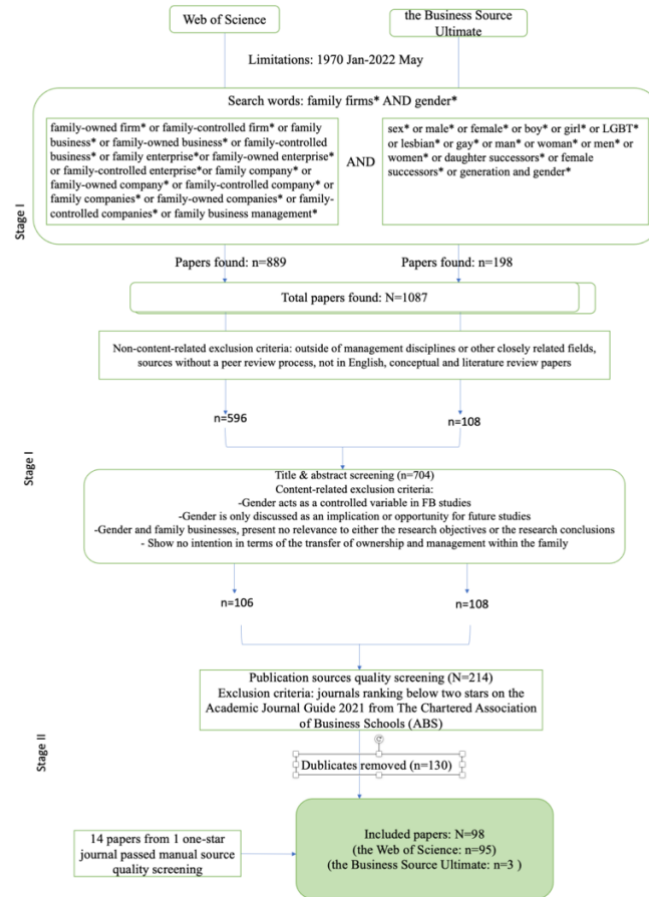


Table 1. Flow chart of the literature searches and selection of original studies

Descriptive Results

The Academic Sources

Journal Name	Numbers
Journal of Family Business Management	14
Journal of Family Business Strategy	8
Family Business Review	5
Business History	4
International Small Business Journal	4
Entrepreneurship: Theory &Practice	3
Gender in Management	3
International Journal of Finance and Economics	3
International Journal of Gender and Entrepreneurship	3
Journal of Business Research	3
Journal of Family and Economic Issues	3
Journal of Small Business Management	3

Business Strategy and the Environment	2
Frontiers in Psychology	2
International Journal of Entrepreneurial Behaviour and Research	2
International Review of Financial Analysis	2
Journal of Business Ethics	2
Journal of Management & Organization	2
Review of Managerial Science	2
Small Business Economics	2
Advances in Developing Human Resources	1
American Sociological Review	1
Applied Economics	1
Asia Pacific Journal of Management	1
Corporate Governance: An International Review	1
European Journal of International Management	1
European Management Review	1
Euroasian Business Review	1
Family Relations	1
Finance Research Letters	1
Gender and Society	1
Gender, work & Organization	1
Global Networks	1
Group Decision and Negotiation	1
International Journal of Human Resource Management	1
Journal of Accounting in Emerging Economies	1
Journal of Corporate Finance	1
Journal of Economic History	1
Journal of International Accounting Research	1
Journal of Multinational Financial Management	1
Journal of Rural Studies	1
Long Range Planning	1
Management Science	1
Organization Studies	1
Quarterly Journal of Economics	1
Strategic Entrepreneurship Journal	1
Total	98

Table 2. Journals of sampled articles

Table 2 displays the names of journals along with the number of articles selected post-screening. The top three journals, based on the frequency of published articles in our sample, are the *Journal of Family Business Management* (14 articles), the *Journal of Family Business Strategy* (8 articles), and the *Family Business Review* (5 articles). These journals are not only

the main but also the most pertinent in the field of family business research. Notably, the Academic Journal Guide 2021 by the Association of Business Schools (ABS) rates the *Family Business Review* and the *Journal of Family Business Strategy* with three and two stars respectively, indicating their significant standing in the field. Conversely, the *Journal of Family Business Management*, despite being the most published in our sample, currently holds a one-star rating. This suggests that the field of family business is in an embryonic and comparatively niche stage, with many journals still evolving. Consequently, innovative research in this area may often be found in journals with lower rankings.

the Growth of the Topic

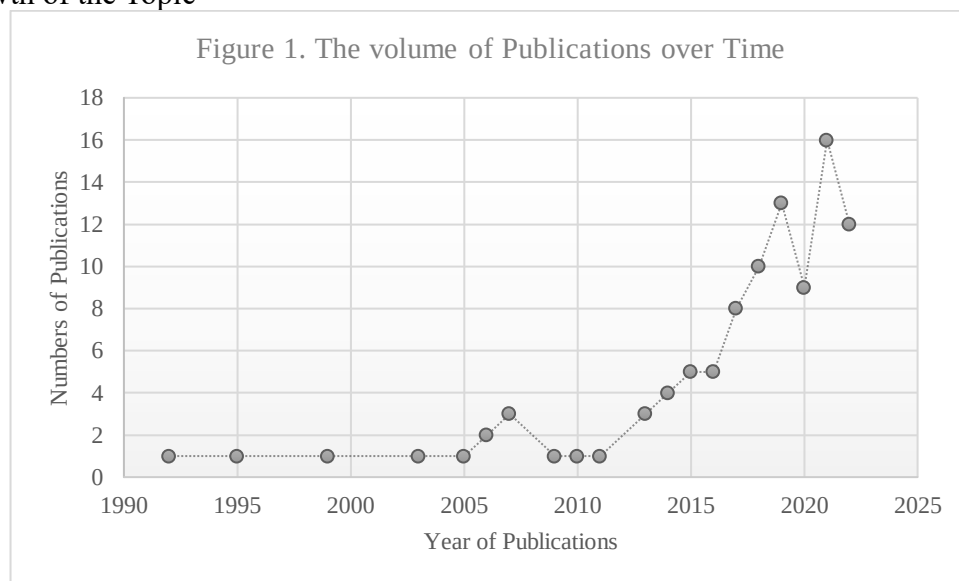
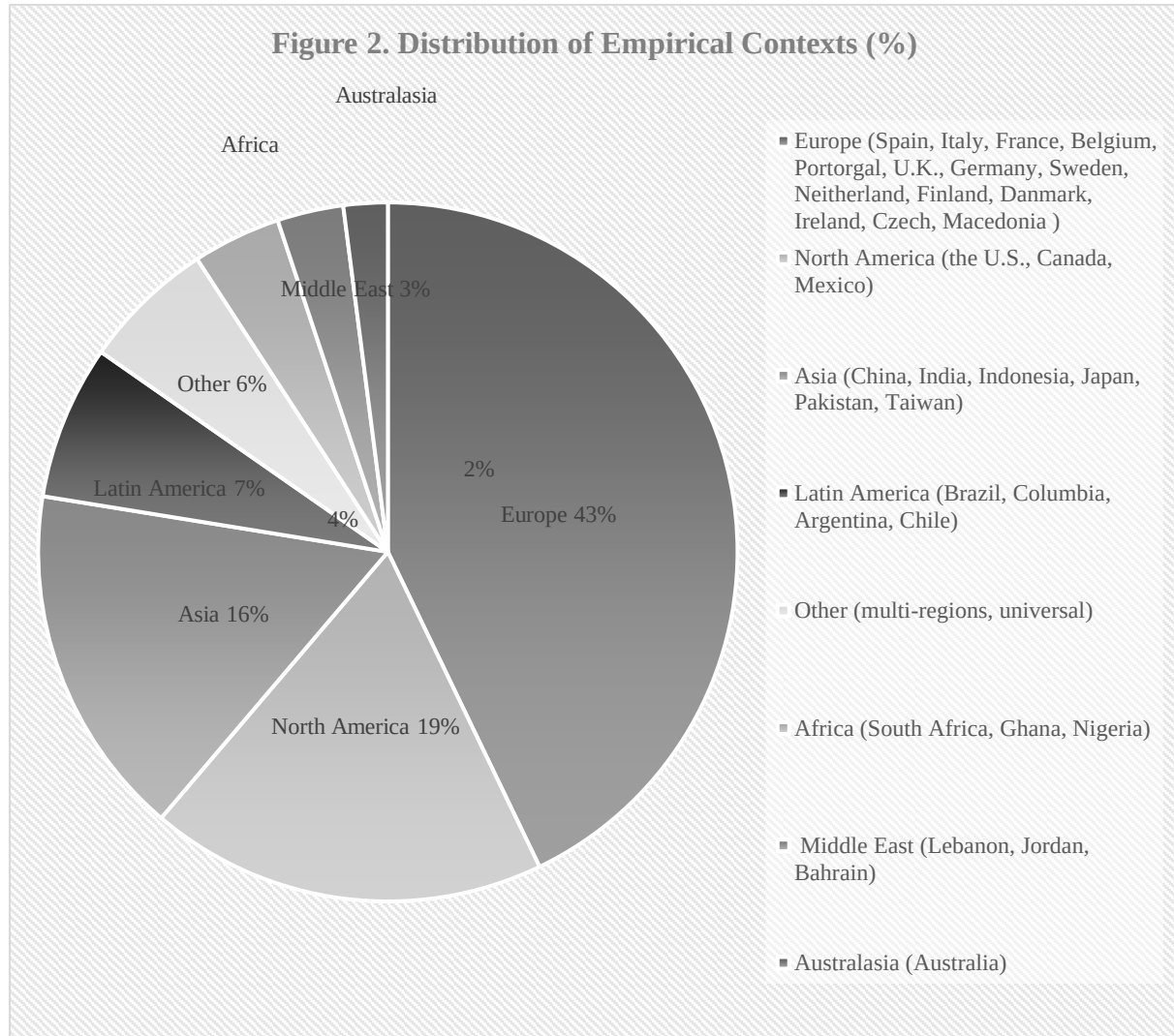


Figure 1 outlines how the volume of publications in this field has fluctuated over time, focusing on gender studies. The chronological distribution of these articles indicates that gender studies in the family business field is still nascent, with the earliest contributions published in 1992. The first notable surge in publications occurred in 2005, likely catalysed by the influential article by Vera and Dean, which garnered 566 citations. Since 2013, research interest in this topic becomes increasingly evident, showing a peak of 16 articles in 2021. This heightened focus can be attributed to a global shift towards gender parity, particularly the suggestion of legislative quotas for female representation on corporate boards worldwide by the European Commission in 2010 and growing concerns regarding gender imbalances at birth. By June 2022, the literature review had already incorporated 12 contributions from 2022, underscoring a persistent and expanding interest in this domain within the family business academic community.



Within the 98 empirical studies, the impact of gender dynamics within family businesses has been examined across 33 distinct geographical landscapes (Figure 2). Regionally, the predominance of research is concentrated within Europe, North America, and Asia, which collectively account for approximately 78% of the entire sample, with Europe alone contributing 42 articles, followed by North America with 18 articles, and Asia with 16 articles. This distribution highlights a pronounced research focus on developed economies, reinforcing the notion that these regions remain the epicentres of scholarly inquiry in the family business field. Nevertheless, the inaugural study concentrating on the Middle Eastern context emerged in 2006, there is a discernible scarcity of research emerging from developing economies such as Latin America, Africa, the Middle East, which underscores the need for a more balanced research agenda that extends into less-explored regions.

Analytical Framework

To organise the literature, we developed a comprehensive table based on our reading of the papers and built on three dimensions: *the geographical space, time of family business, and time of the feminism movement* (Appendix 1).

The geographical space dimension refers to the empirical contexts those sampled gender-based family business studies conduct in, which are grouped into four distinct streams

(a) Western Countries: This category includes studies conducted in generally recognised Western countries such as the United States, Canada, member states of the European Union plus the UK, Norway, Iceland, Switzerland, Australia, and New Zealand (WorldAtlas, 2021).

(b) Asian and Latin American Countries: This stream encompasses studies from a combination of Asian and Latin American nations, reflecting diverse cultural and economic backgrounds within these regions.

(c) Middle Eastern and African Countries: This category specifically includes studies conducted in Middle Eastern countries such as Afghanistan, Bahrain, the Comoros, Cyprus, Djibouti, Egypt, Iran, Iraq, Israel, Jordan, Kuwait, Lebanon, the Maghreb region, Oman, Pakistan, Palestine, Qatar, Saudi Arabia, Somalia, Sudan, the Syrian Arab Republic, Turkey, the United Arab Emirates, Yemen (WorldAtlas, 2020), and extends to the rest of the African countries.

(d) Multiple Geographical Contexts: This stream includes studies that span across multiple geographical regions, providing a global perspective and enabling comparative analysis across the aforementioned categories. These categorisations help to structure the analysis of how geographic contexts influence the research outcomes in studies focusing on gender dynamics within family businesses.

The concept of time in family business research is notably framed around generation-related aspects, particularly emphasizing the characteristics of time as linear, evenly paced, divisible, and measurable (Lee and Liebenau, 1999). This understanding is particularly relevant in the context of family businesses, where families not only grow in size and complexity through marriages and childbirth but also evolve dynamically across generations. These evolutionary patterns significantly impact the development of their businesses, with each generation introducing distinct characteristics and challenges.

In the realm of gender-based studies within family businesses, we categorise research according to the time of generation dimension:

(a) First Generation: Studies focusing on the gender dynamics within the founding generation of a family business.

(b) Two Generations: Research that examines gender-related factors spanning two consecutive generations, exploring both intragenerational and intergenerational gender influences and their implications on business operations and succession.

(c) Three or More Generations: Papers that delve into the gender dynamics across three or more generations, addressing transgenerational gender relations and their cumulative impact on the family business (Magrelli, et al., 2022). This differentiation allows for a nuanced comparison and presentation of how gender dynamics and related themes vary not only within a single generation but also across multiple generations. Such distinctions are critical for understanding the complexities of gender relations in family businesses and how these relations shape both the personal and professional realms of family members across different generations.

Feminism, a belief in the political, economic, and cultural equality of women, has its origins in the earliest eras of human civilisation. The feminist movement is traditionally divided into four waves: first-wave feminism, occurring during the 19th and early 20th centuries, focused on property rights and suffrage; second-wave feminism, which began in the 1960s, emphasized equality and anti-discrimination; third-wave feminism, starting in the 1990s, arose as a response to what was perceived as the second wave's privileging of the interests of white, heterosexual women; and the fourth wave, which has been ongoing since 2012 (Mohajan, 2022). Specifically, the second wave targeted economic equality and civil rights for women in the workplace, with The Equal Pay Act of 1963 marking a significant initial effort to address this ongoing issue, influencing organization and management studies.

In considering the time of the feminism movement dimension, we categorise papers beginning from the 1960s. Our descriptive statistics reveal a notable deficiency in the focus on gender and feminist studies within the family business context; only three papers relevant to gender were published before 2000. Therefore, we establish the year 2000 as the second threshold, subsequently categorising our sampled papers into two streams: (a) 1960s to 2000, and (b) 2000 to the present. This classification plays a critical role in the analysis of gender literature, highlighting the lag in progress on gender studies within the family business context compared to other organisational studies. It underscores a significant gap in understanding the various gender roles and dynamics within relationships that intersect family and business systems. Additionally, this categorisation serves as an indicator of the development of gender-based studies in family businesses, reflecting advancements in both the depth and diversity of focus within this specific field. This discrepancy points to the need for more comprehensive research to bridge these gaps and enhance our understanding of gender dynamics in family business settings.

In the following section, we will systematically organise the findings from the literature, along with the theoretical frameworks pertaining to gender that are utilized, based on the regional contexts in which these empirical studies are conducted. This organisation will reveal a rich tapestry of gender dynamics within family firms across various generational stages—from the first to the third and beyond. Additionally, it will illustrate the historical trajectory of women's involvement in family enterprises and critically examine how the lens of gender has been applied to analyse these dynamics across different temporal and regional landscapes. This approach not only contextualizes gender roles within family businesses but also enhances our understanding of how these roles evolve and intersect with cultural and regional factors.

Overview of prior research

Women's involvement in family businesses of western countries

The 62 articles (appendix 2), primarily conducted in the U.S. and Europe, examine the entry of women into family businesses and identify multifaceted drivers and barriers that shape their engagement and the outcomes of this involvement.

1st generation

Within the realm of family businesses encompassing a single generation, women's entrepreneurial entry can manifest in several roles: as entrepreneurs, copreneurs with their spouses, or owners. Influenced by Cornell's seminal 1987 work on 'gender order' and 'gender regime' and Cockburn's (1991) theory of occupational sex segregation, researchers such as Argent (1999) and Larson (2006) note gender-based disparities in work. These disparities are characterised by a stark demarcation between men's and women's jobs, and a notable absence of women in high-income and high-visibility positions within traditional industries.

Copreneurship, or the partnership between spouses within a business, often blurs the boundaries between work and family, necessitating a flexible approach to business management. While men's roles have largely remained constant, women have become increasingly crucial, supporting both business operations and the family's needs, thereby reflecting the persistent sexual division of labor in traditional industries. However, adherence to gender stereotypes can vary across national contexts and the dynamics of how gender is enacted among copreneurs—romantic business partners. This includes constructing the business, allocating caring responsibilities, and recognising credit contributions (Jurik et al.,

2019). This dynamic illustrates the evolving visibility of women and their vertical advancement within family businesses as copreneurs.

Lee et al. (2015) reveal that female owners of small family firms are more likely than their male counterparts to reallocate family resources to assist with business tasks, integrate these tasks, and utilize unpaid volunteer help during hectic times. As female entrepreneurs, they engage in complex negotiations to construct their business identities, which are influenced by traditional masculine attributes (such as authority, professionalism, and self-determination) and feminine attributes (both restrictive and emancipatory). The business identity of groups also correlates with certain individual characteristics; for instance, a "Respect" identity is often associated with family business owners, while "self-determination" is linked to startup owners (Fernandes and Mota-Ribeiro, 2016). Strategies for women to ascend to leadership include creating visibility, leveraging family and business roles, and challenging traditional gender roles (Vershinina et al., 2019). At the meantime, increasing number of women entrepreneurs encounter various challenges in the business practice, including but not limited to resource allocation and use of unpaid help (Lee et al., 2017), showing gendered differences in entrepreneurial approaches and experience.

Additionally, women's involvement in family businesses often occurs informally as they assume family roles relative to their spouses, who are the founders. This contribution, though profound and significant, typically occurs behind the scenes. On the level of succession, the critical role that wives play in family business succession is emphasised, particularly their influence in socialising family members and shaping family and business dynamics (Cosson and Gilding, 2021). Similarly, widows navigate succession through various roles—such as exiters, understudies, entrepreneurs, and bridge-builders—adapting to new responsibilities after their husbands' deaths (Almlöf & Sjögren, 2021). However, the impact of women's informal involvement is not universally positive. For instance, when women are ex-partners, their divorce can negatively affect the short-term financial performance of small family businesses, although the presence of children can mitigate this impact in some cases (Galbraith, 2003).

Women's biological sex is often considered a significant factor affecting the outcomes of their entrepreneurial entry into family businesses. However, research by Williams et al. (2013) indicates that female-owned businesses do not demonstrate a significant relationship with transgenerational intent. In terms of business financial and non-financial performance, female-owned businesses generally generate less revenue than those owned by males. Nevertheless, hiring temporary help during disruptions can boost revenue, with the impact varying by gender. Business management practices also differentially affect revenue outcomes for male and female owners, particularly in personnel management, where the impact is notably more significant for women. Furthermore, responses to disruptions have opposite effects on revenue for men and women (Danes et al., 2007).

It was a long and difficult journey for women to break into the dense corporate network and strong class cohesion among male economic elites to access board positions. Initially, a few female directors emerged in founding family firms and cooperatives within the wholesale and retail trade sector. However, they did not accumulate power like men and remained "second-class" elites. By the end of the 20th century, the perception of equality as profitable led to an increase in female directors, diversification of their profiles, and the emergence of a female "inner circle" (Ginalski, 2022). The inclusion of women on family business boards is crucial for firm performance, influencing factors such as board membership, meeting attendance, and

governance participation. The presence of family ties between women and the family business also significantly impacts the firm's financial and non-financial performance. Women's participation on boards is beneficial for firm performance, with Bianco et al. (2015) observing that gender-diverse boards in Italian companies often include women with family ties to the controlling shareholder, holding both executive and non-executive roles, while non-family women typically serve as independent directors. The characteristics of gender-diverse boards vary depending on the company size, ownership structure, and sector, with family-affiliated women more prevalent in smaller, consumer-focused firms and non-family women more likely to serve as independent directors in larger companies. A greater representation of female non-family outsiders and family insiders is linked to enhanced Corporate Social Performance (CSP) in family firms. Female outsider directors, driven by their gender role and the independence their position affords, actively support CSP. However, family-affiliated female outsider directors primarily influence the employee dimension and require greater board representation to significantly impact CSP. The influence of insider women on CSP heavily depends on their familial connections (Cruz et al., 2019).

2nd generation

When two generations are involved in a family business, women's involvement is often closely associated with the concept of 'succession,' whether they are the current business owners or the next generation. The dynamics and outcomes of women's involvement are significantly influenced by the intergenerational relationships within the business. Prior to 2000, research such as Dumas (1992) centred on the father-daughter working relationship. While there is a noted interdependence between fathers and daughters in managing the family firm, daughters often grapple with identity conflicts and role ambiguity, which affect their professional behaviour. This situation often leaves daughters as untapped resources within family-owned firms, despite their significant potential for effective management collaboration.

Post the second millennium, more studies have delved deeper into the father-daughter relationship within the family business context, examining the factors that influence fathers in passing their businesses to their daughters. Succession is a process that involves navigating gendered assumptions and establishing a legitimate successor identity through collaboration with the incumbent. While women's potential as successors is increasingly recognized, they continue to face specific challenges such as rivalry, work-life balance issues (Overbeke et al., 2013), and internalized gender norms (Humphreys, 2013).

Gender dynamics in succession are shaped by the interplay between daughters and entrenched gendered assumptions within business practices, challenging the traditional binary perspective of gender roles. The roles of successors are socially influenced, with gendered expectations shaping hierarchies and access to entrepreneurial opportunities. The concept of 'familiness' also influences succession dynamics; for example, male siblings often face competition and pressure to conform to masculine roles. Conversely, daughters may seek entrepreneurial opportunities outside the family business, while sons face more constrained options (Byrne et al., 2019).

This evolving understanding unveils new potential avenues to explore gender dynamics in the succession process of family businesses by adopting a socially-constructed view of gender. This approach extends beyond the traditional binary view of gender that strictly aligns with biological sex and also casts light on men whose professional intentions and behaviours do not comply with traditional gendered roles and divisions of labour.

The mother-daughter relationship in family businesses, while as critical as the father-daughter dynamic, receives relatively scant research attention. Similar to the dynamics observed between fathers and daughters, gender bias significantly influences the power dynamic between the mother (founder) and the daughter (successor) in family enterprises. This bias often manifests in mothers delegating only routine activities to their daughters. Such delegation can create significant barriers for daughters striving to legitimize themselves, innovate, and develop necessary skills, ultimately delaying the succession process. Additionally, mothers may hesitate to relinquish control due to a lack of trust in their daughters' abilities to handle unexpected events. Furthermore, relational conflicts between mother and daughter can frequently impact daily operations (Ferrari, 2019). However, the prevalence and impact of these dynamics may vary significantly across different cultural and contextual backgrounds, suggesting a need for this phenomenon to be empirically examined further in diverse landscapes.

After taking over the role of CEO in family businesses, successors are required to adopt a range of both masculine (authoritarian, entrepreneurial, paternalistic) and feminine (relational, individualized, maternal) identities to secure their legitimacy. This need arises because gender identities can significantly facilitate or impede a new CEO's acceptance. Both male and female CEOs employ relational femininity to gain support and forge alliances (Byrne et al., 2021). This suggests that women, in particular, engage in multifaceted femininities and masculinities, activating these varied identities based on the demands of their role and the corresponding discourses within their business environment.

A deeper understanding of how these identity systems function—specifically, which aspects of masculine or feminine identities are enacted—can provide valuable insights into the outcomes of women's involvement as successors in family businesses. This approach goes beyond merely assessing whether individuals conform to or challenge simplistic, one-dimensional gender roles. Instead, it recognizes the complexity of identity performance and its critical role in shaping leadership dynamics and succession outcomes in family enterprises.

3rd and beyond generation

When examining family businesses involving three or more generations, few gender-based studies focus on the complexities of these generational relationships within Western contexts. Prior to the second millennium, there was no empirical research centered on family businesses that have transitioned through three or more generations. It wasn't until 2017 that Meroño-Cerdán and López-Nicolás employed a socially-constructed gender perspective as one of their theoretical lenses to explore gender distinctions in business types and management profiles within family firms. Their findings indicated that gender differences become less pronounced, except for a noticeable sectoral gender effect; female-led firms tended to gravitate towards service sectors rather than being characterized by smaller size.

This evidence highlights a significant gap and underscores the need for increased research attention on gender dynamics in multigenerational family businesses that involve three or more generations. Such studies are crucial for understanding how gender roles and relationships evolve and influence business practices across extensive family business histories.

Women's involvement in family businesses of Asian and Latin American countries

This collection of 23 articles (appendix 3) focuses on women's involvement in family businesses across Asian (15 articles) and Latin American (8 articles) countries. Notably, the distribution of these empirical studies is highly skewed, with 9 out of the 15 Asian-focused articles examining China. This concentration highlights a significant gap in the literature regarding the status quo of women's involvement and the gender dynamics within family businesses in other Asian countries, which remains underexplored.

Furthermore, feminist waves did not have a significant impact on Asian and Latin American countries until the 1990s, and there is an absence of gender-based research conducted before 2000 in Latin American countries and very few studies adopt a gender-related theoretical framework. The sole piece of empirical evidence from before 2000 is provided by Entwisle et al. (1995), who investigated the labour allocation of women and men in household-run businesses in rural China using gender role theory. Their findings indicate that while women increasingly specialize in agriculture, men typically lead the development and expansion of household businesses. Households with a higher proportion of female labour do not exhibit an advantage in initiating or managing small businesses, and older men tend to be more influential in business activities. Despite the expansion of work opportunities for women, they are often constrained by male household heads, perpetuating a gendered division of labour.

1st generation

Women entrepreneurs often seek independence in their business ventures, where family support plays a complex yet crucial role. Research by Welsh et al. (2014; 2018) indicates that while family involvement is essential for success, its impact varies significantly based on personal dynamics and timing. For instance, in Japan, family support typically boosts women entrepreneurs' firm performance, but when combined with personal problems, it can significantly hinder it. In contrast, in Brazil, women-owned firms started with family involvement generally outperform those that evolve into family businesses later on.

Copreneurship, or partnerships between spouses, often blurs the boundaries between work and family life, requiring a delicate balance that women entrepreneurs must manage between family support and business dynamics to optimize outcomes. Key factors such as professionalization, clear role delineation, and effective communication are critical for success (Franco and Piceti, 2020). However, studies like those by Wu et al. (2010) demonstrate that for Taiwanese women, maintaining distinct boundaries between work and family life is challenging. Family boundaries are more permeable than work domains, and work-family conflict negatively impacts both business success and marital satisfaction.

Beyond the role of women as entrepreneurs or copreneurs in family businesses, research with a single generation focus in Asian and Latin American countries has increasingly centred on women in governance roles such as board of directors, top management teams, and chief executive officers, and their influence on business performance. Notably, the scarcity of women in prominent corporate board positions reveals that 'board democratization' in countries like Argentina and Chile is still limited. The integration of women into directorial roles has not been straightforward or unequivocal and did not see substantial progress until the late 20th century. This change was largely propelled by external forces, such as multinational corporations' (MNCs) practices in board appointments which have helped to promote women's access to corporate boards (Lluch & Salvaj, 2022). In Colombia, the presence of women in corporate governance positions is positively associated with firm

performance, with family ownership moderating this relationship positively (Moreno-Gomez and Calleja-Blanco, 2018). Conversely, in other studies, the presence of women from controlling families on the board of directors significantly negatively impacts firm financial performance, whereas a greater proportion of female directors without family ties enhances financial performance (Gonzalez et al., 2018).

Additionally, some studies have explored the effect of board gender diversity on firm risk-taking levels. Female executives in India positively influence risk-taking and performance in the high-tech sector (Saeed et al., 2019). However, this positive effect is diminished by family ownership, a trend also noted in Latin America. The presence of women on boards is crucial not just for ethical reasons but for its potential to enhance business risk-taking, especially evident in the behaviour of independent female directors who increase venturing risks to boost future performance without raising performance hazard risks. This reflects a family's desire to preserve Socioemotional Wealth (SEW), particularly in less risky firms. Conversely, non-independent female directors in family firms significantly increase performance hazard risks (Poletti-Hughes and Briano, 2019).

These findings from both Asia and Latin America highlight the complex role of family ownership in influencing the effects of gender diversity on boards. Despite the insights gained, research remains limited and more is needed to explore the relationship between women's roles in governance and family business performance, particularly focusing on non-financial aspects. Further comparative studies between family and non-family businesses in these regions could deepen our understanding of gender roles and business governance dynamics.

2nd generation

All gender-based studies relating to two generations in this collection are situated within an Asian context, revealing stark contrasts to Western perspectives on female succession in family businesses. In Indonesia, gender does not influence succession decisions among family business owners. Instead, the primary factors determining succession include the successor's willingness and ability to lead, supported by their educational and professional background (Ramadani et al., 2017). This emphasis on merit-based succession contrasts sharply with the gendered succession narratives often seen in Western countries.

In China, the dynamics of female succession in family businesses are shaped by both cultural values and specific policies like the one-child policy, which inadvertently facilitates daughters' involvement in management and succession. Confucian values promote familial harmony, helping to groom daughters from an early age to lead these enterprises, as highlighted by Deng (2015). Li et al. (2020) note that women successors are often driven more by internal factors such as self-actualization than by external pressures like economic necessity.

However, significant challenges remain, especially in inheriting and managing a father's Guanxi networks, which can be daunting and require more time for daughters to establish authority. Additionally, Wang et al. (2022) found that gendered resource allocation still exists within large Chinese family firms, with sons typically receiving more investment in long-term resources like R&D and fixed assets.

Daughters must also navigate a predominantly masculine entrepreneurship discourse, often adopting masculinized personas to gain acceptance within this male-dominated field (Li et

al., 2020; Xian et al., 2021). This navigation underscores the broader masculine norms of entrepreneurship and often forces daughters to align with these norms, particularly when their succession is perceived as imposed.

This complex dynamic presents unique challenges and opportunities for female successors in Asia, influenced by both cultural norms and exogenous forces like government policies. In contrast, the dynamics of female succession in Latin American family businesses, particularly regarding the involvement of the second generation, remain underexplored and warrant further research.

3rd and beyond generations

Only one article in the collection explores a Chinese family business involving the third generation and beyond, specifically examining the antecedents and consequences of female leadership. The emergence of female leadership in these businesses is primarily attributed to significant institutional changes driven by two major social movements in China: the Gender Equality movement and the One Child Policy. According to Chen et al. (2018), female leaders in Chinese family businesses tend to exhibit a leadership style that is more balanced, dependent, and participative compared to their male counterparts.

These insights underscore both the uniqueness of China as an empirical context for gender-based studies and the need for broader, more inclusive research that extends beyond China to other Asian countries and includes Latin American contexts. Such studies are crucial for a deeper understanding of the complex interplay between gender and family business dynamics, especially in regions where feminist influences emerged later, have been less pronounced, and interplayed with other cultural and institutional factors.

Women's involvement in family businesses of Middle Eastern and African countries

This collection comprises nine articles that examine women's involvement in family businesses within Middle Eastern (5 articles) and African (4 articles) countries (appendix 4). Gender-related studies in these regions began relatively late compared to other areas. The initial study on family businesses in the Middle East was published by Fahed-Sreih and Djoundourian in 2006, followed by a significant gap until Aribi et al. (2018) revisited the topic. In Africa, the research began with Acheampong's (2018) study in Ghana, with interest gradually increasing in recent years. Despite this growing attention, none of the studies conducted in either Middle Eastern or African contexts have yet applied a gender-related theoretical framework to analyse women's roles and participation in family businesses and no studies yet have examined in the family businesses that survive more than 2 generations. This indicates a significant gap in the literature and underscores the need for a more robust theoretical exploration of gender dynamics within these regions' family businesses.

1st generation

Women founding family businesses across various regions face unique motivations and challenges that are influenced by a complex interplay of religious norms, cultural norms, economic conditions, government structures, gender dynamics, and business practices. In rural Nigeria, female entrepreneurs significantly shape their business operations under the influence of family and cultural norms, often prioritizing family support and meeting basic needs over maximizing profit. Xiong et al. (2018) highlight that necessity drives these women into micro-entrepreneurship, with survival and immediate needs as their primary focus. This situation underscores that motivations such as poverty and basic needs remain central motivators for entrepreneurship, a persistent theme in some regions. In Bahrain, a

male-dominated society, women leading family businesses face significant challenges in establishing legitimacy. Hashim et al. (2021) point out that these women must navigate various layers of legitimacy, including individual, market, and royal validity, each reflecting the unique idiosyncrasies of the local context. This complexity reveals the systemic barriers that contrast sharply with the supportive roles traditionally expected within their families.

Furthermore, research also shows the positive impact of female involvement in governance roles within family businesses. In Jordan, gender diversity on corporate boards enhances financial transparency. Aribi et al. (2018) found that female leadership is associated with more informative financial disclosures, which positively impacts firm performance. This evidence suggests that integrating women into leadership positions not only promotes gender equity but also improves business outcomes, demonstrating the multifaceted value of women in top business roles.

Together, these insights from various regions reflect the diverse landscape of challenges and opportunities for women as founders and leaders in family businesses, highlighting the need for supportive policies and practices that enhance their roles and contributions.

2nd generation

When planning for succession, family business owners in Middle Eastern countries often exhibit a clear preference for male successors, reflecting the region's conventional patriarchal orientation. For instance, in Pakistan, women are typically expected to manage household duties or assume subordinate roles within family firms, reinforcing traditional gender roles in business succession (Chang et al., 2021). Similarly, Karaevli and Yurtoglu (2018) found that in Turkey, family business groups with sons—particularly those with a male first-born—tend to expand more significantly, leading to a larger number of affiliated firms. This growth pattern has been observed over nearly a century, suggesting a strong link between gender and business expansion under similar market conditions.

Contrastingly, Fahed-Sreih and Djoundourian (2006) highlight a different scenario in Lebanon, where family firms exhibit more liberal attitudes towards succession. Their study reveals high acceptance of female ownership and the potential for women to become CEOs. This suggests that, while traditional gender preferences prevail in many Middle Eastern contexts, there are notable exceptions where progressive attitudes toward female leadership in family businesses are emerging.

Interestingly, a particular type of succession, one in which a child successor forcibly supplants a parental incumbent is known little and explored the antecedent and outcome in a mother-daughter relationship of South African family business. The finding surprisingly demonstrates that child-initiated forced transgenerational succession can be underpinned by strong intergenerational solidarity, which may support rather than prevent forced succession. Forced succession does not necessarily damage family bonds and may maintain kinship cohesion even after a forceful takeover (Vardaman et al., 2021).

Women's involvement in family businesses of across multiple regional contexts

Four articles (appendix 5) in this collection use datasets to test their findings across multiple national landscapes, focusing on two distinct aspects of family businesses: female leadership in the first generation and succession dynamics involving two generations.

1st generation

The research in this segment explores how women ascend to leadership roles in family-controlled businesses and the impact of women in high-level positions on company outcomes. Barrett and Moores (2009) identify four pathways for women entering leadership roles in family businesses: stumbling into the spotlight, building their own stage, directing the spotlight elsewhere, and coping with shadows. They note that some women report feeling invisible when they fail to achieve leadership roles. Additionally, Chadwick & Dawson (2018) investigate the impact of female leadership, including CEO or CFO roles, on business performance. Their findings indicate that female leadership enhances non-financial performance in both family and non-family business settings, highlighting the significant positive role women can play in top management positions.

2nd generation

The literature primarily explores succession patterns and determinants of the next generation's succession intention in family businesses. Osnes et al. (2019) identify three main succession patterns: monolithic practice, distributed leadership handover, and active ownership with a non-family CEO/MD. Additionally, they describe two "incubator" patterns that innovate or supplement traditional methods to mitigate negative family dynamics. Gimenez-Jimenez et al. (2021) find that affective commitment serves as a partial mediator between family business exposure and offspring's succession intentions, with this effect being stronger for sons than for daughters, while birth order does not impact intentions. These studies highlight the complex interplay of emotional and structural factors in family business succession planning.

Implications for Future Research

1. The disproportionate focus of gender-based studies in family business contexts on Western countries

Over 60% of sampled gender-based studies in family business contexts focus on Western countries, particularly the United States and developed European nations. This concentration can possibly stem from the early response of these regions to the feminist movement, which significantly influenced business practices and academic inquiry into gender inequality within family firms.

Despite the advances in these regions, gender-related research remains in its infancy in Asia, Latin America, the Middle East, and Africa. In these regions, a complex mix of cultural, religious, governmental, economic, and political factors significantly influences the study of women's roles and gender dynamics across generations in family businesses. For example, aspects such as entrepreneurial entry, succession, career dynamics, and presence have been extensively studied in Western settings (Campopiano et al., 2017), yet research on career dynamics and presence within family businesses is notably lacking in non-Western regions.

Furthermore, there is a pressing need for more comprehensive studies on family businesses that span three or more generations globally. Current gender-based studies in this area are scarce, with almost no research in Middle-Eastern and African countries. The complexities of intergenerational and transgenerational family and working relationships in these long-standing family businesses warrant deeper exploration to understand their interactions with business practices and performance. This underlines the global disparity in research focus and emphasizes the need for a broader geographical scope in future studies to provide a more balanced understanding of gender in family business dynamics worldwide.

2. More gender and feminism theories are needed

Within the sampled literature, over 22% of studies discuss women's involvement in family businesses without utilizing any specific theoretical framework. Among those that do incorporate a theoretical approach, only about 10% apply a gender-related theory, with gender role theory being the most commonly used. This theory often aims to address social justice for women or to understand oppressive situations that women face. However, the majority still rely on traditional family business such as family- embeddedness perspective (Welsh et al, 2014; Chen et al., 2018) and socioemotional wealth (SEW) (Merono-Cerdan and Lopez-Nicolas, 2017) or management theories such as the resource-based view (Acheampong, 2017; Welsh et al., 2018), agency theory (Bianco et al, 2015; Peake and Marshall, 2017), and planned-behaviour theory (Fahed-Sreih and Djoundourian, 2006; Overbake et al, 2013) to explain the complex intersection of gender and family business. The adequacy and appropriateness of these management theories in fully understanding how gender influences family business dynamics remains a subject for debate.

Additionally, the prevailing philosophical assumptions in existing gender-based family business research often limit the application of feminist frameworks to exploring experiences specific to cisgender women. This approach overlooks the complexity and evolving definitions of gender, thereby neglecting the experiences of sexually minoritized groups (Nicolazzo, 2019). Studies on gender differences and its impact that compare groups at the aggregate level on leadership style, business performance may overly presume a universal lived experience driven by one's social identity (McLewis et al, 2013). Such an oversimplification of feminist research reduces it to merely studying drivers, challenges and outcomes of women's involvement in the family business context and fails to recognise how a gendered lens can deepen the analysis of social dilemmas and inequalities that reinforce marginalization of women in visibility, legitimacy and ascendancy in business operations and domination in the gender-based research field.

For example, gendered lenses and feminist frameworks can be employed to investigate topics like men, masculinity, and power relations (Okello, 2019), as highlighted in research by Byrne et al. (2021). Moreover, when these frameworks recognize gender as a socially constructed identity category, they become particularly effective in exploring the varied realities of individuals within family and business contexts who identify beyond the cisgender binary. Therefore, adopting more diverse feminist frameworks could enrich the scope and depth of family business research, offering nuanced insights into the intersectional dynamics of gender, power, and generation.

3. Gender-based studies remains underexplored before the second millennium across all national landscapes

Reflecting on the timeline of the feminism movement, the scarcity of research is evident. For instance, in Western countries, only two studies of sampled literature collection focusing on the first and second generations of family businesses were conducted before 2000 (Dumas, 1992; Argent, 1999). In other regions, the situation is even more stark, with some landscapes having little to no empirical evidence collected before 2000 (Entwistle et al., 1995).

This highlights a significant knowledge gap in understanding gender dynamics within the family business context during the four decades following the second wave of feminism that began in the 1960s. Gaining visibility, governance, and legitimacy as a female leader or successor in family businesses, and breaking into the traditionally male-dominated elite of

corporate boards and top management teams, is never a linear and univocal journey. Therefore, it addresses to delve into the historical process between 1960s to year 2000.

To fully understand the journey toward achieving gender diversity and inclusion within family businesses, it is crucial to conduct more studies that delve into historical archives during that phase across all regional landscapes. This retrospective exploration is necessary to uncover the roles women have played in aspects like entrepreneurial entry, succession, career dynamics, and their presence within family enterprises. By examining these historically underexplored facets, we can gain a more comprehensive understanding of how gender integration has evolved in family businesses. Such insights not only enrich our understanding of the past but also inspire future strategies to enhance gender diversity and inclusion in the family business context.

Conclusion

This review meticulously analyses 98 peer-reviewed empirical journal articles from 1992 to 2022 to understand the historical trajectory and multifaceted drivers of women's involvement in family enterprises across diverse cultural and national landscapes. Utilizing geographical space, the time of family business, and the timeline of the feminism movement, the study categorizes prior research into three regional landscapes based on their focus and status.

It identifies key areas for future research, including more empirical studies in non-Western contexts and a deeper exploration of family businesses extending to the third generation and beyond. This study also recommends applying contemporary gender and feminism theories to refine the analysis of gender dynamics in family businesses, moving beyond the narrow focus on women's involvement and cisgender women. Additionally, it underscores the need for historical longitudinal research across all regions to document women's efforts to gain visibility and inclusion in family enterprises.

Despite relying on databases such as Web of Science and Business Source Ultimate (EBSCO) for literature sourcing, and acknowledging that exploring additional databases could expand its findings, this research aims to be a pivotal reference to review the development of intersection between gender and family business studies. It advocates for a nuanced understanding of gender as a fluid and socially constructed concept, aiming to differentiate gender-based studies in family businesses from merely focusing on women's involvement, fostering a broader and more inclusive examination of gender dynamics. It ultimately aims to enhance understanding and foster more inclusive practices in family business management.

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Appendix 1.

Based on the geographical space, time of family business, and time of the feminism movement, this table displays gender-related studies and conceptual frameworks of gender used in the family business field

Western countries		Asian + Latin American Countries		Middle Eastern + African Countries	
1960-2000		1960-2000	2000-now	1960-2000	2000-now
1st generation	theory of occupational sex segregation ; doing gender; gender discourses by Kelan women's role in the business as entrepreneurs/copreneurs (Larsen, 2006; Jurik et al., 2019), as owners (Lee et al., 2015); women's role in the family as wives (Edvinsson, 2016), widows (Almof & Sjogren, 2022), ex-partners (Galbraith, 2003); gender order' and 'gender regime' theory by Connell Work disparity between men and women within household (Argent, 1999) business identity construction (Fernandes and Mota-Ribeiro , 2016); sex's effect on succession planning (Williams et al. , 2013); the effect of sex of business owners (Danes et al., 2007)/leaders (Nekhili et al. 2018)/board compositions (Bianco et al., 2015)on businesses' financial/non-financial performance (Cruz et al., 2019) ;	gender role theory Labour allocation of women and men in household-run businesses (Entwisle et al., 1995)	women as copreneurs and work-family conflict (Wu et al., 2010); women's role in the business as entrepreneurs (Welsh et al., 2014);	No evidence	how family and cultural institutions shape the business practices of entrepreneurial women (Xiong et al., 2018); how female-led family ventures gain legitimacy (Hashim et al. ,2021); the impact of female representation on corporate boards on financial performance of the business (Aribi et al.,2018)
			the effect of women in governance role on business's performance (Moreno-Gomez and Calleja-Blanco, 2018; Saeed et al., 2019);		
			the moderating role of gender on business performance (Rachmawati & Suliyanto, 2020);		
			the impact of founders' wives' empowerment on business' financial strategy (Wang et al., 2022);		

2nd generation	Father-daughter work relationship (Dumas, 1992)	the integration of women into boardrooms and the evolution of board feminisation over time (Ginalski, 2022)	No evidence	factors shape board gender composition and women's roles in business (Lluch & Salvaj, 2022)	No evidence	sex's effect as a factor to the success and longevity of family business (Fahed-Sreih & Djoundourian, 2006);
		gender role theory; social constructionist approach of gender; doing gender; multiple masculinity factors affect fathers passing family businesses to their daughters (Overbeke et al., 2013; Byrne et al., 2019); power dynamic of mother-daughter management transmission (Ferrari, 2019); how daughters navigate legitimacy and construct identity as successor and leader in the succession process (Byrne et al. , 2021);		factors facilitating and impeding succession from father to daughter (Deng, 2014; Ramadani et al., 2017); the approaches of identity construction used by Chinese daughters while negotiating the successor-leader role (Xian et al, 2021)		the role of female family members in succession and conflicts in family businesses (Chang et al., 2021); the forced transgenerational succession process within a family business (Vardaman et al., 2021)
3rd and 3+ generations	No evidence	social-constructed gender difference in goals and management (Merono-Cerdan & Lopez-Nicolas, 2016)	No evidence	the antecedents and consequences of female leadership (Chen et al., 2018)	No evidence	No evidence

Appendix 2. Gender-based research in family businesses from Western contexts

Theoretical Frames	Journal title	Studies	Typology of study	Empirical context	Aim of study
	Entrepreneurship: Theory & Practice	Dumas (1992)	Qualitative	40 family members in 18 family-owned businesses in the Southern California area of the U.S.	to generate conceptual categories about the experiences of daughters working as managers with their fathers in the family firm, focusing on the father-daughter work relationship
gender order' and 'gender regime by Connell	Journal of Rural Studies	Argent (1999)	Qualitative	Case study of South Australian farm crisis in the late 1980s and early 1990 on the Kangaroo Island	to examine the contributions of farm women to the survival of their farms during the South Australian farm crisis of the late 1980s and early 1990s, and to analyze the disparities in work performed by men and women in financially-vulnerable farm families on Kangaroo Island

	Journal of Small Business Management	Galbraith (2003)	Quantitative	52 cases of divorce where small family businesses locate in U.S.	to explore how divorce affects the short-term financial performance of small family businesses
	Family Business Review	Vera and Dean (2005)	Qualitative	10 daughters who had taken over their families business from a parent in the U.S	to determine the extent to which daughters face these challenges and discover new areas for study
Theory of occupational sex segregation	Gender, Work & Organization	Larsen (2006)	Qualitative	22 individuals from the harness horse industry from the northeastern United States	to understand how occupational sex segregation develops and is maintained in family businesses, using American harness horse racing as a case study
	Quarterly Journal of Economics	Bennedsen <i>et al.</i> (2007)	Quantitative	5,334 successions between 1994 and 2002 in the limited liability (publicly and privately held) firms in Denmark	to investigate the impact of family characteristics in corporate decision-making and the consequences of these decisions on firm performance

Family FIRO theory	Family Business Review	Haberman and Danes (2007)	Mixed	345 family farm business couples in a midwestern state for a quantitative study; 22 family businesses for the interviews	to investigate power structures and interactions among father-daughter and father-son family business decision teams experiencing management transfer
the sustainable family business theory	Journal of Business Research	Danes <i>et al.</i> (2007)	Quantitative	from the National Family Business Panel in 1997 and 2000 in the U.S.	to investigate the moderating effect of the gender of family business owners on the relationship between business management practices and gross revenue
Big Five Traits & Social Identity Theory	Family Business Review	Schroder <i>et al.</i> (2011)	Quantitative	106 families were contacted statewide in Germany, and both parents and children participated in the survey	the determinants of career choice intentions of adolescents with family business backgrounds from both adolescents' and parents' views.

Gender role theory & Theory of planned behaviour	Journal of Family Business Strategy	Overbeke <i>et al.</i> (2013)	Qualitative	Interviews were conducted in three groups: daughters who did not become successors in their family's businesses, daughters who became successors, and sons who became successors in the U.S.	to examine factors that may contribute to daughters' self-assessments of succession
	Journal of Family Business Management	Humphreys (2013)	Qualitative	12 participants from Canada and two from Scotland. One-on-one interviews lasting 45 and 90 minutes were conducted between February 2010 and February 2011	to explore how daughters assume leadership roles in family businesses, the issues pertinent to their succession, their attributes as successors, and the distinctiveness of their leadership style
The family system theory	Family Relations	Williams <i>et al.</i> (2013)	Quantitative	700 family-owned firms from the southeastern United States	to understand what factors influence the development of transgenerational intent in family-managed firms

Management Science	Amore <i>et al.</i> (2014)	Quantitative	2400 family-controlled firms in Italy over the period 2000-2010 which had sales exceeding 50 million euros in 2019	to analyse whether gender interactions at the top of the corporate hierarchy affect corporate performance
Journal of Family Business Management	Remery <i>et al.</i> (2014)	Quantitative	a sample of (potential) successors with 232 responses that have participated in a specific development program for (potential) successors in family firms in the Netherlands	to investigate labour market constraints in CEO succession contests in family firms with concentrated ownership

Contest theory & the game theory	Journal of Family Business Strategy	Ahrens <i>et al.</i> (2015)	Quantitative	14,250 non-public traded German firms recruited from the Mannheim Enterprise Panel (MUP), Bureau van Dyk Amadeus database (Amadeus), Hoppenstedt database, Credit reform solvency index, German Bundesbank, standardized computer-aided telephone interviews (ZEW- Unternehmensbefragung “Generationenwechsel Mittelstand”, 2010), and web searches.	To examine gender preferences in CEO successions of family firms, focusing on family characteristics and the human capital of the successor
Sustainable Family Business Theory	Journal of Family and Economics Issues	Lee <i>et al.</i> (2015)	Quantitative	593 minority family firm owners were selected from the 2003 and 2005 National Minority Business Owners Surveys (NMBOS) in U.S. and Canada	to explore the adjustment strategies employed by minority female owners of small family firms and to compare their use of adjustment strategies with those of their male counterparts

The identity work framework, 'habitats of meaning'	European Journal of International Management	Aygoren and Nordqvist (2015)	Qualitative	2 temporally and contextually embedded life stories with a focus on the startup and growth of a first-generation family business, including the owners' concerns for succession.	how family business members form and manage their individual identities in a family business context, attending both to individual and societal circumstances
Agency theory & Resource dependence framework	Corporate Governance International Review	Bianco <i>et al.</i> (2015)	Quantitative	an unbalanced panel of 8,279 director-level observations from 834 companies listed on the Italian stock exchange and the members of their board of directors for the period 2008-2010	to investigate the potential determinants of having boards with diverse representation and the correlation between female directorship and family connections, with a focus on governance measures

Gender role theory & Social cognitive theory	Frontiers in Psychology	Overbeke <i>et al.</i> (2015)	Quantitative	50 pairs of fathers and daughters where fathers owned a family business in the Cleveland Ohio Chamber of Commerce; and daughters were over the age of 18.	to understand how shared vision between fathers and daughters in family businesses influences the transformation of daughters into successors
Framework of French pragmatic sociology	International Journal of Gender and Entrepreneurship	Gherardi and Perrotta (2016)	Qualitative	20 case studies of small family enterprises in Northern Italy where female second generations have taken over	to explore how gender and legitimacy are navigated in the succession process of family businesses, particularly when daughters take over, within a dual regime of engagement that justifies gender inequality and the reproduction of specific gender regimes

Contingency theory of leadership	Journal of Business Ethics	Nekhili <i>et al.</i> (2016)	Quantitative	a sample of 394 French firms over the period 2001–2010	to evaluate the impact of women's leadership in CEO or Chair positions on firm performance, with a focus on the differences between family and nonfamily firms
Fautiline theory	Journal of Family Business Strategy	Vanderbeek <i>et al.</i> (2016)	Quantitative	295 family firms derived from the financial database Belfast in 2002-2003 from Belgium	to examine if faultlines are detrimental to the role performance of boards of directors in family firms
	Journal of Economic History	Khan (2016)	Quantitative	patent and exhibition records of female and male inventors in France from 1791-1855	to examine the role of women in enterprise entrepreneurship and innovation in nineteenth-century France, particularly through the lens of patent records and family firms, to understand their contributions to production and productivity

	Business History	Edvinsson (2016)	Qualitative	Primary sources from the archives of the Wallenberg and Brostrom families in Sweden	to explore the contributions of corporate wives to Swedish family businesses in the early twentieth century, focusing on their roles, tasks, and the tacit knowledge they possessed within the patriarchal and legal constraints of the time
Social-constructed gender & SEW	Journal of Management and Organisations	Merono-Cerdan and Lopez-Nicolas (2016)	Quantitative	433 Spanish family firms with at least 6 employees working in the manufacturing, building and services sectors	to examine if those differences persist in family firms where the presence of female managers is higher, especially in second or subsequent-generation family firms than in non-family firms

Agency theory	Journal of Family Business Management	Peake and Marshall (2017)	Quantitative	a sample of 576 men and women-controlled farm and rural small- and medium-sized businesses (SMEs) in the Midwestern USA from 2012.	to analyse the performance effects of management controls and goals for the business across both male and female-controlled farm and rural family businesses
Identity Construction	International Small Business Journal Researching Entrepreneurship	Hytti <i>et al.</i> (2017)	Qualitative	in South and West Finland in two SMEs and two large firms	to explore how daughters navigate family businesses and construct identities as family business leaders

the work of Potter and Wetherell (1987) & the work of Kelan (2008) on gender discourses	Gender in Management	Fernandes and Mota-Ribeiro (2017)	Qualitative	2 focus groups of 12 women entrepreneurs with different initial bounds to their businesses: start-up and family businesses from Portugal	to explore how Portuguese businesswomen with different initial connections to their businesses use gender discourses to construct shared business identities in group interactions
Biddle's role theory	Journal of Family and Economics Issues	Archuleta <i>et al.</i> (2017)	Quantitative	participants at an annual agricultural conference designed for farm women, particularly those involved in family farm businesses, which were held in a Midwestern state in the winters of 2010–2013 of the U.S.	to explore the determinants of women's farm business financial satisfaction in the Midwest, particularly examining the relationship between their farm business roles and their financial satisfaction

	Review of Managerial Science	Gonzalez <i>et al.</i> (2018)	Quantitative	523 closely held family firms with 4907 board members (833 female members) 1996-2006 from Columbia	to investigate the impact of female directors on the performance of closely held Colombian family firms, differentiating between family female directors and outside female directors, and to explore potential gender bias in the development of human capital of heirs
Systems theory & the sustainable family business theory	Journal of Family Business Management	Felix and David (2019)	Quantitative	199 companies, for the period 2006–2014 selected from the Association of Portuguese Family Firms	to analyse the impact of gender (F/M), at the management level, on the family company's performance
CSR	Entrepreneurship Theory and Practice	Cruz <i>et al.</i> (2019)	Quantitative	152 American-listed family firms that belong to the Fortune 1000 during the period 2009–2013	to further understand the influence of gender board diversity on firms' corporate social performance (CPS) in the context of publicly held family firms

Self-positioning theory	Journal of Family Business Strategy	Mussolino <i>et al.</i> (2019)	Qualitative	20 daughters in medium-sized family firms in the South of Italy, particularly in the Campania Region	to explore how female successors describe their self-positioning in male-dominated family businesses, once the succession process from father/predecessor to daughter/successor has occurred
Dynamics of power & Piantoni's taxonomy of succession types	Gender in Management	Ferrari (2019)	Qualitative	11 female business owners and their daughters working in family SMEs from Italy	to investigate and explain the power dynamics between a mother (founder) and daughter (successor) during the business transmission process in family SMEs, with a focus on gender-related issues
The Bivalent Attributes Model & Ideal-real gap theory	Journal of Family Business Management	Li and Marshall (2019)	Quantitative	627 small- and medium-sized family businesses in Indiana, Illinois, Michigan, and Ohio from the U.S.	to explore how role satisfaction factors differ by gender among business owners of farm and non-farm family businesses in the Midwest of the U.S.

Gidden's structuration theory	Global Networks	Vershinina <i>et al.</i> (2019)	Qualitative	4 East Europe women business owners in the UK	to investigate how transnational spaces enable migrant women entrepreneurs to challenge traditional gender roles and claim legitimacy by establishing branches of their family businesses abroad
Social constructionist approach of gender	European Management Review	Byrne <i>et al.</i> (2019)	Qualitative	10 narrative accounts from two generations in four family businesses where firm size ranged from 100 to 500 employees located in France	to explore how gender structures and dynamics influence successor selection in family business succession through a social constructionist approach

	Small Business Economics	Lim and Suh (2019)	Quantitative	the Panel Study of Entrepreneurial Dynamics II (PSED II), which is a nationally representative sample of nascent entrepreneurs in the USA (primary data); the Survey of Business Owners (SBO) Public Use Microdata Sample (PUMS) dataset, focusing on young firms with business histories of 5 years or less (supplementary analysis)	to examine the impact of gender on the ownership structure of nascent businesses, particularly how male and female entrepreneurs use their social and cultural capital in establishing new enterprises
Doing gender	International Small Business Journal- Researching Entrepreneurship	Jurik <i>et al.</i> (2019)	Qualitative	Semi-structured interviews with 12 Czech Republic (CR) and 13 United States (US) heterosexual copreneur couples.	to examine how copreneurs—romantic business partners—construct business and caring responsibilities, credit contributions, and how these constructions are embedded in the Czech Republic and United States contexts, considering their different entrepreneurial histories, norms, and family policies

Configurational theory & the anthropological theory	Journal of Family Business Strategy	Akhmedova <i>et al.</i> (2020)	Mixed	66 daughters' response in family firms screened from the the SABI(Sistema de Análisis de Balances Ibéricos)	to explore how family-specific barriers and different types of motivation (extrinsic, intrinsic, and ethical) influence the presence of daughters in high-level management positions in family firms
	Journal of International Accounting Research	Magnanelli <i>et al.</i> (2020)	Quantitative	a sample of 165 Italian-listed firms from 2011 to 2016	to examine how the presence of female directors on corporate boards impacts the performance of family firms

	Applied Economics	Hernandez-Lara and Gonzales-Bustos (2020)	Quantitative	86 Spanish listed companies from energy and water supply, extractives, construction, industry, and services covering the period of 2003–2017	to empirically explore the effects of family businesses and women on boards on innovation, particularly examining if the influence of women differs in family businesses where they are often part of the controlling family
Stakeholder Value	Business Strategy and the Environment	Nadeem <i>et al.</i> (2020)	Quantitative	Thomson Reuters' ASSET4 data for U.K.-listed firms available from Eikon for the period 2007–2017	to examine whether board gender diversity (BGD) improves our multidimensional measure of value

SEW & resource-based view	Business Strategy and the Environment	Cordeiro <i>et al.</i> (2020)	Quantitative	a sample of 751 U.S. firms over the 2010–2015 period obtained from the CSRHub database	to investigate the relationship between ownership control and female board diversity and how they jointly influence corporate environmental performance, particularly in the context of majority ownership in family-controlled and dual-class firms
Resource-based view & human capital	Journal of Family Business Management	Loukil <i>et al.</i> (2020)	Quantitative	81 listed companies of the SBF 120 between 2002 and 2012 in France	to investigate the effect of female members on boards of directors on asymmetric information in the French stock market
Family embeddedness perspective & gender norms	Small Business Economics	Feldmann <i>et al.</i> (2020)	Quantitative	2897 young Europeans aged 18 to 35, who had at least one self-employed parent and were active in the labor market across 11 European countries collected in 2016	to predict the career status of young Europeans with at least one self-employed parent by examining the influence of gender identity, family, and society-level cultural variables on their career choices

	Journal of Family Business Management	Mucha (2020)	Qualitative	20 entrepreneurs was selected, comprising ten men and ten women entrepreneurs from different industries in the city of Skopje, North Macedonia	to analyse the effects of the COVID-19 pandemic on ethnic Albanian family businesses in North Macedonia, with a focus on gender-based strategies used by entrepreneurs to overcome the crisis
Upper echelons	Journal of Family Business Strategy	Jain <i>et al.</i> (2021)	Quantitative	a panel data (1999–2005) of 380 firms(134 family and 246 non-family) from the S&P 500 in the U.S.	to examine the gender equity - representation and compensation in top management - in listed family and non-family firms in the U.S.

Trade-off theory & SEW	Journal of Business Research	Baixauli-Soler <i>et al.</i> (2021)	Quantitative	420 family firms were telephone interviewed between March and June 2016; all the necessary financial and accounting data was obtained from the second source: the SABI database for 2016 from Spain	to analyse the impact of socioemotional wealth (SEW) on debt financing decisions in private family SMEs, with a focus on the moderating roles of CEO gender and family generation in charge
Socialisation theory, sociology of family	Family Business Review	Cosson and Guilding (2021)	Qualitative	Of our 34 participants, 18 were co-preneurs, three were CEOs, seven had worked in the business in some capacity, and six had never worked in the business	to explore and identify the critical influence of wives in family business succession, particularly through socialisation processes and their impact on family business continuity

Identity Construction	International Small Business Journal Researching Entrepreneurship	McAdam <i>et al.</i> (2021)	Qualitative	14 individual and joint semi-structured interviews to present a narrative analysis of five father-daughter dyads in Ireland	to explore how the daughter successor engages in identity work with the father incumbent during the process of succession and the role of father-daughter gendered relations in shaping her successor identity
	Business History	Ginalski (2022)	Quantitative	board members and chief executive officers(CEOs) of the 110 largest Swiss firms from the beginning of the twentieth century to 2022	to explore the impact of the Swiss corporate network on the integration of women into boardrooms and the subsequent effect of board feminization on the Swiss corporate network and elites
Relational theory	Gender in Management	Umans <i>et al.</i> (2021)	Quantitative	259 non-listed small and medium-sized family firms	To investigate the antecedents of succession planning in family firms, focusing on founder status, the family CEO's difficulty with letting go, and the impact of the family CEO's gender on these dynamics

Agency theory & Stakeholder Management Theory	Journal of Business Ethics	Beji <i>et al.</i> (2020)	Quantitative	120 French companies listed on the SBF 120 index, with governance, financial, and CSR data from 2003 to 2016	to investigate the relationship between board diversity and CSR performance in French listed firms on the SBF 120 index of 2016
Family Embeddedness	Journal of Business Research	Welsh <i>et al.</i> (2021)	Quantitative	111 women-owned companies in Slovakia	to explore how perceived family support can mitigate role conflict experienced by women business owners in Slovakia within the context of family businesses
Doing gender & multiple masculinities	Organisation Studies	Byrne <i>et al.</i> (2021)	Qualitative	In-depth interviews were conducted with family business members from seven family firms in France	to theorize how CEOs 'do gender' in management succession and its impact on their legitimacy as successor CEOs

Agency theory & gender socialisation theory & Critical Mass Theory	International Review of Financial Analysis	Garcia- Meca <i>et al.</i> (2022)	Quantitative	131 non-financial Spanish-listed firms between 2003 and 2017	to investigate the relationship between board gender diversity, specifically the presence of female directors, and dividend payout policies in firms, considering the influence of a critical mass and family ties effect
Theory of planned behaviour, gender barriers	Journal of Family and Economics Issues	Merono- Cerdan (2022)	Quantitative	A database of 177 SME Spanish family firms	to uncover the particular conditions under which women frequently have access to CEO positions in family firms
Dynamic trade- off theory	Eurasian Business Review	Sardo <i>et al</i> (2022)	Quantitative	A panel of Portuguese FFs over a period from 2010 to 2017 collected from the SABI database	to analyse the effects of gender and succession on the financing behaviour of unlisted small and medium-sized family firms (FFs)

	Journal of Family Business Management	Almof and Sjogren (2022)	Qualitative	Three widows who became owner-manager of Swedish privately held family firms	to explore the roles a widow may take following the unexpected death of her owner-manager spouse when she had no salient role in the business prior to the death
Upper echelons theory, five dimensions of SMEs	Strategic Entrepreneurship Journal	Bauweraerts <i>et al.</i> (2022)	Quantitative	287 Belgian family SMEs derived from an online survey conducted in 2017	to investigate the influence of family female directors on family SMEs' innovation
	Business History	Rinaldi and Tagliazucchi (2022)	Quantitative	women among the directors of the top 250 Italian joint-stock companies in eleven benchmark years spanning from 1913 to 2017	to investigate the presence and evolution of women among the directors of the top 250 Italian joint-stock companies from 1913 to 2017, highlighting the historical male preponderance and the recent increase in female directorships following the introduction of mandatory gender quotas

Appendix 3. Gender-based research in family businesses from Asian and Latin American contexts

Theoretical Frames	Journal title	Studies	Typology of study	Empirical context	Aim of study
Gender role theory	American Sociological Review	Entwisle <i>et al.</i> (1995)	Quantitative	individual, household, and community-level data, with the household questionnaire from the first wave of the China Health and Nutrition Survey (CHNS), conducted in the fall of 1989	to explore the roles of women and men in household-run businesses in rural China and how gender affects the allocation of labor in these businesses
The family system theory	International Journal of Human Resource Management	Wu <i>et al.</i> (2010)	Quantitative	202 Taiwanese copreneurial women of SMEs from the listings of Taiwan's chambers of commerce	to examine the permeability of work and family domains and investigate the relationships of work-family conflict with business and marriage outcomes in Taiwanese copreneurial women

Family Embeddedness	Journal of Small Business Management	Welsh <i>et al.</i> (2014)	Quantitative	a convenience sample of 101 women entrepreneurs conducted online and mostly through support organizations and networks of women entrepreneurs in Japan	to investigate the characteristics of Japanese women entrepreneurs and their family firms, identify barriers and resources that affect their success
Socialisation in the family business & Confucian ideology	Journal of Family Business Management	Deng (2014)	Qualitative	4 female successors from Jiangsu Province, China	to explore factors facilitating and impeding succession from father to daughter in family businesses in China
Token Status theory	Journal of Multinational Financial Management	Chauhan and Dey (2017)	Quantitative	All Indian firms listed on both the National Stock Exchange and the Bombay Stock Exchange for the period from 2002 to 2014	to examine the effect of female directors on firm performance for Indian firms

Conceptual framework adapted from Keaner and Sehora (1994)	International Journal of Gender and Entrepreneurship	Ramadani <i>et al.</i> (2017)	Qualitative	10 Indonesian family firms within these companies had already been established for at least five years and whose areas of commercial activity were unrestricted.	to identify the opportunities for females to manage this type of company within the Indonesian context
Resource-based view	Group Decision and Negotiation	Welsh <i>et al.</i> (2018)	Quantitative	137 Brazilian women entrepreneurs hired through support organizations, networks of them and personal contacts	to examine heterogeneity of family firms owned and managed by women, in the context of a developing country-Brazil

Stakeholder theory	International Journal of Gender and Entrepreneurship	Moreno-Gomez and Calleja-Blanco (2018)	Quantitative	a sample of 54 Colombian public businesses for the period 2008-2015	to analyse the relationship between the presence of women in corporate governance positions and the financial performance of firms in Colombia, and to examine the differences in this relationship between family and non-family firms
Institutional theory & family embeddedness perspectives	Asia Pacific Journal of Management	Chen <i>et al.</i> (2018)	Qualitative	A case study of a big three-generational jewellery company in Yiwu, Zhejiang interviewed in 2015	to explore the antecedents and consequences of female leadership in contemporary Chinese family business
	Review of Managerial Science	Gonzalez <i>et al.</i> (2018)	Quantitative	523 closely held family firms with 4907 board members (833 female members) 1996-2006 from Columbia	to investigate the impact of female directors on the performance of closely held Colombian family firms, differentiating between family female directors and outside female directors, and to explore potential gender bias in the development of human capital of heirs

Family dynamic factors	International Journal of Entrepreneurial behaviour & research	Franco and Piceti (2018)	Qualitative	7 businesses created by copreneurial couples who had been married between 4-34 years and most had higher education from Brazil	to understand the factors of family dynamics and gender roles that influence the functioning of copreneurial business practices in Brazil
SEW & Resource-based view	International Review of Financial Analysis	Poletti-Hughes and Briano-Turrent (2019)	Quantitative	a unique dataset of 1263 non-financial firms, covering the period 2004–2014 from the most liquid indices in each country: Argentina [Merval], Brazil[Bovespa], Chile [IPSA] and Mexico	to analyse the impact of gender diversity on corporate boards, specifically the influence of female directors on risk-taking behaviors in firms, within the frameworks of agency theory and socioemotional wealth (SEW)
	Gender & Society	Benchik (2019)	Qualitative	32 women microenterprise owners in Zacatecas, Mexico and respondents' children, especially daughters	to explore how family-level labor structures and gendered mechanisms influence daughters' entrepreneurship, particularly in terms of inheriting businesses or business-related resources from their parents

the Contingency framework	International Journal of Finance & Economics	Saeed <i>et al.</i> (2019)	Quantitative	60 high-tech firms with 394 observations and 61 non-high-tech firms with 382 observations from firms listed on the National Stock Exchange of India (NSE) during 2008-2014	to examine the effect of board gender diversity on firm risk-taking, particularly in the context of Indian high-tech firms and the moderating role of family ownership on this relationship
	Advances in Developing Human Resources	Li <i>et al.</i> (2020)	Qualitative	5 Chinese female interviewees from northern part of China who are above the age of 18; (b) one or both of her parents were family business owners; (c) she had been asked to be the successor to the family business; and (d) she was willing to take over the family business or had already done so	to understand the motivations, challenges, and opportunities faced by second-generation women entrepreneurs in Chinese family-owned businesses as they prepare to assume leadership roles

International Small Business Journal Researching Entrepreneurship	Xian <i>et al.</i> (2021)	Qualitative	20 semi-structured interviews were conducted with both actual and potential female successors in the south of China (in Jiangsu and Zhejiang provinces)	to explore the approaches of identity construction used by Chinese daughters while negotiating the successor-leader role within family businesses
Finance Research Letter	Wang <i>et al.</i> (2022)	Quantitative	920 family-controlled public firms from the China Stock Market Accounting Research (CSMAR) Database from 2008 to 2017	to explore the impact of founders' wives' empowerment on corporate financial risk in Chinese family firms by examining the influence of female cofounders' voting rights and leadership roles on firms' cash retention, financial leverage, and earnings risk
Journal of Corporate Finance	Chen <i>et al.</i> (2021)	Quantitative	247 entrepreneurs from the Forbes China Rich List for 2003-2019, with 1604 firm-year observations	to explore the antecedents and consequences of female leadership in contemporary Chinese family businesses within the context of institutional change in China

SEW & Resource-based view	International Journal of Finance and Economics	Poletti-Hughes and Garcia (2022)	Quantitative	187 non-financial firms and 1,108 observations over the period of 2005–2016 in Argentina, Brazil, Chile, Colombia, Mexico and Peru	to examine how debt decisions are influenced by family control and how a such relationship is moderated by an internal corporate governance mechanism, the quality of the board of directors
De Nooy, Mrvar, and Batageli's (2006) structure	Business History	Lluch and Salvaj (2022)	Quantitative	both countries' samples of public, private, and state-owned firms, as well as listed and non-listed firms, throughout the twentieth century. 171 cases of women directors in Argentina and 115 cases in Chile	to investigate which factors shape board gender composition and women's roles in business and corporate networks

	International Journal of Finance and Economics	Wang <i>et al.</i> (2022)	Quantitative	187 Chinese family firms listed on the Shanghai and Shenzhen A-share stock market during the years 2000 and 2018	to examine the influence of owner offspring gender on family firms' long- term resource allocation
Gender role theory	Frontiers in Psychology	Shi <i>et al.</i> (2022)	Quantitative	Chinese family listed companies between 2009 to 2019	to examine the impact of the number and gender structure of actual controllers' children on the professional management of Chinese family firms, particularly how sons influence the likelihood of professional management and the effect of the actual controller's ownership proportion on this relationship

Appendix 4. Gender-based research in family businesses from Middle Eastern and African contexts

Theoretical Frames	Journal title	Studies	Typology of study	Empirical context	Aim of study
Theory of planned behaviour	Family Business Review	Fahed-Sreih and Djoundourian (2006)	Mixed	114 medium and large-sized family-owned businesses from the IFEB mailing list in Lebanon	to explore the factors that contribute to the success and longevity of family businesses in Lebanon
Resource-based view	Journal of Family Business Management	Acheampong (2017)	Quantitative	Cross-sectional data from 2,727 Ghanaian families on microfinance participation and household characteristics	to understand the relationship between microfinance participation and entrepreneurial behaviour of Ghanaian families, and the moderating role of the family head's gender from a resource-based theory perspective

	Journal of Accounting in Emerging Economies	Aribi <i>et al.</i> (2018)	Quantitative	the annual financial reports of 1206 non-financial Jordanian companies listed on the Amman Stock Exchange during the period 2008-2013	to empirically examine the impact of female representation on corporate boards on the level of forward-looking information disclosures in non-financial Jordanian companies
Social embeddedness of institution	International Journal of Entrepreneurial behaviour & research	Xiong <i>et al.</i> (2018)	Qualitative	Participant observation, focus groups, and interviews conducted in two poor villages in South-East Nigeria with female micro-entrepreneurs	to understand how family and cultural institutions shape the business practices of poor entrepreneurial women in South-East Nigeria
	Long Range Planning	Karaevli and Yurtogl (2018)	Quantitative	a unique, hand-collected panel dataset of founding families, business groups (BGs), and their affiliated firms from 1925 to 2012 in Turkey	to understand how founding family structures influence the growth of business groups in Turkey over time

Theory of entrepreneurial legacy	Journal of Family Business Management	Chang <i>et al.</i> (2021)	Qualitative	Participants were recruited from FFs that at minimum in their second generation by maintaining a five-year duration. Five from personal contact, and four from Facebook groups	to explore the various aspects of succession planning in indigenous family businesses especially the role of female family members in succession and conflicts in family businesses
Legitimacy theory	Journal of Family Business Strategy	Hashim <i>et al.</i> (2021)	Qualitative	life stories, media archives, and social media posts and comments of three female-led family ventures in Bahrain	to explore how female-led family ventures gain legitimacy in an Arab society
Intergenerational solidarity theory	Journal of Small Business Management	Vardaman <i>et al.</i> (2021)	Qualitative	an 18-month qualitative study of a family-owned South African textile firms with both family members and nonfamily employees	to gain insight into the forced transgenerational succession process within a family business, particularly where a child successor forcibly supplants a parental incumbent

Stewardship theory, resource dependence framework, behavioural agency theory, the system theory	Journal of Family Business Management	Urban and Nonkwelo (2022)	Quantitative	all listed businesses on the Johannesburg Stock Exchange	to investigate intra-family dynamics with regard to daughters as potential successors in family businesses
Agency theory	Journal of Family Business Management	Rachmawati and Sulyanto (2022)	Quantitative	328 hotels in Yogyakarta, Indonesia	to determine the direct effect of entrepreneurial orientation on family business performance and examine the mediating role of family involvement and the moderating role of gender in this relationship

Appendix 5. Gender-based research in family businesses from multiple contexts globally

Theoretical Frames	Journal title	Studies	Typology of study	Empirical context	Aim of study
Eisenhardt's (1989) framework, Models of learning	Journal of Management and Organization	Barrett and Moores (2009)	Qualitative	13 participants were drawn from 12 FCBs in North America, HongKong, the Middle East, France and Australia	to better understand how women in family-controlled firms exercise leadership and entrepreneurship in the family firm context
Upper echelon theory & double standards of competence theory	Journal of Family Business Strategy	Chadwick and Dawson (2018)	Quantitative	1768 firm listed in the S&P 500 from 2009 to 2013	to examine how the inclusion of women leaders in upper levels of management is associated with organizational performance in family-controlled businesses

Strategy-as-practice theory	Journal of Family Business Management	Osnes et al. (2019)	Qualitative	in-depth interviews with family members and non-family employees from China, Germany, Sweden, England, Tanzania, Israel and the U.S.	to explore the complexity and plurality of best practices in intergenerational hand-over of roles to the next generation within successful business-owning families
Intergenerational solidarity theory	Entrepreneurship Theory and Practice	Gimenez-Jimenez <i>et al.</i> (2021)	Quantitative	18576 family firms from the 2013 Global University Entrepreneurial Spirit Students Survey	to examine how affective commitment mediates the relationship between family business exposure and offspring's succession intentions, with a focus on the impact of gender and birth order on this relationship
