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STEREOTYPES ABOUT WOMEN'S LEADERSHIP IN MANAGING FAMILY BUSINESSES

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INTRODUCTION

- Women play a major role in Indonesia's economy — around 64.5% of MSMEs are managed by women.
- However, patriarchal values remain strong, limiting women's access to formal leadership positions.
- Family businesses dominate the national economy (±95% of companies on the Indonesia Stock Exchange).
- In family business succession, men are more often considered the natural successors, while women are seen as supporters.
- These stereotypes lead to low legitimacy of women's leadership, even though their performance is proven to be good.
- This research is important to understand how stereotypes are formed and women's adaptive strategies in dealing with them.

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METHOD

METHOD: SYSTEMATIC LITERATURE REVIEW (SLR)

1. **Publication range: 2016–2025**
2. **Final selected articles: 5 articles**
3. **Inclusion:**
   - Discusses women's leadership in the context of family businesses,
   - Reviews gender stereotypes, cultural barriers, or leadership succession,
   - Published between 2016 and 2025,
   - In Indonesian or English, and
   - Available in full-text form.
4. **Exclusion**:
   - Irrelevant to the issue of women's leadership,
   - Not focused on family businesses,
   - Not peer-reviewed, or
   - Not fully accessible.

01 Research design: Systematic Literature Review (SLR) using PRISMA guidelines

02 Databases used:
- Google Scholar
- Scopus
- Emerald Insight

03 Keywords used:
“female leadership”, “family business”, “gender stereotype”, “female successor”, “patriarchal norms”

PRISMA

PRISMA FLOW (ARTICLE SELECTION PROCESS)

PRISMA ensures transparency and systematic article selection.

PRISMA Stage	Number of Articles	Description
Identification	82	Articles found through database search
Screening	47	Filtered by title and abstract relevance
Eligibility	12	Full-text articles reviewed for suitability
Included	5	Final articles analyzed in SLR

04 RESULTS

Study	Method	Results
Nelson & Constantinidis (2017)	Systematic Literature Review (SLR)	Gender is often overlooked; the concept of primogeniture, or succession biased towards males, still exists. Constructivist theory is essential
Lipovka, O. & Yanovskaya, A. (2022)	Quantitative	In patriarchal cultures, stereotypes are stronger; women's roles in family decision-making reduce bias.
Al-Dajani, H. (2018)	Conceptual review	A new theory emphasizing gender role negotiations is needed because the literature on family businesses is still masculine in nature.
Alsos, G., Hytti, U., Heinonen, J. & Ljunggren, E. (2016)	Qualitative (Narrative case study)	Heiresses negotiate their identities by balancing feminine and masculine standards (a compounded disruption)..
Chadwick, I. & Dawson, A. (2018)	Chadwick, I. & Dawson, A. (2018)	Social performance and governance improved with female leadership, but due to structural bias, financial performance did not improve significantly.

05 RESULTS & DISCUSSION

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01 Stereotypes about Women's Leadership in Family Businesses

The results of the study show that stereotypes about female leadership arise from two main sources, namely conceptual bias in family business theory and social perceptions in practice.

In theory, research by Nelson and Constantinidis (2017) found that most studies of family business succession are still oriented towards the primogeniture paradigm, which considers men as natural successors and women only as supporters. This shows that gender bias is embedded in the theoretical framework of family business.

In addition, Al-Dajani (2018) asserts that popular theories such as agency theory and resource-based view tend to assess leadership based on masculine traits such as rationality and assertiveness, while feminine values such as empathy and collaboration are less valued.

From a social perspective, Lipovka's (2022) research shows that patriarchal culture reinforces the view that women are not suited to leadership, both in family businesses and in the public sphere.

05 RESULTS & DISCUSSION

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02 Women's Strategies for Dealing with Stereotypes

The results of the study show that gender stereotypes have a direct effect on the effectiveness of female leadership, particularly through low social legitimacy, recognition of authority, and performance appraisals.

According to Alsos et al. (2016), women who are successors to family businesses must work harder to prove their abilities due to credibility gaps. Many of them adjust their leadership style to meet masculine expectations, which often leads to identity conflicts.

Chadwick and Dawson (2018) found that female leadership improves corporate governance and social responsibility, but has not had a significant impact on financial performance due to perception bias and structural barriers.

Meanwhile, Lipovka (2022) shows that negative stereotypes make women appear less assertive or emotional, even though their performance is on par with men.

Overall, the decline in women's effectiveness as leaders is not due to a lack of ability, but rather a lack of social legitimacy and fair organizational support.

05 RESULTS & DISCUSSION

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03 Women's Strategies for Dealing with Stereotypes

Research shows that women leaders in family businesses are not only victims of stereotypes, but are also able to adapt and negotiate their roles in patriarchal systems.

According to Alsos et al. (2016), female successors often combine masculine and feminine traits to build their leadership identities. This strategy is called tempered disruption—an effort to gradually change society's views without causing conflict within the family.

Meanwhile, Nelson and Constantinidis (2017) explain that women create new spaces for legitimacy by redefining the meaning of leadership, emphasizing values such as togetherness, sustainability, and social awareness.

Additionally, Lipovka (2022) found that when women are active in family decision-making, society's view of their business capabilities also improves.

Overall, the strategies used are collaborative, reflective, and transformative—showing that women are not only adapting but also changing the leadership paradigm to be more inclusive and gender-equitable.

CONCLUSION

- Gender stereotypes remain strong in family business leadership, both in theory and in social practice.
- Patriarchal culture means that men are more often seen as the natural successors, while women receive less recognition.
- These stereotypes undermine the legitimacy of and support for female leadership, not because of a lack of ability.
- Nevertheless, women are able to adapt and negotiate their leadership identity through strategies such as tempered disruption and redefinition of leadership values.
- Women's leadership has been shown to improve corporate governance, sustainability, and social value.
- A paradigm shift towards an inclusive and gender-equal leadership model in family businesses is needed.

THANK YOU