

# Exploring Gender Dynamics and Empowerment in Family Businesses

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## ABSTRACT

This study explores the gender dynamics landscape of women's participation and empowerment in family businesses. It focuses on along with Gender Dynamics, Decision-Making Power, Resource Distribution, Recognition and Respect, and Emotional and Social Climate are included. The growing context on gender equality, women in family businesses often raises leadership inclusion, decision-making authority, access to resources, recognition for contributions, and emotional support. The existing studies has identified individual aspects of women's participation that also leaving structural, relational, and emotional factors on women's empowerment within family enterprises. It identifies the gap in the underlying dimensions of the key variables by using factor analysis and develop the constructs using Structural Equation Modeling (SEM). It analyse how gender dynamics, decision-making power, resource distribution, recognition and respect, and emotional and social climate comprehensively influence women's engagement, influence, and recognition in family businesses. A sample of 306 family business members was surveyed and results revealed that recognition and decision-making power, significantly impact women's participation, others, including resource distribution and emotional climate, show moderate effects. In this study identify the importance of equitable practices, transparent resource allocation, collective decision-making, and supportive social environments in enhancing women's empowerment. From this study provide significant findings on family businesses to promote gender equity, inclusive participation, and strengthen organizational sustainability through a balanced and supportive environment for all family members.

**Keywords:** Gender Dynamics - Emotional and Social Climate - Decision-Making Power, Resource Distribution - Recognition and Respect

## INTRODUCTION

Gender dynamics in the family businesses are evolved significantly in organizational leadership where family relationships and business connect, that influencing factors of Gender Dynamics, Decision-Making Power, Resource Distribution, Recognition and Respect, and Emotional and Social Climate critical for organisational performance (Borre, 2022). It determine the leadership inclusion, role stereotyping, equal participation, and gender neutrality, shaping opportunities and responsibilities for women within the role of organisation (Dutta, 2025). Decision-making power indicates that women's opinions are considered for authority, collaborative planning and strategic decisions. The resource distribution determines that including fair allocation of capital, training opportunities, and transparency, that impacts women's opportunity to use resources and play leadership roles (Martínez-García, 2022).

Recognition and respect consist of contribution acknowledgment, avoidance of credit denial, respectful treatment, and consistency of status that impacts motivation, morale, and perceived fairness. The emotional and social climate containing motivation, stress, relationship harmony, and emotional stability, shapes the

psychosocial environment of female members operates and satisfied (Sánchez-Limón, 2019). These variables are influences the gender dynamics in structural, relational, and emotional aspects of women's empowerment, participation, and recognition in family businesses for long-term sustainability (Jenny Romero, 2025).

## REVIEW OF LITERATURE

### Gender Dynamics

Gender dynamics in family businesses that focusing on shaping leadership opportunities, participation, and role allocation among members. In family oriented organisation, both men and women are provided equal chances for leadership positions on fairness and inclusivity. In traditional norms and cultural expectations that impacts dynamics and leading to women assigned for supportive or secondary roles than leadership (Ahl, 2012). To encouraging equally all family members of the business regardless of their gender based for achieving strategic and operational decision-making with collaborative and transparent environment (Pyburn, 2023). When gender is included for determining and assigning roles or responsibilities of the business that negatively impacts the equality and benefits from a merit-based system. It is not enhance the leadership diversity but also weakens family unity and long-term business sustainability (Kalia, 2025).

### Decision-Making Power

Decision-making power in family enterprises, women's opinions are being acknowledged and valued during key meeting and discussions (Srinivasan, 2025). It significantly shifts equitable participation in strategic decisions of the concerns. (Allan Discua, 2024). It can hinder organizational growth and diminish the potential contributions of competent female members in decision-making processes and active involvement of business success (AndSimple.com). Strategic decisions are drawing from inclusive of gender equity in decision-making, leading to innovative outcomes for the family business (Howard, 2021).

### Resource Distribution

Resource distribution is a key measure of fairness, equity, and transparency among the family businesses members. Within model family business, the resources and benefits are allocated between every family member equally to contribute and benefit from the business enterprise (Anna Akhmedova, 2023). The disparities occur when women experience difficulties in using business capital in financial decision-making and ownership structures. Equal opportunity for training and development helps to empower family members that enhance competence, confidence, and preparedness for future responsibilities (Velázquez-Castro, 2025). The resource distribution process is conducted to strengthen trust and cohesion among family members, reducing conflicts and favoritism. (Flamini, 2024).

### Recognition and Respect

Recognition and respect have protects the interest of equity, motivation, and an ability of belonging among family business and reinforces the organizational structure (Gourguechon, 2019). The gender divergences maintenance of inequality for achievements to compared with female equivalents. (Méndez-Suárez, 2025). A courteous work environments in family business are managed equally regardless of gender, encourages harmony, trust, and collective commitment. Identifying and acknowledging contributions that accounted in family businesses equally relate with morale, collaboration, and inclusive culture that sustains both personal and business growth (Hechavarria, 2019).

### Emotional and Social Climate

The emotional and social climate contains the effects of involvement in family business, quality of life among the family members. (Atienza-Barba, 2025). The family relationships are combining in business perspectives and recognising the interlinking social categories of various sources with better working environment (Wang, 2025). The female members should encouraged by their sense of belonging, endurance, and commitment to the

family enterprise. A positive emotional and social climate fosters robustness productive business culture for accomplishing organizational success (Gashi, 2025).

## METHODOLOGICAL FRAMEWORK

### Research problem

The growing emphasis on gender equality and inclusive practices, women in family businesses facing challenges in organisational leadership participation, decision-making authority, resource access, recognition and emotional support, which may restrict their engagement and i business performance. These challenges identified as a gap within family enterprises, conducting survey by identifying key factors that affect women's participation, empowerment, and satisfaction. The research problem is to be examining the gender dynamics, decision-making power, resource distribution, recognition and respect, and the emotional and social climate impact on women's participation in family businesses that determine the barriers of female members.”

### Research gap

The research gap understands of gender-related factors that dominance in family involvement of women's participation, empowerment, and recognition. The previous studies have included individual aspects such as leadership opportunities, decision-making authority, and resource allocation, there is a gap in combining of all into the research with organizational and social dimensions—gender dynamics, decision-making power, resource distribution, recognition and respect, and emotional and social climate. In short, the study explore the gap by investigating how organizational practices and family social climates, women's empowerment and participation in family businesses.

### Objectives

1. To analyse the Gender Dynamics with Leadership Inclusion (GD1), Role Stereotyping (GD2), Equal Participation (GD3), and Gender Neutrality (GD4) across different Age, Income, and Education groups in family businesses.
2. To identify and validate the model underlying factors representing gender dynamics, decision-making power, resource distribution, recognition and respect, and emotional and social climate in family businesses.

### Model framework

The framework of this study is designed to identify the factors influencing women's participation, empowerment, and experiences within family businesses, focusing on five key dimensions. Gender Dynamics (leadership inclusion, role stereotyping, equal participation, and gender neutrality), Decision-Making Power (authority is shared, collaborative planning is practiced, and influence), Resource Distribution (allocating resources, accessibility to capital, availability of training opportunities, and transparency), Recognition and Respect (acknowledgment of contributions, avoidance of credit denial, provision of respectful treatment, and consistency of status), and Emotional and Social Climate factors (motivation, stress levels, relationship harmony, and emotional stability) that influence with the psychosocial environment for female members.

## METHODOLOGY

A descriptive study was applied with the sample size of family business women 306 respondents by using questionnaire. The structured questionnaire covers five key categories: Gender Dynamics (GD), Decision-Making Power (DM), Resource Distribution (RD), Recognition and Respect (RR) and Emotional and Social Climate factors (ES). The data analysis part included the Structural Equation Modeling (SEM), ANOVA, and Factor analysis for stated problems and objectives. Descriptive statistics helps to understand the demographic characteristics of the women entrepreneurs that those are involved in family business.

## Analysis & Interpretation

### Descriptive statistics & ANOVA results of Group dynamics with Age, Income

The study included 306 valid respondents with age, income, and education. The average age of respondents was 2.47 (SD = 1.28), most participants were relatively young, with 33.7% aged 21–30 years and 26.1% under 20 years, above 50 years (10.5%) smaller portion. Regarding income, the mean was 2.76 (SD = 1.36), 29.7% earned between 400,001–800,000, 20.9% earning less than 400,000, and 15% earning above 1,600,000. In terms of education, respondents had a mean of 2.82 (SD = 1.33), undergraduates (28.8%) and others including professional qualifications (20.3%), with s school-level (18.6%), postgraduate (18.3%), or certificate/diploma qualifications (14.1%). Skewness and kurtosis values for all variables were within acceptable ranges (skewness < 1, kurtosis < ±2).

#### ANOVA results on Gender Dynamics across Age groups.

Leadership Inclusion (GD1), shows significant difference between groups (F = 3.015, p = 0.018), Role Stereotyping (GD2) is not significant (F = 0.303, p = 0.876), Equal Participation (GD3) significance (F = 2.115, p = 0.079), while Gender Neutrality (GD4) significant difference (F = 2.467, p = 0.045) among groups. These results suggest that gender dynamics, such as leadership inclusion and gender neutrality and structural and social factors affecting women’s participation and empowerment in family businesses.

#### ANOVA results on Gender Dynamics across Income groups.

The Leadership Inclusion (GD1) significant with the values of (F = 3.638, p = 0.007), Role Stereotyping (GD2) (F = 2.230, p = 0.066) and Equal Participation (GD3) (F = 2.214, p = 0.068) significant @ 10% and Gender Neutrality (GD4) significant difference (F = 3.093, p = 0.016). gender dynamics impact income among groups.

#### ANOVA results on Gender Dynamics across Education groups.

Leadership Inclusion (GD1) significantly impact between groups (F = 2.537, p = 0.040), Role Stereotyping (GD2) not significant with (F = 0.925, p = 0.450), Equal Participation (GD3) (F = 3.400, p = 0.010) and Gender Neutrality (GD4) (F = 3.265, p = 0.012) revealed significant differences emphasizing the need to consider contextual and group-specific factors in promoting women’s empowerment and participation in family businesses.

### Identification of factors in Gender Dynamics and Empowerment in Family Businesses

The results of the Kaiser-Meyer-Olkin (KMO) and Bartlett’s Test of Sphericity i value is 0.701, which exceeds the recommended minimum threshold of 0.60, Bartlett’s Test of Sphericity yields a Chi-square value of 1862.191 with 190 degrees of freedom and a significance level of .000. The statistically significant result (p < .05) confirms that the correlation matrix is not an identity matrix, indicating that the variables are correlated enough to proceed with factor analysis.

**Table 1.** Communalities factor loadings of Gender Dynamics model

Variable	Sub-Variable	Initial	Extraction
<b>1. Gender Dynamics</b>	Leadership inclusion (GD1)	0.459	0.598
	Role stereotyping (GD2)	0.293	0.311
	Equal participation (GD3)	0.385	0.402
	Gender neutrality (GD4)	0.401	0.509
<b>2. Decision-Making Power</b>	Opinion consideration (DM1)	0.359	0.393

	Authority limitation (DM2)	0.515	0.566
	Collaborative planning (DM3)	0.492	0.54
	Influence balance (DM4)	0.456	0.53
<b>3. Resource Distribution</b>	Fair allocation (RD1)	0.338	0.368
	Capital restriction (RD2)	0.461	0.597
	Training access (RD3)	0.46	0.517
	Resource transparency (RD4)	0.342	0.377
<b>4. Recognition and Respect</b>	Contribution acknowledgment (RR1)	0.325	0.337
	Credit denial (RR2)	0.394	0.535
	Respectful treatment (RR3)	0.388	0.417
	Status consistency (RR4)	0.378	0.351
<b>5. Emotional and Social Climate</b>	Motivation boost (ES1)	0.273	0.227
	Stress increase (ES2)	0.546	0.65
	Relationship harmony (ES3)	0.541	0.631
	Emotional stability (ES4)	0.478	0.55

The communalities table shows the variances before extraction, while the extraction values  $i$  is accounted for by the identified factors after analysis. In this table shows, the extraction values range from 0.227 to 0.65, reflecting moderate levels of explanation by the extracted factors. Among the sub-variables, Stress increase (ES2) highest extraction value of 0.65, Relationship harmony (ES3) and Capital restriction (RD2) with high extraction values of 0.631 and 0.597, respectively. Motivation boost (ES1) exhibits the lowest extraction value of 0.227 in the underlying constructs. Overall, the communalities suggest that most variables have acceptable extraction values above 0.30, indicating that a substantial portion of their variance is explained by the factor model.

The Total Variance Explained table summarizes with five factors have eigenvalues greater than 1, following the Kaiser criterion, and thus were retained for interpretation. The initial eigenvalues show that these five factors together explain 59.78% of the total variance, indicating that more than half of the variability in the data can be attributed to these underlying dimensions. After extraction using the Maximum Likelihood method, the five factors collectively account for 47.03% of the total variance, with the rotation sums of squared loadings indicate that the first factor explaining 10.97%, the second 9.98%, the third 9.56%, the fourth 8.51%, and the fifth 8.01% of the variance.

**Table 2.** Rotated factor loadings of Gender Dynamics model

Variable	Sub-Variable	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
<b>1. Gender Dynamics</b>	Leadership inclusion (GD1)	-0.106	0.074	-0.042	<b>0.742</b>	0.17
	Role stereotyping (GD2)	-0.019	0.059	-0.159	<b>0.465</b>	-0.256
	Equal participation (GD3)	-0.088	-0.037	-0.011	<b>0.626</b>	-0.041
	Gender neutrality (GD4)	0.058	0.046	-0.012	<b>0.706</b>	0.064
<b>2. Decision Making Power</b>	Opinion consideration (DM1)	<b>0.606</b>	0.108	0.087	-0.077	0.005

	Authority limitation (DM2)	<b>0.75</b>	-0.021	-0.044	-0.041	0.001
	Collaborative planning (DM3)	<b>0.674</b>	-0.078	0.055	-0.05	-0.274
	Influence balance (DM4)	<b>0.723</b>	-0.058	-0.027	-0.015	-0.056
<b>3. Resource Distribution</b>	Fair allocation (RD1)	0.089	0.032	<b>0.585</b>	-0.071	0.106
	Capital restriction (RD2)	-0.029	0.041	<b>0.765</b>	-0.074	-0.054
	Training access (RD3)	0.079	0.038	<b>0.709</b>	-0.021	0.079
	Resource transparency (RD4)	-0.074	-0.066	<b>0.604</b>	-0.011	-0.046
<b>4. Recognition and Respect</b>	Contribution acknowledgment (RR1)	0.117	0.075	0.165	0.033	<b>0.538</b>
	Credit denial (RR2)	-0.062	0.029	-0.081	0.03	<b>0.723</b>
	Respectful treatment (RR3)	-0.396	-0.036	-0.02	-0.082	<b>0.502</b>
	Status consistency (RR4)	-0.254	-0.067	0.01	-0.005	<b>0.531</b>
<b>5. Emotional and Social Climate</b>	Motivation boost (ES1)	-0.033	<b>0.433</b>	-0.088	0.106	-0.14
	Stress increase (ES2)	0.063	<b>0.784</b>	0.161	-0.042	-0.063
	Relationship harmony (ES3)	0.011	<b>0.779</b>	0.06	0.047	0.134
	Emotional stability (ES4)	-0.038	<b>0.73</b>	-0.053	-0.009	0.114

The Rotated Factor Matrix reveals the loading patterns of each variable on the extracted five factors, Factor 1 represents Decision-Making Power, with high loadings from Authority limitation (DM2 = 0.75), Influence balance (DM4 = 0.723), Collaborative planning (DM3 = 0.674), and Opinion consideration (DM1 = 0.606). Factor 2 shows Emotional and Social Climate with the loadings of Stress increase (ES2 = 0.784), Relationship harmony (ES3 = 0.779), and Emotional stability (ES4 = 0.73). Factor 3 captures Resource Distribution, dominated by high loadings from Capital restriction (RD2 = 0.765), Training access (RD3 = 0.709), Resource transparency (RD4 = 0.604), and Fair allocation (RD1 = 0.585). Factor 4 reflects Gender Dynamics, characterized by strong associations with Leadership inclusion (GD1 = 0.742), Gender neutrality (GD4 = 0.706), and Equal participation (GD3 = 0.626). Factor 5 represents Recognition and Respect, with high loadings from Credit denial (RR2 = 0.723), Status consistency (RR4 = 0.531), Contribution acknowledgment (RR1 = 0.538), and Respectful treatment (RR3 = 0.502).

### Structural Equation Modeling of Gender Dynamics and Empowerment in Family Businesses

Structural Equation Modeling (SEM) is examined in this study to explore how Emotional and Social Climate, Resource Distribution, Recognition and Respect, and Decision-Making Power interact to shape Gender Dynamics in family businesses. To understand the mechanisms affecting women's participation and empowerment the following hypothesis is developed.

H1: Emotional and Social Climate (ES) has significant impact on Resource Distribution (RD) in family businesses.

H2: Emotional and Social Climate (ES) has a significant impact on Recognition and Respect (RR) in family businesses.

H3: Resource Distribution (RD) has a significant impact on Recognition and Respect (RR) in family businesses.

H4: Resource Distribution (RD) has a significant impact on Decision-Making Power (DM) in family businesses.

H5: Recognition and Respect (RR) has a significant impact on Decision-Making Power (DM) in family businesses.

H6: Recognition and Respect (RR) has a significant impact on Gender Dynamics (GD) in family businesses.

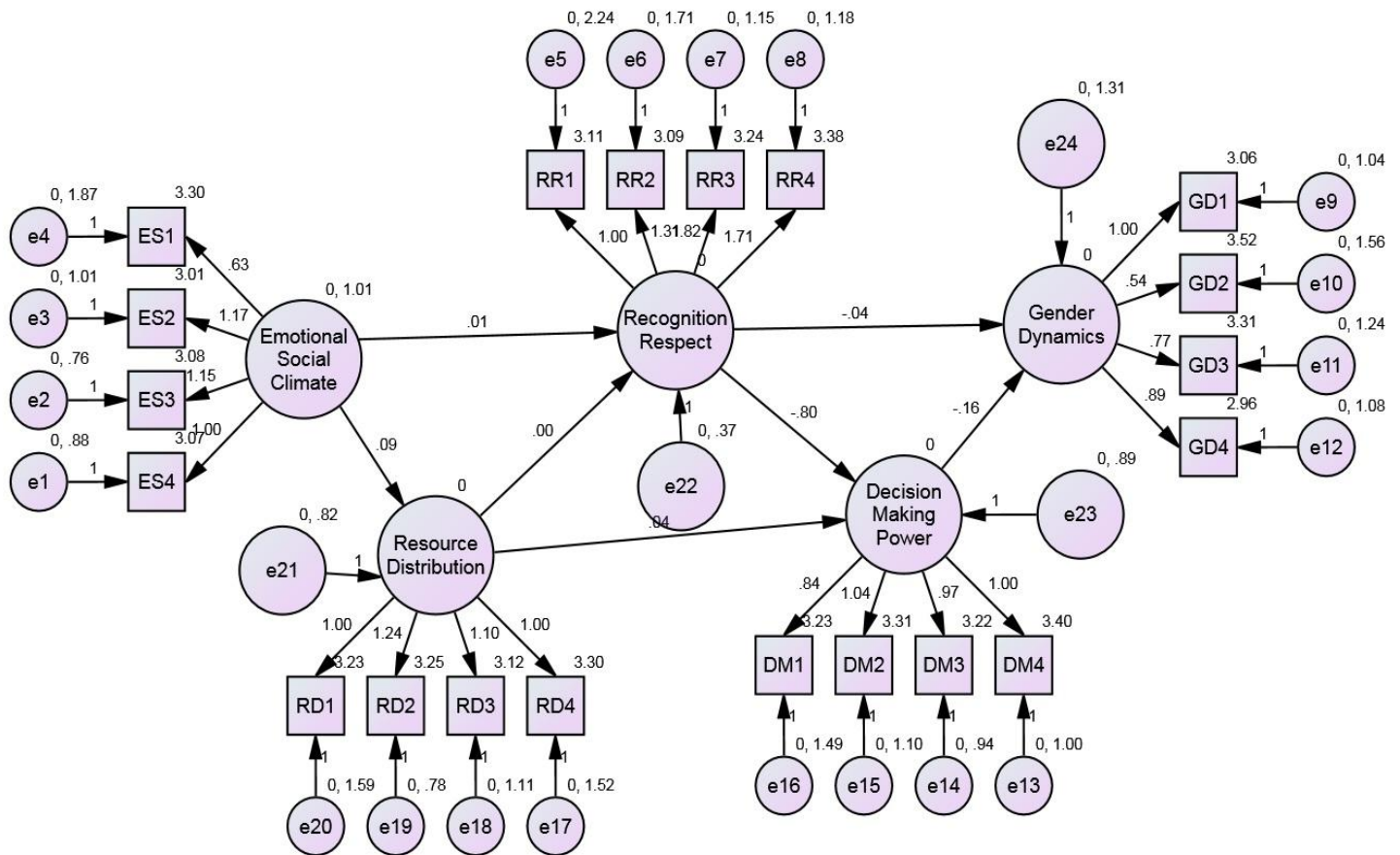
H7: Decision-Making Power (DM) has a significant impact on Gender Dynamics (GD) in family businesses.

**Table 3.** Path Analysis results of Gender Dynamics and Empowerment in Family Businesses

Dependent Variable	Path	Independent Variable	Unstandardized Estimate	Standardized Estimate	S.E.	C.R.	P
Resource Distribution (RD)	←	Emotional and Social Climate (ES)	0.086	0.095	0.065	1.313	0.18
Recognition and Respect (RR)	←	Emotional and Social Climate (ES)	0.012	0.019	0.045	0.257	0.79
Recognition and Respect (RR)	←	Resource Distribution (RD)	0.003	0.005	0.051	0.06	0.95
Decision-Making Power (DM)	←	Resource Distribution (RD)	0.043	0.037	0.08	0.541	0.58
Decision-Making Power (DM)	←	Recognition and Respect (RR)	-0.797	-0.457	0.187	-4.262	***
Gender Dynamics (GD)	←	Recognition and Respect (RR)	-0.04	-0.021	0.175	-0.229	0.81
Gender Dynamics (GD)	←	Decision-Making Power (DM)	-0.157	-0.144	0.097	-1.622	0.10

The path analysis shows the structural relationships between the hypothesized paths. The Emotional and Social Climate (ES) has a positive but statistically insignificant effect on both Resource Distribution (RD) ( $\beta = 0.095$ ,  $p = 0.189$ ) and Recognition and Respect (RR) ( $\beta = 0.019$ ,  $p = 0.797$ ). Resource Distribution (RD) non-significant influence on Recognition and Respect (RR) ( $\beta = 0.005$ ,  $p = 0.952$ ) and Decision-Making Power (DM) ( $\beta = 0.037$ ,  $p = 0.588$ ), non-significant on decision-making power or perceived respect within the organization.

Recognition and Respect (RR) and Decision-Making Power (DM) ( $\beta = -0.457$ ,  $p < 0.001$ ) is negatively influenced. It means that higher recognition and respect may be related with lower perceived decision-making power. In contrast, Recognition and Respect (RR) has an non-significant effect on Gender Dynamics (GD) ( $\beta = -0.021$ ,  $p = 0.819$ ), and Decision-Making Power (DM) also shows an insignificant negative influence on Gender Dynamics (GD) ( $\beta = -0.144$ ,  $p = 0.105$ ).



**Fig.1** Comprehensive model of Gender Dynamics and Empowerment in Family Businesses

The hypothesized structural model represents the observed data, using multiple goodness-of-fit indices. The Chi-square value (CMIN = 480.463,  $df = 163$ ,  $p < .001$ ) indicates a statistically significant. The CMIN/DF ratio is 2.948, with acceptable range of 3.0, and the Normed Fit Index (NFI = 0.748), Relative Fit Index (RFI = 0.707), Incremental Fit Index (IFI = 0.818), Tucker-Lewis Index (TLI = 0.785), and Comparative Fit Index (CFI = 0.815) all fall within acceptable and moderate fit ranges. The Root Mean Square Error of Approximation (RMSEA) is 0.080, with a 90% confidence interval between 0.072 and 0.088, and a PCLOSE value of 0.000. RMSEA values below 0.08 indicate an acceptable fit, the Parsimony-Adjusted Measures such as PNFI (0.642) and PCFI (0.699) shows that the model balances complexity with explanatory power effectively. Information criteria such as AIC (614.463) and ECVI (2.015) are lower than those of the independence model (AIC = 1989.137; ECVI = 6.522) validating better fit, the Hoelter critical N values of 124 at the 0.05 level and 132 at the 0.01 level suggest that the sample size is adequate.

The path analysis indicates that Emotional and Social Climate (ES) has a positive but statistically non-significant effect on Resource Distribution (RD) ( $\beta = 0.095$ ,  $p = 0.189$ ). Although the direction of the relationship suggests that a more positive emotional and social climate may be associated with better resource distribution, the lack of statistical significance implies that this effect is not strong enough to be reliably distinguished from zero within the present sample.

This non-significant finding may be attributed to several factors. First, resource distribution is often governed by formal policies, administrative procedures, or structural constraints, which may limit the direct influence of interpersonal or emotional dynamics. Second, the variability in ES within the sample may not have been sufficient to produce a measurable effect on RD. Third, it is also possible that ES influences RD indirectly through mediating variables not included in the current model. Therefore, while the hypothesized relationship is theoretically plausible, the results suggest that ES alone may not be a strong predictor of RD in this context and warrants further investigation.

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## Application of the study

The family businesses of gender equity and women's empowerment that impacts Gender Dynamics, Decision-Making Power, Resource Distribution, Recognition and Respect, and Emotional and Social Climate. An organization can introduce policies that secure inclusive leadership, fair resource allocation, and merit-based recognition. Regarding demographic variables namely age, income, and education that impact women's participation in strategic decision-making, enhance collaboration, and support for organizational performance. This finding helps to improve family businesses for design sustainable empowerment strategies including with social, emotional, and structural support mechanisms.

The gender equality and social inclusion of family enterprises revealing that traditional norms, role stereotyping, and unequal opportunities remain, the research emphasizes the need for cultural and organizational transformation. It influences the equitable leadership, participation among the women's professional development. It is required for family togetherness and social harmony. It encourages a societal moment of competence beyond gender, creating inclusive business environment that can encourage policy-makers, educators, and entrepreneurs to confront with basic level challenges and barriers in gender-sensitive practices in business and community belongs.

## DISCUSSION OF THE STUDY

The structural and social factors impacting Gender Dynamics and women's empowerment in family businesses, it focusing on five key dimensions: Leadership Inclusion, Role Stereotyping, Equal Participation, Gender Neutrality, and Emotional and Social Climate. The results revealed that age, income, and education of the participants belongs to young category and educational and financial backgrounds. The demographic profile is shown that variations in opined that gender dynamics among group-specific factors with n women's empowerment of family enterprises. Along with, ANOVA results hypothetically significant differences between age, income, and education groups for Leadership Inclusion (GD1), Equal Participation (GD3), and Gender Neutrality (GD4), it implying that empowerment and inclusivity are influenced. Role Stereotyping (GD2) point out that traditional expectations on women is influenced by group membership, it emphasize the need for targeted strategies to address structural and cultural barriers in family businesses.

Factor analysis supported to identify five key dimensions—Decision-Making Power, Emotional and Social Climate, Resource Distribution, Gender Dynamics, and Recognition and Respect. It revealed strong loadings of variables in model, validating the theoretical framework of proposed group dynamics in family businesses. The interrelationships among these constructs are Emotional and Social Climate, Resource Distribution had positive but largely non-significant effects on Recognition and Decision-Making Power, Recognition and Respect exhibited a significant negative effect on Decision-Making Power. This results indicate that formal recognition does not interpret perceived authority or influence, because o complexity in dynamics of family business. The findings infer that women's empowerment in family businesses is multidimensional and it shaped by demographic, structural, and social factors. It promoting inclusive leadership, equitable resource distribution, and supportive emotional climates can strengthen participation and collaboration of women involvement, but attention must also be given to aligning recognition with actual decision-making authority.

## CONCLUSION

The Gender Dynamics in family businesses are influenced by both demographic factors and organizational practices. It revealed a diverse sample in terms of age, income, and education, with the majority of respondents being young (21–30 years) and exhibit varied educational and income backgrounds. ANOVA results indicated significant differences in perceptions of Leadership Inclusion (GD1), Equal Participation (GD3), and Gender Neutrality (GD4) across age, income, and education groups, suggesting that demographic contexts influence how family members perceive women's opportunities, participation, and fairness in role assignment. Role Stereotyping (GD2) indicating persistent traditional perceptions across groups. These findings highlight the importance of considering group-specific contexts when addressing gender equity and empowerment in family businesses.

The factor analysis and SEM further demonstrated that Decision-Making Power, Emotional and Social Climate, Resource Distribution, Gender Dynamics, and Recognition and Respect are interconnected dimensions shaping women's empowerment. The emotional support and resource distribution non-significant effects on recognition and decision-making, Recognition and Respect showed a significant negative relationship with Decision-Making Power, reflecting complex structural and social dynamics. These results indicate that encouraging women's empowerment requires an integrated approach addressing leadership opportunities, equitable participation, and recognition within the organizational and social context of family businesses.

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## APPENDIX – 1

### Questionnaire

Dear Participant,

I am conducting a research study on **Gender equality and participation in family businesses**. The purpose of this study is to understand gender dynamics influence the involvement of both men and women in family-owned enterprises.

You are kindly requested to fill out the attached questionnaire. Please note that all responses will be **kept strictly confidential** and used **solely for academic purposes**.

1. Age
2. Education
3. Income

SA = Strongly Agree, A = Agree, N = Neutral, DA = Disagree, SDA = Strongly Disagree.

Variable	Statement	SA	A	N	DA	SDA
<b>1. Gender Dynamics</b>	Women and men have equal chances to hold leadership positions in our family business.					
	Women are often assigned traditional or supportive roles rather than leadership roles.					
	All family members are encouraged to take part in important business activities.					

	Gender is not a deciding factor in assigning roles or responsibilities.					
<b>2. Decision-Making Power</b>	Women’s opinions are valued in decision-making discussions.					
	Female members’ authority is often restricted in key business matters.					
	Business decisions are made collectively, involving both men and women.					
	Decision-making influence is balanced between male and female members.					
<b>3. Resource Distribution</b>	Resources and benefits are distributed fairly among all family members.					
	Women face more difficulty in accessing business capital compared to men.					
	All family members have equal access to business training and development programs.					
	The distribution of business resources is clear and transparent.					
<b>4. Recognition and Respect</b>	Women’s contributions to the family business are openly recognized.					
	Male members often receive more credit for achievements than female members.					
	All family members are treated with mutual respect regardless of gender.					
	Position and recognition within the business are consistent with contribution and merit.					
<b>5. Emotional and Social Climate</b>	Family support motivates women to participate actively in the business.					
	Gender-based discrimination causes stress for women in the business.					
	Family relationships remain harmonious despite business differences.					
	Female members feel emotionally supported within the business environment.					