



UNIVERSITA' DEGLI STUDI DI PADOVA

**DIPARTIMENTO DI SCIENZE ECONOMICHE ED AZIENDALI
"M.FANNO"**

**CORSO DI LAUREA MAGISTRALE IN
ENTREPRENEURSHIP AND INNOVATION**

TESI DI LAUREA

"GENDER BIAS IN TURKISH FAMILY FIRMS"

RELATORE:

CH.MO PROF. CAINELLI GIULIO, PROF.SSA TOGNAZZO ALESSANDRA

LAUREANDA: SHAMSHIBAEVA ALIJA

MATRICOLA N. 2049619

ANNO ACCADEMICO 2022 – 2023

Dichiaro di aver preso visione del “Regolamento antiplagio” approvato dal Consiglio del Dipartimento di Scienze Economiche e Aziendali e, consapevole delle conseguenze derivanti da dichiarazioni mendaci, dichiaro che il presente lavoro non è già stato sottoposto, in tutto o in parte, per il conseguimento di un titolo accademico in altre Università italiane o straniere. Dichiaro inoltre che tutte le fonti utilizzate per la realizzazione del presente lavoro, inclusi i materiali digitali, sono state correttamente citate nel corpo del testo e nella sezione ‘Riferimenti bibliografici’.

I hereby declare that I have read and understood the “Anti-plagiarism rules” approved by the Council of the Department of Economics and Management and I am aware of the consequences of making false statements. I declare that this thesis has not been previously submitted – either fully or partially – for fulfilling the requirements of an academic degree, whether in Italy or abroad. Furthermore, I declare that the references used for this work – including the digital materials – have been appropriately cited in the text and in the “References” section.

A handwritten signature in black ink, consisting of stylized, overlapping loops and lines, positioned on the right side of the page.

*Special thanks to my family, friends and my fiancé
for an eternal support and active contribution
to this study and throughout this amazing journey.*

TABLE OF CONTENTS

CHAPTER 1. INTRODUCTION.....	7
1.1. Country profile.....	7
1.1.1. General information about Türkiye.....	7
1.1.2. Turkish culture.....	7
1.1.3. Turkish-Italian relationship.....	9
1.2. Introduction to the topic.....	10
CHAPTER 2. LITERATURE REVIEW.....	13
2.1. Family firms and Türkiye.....	13
2.1.1. Distinct characteristics of family firms.....	14
2.1.2. Strengths and weaknesses of family firms.....	16
2.1.3. Success factors of family firms.....	18
2.1.4. Reasons for failure of family firms.....	20
2.1.5. Sustainability of family firms.....	21
2.1.6. Turkish family firms.....	23
2.1.7. Politics in Türkiye.....	26
2.2. Women and family firms in Türkiye.....	28
2.2.1. Turkish women.....	29
2.2.2. Family relationships in Türkiye.....	32
2.2.3. Gender bias at the workplace.....	33
2.2.4. Gender issues in family firms.....	34
2.2.5. Global view of gender bias.....	39
2.3. Conclusion.....	41
CHAPTER 3. THEORETICAL FRAMEWORK.....	42
CHAPTER 4. METHODOLOGY.....	45
4.1. Introduction.....	45
4.2. Research design.....	46
4.2.1 Data collection methods.....	46
4.2.2. Participants and sampling.....	46
4.2.3. Data collection instruments.....	48

4.2.4. Data collection procedure.....	48
4.2.5. Data analysis methods. Data preparation.....	50
4.2.6. Data analysis techniques.....	52
4.2.7. Ethical considerations.....	52
4.2.8. Limitations.....	52
4.3. Conclusion.....	53
CHAPTER 5. FINDINGS.....	54
5.1. Introduction.....	54
5.2. Basic characteristics of Turkish family firms.....	54
5.3. Extent of gender bias in Turkish family firms.....	60
5.4. Factors contributing to gender bias.....	61
5.5. Consequences of gender bias.....	67
5.6. Measures to minimize gender bias.....	68
5.7. Conclusion.....	69
CHAPTER 6. DISCUSSIONS.....	70
REFERENCES.....	72
APPENDICES.....	86
Appendix 1. Geographic regions of Türkiye.....	86
Appendix 2. Questions for interview #1 in English.....	87
Appendix 3. Questions for interview #1 in Turkish.....	88
Appendix 4. Questions for interview #2 in English.....	89
Appendix 5. Questions for interview #2 in Turkish.....	90
Appendix 6. Distribution of companies by city.....	91
Appendix 7. Key indicators by economic activities of 2021.....	92
Appendix 8. Turkish family firms by size, region and industry.....	93

LIST OF TABLES AND FIGURES

Figure 1. Hofstede's and Hull's cultural dimensions of Türkiye

Figure 2. Complementary theoretical model of the internationalization of family businesses

Table 1. Criteria and sub-criteria for sustainability of family businesses

Table 2. Turkish companies' age

Table 3. Turkish family firms by region

Table 4. Turkish family firms by industry

Table 5. Total number of sectors

Table 6. Founder's gender in Turkish family firms

Table 7. Percentage of founders alive

Table 8. Number of generations in Turkish family firms

Table 9. Status of Turkish family firms

Table 10. Number of employees in Turkish family firms

Table 11. Correlation of number of employees and revenue

Table 12. Family successors' gender

Table 13. Family managers' gender

Table 14. Crosstabulation of Company status and family successor's gender

Table 15. Crosstabulation of Company status and family manager's gender

Table 16. Crosstabulation of Region and family successor's gender

Table 17. Crosstabulation of Region and family manager's gender

INTRODUCTION AND SUMMARY

We are currently living in the era of people striving for social equality in a globalizing world. Differences between cultures, races and nations are gradually getting blurred and it is getting much easier to communicate with people from all over the world. However, despite this variety, there are still places where basic human rights are not respected.

This paper aims to contribute to gender equality issues in Turkish family firms. Belonging to the Turkic culture and considering Türkiye as my potential destination for relocation, I decided to raise this issue in the context of my major in Entrepreneurship and Innovation and connect it with family firms. The issues raised in this paper, although may not seem obvious, persist in Türkiye and limit women's personal and professional development. The main goal behind this paper is to raise awareness of the issue of gender bias and take measures to minimize it.

The first chapter of this paper provides the reader with general information about Türkiye and its culture. It then presents the topic and purpose of the research. The second chapter analyzes existing literature on various aspects such as family firms in Türkiye and globally, Turkish women, Turkish family relationships and the issue of gender bias. Chapter 3 provides necessary theoretical background to be referred to later. Chapter 4 shows the reader the methodology of the research in a detailed manner. In the fifth chapter all the main findings are presented. Chapter 6 concludes the paper summarizing the key points of the whole research. References to all bibliographic resources used throughout the paper can be found in the respective section. All supplementary tables and graphs can be reached in the Appendices part.

I would like to express my gratitude to Professors Giulio Cainelli and Alessandra Tognazzo for valuable help and support throughout the process of writing my thesis. Special thanks to Mr. Mehmet Ergin for participation in the research and to other participants who made this research possible.

CHAPTER 1. INTRODUCTION

The topic of this paper represents a combination of two topics, which are family firms and Turkey. In order to analyze how family firms operate in Turkey, it is necessary to start with a brief country analysis. This analysis will help the reader who is not sufficiently informed about the country and will obtain general understanding and logical interconnection of the topics that will be described throughout this paper.

1.1. Country profile

1.1.1. General information about Türkiye

Turkey is referred to as a transcontinental country due to its geographic location in Southeastern Europe and Southwestern Asia. (Islamic Cooperation Youth Forum, 2018). Turkey borders the Black Sea and this strategic location gives the country control over the region. (BBC, 2023). The country consists of seven regions: Marmara Region, Mediterranean Region, Black Sea Region, Aegean Region, Central Anatolian Region, Eastern Anatolia Region, and Southeastern Anatolia Region. The map of the regions can be found in Appendix 1. The largest cities, according to the World Population Review (2023), are Istanbul (Marmara Region), Ankara (Central Anatolian Region), Izmir (Aegean Region), Bursa (Marmara Region), and Adana (Mediterranean Region). Although Turkey is officially a secular state, 99.8% of the population are Muslim. (Islamic Cooperation Youth Forum, 2018). Among the most recent and role-playing events that occurred in Turkey was re-election of the President Recep Tayyip Erdoğan in May 2023 as well as the change of the country name to its Turkish version, Türkiye. According to the Guardian (2022), such changes are not uncommon in the world and the request was accepted. The President justified such change as a way to return to historical roots and appreciate the national values. (Euronews, 2022). From now on, throughout the paper, the new name will be used.

1.1.1. Turkish culture

Being a combination of East and West, such geographic location leads to a mix of services, industries and culture. (Berkman and Şükrü, 2008). While Western Türkiye, due to its location close to Europe, possesses more of a European and more open mindset, Eastern Anatolia and Southeastern Anatolia Regions are more conservative and undeveloped (Öztürk, 2002).

In order to describe Turkish culture, two models can be applied. The first approach is Hofstede's Cultural Dimensions, while the second is Hall's contextualization classification

(Aydın and Mcisaac, 2004). The authors mentioned Hofstede's dimensions that characterize the country's culture by four parameters described below.

1. *Power distance*. The first dimension refers to the level of inequality acceptance by less powerful persons. Türkiye has a moderately high level of power distance, however it is growing as a result of several economic crises.
2. *Uncertainty avoidance*. This dimension shows how the culture handles ambiguous situations. In Türkiye this dimension is also at a moderately strong level and employees value job security and consistency.
3. *Masculinity-femininity*. The third dimension describes differences between gender roles. Aydın and Mcisaac (2004) stated that Turkish culture is moving from strictly masculine features like assertiveness and material success to more feminine ones, such as relationships and quality of life. However, Selim and İlkkaracan (2002) claim that the movement may be in a different direction.
4. *Individualism-collectivism*. Lastly, Hofstede distinguished cultures that value personal goals and needs more than those of others and cultures that prioritize group satisfaction over individual needs. The result about Türkiye showed that, although it was more collectivistic in the past, it is currently moving towards individualism.

Hull's model of contextualization was used to evaluate the ways information is communicated. A culture can be high-context or low-context. In the low-context cultures the information is stated directly, while high-context cultures prefer indirect messages. According to Aydın and Mcisaac (2004), Turkish people tend to hide their emotions, so by the Hall's model the country possesses high-context culture. The graphical representation of Turkish culture by the two models is presented below in Figure 1.

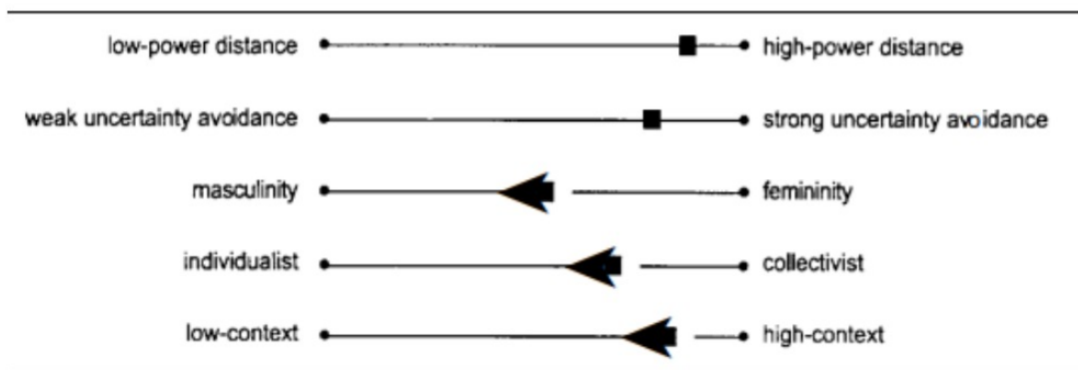


Figure 1. Hofstede's and Hull's cultural dimensions of Türkiye

1.1.3. Turkish-Italian relationships

As the research currently is focused on the Italian audience, it is necessary to enhance the understanding of Türkiye by analyzing its historical and current relationships.

Barlaş (2004) positioned the relationship somewhere between antagonism and friendship during the period between First and Second World Wars. Carlucci 2018 described the relationships between Italians and Turkish rather blurred. For Southern Italy, it might still be common to hear the expression “Mamma li turchi!” as a reminder of the Ottoman Empire that terrorized the region. Nonetheless, the author mentioned that two nations were always close. That is why there is another expression taking place. It says: “Turchi e italiani: Una faccia, una razza”¹. The closeness is still seen today, as Italians traveling to Türkiye or vice versa, both nations can feel it.

¹ It. "Turks and Italians: One face, One race"

1.2. Introduction to the topic

Gender bias, as a pervasive issue in workplaces, has attracted significant attention from researchers, policymakers, and practitioners worldwide. According to the International Labour Organization (2017), unconscious gender bias is one of the barriers to women's professional development. Though organizations around the world are putting effort to identify and minimize this issue, it persists in most countries, including Türkiye.

These two regions are mostly populated by ethnic minorities, Kurds and are characterized by highest population growth rate, lowest income level, inadequate employment, education and healthcare facilities, highest illiteracy rate and lowest rates of female students to total graduates. (Öztürk, 1997). Such contrast might take place due to the political situation in Türkiye and the still-continuing Turkish-Kurdish conflict which started in 1978 (Sömer, 2004).

This study analyzes the domain of Turkish family firms. For the purpose of this study, the following definitions will be used for further reference: "A family firm can be defined as a company in which governance or management of the firm, or both, are controlled by one family or a small number of families and in which behaviors reflect the vision and values of the principal family or families". (Chua, Chrisman, & Sharma, 1999); "A firm, of any size, is a family business if: (1) The majority of decision-making rights is in the possession of the natural person(s) who established the firm, or in the possession of their spouses, parents, child or children's direct heirs. (2) The majority of decision-making rights are indirect or direct. (3) At least one representative of the family or kin is formally involved in the governance of the firm". (European Commission, 2009). Diverse cultural, social and economic factors in Türkiye can play an important role in shaping gender dynamics within organizations and identify existing as well as potential bias. By exploring the presence and impact of gender bias in Turkish family firms, the purpose of this paper is to analyze the issue of gender inequality and its implications for both the family business landscape and broader societal norms in contemporary Türkiye.

Background and Rationale

Family firms constitute a substantial portion of the business landscape in Türkiye, contributing significantly to the national economy and providing employment opportunities across various sectors. According to the EY Report (2020), around 95% of firms in Türkiye are family firms that contribute to 74% of employment. These businesses are often characterized by unique governance structures, where family ties influence organizational culture as well as decision-making process. In such an environment, gender bias can appear due to national stereotypes, traditional gender roles, and family relationships and expectations.

While gender bias has been studied in various organizational contexts globally, there are culture and country-specific particularities that might need further investigation. Rich cultural heritage along with economic development of Türkiye sets the ground for exploration of interconnections among gender, family, and business dynamics. By understanding the presence and, if present, the level of gender bias in Turkish family firms and its impact on women's professional and personal development, significant contribution to minimization of gender inequality can be made.

Research Objectives

This study aims to achieve the following objectives:

1. to identify main characteristics of Turkish family firms;
2. to examine the extent of gender bias within family firms in Türkiye;
3. to explore the factors contributing to the perpetuation of gender bias within these organizations;
4. to assess the consequences of gender bias on women's professional and personal development;
5. to identify potential strategies and interventions that can mitigate gender bias and promote gender equality within family firms.

Significance of the Study

The significance of this research lies in its potential to communicate strategies for promoting gender equality and diversity within family firms in Türkiye, therefore leading to more inclusive workplaces. Having understood the nature of gender bias and the way it operates in organizations, business leaders, business families and other stakeholders of interest can gain some insights that will result in sustainable operation of family enterprises. Additionally, the study contributes to the academic literature on gender bias by providing empirical evidence from a context that remains underexplored. Through detailed exploration of gender dynamics in Turkish family firms, this research can offer valuable lessons for other countries with similar cultural backgrounds that are currently facing or might potentially face similar challenges.

In addition to the issue of gender inequality being raised more frequently these days, this study contributes to the 100th anniversary of the Republic founded by Mustafa Kemal Atatürk who underlined the importance and power of Turkish women and always thrived for equal opportunities and treatment for them.

CHAPTER 2. LITERATURE REVIEW

The analysis of existing literature is significant in order to understand what has been done in the field of research. Different points of view, as well as potential gaps can be identified throughout the process. It is therefore important to critically analyze other scholars' work in order to move on with my own research afterwards.

The literature review consists of two parts. The first part starts with the discussion of family firms globally and in Türkiye specifically, as well as the country's characteristics that can be relevant to the research. The second part is focused on the main topic and considers Turkish culture in relation to women, description of Turkish families as well as raises the issue of gender bias at the workplace.

2.1. Family firms and Türkiye

Family business is considered the omnipresent form of business globally (Yılmaz and Karsu, 2021). Nearly half of the world's billionaires, according to Bayar (2022) are family business owners. Family firms require multidimensional analysis which is rather complex. Kılıç (2021) stated that nowadays family firms face numerous difficulties surviving in the modern globalizing business world due to global competition.

This subsection will cover the existing literature on the following points:

- Distinct characteristics of family firms
- Strengths and weaknesses
- Factors contributing to success
- Reasons why family firms fall apart
- Sustainability in family firms

The topics are covered in the global context as well in the context of Türkiye. Two case studies will be provided as examples of successful family firms operating in Türkiye. In order to analyze external factors that influence business in Türkiye in general and family firms specifically, political, social and economic factors will be described.

2.1.1. Distinct characteristics of family firms

To start with the distinct characteristics, it is accepted that family firms are more complex. Neubauer-Lank, (1998) and Taşdelen (2005) listed the general features which include:

- Employment of owning family.
- The number of generations involved in the business.
- Involvement of families in ownership and/or management.
- It is accepted by non-family employees as a family business.
- Family businesses have a different risk compared to others. It can be higher or lower in different circumstances.
- The main purpose of family businesses is to prevent the spread of the owned assets.
- They are generally not institutionalized.
- The level of attachment to people is particularly high.
- A family owns the percentage of share capital.
- Family firms are social structures where the business reflects culture and traditions of the family.

Another characteristic was mentioned by Aycan (2005) which is paternalism. According to the definition used by Kılıç (2021) in her studies, paternalism is “the principle or system of governing or controlling a country, group of employees, etc. in a manner suggesting a father’s relationship with his children”. In other words, it means reflecting parent-child relationships in corporate governance and control. Aycan (2005) identified five dimensions of paternalistic leadership:

1. Creating a family atmosphere at the workplace - paternalistic leader behaves like a father towards his subordinates.
2. Establishing close and individualized relationships with subordinates - the leader is aware of and concerned with the professional and personal life of their subordinates.
3. Involving in the non-work domain - meaning that leaders are also involved in the non-work lives of their subordinates.
4. Expecting loyalty and deference in exchange for care and guidance - leaders expect loyalty and commitment from their subordinates.
5. Maintaining status hierarchy and establishing authority - leader gives importance to position ranks and expects the subordinates to behave accordingly.

There are two more characteristics provided by Bayar (2022). The first characteristic stated by the author is that family firms are mostly closed entities to the external world. They prefer not to involve non-family professionals and do not share important information to

people outside the founding family. This issue takes place due to lack of trust and worries about wrong decisions that can potentially be made by non-family professionals. Those decisions might be right from the business point of view but harm family integrity. The second characteristic is referred to as “The illusion of unlimited authority”. Being able to intervene in all company operations and decision-making, family members tend to perceive their authority as unlimited. The root cause of this issue is absence of clear definitions of job and authority and it causes confusion on the employee side about who they have to report to. Unlimited authority is also connected to financial aspects of the company. Generally, expenses of family members are not regulated or monitored. The author referred to “the influence of elders” that confuses family members. As a result they tend to behave like parents or children in both family and work environments. Bayar (2022) mentioned that such a tendency is also observed in Turkish family firms and negatively affects business management.

2.1.2. Strengths and weaknesses of family firms

Being a family firm can be beneficial for families and businesses. However, as any business form, it has its strengths and weaknesses.

Starting with strengths, Mert (2021) mentioned that decision-making in family firms is faster since the founder makes the decisions. Therefore, there is less bureaucracy and procedures (Bayar, 2022). Moreover, in family firms, an entrepreneur is often the general manager. (Bayar, 2022). Demir (2017) underlined the potential of family firms to grow fast as a result of family involvement. According to Özbakır (2021), family firms have advantages from a marketing point of view. They tend to be closer and more sensitive to customer needs and are better at adapting their products. Another important strength mentioned by Bayar (2022) is that in family firms people know and value each other and there is a family atmosphere that implies positive connotation. Other than emotional aspects such as family warmth and close relationships, knowing each other well increases the owners' and managers' approachability, meaning that employees can easily reach main decision-makers when it is necessary. The author also mentions another strength which they refer to as a "talisman of trust". It is crucial since most family firms put family reputation first rather than business objectives. Families that have a high level of trust with each other, are more likely to succeed because trust protects the reputation from external damage. These strengths can differentiate family firms and help them gain competitive advantage.

Moving on to the weaknesses, despite the rapid growth, family firms tend to disappear suddenly (Demir, 2017). Aycan and Shelia (2019) in their research suggested the term "Worries about leadership" (WAL) that describe negative consequences of leadership which can also be applied to family firms. Namely, when it comes to succession, leaders may show emotional reaction and might not want to pass the leadership (Fisch, Watzlawick and Weakland, 1974; Doud & Hausner, 2000). Arslan (2021) modified the term by naming it "Worries about losing leadership" (WALL) and described four types of underlying worries:

1. *Worries about Losing Leader's Status* - leaders assume that loss of status means loss of self-competency and others' respect.
2. *Worries about Losing Identity without Own Business* - occurs when a leader loses a business which was an extension of the self. Such leaders experience difficulties defining themselves without the business.
3. *Worries about Company's Future* - refers to unwillingness to retire because leaders are concerned of what will happen to the company after they leave. The new leader might

bring detrimental changes and this potential damage causes the current leader's concern.

4. *Worries about Competency of the New Generation* - the last dimension occurs when leaders are not confident or negatively perceive the next generation's competencies, especially their leadership skills.

Another weakness refers to complex relationships between family members. Sandig et al. (2006) referred to family complexity as "the number of family members and the type of relationships between them and the number of family generations living at a given time". According to the authors, family complexity in family firms is evaluated by the number of generations. Even though it is not present in all families, when present, family complexity can negatively affect company performance. (Venter, Van Der Merwe and Farrington, 2012). In this case, family conflicts can impact the business. Erdem et al. (2021) mentioned that conflicts occur as a result of endless business needs and limited resources to fulfill those needs. According to the authors, businesses as well as families are social institutions but businesses also have an intense economic quality which makes it more complex. These systems function in different ways, there are different roles in each system that should not be confused. According to the statistics provided by Erdem and Mert (2021), managers in family firms spend 20% of their time resolving the conflicts. Being aware of different roles and making an effort to avoid role conflicts can make the operation of family firms more efficient.

Additionally, Özbakır (2021) mentioned that family firms are reluctant to adopt the latest technological advancement as they prefer more conventional methods. For instance, small and medium firms are confused about the usage of social media and other modern applications. Moreover, they do not engage in creativity, however the research shows that those companies that do engage in creative activities show higher growth than expected.

The last weakness was pointed out by Bayar (2022) and refers to institutionalization. The author states that institutionalization is not connected to family business and some firms even avoid pronouncing the term. They do so in order to keep control and power within the family. Lack of institutionalization in family firms, according to Bayar (2022) means absence of strategic plans and long-term thinking. This leads to increasing conflicts and loss of company profitability

In general, weaknesses in family firms can be overcome as long as there is a distinction of roles and presence of certain norms that must be followed.

2.1.3. Success factors of family firms

There are several factors that can contribute to the success of a family firm. Yılmaz and Karsu (2021) pointed out that the most important factor is resilience. According to the American Psychology Association, resilience is “the process and outcome of successfully adapting to difficult or challenging life experiences, especially through mental, emotional, and behavioral flexibility and adjustment to external and internal demands”. Since the business environment is generally characterized as complex and ever-changing, resilience will help companies to survive in the market both locally and globally. Yılmaz and Karsu (2021) stated that resilience is crucial especially when it comes to transgenerational intent of passing the ownership and management. Mert (2021) pointed out survival, development, and sustainability as very important factors for family business success. They underlined the importance of these factors during succession or various events of crises.

In addition, Akça (2021) considered the success of family firms from a human resources perspective. They mentioned that this aspect of family firms will be successful if there are:

- objective demonstration of employee performance;
- motivating and competitive reward system is utilized;
- success and education-based career management is implemented;
- employees’ social and psychological needs are fulfilled;
- efficient work is ensured.

While the factors mentioned before are rather broad and general, there is a model that was developed by Segaro (2012) called “Complementary theoretical model of the internationalization of family businesses”. The model includes building blocks of family firms that will lead to their successful presence on the international market. In the model, small and medium-sized family firms are targeted. The reason behind this modeling and its relation to internationalization is that Segaro (2012) possesses an opinion that successfully run family companies can significantly contribute to a country's economy. However, there are many challenges along the way and this model will provide the aspects that need to be monitored and improved if necessary. The model is presented below in Figure 2. According to the model, Ownership, Management and Senior Management are blocks leading to successful internationalization. Ownership includes Representation orientation and Strategic flexibility, Management is shaped by Representation orientation and Strategic Participatory process, Senior Management is shaped by Representation orientation and Behavioral Integration of Senior Management. The figure provides sub-block of the three blocks in order to facilitate the evaluation process.



Figure 2. Complementary theoretical model of the internationalization of family businesses

2.1.4. Reasons for failure of family firms

As it was previously mentioned, family firms tend to fall apart very quickly. There are several reasons for that provided by various scholars. Balı (2021) reported that absence of smooth transgenerational transition prevents companies from reaching the maturity stage of the business lifecycle. Such issues are mostly justified by family conflicts mentioned earlier. Mert (2021) mentioned that founders perform a wide range of roles and possess various skills. However, it is impossible to transfer all of these roles to the next generation. If companies cannot overcome this obstacle, it is very likely that the company will fall apart. Akça and Küçükoğlu (2021) identified several factors contributing to family conflicts. They are:

- favoring family members in business environment;
- competition between family members;
- role conflict;
- centralization and transfer of problems.

In addition to family problems, family enterprises tend to fall apart due to management problems that were also identified in Turkish family firms. (Birincioğlu & Acuner, 2015; Demir, 2017; Karpuzoğlu, 2003). They are:

- ownership problems;
- inability to transition to professional management;
- lack of institutionalization;
- lack of training;
- inability or unwillingness to adapt to digital transformation;
- difficulty to adapt between generations.

Being able to timely identify and solve the issues mentioned above can help family firms to move further in the business lifecycle.

2.1.5. Sustainability of family firms

In terms of business sustainability, Turkish family firms are considered vulnerable. According to Balı (2021), sustainability in family business is subject to the ability of family members to choose the appropriate business model. Since family business is dynamic and might experience various significant changes, including those of succession and management transfer, those changes can destabilize the business and sustainability may suffer. Akça and Küçükoğlu (2021) stated that there are a large number of factors influencing sustainability. The authors also mentioned that survival of family business largely depends on successful transfer to the next generation. In addition, İnce (2008) pointed out that distinct characteristics of family firms such as family dedication and culture, along with institutionalization and properly implemented succession make the company sustainable. Intergenerational differences, according to Akça and Küçükoğlu (2021) leads to loss of competitive advantage that in turn is another threat on the way to sustainable business. As data collected by Stavrou, Kleanthous and Anastasiou (2005) reports, sustainability rate as a result of the factors mentioned above is exceptionally low.

Akça and Küçükoğlu (2021) provided in the Table 1 criteria and sub-criteria for sustainability of family businesses. The table mainly identifies how intertwined relationships of family and business should be approached and what needs to be taken into account if businesses wish to prosper for a longer time.

Criteria	Sub-criteria
Succession Planning	Founder Initiative Successor Ability/Desire
Strategic Planning	Family Commitment on Continuity Family Issues and Goals
Corporate Governance	Decision Making Structure Planning/Problem Solving Structure
Leadership	Competent Family Member Leadership Effective Leadership
Family Business Values	Family Norms Business Norms
Family Capital	Human Capital Social Capital
Family Firm Advisors	Formal Advisors Informal Advisors Family Firm Board Advisors

Table 1. Criteria and sub-criteria for sustainability of family businesses

One of the ways for a company to be sustainable is being involved in Corporate Social Responsibility (CSR) activities. According to Yıkılmaz (2021), offering affordable products of high quality is not sufficient in order to be sustainable. It is also necessary to ensure that company is socially responsible, meaning that it adds value to society. The author referred to reports that found out that there are mostly narrow-scale CSR projects in Türkiye. However, there is a need for wide-scale studies such as human rights and employee participation. It has been stated that most of the companies in Türkiye lack an understanding of corporate leadership.

2.1.6. Turkish family firms

As in any economy, Turkish family firms comprise a large percentage of business. Family firms contribute to 90% of the Turkish economy. (Bayar, 2022). According to Mert (2021), the most remarkable family firms in Türkiye are large holdings that are not concentrated in one sector, as most family firms prefer to run the business. Turkish family enterprises, especially large ones, show activity in multiple sectors. Some of the most common industries of operation are, according to Mert (2021), construction, media, finance, energy, retail and food. Study conducted by Deloitte in 2016 also reported that family firms now constitute a significant portion of the national economy.

Along with a strong presence in the market, almost all family firms in Türkiye (98%) encounter management problems that are considered the most important problems in the country.. (Bayar, 2022). The main problem, according to the author, is relatively short lifespan. Bayar (2022) also mentioned a few salient features of Turkish family firms that generally belong to one of four categories: established, growing, complex, mature. Unfortunately, very few companies make it to the last stage. Another problem identified by the author is that founders dedicate too much time and effort to the business than to family. Consequently, children perceive the business as a reason for which their father did not pay sufficient attention to them growing up. Moreover, not involving kids in the process will have a negative impact on them as increased family welfare might enable them to achieve things without effort. Bayar (2022) also mentioned that founders in Turkish family firms do not consider ownership and knowledge transfer as long as they are alive and capable of running the business themselves. However, in case of a sudden death, founders leave their family with many unanswered questions and this sets the ground for family conflicts. The author emphasizes once again the importance of institutionalization in order to overcome the issue and make the succession smoother.

In order to provide examples of Turkish family firms, there are two case studies provided by Mert (2021) of two famous holdings: Eczacıbaşı Holding and Sabancı Holding. The cases are briefly summarized further in this subsection.

Case 1. Eczacıbaşı Holding

Eczacıbaşı Holding was founded by Nejat Eczacıbaşı in 1942 as a pharmaceutical company during World War II. In 1950 he obtained a loan from Turkish Industrial Development Bank and started producing various health-related products. The company was establishing new plants and expanded production. In 1978 the company was open to the public and along with various partnerships in 1981 Eczacıbaşı Foreign Trade Inc. was established. After the death of Nejat Eczacıbaşı, his brother Şakir became the chairman of the board. Continuing market expansion, the company through its partnership with Vitra became leaders in sanitary ware production in 1996. Relatively fast development and expansion of the holding enabled the company to open production facilities in Russia in 2011. In 2019 Eczacıbaşı Momentum Technological Investments Inc. was established. As for the management in the holding, both Nejat's father and himself were pharmacists. As Nejat mentioned, it was natural for him to continue what his father was doing. His father wanted him to follow this path. However, he said that it was not the right time for institutionalization and potential conflicts could have arisen. Nejat Eczacıbaşı made significant investments in various fields and was closely involved in CSR.

After Şakir's withdrawal from the business, Nejat's son Bülent became the chairman of the Board. He mentioned that the family name was established from the moment of his birth and it was the best decision to keep the traditions and continue running the business. He also mentioned that he and his brother were brought up with the idea that creating something makes a person happy so he consciously decided to become a businessperson. The Eczacıbaşı family also gives great importance to family values and traditions and it contributed to the holding's success to these days.

Case 2. Sabancı Holding

Sabancı Holding is one of the largest communities in Türkiye with main areas of banking, insurance, energy and retail. It was founded by Hacı Ömer Sabancı in 1906. Sabancı started his business with cotton trade and became a partner of a cotton gin in 1932. In the 1940s he built a partnership with three oil factories. Akbank, a bank still operating in Türkiye and Germany was created in 1948. Next, the company was expanded to the textile industry in 1951. Investments in different sectors were made by Hacı Ömer Sabancı who passed away in 1966. His son Sakıp continued his business. In 1967 all businesses were joint in Hacı Ömer Sabancı Holding. In the 1980s the Holding started to expand its activities internationally and in 1997 the Holding went public. In 2004 Sakıp passed away and his niece Güler Sabancı became the chairwoman of the Board. With the main focus on energy investment, Sabancı Holding signed an agreement with Austrian electricity companies.

Hacı Ömer Sabancı was able to expand business thanks to his entrepreneurial skills. He knew that operating in Türkiye with small production facilities was not enough and was always trying to achieve more, locally and globally. As for the succession, he asked all six sons to get necessary education and join the business. However, not all of them obeyed their father because they saw all the difficulties he faced building the company and three of them started their own businesses. As a father and an entrepreneur, Hacı Ömer Sabancı was preparing his sons since early childhood to continue what he started and he was concerned that all his efforts will be gone after his death. He also believed in the power of human capital and power of partnerships. However, Sakıp Sabancı had an opinion that not all family members have to work in the family business because as he mentioned, “It is a very difficult thing, but the successful person must separate his/her family from work”.

The two cases mentioned above serve as examples of longevity of family firms and factors that keep them operating through time and generations. The cases are similar in the sense that both of them, and many more holdings in Türkiye, are joint-stock companies (Mert, 2021). The chairmen have been family members since the companies' establishment. Both founders were concerned about keeping the ownership within the family.

2.1.7. Politics in Türkiye

The external environment influences business development to a great extent. Türkiye has suffered from various events in recent years that are worth consideration.

There are two main events that impact businesses in Türkiye. The first event was the coup of July 15 2016 that attempted to overthrow the Turkish Government. (Aydıntaşbaş, 2016). The Turkish Government accused Fethullah Gülen, a former imam currently living in the United States. (Onyango, 2023). Although Gülen is known as a person promoting education and opening Turkish schools, foundations and publishing houses in Türkiye and abroad (Aydintasbas, 2016), according to Gerçek Hayat (2021), the movement started in 1950s and its main purpose was to put the state stability and security under the risk, and the means for this include all the educational and social investments in order to gather more followers. Fethullah Gülen and his movement that was later called The Fethullah's Terrorist Organization FETÖ (Fethullah Terorist Örgütü), penetrated his followers in all sectors including military, security sector and judiciary. (Unay and Dilek, 2016). However, the goal of the coup to change the political situation in Türkiye was not reached. As for the business impact of the coup, 691 firms, including family firms, were shut down or confiscated by the Saving Deposit Insurance Fund of Türkiye due to their relation to the movement. (İhlas Haber Ajansı, 2017).

The second event is the re-election of the current president Recep Tayyip Erdoğan in May 2023. The current president's main opponent, Kemal Kılıçdaroğlu and his supporters, did not admit the results and Kılıçdaroğlu called it "the most unfair election period". (CNN, 2023). There are several reasons for which the current president is not supported by the population. For business owners, the fact of almost total dependence on the executive branch of the country, including the largest business sectors such as construction, energy and financial services, limits the business development. (Turkish Democracy project, n.d.). Moreover, the population associates Erdoğan's presidency with the highest annual inflation rate of 85.5% and, as a result, deteriorated life conditions. (Glinski, 2023). The hardest times for the country, besides economic problems, was the earthquake that happened on February 6 and Erdoğan's opponents along with those who lost their family members and houses, accused the state of negligence related to both the construction of most buildings that were destroyed as well as insufficiently active measures taken after the earthquake. (Links, 2023). Returning to the topic of women in Türkiye, according to Proximities (2021), the election outcomes caused discontent in the sense that the current president's system limits such issues as women's rights, rights of Kurdish minorities as well as rights of people belonging to the

LGBTQ community. As France24 (2023) reports, women who are not satisfied with conservative and religion-centered regime of the president, will continue struggling.

To sum up, the political situation in Türkiye affects social and economic factors, therefore family businesses and women, the central focus of this paper, are also said to be negatively affected.

2.2. Women and family firms in Türkiye

The second part of the literature review is dedicated to the main purpose of the research, which is gender bias in family firms.

Since the study is focused on women in Turkish family firms, it is important to conduct the existing literature review not only from family firms perspective but also from the cultural point of view. Türkiye is a country with distinct cultural characteristics, so the analysis will start with the historical role of Turkish women from the foundation of the Republic till present. Next, Turkish family relationships are described as it is considered an essential factor for family business analysis. Moving on, the concept and existing research will be described about gender bias at the workplace with the purpose of general understanding of the issue on hand. Lastly, to combine the topics mentioned above, the gender issues in family firms will be analyzed.

2.2.1. Turkish women

Perception of identity strongly affects work and family environment as well as cultural background throughout one's life. (Andrews, 2020). Before the proclamation of the Republic, religion played a crucial role in the social status of Turk women. (Keddie, 1990). According to the Quran, the holy book of muslims, women are perceived as evil and a source of temptation for men. For this reason, women are to be always controlled by their husbands. They must not interact with men other than family members and their husbands. Keddie (1990) also pointed out that reluctance to changes in terms of women's rights is due to muslims' belief that the Quran is "a word of God". However modernists are trying to find controversies in the Quran. They claim that the Quran favors human rights while at the same time limiting women's rights. Islamists, on the other hand, say that men and women are equal but have different roles and women may work as long as it does not become an obstacle to childbirth. (Keddie, 1990).

Turkish women were first given significant importance at the beginning of the nineteenth century when females were given freedom of marriage as well as shift from polygamy to monogamy. (Abadan-Unat, 1978). Late nineteenth century was the period of women in education. Starting with women teachers training in 1863 and having created the first magazine called *The World of Women* in 1869, where women were employed, it was also the time of creating a women's community where various educational and social issues were raised. (Abadan-Unat, 1978). The next milestone that played a crucial role in the development of women's identity in Türkiye was, according to Y. Arat (2016), foundation of Republic of Türkiye in 1923 by Mustafa Kemal Atatürk whose reforms were building blocks of emancipation in the country. In his speech on February 3, 1923 he promised: "The Turkish women have fought bravely for national independence. Today they should be free, enjoy education and occupy a position equal to that of men; they are entitled to it." (Abadan-Unat, 1978). With his effort and Kemalism ideology named after him Sharia² was replaced by the Civil code which introduced gender equality on various social issues (Y. Arat, 2016). Kemalists believed that equality is the key for modernisation. It simultaneously started a radical revolution as with the reforms, women were encouraged to take off their hijabs³ (N. Arat, 1996). And this was the time when contradiction between religious and secular communities began. Muslim women were against giving up their religious attire. Although there were other issues such as, for instance, female employment, Y. Arat, (2016) believes that headscarf was the main reason not to support Kemalism. Nonetheless, Atatürk's reforms were

² Religious regulations governing the lives of Muslims

³ various head coverings conventionally worn by most Muslim women

followed by adoption of Swiss Civil Code in 1926 that bridged the gender gap in issues related to marriage and inheritance, therefore strengthened women's position in family and society at large. (Abadan-Unat, 1978). In the 1980s, however, Muslim women began to actively seek for their headscarf right and were considered the opposition. (Y. Arat, 2016). Modern Türkiye is unique among the Islamic countries because it is a secular state (N. Arat, 1996). Turkish women were split by two groups: the first sought gender equality, employment and education rights, while the second group sought religious traditions. This diversity, according to Kadioğlu (1994), led to women carrying a double-burden of being strong and modern as well as retaining traditions and religious culture. Other than that, such a split, as Keddie (1990) concluded, led to a gap between urban and rural communities and set the ground for socioeconomic dislocations.

From the global point of view, the Universal Declaration of Human Rights identifies women's status as an issue and emphasizes the importance of equal human rights regardless of race, gender and other factors. (Z. Kabasakal Arat, 2015). However, Turkish culture, still being a traditional society, has social stratification patterns in rural as well as urban regions, such as obtaining husband's consent for having a job or requirement to maintain a household. (Abadan-Unat, 1978). Such gender oppression is multidimensional and several factors have to be taken into consideration (Z. Arat, 2015). Although in 1985 Türkiye committed to gender equality through adoption of Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), and employers were obliged to treat them equally, female participation rate was still one of the lowest due to poor access to childcare (Aydemir, 2013). Additionally, due to poor working conditions, female employment and entrepreneurship were extremely low. One of the research participants stated that even though female education was encouraged, young women were supposed to stay at home after graduation rather than build their career (Y. Arat, 2016). In the 1990s, according to Narlı (1999), female power in decision-making was still low and women's role was mostly related to household maintenance even when working outside the home. Statistics show that as of 1990, almost one third of women were illiterate as they did not have sufficient access to education. In 1994 female entrepreneurship was doubled (from 5.9% to 11.4%) but still lacked educational and tax support. One important factor that contributed to women's labor force participation was migration from eastern and southeastern regions to the west. There women started their microbusinesses. (Narlı, 1999).

The Justice and Development Party (AKP in Turkish), since its foundation in 2001, while seeming to support female employment, was at the same time creating obstacles by making maternity leaves and retirement more costly for employers (Y. Arat, 2016). Even later,

in 2016, the leader of the Party and current president of Türkiye Recep Tayyip Erdoğan considers the party conservative and justifies employment issues by the opinion that choosing employment over family and household maintenance leads to loss of Turkish women's identity. (Kocamaner, 2018). According to Güler (2018), modernization still has not changed the perception of women as "inferior gender", even though historically Turkish women were warriors, powerful leaders and advisors for other women as well as for men. The fact of inferiority is also reflected in Turkish Civil Code which does not allow absolute gender equality up to these days, requiring the wife to follow her husband and lacking the right to make her own choices (Abadan-Unat, 1978).

2.2.2. Family relationship in Türkiye

Keeping in mind the business-family ambiguity, family relationships, namely founder-successor relationship is one of the main factors in effective succession. (Henry and Erwee, 2013). Having referred to various researches regarding gender issues in the workplace as well as in family business, it is also important to look at a typical Turkish family and family relationship. According to Imamoğlu (1998), Turkish society is a traditional collectivistic society where, although child obedience is not highly expected as before, family ties and values are still of high importance. (Aytaç and Pike, 2018). Family values have also become a trademark of the Justice and Development Party and its leader, current president Recep Tayyip Erdoğan, who encourages early marriage and criticizes childless families. (Kocamaner, 2018). The party movement, though initially sought religious traditions, is now called conservative rather than islamist. Kocamaner (2018) cites that, according to Erdoğan, a strong family is key to modernization and globalization and in order to overcome the family crisis, mentioned that women must give birth to at least three children. In terms of childbirth, Kemalism is now called the anti-natalism movement, and is believed to prevent the country from economic growth. (Kocamaner, 2018). Fişek (1995) in her studies identified some of the distinct characteristics of contemporary Turkish families which are *namus*⁴, hierarchy and male superiority (cited in Sunar, 2005). Sunar (2005) mentions that although Western, more modern part of Türkiye may not pay that much of attention to *namus*, male superiority and hierarchy are present also in modern households: for instance, even if mother in the family interacts more with children, father is still of higher respect and interacts mainly with his wife rather than children. Even though fathers spend time and play with their kids when they are small, the distance appears as children become adolescents. Sever (1985) pointed out that in Turkish culture it is not acceptable to openly show anger and disrespect to fathers, teachers or other authority figures. (cited in Sunar, 2005). Fişek and Scherler (1996) state that absence of such hierarchy leads to uncertainty in family relationships and may even cause family conflict if there is a low level of family interconnectedness. Olson (1982) mentioned that a Turkish family cannot be called neither authoritarian, nor egalitarian, as it moves along the continuum depending on the region. She calls Turkish families *duofocal* where spouses “live in separate worlds”: wives with neighbors and female friends and relatives, husbands with colleagues, male friends and relatives. (cited in Isvan, 1991).

⁴ (Tur). honor

2.2.3. Gender bias at workplace

Workplace bias by gender or ethnicity can be observed in employment where such factors are prioritized over individual skills. Gender bias is nowadays an issue in organizations regardless of size, job position or sector of operation. (Bielby, 2000). The issue is referred to by Bodenhausen et al. (1998) as a stereotype which cognitively influences information about people (Bielby, 2000). Özdemir (2017) in their study underlined the importance of gender perception through its characteristics, social influence and cognition. They referred to the 2 theories described by Bussey and Bandura (1999): *Social cognitive theory* which states that perception is learnt by observation, and *Cognitive development theory*, according to which these perceptions are fixed and cannot be reversed over time. The latter, however, is being questioned as there is a positive trend in female presence at the workplace.

Correll (2017) mentioned the study conducted by Ito and Urland (2003), which states that gender is categorized and judged within milliseconds. Although it might not seem significant at the workplace, its negative effect over time has its footprint on an individual's professional as well as personal life. (Correll, 2017). For instance, getting married is automatically equalized to lower salary for women and higher for men. (Korzec, 2003). Glick, Zeon, and Nelson (1988) mentioned that gender bias starts from the very beginning of an employee journey, application process, where people with same traits are assigned to jobs considered male or female. (As cited in Bielby, 2000). People consider males a better fit for leadership and management positions. (Eagly and Carli, 2007; Nosek et al., 2009; cited in Correll, 2017). For instance, considering board composition, women in Turkish firms held only 6% of leading positions, compared with 46% in the USA. (Terjesen and Singh, 2008). Going further, gender bias is observed as an earnings gap as a result of men and women's comparable worth, which in turn considers gender more than work performed. (Hornsby, Benson, Smith, 1987). According to Correll (2017), female employees feel the need to prove their success as it is hard to believe at first, as well as some personal traits such as being self-promoting are considered negative for women and positive for men. Another point made by the authors on employee journey is related to job evaluation. Honsby et al. (1987) mentioned that gender bias when evaluating performance appears due to a large number of evaluation plans which make the process complex as well as difference between actual and predicted pay that leads to discrimination. Correll (2017) explains such differences through the concept of ambiguity by which people tend to cut short the employee perception.

2.2.4. Gender issues in family firms

According to Campopiano (2017), succession in family business is crucial for women to gain importance and visibility. However, women face cultural and gender-related obstacles and are not considered a good fit for managing the business. (Xian, Jiang, McAdam, 2021). It is referred to as low level of gender egalitarianism. Egalitarianism is “the degree to which an organization or a society minimizes gender role differences while promoting gender equality”(Javidan, Bullough, Dibble, 2016). In cultures with high egalitarianism, both men and women are free to work at managing positions and get higher income regardless of their gender. (Constantinidis and Nelson, 2009).

Henry and Erwee (2013) connect the gender variable with the level of trust and suppose that there is also an issue of knowledge transfer when it comes to gender. Trust is considered an important resource that a family needs to use in order to be successful in the succession process. (Anderson, Jack & Dodd 2005; Cabrera- Suarez, De Saa-Perez & Garcia-Almeida 2001). Henry and Erwee (2013) also mentioned previously conducted research that the role of trust was observed in small and medium enterprises, especially those owned by women. According to Sundaramurthy (2008), there is a relationship between interpersonal and knowledge-based trust where the latter evolves from the former. As for the knowledge concern, a study conducted by Remery et al. (2014) stated that there is no big difference in the level of education pursued by men and women. The case studies conducted by Henry and Erwee (2013) showed the relationship of gender and succession intention not because of lack of trust to daughters. On the contrary, there is better communication between fathers and daughters and overly high trust between them but this may threaten non-family employees, as daughter’s role is perceived as “second-in-command”. (Dumas, 1992). By passing the torch to sons, fathers prepare them for responsibilities in life, whereas father’s main role is to protect their daughters from challenges and obstacles occurring in business environments. Therefore, Dumas et al. (1995) and Ianarelli (1992) pointed out the fact that daughters are not seen as potential successors and that they lack socialization skills perhaps due to father’s protection. (Henry and Erwee, 2013). Considering the business perspective of family firms, Fairlie and Robb (2009) state that female-owned firms are less successful due to women’s different life goals and lower level of dedication to the business. They might not be as interested in business growth as their male counterparts. According to Richomme-Huet and Freyman (2010) , men are a better fit for the business as women are not interested in legal rules, funding sources and other related operations.

While there are researches conducted on the issue of women’s status in family business and entrepreneurship at large, Nelson and Constantinidis (2017) claims that there

should be a distinction between two concepts: *sex*, which is a biological state, and *gender*, which is a set of roles and assumptions built by society and that these concepts must not be interchangeable. According to them, gender plays a role in family relationships, business and other spheres of life. Jimenez (2009) refers to a tradition of various roles performed by women and related to domestic responsibilities such as being a spouse or a mother; Dumas (1998) emphasized the idea of “Daddy’s little girl”, according to which girls are meant to please their father; Dugan et al. (2011) describes a woman as a next generation nurturer. (cited in Gonzalez de Durana, Camboa, Vicente-Molina, 2017). As a result of these perceptions and expectations, female entrepreneurs face more conflicts than male ones. (Bozoğlu Batı and Hakkı Armutlulu, 2020). Nelson and Constantinidis (2017) wrote that gender is equalized to a problem that affects women exclusively as they are referred to as “other” gender in relation to men. Such an idea of patriarchy, according to the authors, presents men as leaders and decision makers, whereas women are wives of these leaders.

Campopiano et al. (2017), however, underlined that the main factor influencing women’s desire to start a business is spousal support and family culture. Van Auken and Werbel (2006) supported this idea and pointed out that having common vision with a spouse helps women in their entrepreneurial activity. Spouses in family business complement each other: women tend to enter familiar industries, while men are more open to explore; women prefer focusing on a single industry, men implement diversification. (Smith, 2009, 2014).

Family succession is a complex decision and, although not explicitly stated, it considers gender as an important factor for succession planning. Unfortunately, there is insufficient research conducted on the topic of gender factor in family succession focusing on the role of daughters in family enterprises. (Henry & Erwee, 2013). Habberman and Danes (2007) mentioned that existing research is more focused on father-son relationships and overlooks gender issues, even though father-daughter relationships have better communication and less competition than father-son dyads. (Smythe & Sardeshmukh, 2013). The reason for that, as Floris and Dettori (2021) state, might be the perception of gender as a variable rather than a contributing factor to family succession. However, if taken into consideration, this factor can contribute to women’s increasing involvement in business. (Campopiano et al., 2017). Another factor that plays a significant role when it comes to succession is primogeniture, which refers to preferring an eldest male child for the role of successor, is one of the forces that drives gender discrimination in family firms. (Nelson and Constantinidis, 2017). Although Perricone, Earle, and Taplin (2001) suggested that more research needs to be conducted on women’s roles in family business, some research has been conducted on types of female successors. There are three types of heiresses identified by Curimbaba (2002):

invisible women in large families who put great effort to the family but sacrifice their professional development and are not considered suitable for managerial positions; *professional women* are sufficiently educated and experienced, serve as conflict resolvers and are of great importance for the family firm; *anchor women* are daughters of predominantly female families and have great visibility and importance for the business. Turkish women mostly belong to the invisible women category due to national culture. According to Ozdemir & Harris (2019) research on Turkish families, 70% of founders intentionally refuse to select daughters as successors because they have an eldest son who will automatically take over the business. (cited in Subadi, Soenartho, and Thamrin, 2023). Ip & Jacobs (2006) mentioned that often, any female family member is not potentially considered a successor unless there is an absolute need for it. (cited in Gonzalez de Durana, Camboa, Vicente-Molina, 2017). Such perception persists in more conservative areas as well as in large firms where women can barely affect corporate policies. (Amore, Garofalo, Minichilli, 2014). Such a tendency may also persist due to the fact that even if a woman is a good fit for family succession, things might change when she becomes a mother and it will be harder for her to balance family and work responsibilities (Floris and Dettori, 2021). However, Wang (2010) warns that overlooking the potential of daughters is not only an unfair situation but it can also be prejudicial for the business. (cited in Gonzalez de Durana, Camboa, Vicente-Molina, 2017). Numerous studies show that women have intrinsic motivation higher than their male counterparts, women are more passionate for new knowledge and are more resistant to challenges, their main reasoning for taking over the business is duty to continue family legacy and not solely career desire. (Subadi, Soenartho, and Thamrin, 2023). Moreover, feminine style of management positively impacts financial indicators such as ROI and profit (Lee-Gosselin & Grise, 1990); use different approach to communicate and solve problems and are more conflict-avoiding (Danes, Haberman & McTavish, 2005); tend to be more persuasive and charismatic leaders (Alimo-Metcalfe, 2002) and are more flexible and collaborative (Vera and Dean, 2005). Taking these qualities into account, Miller et al. (2003) state that overlooking these benefits is one of the reasons for family firms failure. In the last 20 years, having recognized the potential, more and more fathers are selecting daughters as successors. (Vera and Dean, 2005). Therefore, Nelson and Constantinidis (2017) expressed the opinion that, since gender consists of social perceptions, it can be changed and has a potential for being less discriminative both in business and family context.

Focusing on Turkish family firms' context, the study conducted by Ozdemir and Harris (2019) concluded that out of incumbents surveyed, the largest part (30%) preferred daughters as successors due to lack of other options meaning not having sons. Equal percentage (20%)

chose first-born sons and daughters even though daughters have eldest brothers. Such equality shows the positive trend for equal treatment of sons and daughters and is a positive signal towards gender equality in Turkish family enterprises.

2.2.5. Global view of gender bias

The last factor that needs to be approached is the gender issue in other countries. It is important to understand the global trend before moving on to empirical analysis. This part consists of some examples from different countries both in family firms and in business at large.

KPMG (2020) reported the STEP 2019 Global Family Business survey, along with some analysis in order to show the global picture of women in family firms. According to the report, women's role is changing over time. However, there is a need to address and challenge such issues as unconscious bias, social prejudice and family traditions. There are several examples provided by KPMG (2019) from the interviews conducted by the company. One family firm owner from Russia mentioned that in order to avoid a status of "owner's wife" does not use his last name when in the company. An example from Germany introduced a new term for women in family firms - a hidden CEO. In this case CEO stands for Chief Emotional Officer, meaning that women are doing an extremely important task both in family and in the company - being a caring mother. An interviewee from India expressed positive expectations saying that despite cultural factors, in the future successors will be chosen exclusively by merit.

Dietrichson (2016) in her study of Norway, provided that women constitute 60% of people with higher education but only one in four successors is a woman. She also referred to the study conducted by Cecilia Bjursell who described the situation in Sweden. Bjursell mentioned that there are two types of women: active and passive. She compared active women with Pippi Longstocking who was courageous and motivated, and passive women with Alice in Wonderland who entered the business because the business was there. However, the one thing that Bjursell found out is that women are mostly made invisible and their presence in leading positions is a coincidence.

There is also a different point of view on the role of women. Hart Clyne (2022) in her article pointed out the power of women as wives and mothers. As wives, they provide support to their husbands and as mothers, they significantly contribute to nurturing and educating the next generation. According to Clyne (2022), women play an important matriarch role in the family. Matriarch does not have to be strict, but caring and loving. As a result, it will have a positive impact on the next generation's mental health. The author summarized her work by saying that although the succession process is much harder for women, there is a positive forecast of women's presence and appreciation in family business.

Rodriguez-Modrono, Galvez-Munoz and Agenjo-Calderon (2015) in their research mentioned the changes in women's lives. According to them, women's visibility has increased

as a result of their rights to participate in the labor force. Although women have more freedom nowadays and possess necessary qualifications as a result of such changes, they still remain invisible and their main roles are still related with family and household care. On the other hand, Oswal Jain (2020) opposes this point of view, saying that women now are not affected by such prejudice and they have sufficient rights and capabilities to fight against the bias if they wish so.

2.3. Conclusion

The existing literature provides the reader with the general overview of three building blocks: Türkiye, family business and women. Various scholars have conducted their research on these blocks separately. Türkiye is considered attractive for businesses and its family values and culture is especially suitable for family enterprises. Although the country is going through a hard time in terms of its political, economic and social situation, there are family firms that are successful both in the country and abroad. Special attention was paid to the political situation as most family firms and businesses in general are affected by political changes and regulations. In family firms' context, there are scholars who provide valuable insights of family firms and potential issues that can arise, as well as certain ways to handle those issues. Researchers considered main issues related with intra-family succession and provided justification for the problem. According to them, founders are mainly worried about the competences of potential successors and about the future of the company after their death. Another issue is that in Turkish family firms there is a need for institutionalization, as its absence or insufficient development can make both families and businesses suffer. Finally, the issue of women's rights both in family and workplace context was addressed by various authors. They mentioned that gender bias at the workplace and in family firms still persists despite the changes brought recently. Specifically, women in Turkish families have a silent role and are not offered equal opportunities as men. Nevertheless, From the global point of view, the dynamics are positive and many researchers have positive expectations for women's potential and involvement in family firms.

Research gap

As it was mentioned earlier, the existing literature considers the three topics separately. However, there is limited research conducted specifically on gender bias in family-owned enterprises in Türkiye. In order to understand the issue of gender gap in Turkish family firms, it is essential to conduct empirical analysis using these three aspects in synergy, which is the purpose of this paper.

CHAPTER 3. THEORETICAL FRAMEWORK

Having analyzed the conducted research by various scholars, there are several theoretical concepts that are worth considering. The concepts will contribute to development of further research that will be conducted in this paper.

Boundary theory

The theory is connected to the concept of ambiguity that is one of the distinct characteristics of family firms in general. It refers to an overlap of family and business systems. (Cooper, Kidwell and Eddleston, 2013). According to Minuchin (1974), boundaries help to regulate closeness of the systems. Overlapping family and business systems is one of the causes of challenges that family firms face. (Bork, Jaffe, Lane, Dashew, & Heisler, 1996; Davis & Stern, 1996). Family owners, managers and employees, in addition to boss-employee relationships, also imply, for instance, parent child, siblings, spouses and other types of relationships. Therefore, this theory is considered fundamental for any analysis of family firms. Zody et al. (2006) considered two extremes: *diffused boundary* through which family might have irrelevant intervention in the business, and *rigid boundary* that lacks family positive value necessary for the enterprise.

Nepotism

Another theory that characterizes family firms is nepotism which is defined as employment or promotion of individuals due to family ties rather than their skills and accomplishments. (Altındağ, 2014). According to the author, the concept takes place in family firms due to lack of confidence in non-family employees. Although nepotism can favorably affect the competitiveness of family firms as family ties and values can strengthen overall reputation, it can harm the business operation due to lack of experience and professionalism. The latter is referred to by Kidwell, Kellermanns and Eddleston (2012) as “Fredo effect” whose name comes from Godfather movie’s middle son bringing damage.

The awareness of nepotism is rising and is subject to more investigation nowadays. The main reason for nepotism is large emotional investment of owning families. (Clarke, 2023). According to the author, such emotional attachment and care about family members, puts under the risk successors’ or family managers’ accountability as they do not have to prove themselves. Levinson (1971) mentioned that managerial decisions must be made based on business needs and not emotions or family ties. If the decision does not contribute to a business’s corporate purpose, it will inevitably cause troubles sooner or later. As a result, those troubles will affect the family system as well.

In Türkiye taking part in leadership positions depends on proximity to the management rather than diploma, experience or in-depth knowledge. So nepotism is very

common. In basic Turkish logic, business is a source of work and employment for family members. It is among the basic requests that family members who complete their education, regardless of their position, be included in the structure in some way. (Bayar, 2022).

Patriarchy.

This term is a culture-related firm and is present in countries with traditional cultural values. It refers to the power and authority of males in family and society. Nelson and Constantinidis (2017) refer to patriarchy when explaining women's position and social roles. They point out that women less frequently take leadership positions and are referred to as supportive members for men due to patriarchy. Especially considering Turkish culture that still preserves traditions and cultural heritage, patriarchy needs to be taken into account when analyzing gender issues in family firms.

Spiral of silence theory and Deaf Ear syndrome

Cultural norms in family firms, especially along with Turkish traditional family norms, leads to the so-called Spiral of silence theory mentioned by Kızıldağ (2013). According to the theory, individuals tend to remain silent due to fear of being isolated and judged. The concept, although initially refers more to political communications, takes place in the context of gender roles of women in family firms. Connecting this theory with Turkish patriarchy mentioned previously in this paper, women fear to be considered as a minority and prefer silence. Deaf Ear syndrome is another concept frequently experienced in businesses operating in rural areas, family firms, and male-dominant companies and refers to ignorance against defects and troubles in organizations (Pierce, Smoliski, Rosen, 1998, cited in Kızıldağ, 2013). The three categories of companies represent the majority of family firms operating in Türkiye, meaning that the gender inequality might be ignored as well.

Glass ceiling and sticky floor

The two concepts are considered essential for the research conducted in this paper. Glass ceiling refers to child penalty for female employees, meaning that women cannot fully dedicate their time to work due to so-called "interruption" such as childbirth. This issue may not allow women to enhance their career prospects. Sticky floor implies a form of gender discrimination at the workplace when women are paid lower or are limited in promotion due to gender roles and expectations. According to Ciminelli, Schwellnus and Stadler (2021), 60% of wage gap cases globally are due to glass ceilings and remaining 40% are due to sticky floors. But authors state that in order to diminish the level of such discrimination, root causes, including social norms and cultural differences need to be addressed first.

Research questions

This paper aims to analyze the gender bias issue in family firms operating in Türkiye. Taking into account the existing literature and theoretical framework that was built in the previous chapter, there are three questions being aimed to answer:

1. What are the main characteristics of Turkish family firms?
2. Is gender bias present in Turkish family firms?
3. If gender bias is present, what are the factors contributing to it?
4. What are the consequences of gender bias on women's professional and personal development?
5. What are some strategies that can be implemented in order to minimize gender bias?

CHAPTER 4. METHODOLOGY

4.1. Introduction

The purpose of this section is to describe the methodology and procedure of data collection and the way its further analysis was conducted. To start with, there are three main methods of research: quantitative, qualitative and mixed research.

Quantitative research deals with numeric data and enables statistical analysis in order to test hypotheses and gather basic descriptive information. Daniel (2016) identified several advantages and disadvantages of this method. First of all, it is considered time and resource-saving and allows us to deal with a large sample of observations. Now, with the development of technology, statistical tools can perform complex analyses in a fast and precise way. Secondly, it can help researchers make a generalization based on the information gathered and it simplifies the result interpretation. Another advantage provided by Denscombe (1998) is that quantitative research eliminates researcher bias as the analysis is conducted by the statistical tool independently from the researcher's point of view. Lastly, Daniel (2016) mentioned that quantitative research does not involve any guesswork but rather follows specific guidelines. On the other hand, quantitative methods lack in-depth analysis. There is also an issue of “quantity over quality” because distinct features of sample participants are overlooked. (Daniel, 2016).

Qualitative research includes interviews, observations and field notes. This method gives full research, creates deeper understanding of the issue and can offer underlying reasons and solutions as well. Moreover, the data collected through qualitative research is unique and is limited to interactions between the researcher and participants. Last but not least, qualitative research provides the author's originality and sets the ground for unique research on the topic. It is especially necessary when the topic lacks empirical research. (Daniel, 2016). However, findings obtained through qualitative research are hard to generalize and are considered less reliable due to subjectivity of opinions. Agius (2018) also states that qualitative data is almost impossible to validate as different people have different points of view and even the same person will not provide the same answers if asked again.

Mixed method is a combination of the two methods described above and it allows to sample a large number of observations and gather in-depth information if the research objective so requires. According to Shorten and Smith (2017), such integration helps to enlarge the view of the research topic. Authors explain that there might be different combinations and sequences of quantitative and qualitative research based on the research goals.

4.2. Research design

The research questions of this paper aim to analyze whether gender bias is present in Turkish family firms and if so, what the factors contributing to it are. Therefore, it was not sufficient to pick exclusively quantitative or qualitative research methods. Hence a mixed method was chosen and had its quantitative and qualitative aspects. Namely, explanatory sequential type of mixed research, which is quantitative research complemented by qualitative research, was used. The reasoning behind is that factors contributing to gender bias can only be researched after identification of the bias itself.

Quantitative aspect was used in order to obtain a general understanding of Turkish family firms, its main characteristics and gender distribution of founders, family successors and family managers. In order to get a comprehensive analysis of a large sample of firms, statistical analysis was performed. Additionally, it helped to answer the first research question and identify the presence of gender bias.

Qualitative aspects in this research helped us to answer the second research question. Identification of factors contributing to gender bias are highly subjective and vary to a great extent from one company to another. Therefore, collecting in-depth information was necessary at this stage of the research process.

4.2.1. Data collection methods

The process of data collection is essential for any research, as we gather unique data that eventually can either confirm or reject the previously conducted studies on similar topics. In this subsection, data collection methods and procedures followed in order to reach the research objectives will be described.

4.2.2. Participants and sampling

The population of interest for the quantitative analysis are Turkish-based family firms currently operating in different sectors in various regions of Türkiye. A stratified random sampling method was used in order to ensure diversity and eliminate bias and overlapping of the findings. Initial size of 200 firms was diminished due to shutting down, absence of essential data and legal lawsuits that are politics-related and are outside of the scope of this paper. The final sample comprised 155 firms established in 6 out of 7 regions of Türkiye. The seventh region, Eastern Anatolia, which is considered the least developed, has no operating family firms available in public sources of information. Due to the lack of a unified database dedicated to family firms, the list of firms and main information about them was collected manually from the TAIDER (Türk Aile İşletmeleri Dergisi) Turkish Magazine of family firms, EY family firms index, as well as companies' websites. With the purpose of analyzing

successors' gender and current management, the sample includes companies, whose ownership belongs to at least the second generation.

In order to conduct qualitative research, initially three consulting agencies working with family firms and the TAIDER magazine were sampled. Consulting agencies work with family firms of different size and industry and are aware of firms' strengths and weaknesses. Moreover, they provide up-to-date consultations so it eliminates the risk of information being outdated. TAIDER magazine is considered the only unified source of information in the country about Turkish family firms. During the process of contacting the agencies and the magazine, due to rejection from the sample units, the size was diminished to one consulting agency called Future Management Academy (FMA) in the city of Adana.

During the quantitative research, a gap was identified in relation to one geographical region (Eastern Anatolia) that was absent in the dataset. In order to fill in this gap, a brief semistructured interview with one couple from this region of Türkiye was conducted. The husband is a former government officer in Hakkari province, his wife is a housewife taking care of their children. The contact information and the choice of the interviewee was based on networking and was obtained through common acquaintances.

4.2.3. Data collection instruments

This subsection describes exact instruments utilized for the data collection. As the study didn't involve any fieldwork and was conducted about a specific country other than the researcher's current location (Italy) or the researcher's country of origin (Kyrgyzstan), and due to the lack of opportunity to travel to Türkiye, digital means of data collection and communication were used. For the quantitative studies, Excel spreadsheet was used in order to create and prepare the dataset. For the qualitative part, the first interview was structured due to lower level of the interviewee's availability. The second one, on the other hand, was semi structured, the main questions were prepared in advance, leaving the space for additional inquiries.

4.2.4. Data collection procedure

In order to obtain a comprehensive analysis of gender bias in Turkish family firms, the process of creation of the dataset started with the following variables:

- Name of the company;
- Foundation date;
- Name of the founder;
- Headquarter location (city);
- The region to which the city belongs;
- Main industry of operation; for comparison purpose, the overall industry distribution of Turkish companies was obtained through Turkish Statistical Institute as of 2021;
- Main products or services produced;
- Status (local or global) - the globality in this case is defined by having production facilities in at least one country other than Türkiye;
- Number of employees as of 2022;
- Revenue in Turkish Liras (TRY) by the end of 2022.

The next step was to identify additional variables related to the companies:

- company age calculated with the help of Excel formula knowing the foundation date;
- whether the founder is alive;
- Number of generations - the number in the dataset refers to generation of current ownership;
- Total number of sectors of operation in order to understand whether family firms in Türkiye are industry-specific or diversified;

- Revenue converted to Euros - by the exchange rate of December 30, 2022 (EUR 1 = TRY 19.9649) rounded to TRY 20.00
- Events related to companies (lawsuits, criminal records, news reports).

The final step of the dataset was to analyze gender composition in order to later identify the gender bias if present. For this purpose, the following variables were included:

- Founder gender;
- Successor gender - if it's written Male in the dataset, it means that even if the company ownership is in the hands of the third or further generation, all of the previous successors are men;
- Family manager gender - the value "female" is put in case there is at least one female family member present among current members of the Board of Directors.

Moving on to the qualitative research, the request messages for conduction of the first interview were sent to the potential interviewees. Having obtained the consent of Mr. Mehmet Ergin, the founder of FMA, questions for a structured interview were communicated directly to them, including the University name and Department, topic and purpose of the research, full name and contact details of the researcher, full name, academic rank and contact details of the supervisor. Since the contact information, including the founder's personal phone number, is publicly available on the company's website, and interview questions did not involve any potentially confidential information, no confidentiality issues arose before, during and after the interview. As a result, no consent form was signed by the interviewee. The answers to the questions were explained in a detailed manner and were as close to the real time conversation as possible. Due to limited availability of the interviewee, the answers were communicated in a written form both through messenger and email. The interview was conducted in Turkish language and was later translated to English using Google Translate service and was re-checked by an acquaintance of mine who is a native Turkish speaker knowing English.

The second interview was conducted in a less formal environment. The interviewees did not request any information from my side and were happy to participate in the research. The interview included questions about family composition in the region, its differences from other regions in Türkiye, business environment including family firms, and role of women in the society of the region. The interview was conducted through a phone call that was recorded using an additional voice recorder and was then transcribed using a text file. However, the interviewees requested that no personal information, such as full name or contact details, can be used in the paper. The interview was conducted in Turkish.

4.2.5. Data analysis methods. Data preparation

Having collected all the necessary data, it was then essential to give the meaning to the data in order to reach the research objectives. This subsection provides the process and tools used for data analysis.

The final version of the database involved some minor changes in the data organizations. Namely, the order of the variables in the dataset got reorganized in order to facilitate accessibility and further analysis. Additionally, the Revenue variable in Turkish Liras got removed in the dataset that was further used for statistical analysis as revenue in Euros would make it clearer for a European reader. However, the data of revenue in Turkish Liras remained in the Excel spreadsheet as it served as the base for calculations. The data of the main industry of operation got modified in order to avoid overlapping of the sectors. The variable named Products or Services Produced got eliminated as it was irrelevant for the research and was used only for personal information purposes and out of personal interest. Furthermore, the column related to various events related to companies such as past lawsuits, criminal records of family members, news reports and belonging to terrorist organizations was removed due to personal safety reasons, since mentioning or looking up certain terms is not recommended. Lastly, the Revenue section (in Euros) was modified through rounding numbers up to two decimal points. Data containing names of the companies and founders' names was not used but was not eliminated from the dataset either.

4.2.6. Data analysis techniques

In order to analyze basic characteristics of family firms included in the dataset, SPSS statistical tool as well as Tableau data analytics tool were used. It enables simple statistical analysis using descriptive statistics, such as descriptives, frequency tables and crosstabs. Additionally, correlation analysis was applied. The statistical analysis was based on the two main topics:

1. Main characteristics of Turkish family firms

Frequency tables were used in order to analyze such variables as *Founder alive*, *Number of Generations*, *Main Industry*, *Total Number of Sectors*, *Company Status*, *Region*.

Descriptives were used in order to analyze *Company Age* and *Revenue*.

Correlation analysis was utilized in order to identify correlation between *Number of Employees* and *Revenue*.

Tableau Analytics tool was used for graphical representation of firms by their size based on revenue and distribution of companies of different sizes by regions.

2. Identification of gender bias

Frequency tables were used for analysis of *Founder's Gender, Successor's Gender, Family Manager's Gender*.

Crosstabs were used in order to simultaneously analyze *Company Status* and *Successor's Gender, Company Status* and *Family Manager's Gender, Region* and *Successor's Gender, Region* and *Family Manager's Gender*. The reasoning behind the choice of *Company Status* and *Region* variables for crosstabs lies in the Literature review section. There are different behaviors depending on the European/Asian part of Türkiye as well as distinctive features of Eastern and Southeastern Anatolia.

Qualitative research complements quantitative analysis in the sense that it provides additional information on the extent of gender bias. Mainly, however, the purpose of the interview was to dive deeper into the nature of the bias and possible measures that can be taken. Interview analysis helps us to cover three remaining topics:

1. Factors contributing to gender bias;
2. Consequences of gender bias on women's personal and professional development;
 - a. Potential measures that can be taken to minimize gender bias.

The first interview comprised sixteen open-ended questions that required detailed and practical information about the issue. The second interview consisted of thirteen open-ended questions, most of which were asked to the husband by his request. However, a few questions were asked to his wife as well. The questions were asked about the region from a business point of view and about family relationships and women. The list of questions in English for the first interview is located in Appendix 2 with its original version in Turkish in Appendix 3. The questions for the second interview can be found in the two languages in Appendices 4 and 5 respectively.

In order to obtain integrated findings and overall picture, quantitative and qualitative analysis were integrated as both methods aimed to reach the common research objectives.

4.2.7. Ethical considerations

For a research to follow ethical norms, it is essential to follow several ethical norms. First of all, during both quantitative and qualitative data, no personal information with limited access to the public was mentioned. It ensures transparency and does not invade participants' privacy. In addition, quantitative data was collected using publicly available resources published either on companies' websites or prepared by independent reporting organizations also available online. The participation in the interview was voluntary and none of the potential participants who rejected to participate were forced to do so. Moreover, the first interviewee himself is currently working on his dissertation on family firms and might also benefit from this paper in his studies. For this purpose and also in order to ensure correctness of the information provided, this paper will be shared with the first interviewee for further use with reference to its author. As for the second interview, neither their names, nor contact information was used as reference.

Lastly, there was a potential for conflict of interest, as I myself am a woman who was brought up and is still partly surrounded by traditional culture and I could have supported or opposed certain points of the research. In order to minimize conflict of interest, this paper does not contain my personal view of the issue and underlying reasons.

I acknowledge the interviewee Mr. Mehmet Ergin and the couple from Hakkari for sparing their valuable time for participation in the research and other participants for, although not participating, but sharing their opinions on the importance of the topic of my thesis.

4.2.8. Limitations

As it was mentioned before, the initial sample size was supposed to include 200 firms. However, there were several issues that limited the scope of research. Firstly, the absence of a unified up-to-date database of Turkish family firms caused some complications in data collection, therefore individual websites were used. Secondly, some companies had very limited to no information on their websites. Finally, searching for potential interviewees was more difficult due to my physical presence in another country and inability to contact them directly through phone number or office visit.

4.3. Conclusion

The Methodology section described in detail the methods used for the research along with justification as well as tools used during the research. Mixed methods using statistical analysis and interview were implemented in order to reach the objectives mentioned earlier in this paper. As for quantitative analysis precisely, all variables and step-by-step analysis processes were described. The research was limited due to the low level of information publicly available as well as participants' rejection to take part in the interview. Nonetheless, the research that was possible to conduct, ensures credibility and ethicality and the key findings will be described in the following chapter.

CHAPTER 5. FINDINGS

5.1. Introduction

Having described the methodology of the research in detail with all the variables analyzed, it is now necessary to provide the reader with the main findings. The primary objective of this chapter is to offer a meticulous and structured account of the findings, presenting patterns that answer the research questions presented throughout the research. Each set of results corresponds to a specific research question, integrating theoretical framework, quantitative and qualitative research that has been conducted, showing empirical evidence and supporting the general understanding of the topic. Bearing in mind the principles of transparency, objectivity and clarity, this section depicts the outcomes, leaving room for the subsequent discussion of their implications in the following section.

5.2. Basic characteristics of Turkish family firms

To start analyzing family firms operating in Türkiye, it is important to understand their so-called “demography”. For this purpose, three variables were taken into consideration.

1. *Company age.* The frequency analysis of company age was conducted in order to gain insights into the longevity and diversity of businesses sampled. The results show a diverse range of company ages, with a mean age of 58.97 years. The minimum recorded company age was 16 years, indicating the presence of younger businesses, while the maximum age was 152 years, signifying the remarkable longevity of some organizations. (Table 2).

Descriptive Statistics				
	N	Minimum	Maximum	Mean
Companyage	155	16	152	58.97
Valid N (listwise)	155			

Table 2. Company age

2. *City.* Moving forward, the cities where companies’ headquarters are located were analyzed. There is a wide distribution of cities, however the majority of firms are based in the cities of Istanbul, Ankara and Izmir (52.3%, 10.3% and 7.7% respectively). These three cities are at the same time three largest cities in Türkiye. The detailed distribution of cities, due to its wideness, can be found in the Appendix 6.
3. *Region.* According to the map referred to previously in this paper and that can be found in Appendix 1, there are seven regions in Türkiye. Grouping the companies by

regions facilitated the geographic analysis. A significant portion of family firms are located in the Western part of Türkiye, namely Marmara Region, Central Anatolia and Aegean Region, comprising 94.8% in total. (Table 3). The remaining percentage is distributed among Black Sea Region, Mediterranean Region and Southeastern Anatolia. The seventh region, Eastern Anatolia, is absent in this dataset.

		Region			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Aegean Region	23	14.8	14.8	14.8
	Black Sea Region	3	1.9	1.9	16.8
	Central Anatolia	26	16.8	16.8	33.5
	Marmara	98	63.2	63.2	96.8
	Mediterranean Region	3	1.9	1.9	98.7
	Southeastern Anatolia	2	1.3	1.3	100.0
	Total	155	100.0	100.0	

Table 3. Turkish family firms by region

The demographic analysis is followed by industry analysis of family firms. This analysis combines empirical finding with secondary research. Starting with secondary research, the report of the number of firms in general distributed by sectors has been analyzed. According to the report provided by the Turkish Statistical Institute (Appendix 7), the prevailing industries are Automotive (32.6%), Manufacturing (16.4%) and Construction sectors (14.5%). Empirical research of family firms (Table 4) provided the largest sectors Construction (23.2%), Industrial (14.8%) and Manufacturing industries (13.5%). Additionally, food and beverage, although is not among the most popular industries in general, comprising 5.4% of Turkish firms, is more common among family firms, comprising 11% and being at the fourth place. Another industry, textile, which is absent or included in another classification among businesses in Türkiye, is also quite common among family firms (10.3%). This analysis shows that Construction and Food and Beverage sectors are more common among family firms rather than among businesses in general.

		Mainindustry			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agriculture	2	1.3	1.3	1.3
	Automotive	3	1.9	1.9	3.2
	Construction	36	23.2	23.2	26.5
	Electronics	5	3.2	3.2	29.7
	Energy	4	2.6	2.6	32.3
	Finance	3	1.9	1.9	34.2
	Food and beverage	17	11.0	11.0	45.2
	Industrial	23	14.8	14.8	60.0
	Logistics	1	.6	.6	60.6
	Manufacturing	21	13.5	13.5	74.2
	Media	5	3.2	3.2	77.4
	Mining	1	.6	.6	78.1
	Real estate	4	2.6	2.6	80.6
	Retail	11	7.1	7.1	87.7
	Textile	16	10.3	10.3	98.1
	Transportation	3	1.9	1.9	100.0
	Total		155	100.0	100.0

Table 4. Turkish family firms by industry

In addition to the main industry of operation, it is also important to know how diversified the companies are, meaning in how many sectors they operate. The results show that more than 70% of companies are industry-specific, therefore operate in only one sector. Although there are 2 companies that are worth consideration and operate in five sectors, the main findings clearly show the concentration of family firms in one specific industry. The results are shown in Table 5.

		Totalsectors			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	109	70.3	70.3	70.3
	2	25	16.1	16.1	86.5
	3	14	9.0	9.0	95.5
	4	5	3.2	3.2	98.7
	5	2	1.3	1.3	100.0
Total		155	100.0	100.0	

Table 5. Total number of sectors

Moving on, the next variable that was analyzed, is *Founder's Gender*. As the results show, the entirety of 155 firms sampled in this research were established by male founders. The data is presented in Table 6 below. This fact is also supported by the interview question 1, which states that Türkiye is a male-dominant country and business activities are mostly performed by men. This fact can be connected to the patriarchy theory since men are considered more influential and have more power to create and manage a company.

		Foundergender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	155	100.0	100.0	100.0

Table 6. Founder’s gender in Turkish family firms

Analyzing company founders, it is paramount to understand how succession in Turkish family firms is implemented. Data in Table 7 shows the percentage of founders who are alive and those who are not. According to the results, although the majority of founders passed away, there is still a significant portion (40.6%) of founders who are alive but no longer manage the company, having passed the torch further.

		Founderalive			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	92	59.4	59.4	59.4
	Yes	63	40.6	40.6	100.0
	Total	155	100.0	100.0	

Table 7. Percentage of founders alive

The next step in understanding the characteristics of Turkish family firms is the number of generations as it is one of the distinct characteristics of family businesses. According to the results, almost 81% are in the second generation, with a diminishing percentage of firms moved to third and fourth generations (15.5% and 3.9% correspondingly). The results are described in Table 8.

		Generations			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	125	80.6	80.6	80.6
	3	24	15.5	15.5	96.1
	4	6	3.9	3.9	100.0
	Total	155	100.0	100.0	

Table 8. Number of generations in Turkish family firms

Status of the companies, meaning if they are local or global (the definition of a global firm used in this paper was provided in the Methodology part), is another variable that was chosen for descriptive analysis. Two-thirds of the firms are local (Table 9). Although they might be exporting their products, the production facilities are located in Türkiye. The remaining 32.3% are global.

		Status			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Global	50	32.3	32.3	32.3
	Local	105	67.7	67.7	100.0
	Total	155	100.0	100.0	

Table 9. Status of Turkish family firms

The last two variables that were utilized in order to identify main characteristics of family firms are *Number of Employees* and *Revenue*. As for the number of employees, the range of size is considered wide, as the smallest company employs 100 employees, while the largest company’s staff is equal to almost 96 thousand. The numbers are presented in Table 10 below.

Statistics		
Employees		
N	Valid	155
	Missing	0
Mean		8302.59
Minimum		100
Maximum		95920

Table 10. Number of employees in Turkish family firms

In addition, correlation analysis (Table 11) was implemented to show the relationship between Revenue and Number of Employees. The results depicted that there is a positive correlation between the two, which means that larger companies generate higher revenue.

		Correlations	
		Employees	RevenuemlnE UR
Employees	Pearson Correlation	1	.519**
	Sig. (2-tailed)		<.001
	N	155	155
RevenuemlnEUR	Pearson Correlation	.519**	1
	Sig. (2-tailed)	<.001	
	N	155	155

** . Correlation is significant at the 0.01 level (2-tailed).

Table 11. Correlation between number of employees and revenue

In order to provide the reader with visual representation of companies of different sizes, the Tableau diagram was created and presented larger and smaller companies, mentioning the region of their operation and revenue. The diagram can be found in Appendix 8 where colors represent different regions in accordance with the map in Appendix 1.

The quantitative data presented above described the characteristics of family firms from the business perspective. The interview provided some characteristics of Turkish

families in the context of family roles. According to the information collected, roles in Turkish families are determined and reluctant to change. Family expectations are high and emotional ties are particularly strong in Turkish culture, both in family and business. Emotional ties in Türkiye are of high priority, even if they might eventually harm the business. As a result, Turkish families prefer not to involve non-family members, for example in-laws, in the ownership and management, considering them as a threat to family integrity.

Conclusion

Family firms in Türkiye are of a wide range in terms of size and industry. Most of the companies are local, however there is still a relatively large percentage of firms that are present in the global market. The vast majority of companies are concentrated in one sector, however among the companies sampled there are companies operating in several sectors. All family firms in the sample were founded by men. These facts can create a general understanding of family business in Türkiye and provide valuable insights for further analysis.

5.3. The extent of gender bias in Turkish family firms

The second research question aims to identify the extent of gender bias in Turkish family firms. Quantitative analysis was used in order to analyze gender distribution among successors. The results (Table 12) show that more than 90% of founders prefer male heirs as successors. Even in companies passed on beyond the second generation, value “Male” means that all successors were or are males. This fact was confirmed by the interview. The interview results showed that daughters are normally kept far from the family business. Turkish patriarchy along with primogeniture is clearly observed here and daughters are selected as successors in extreme cases, when there are no sons in a family. There is an intersection of boundary theory and glass ceiling phenomena present in Turkish family firms as well, perceiving women unable to combine childbirth and family care with business ownership, therefore they must be kept outside the business.

Successorgender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	10	6.5	6.5	6.5
	Male	145	93.5	93.5	100.0
Total		155	100.0	100.0	

Table 12. Family successors’ gender

Presence of at least one female family board member that is reflected in Table 13 below shows that almost a third of firms have female family members in Board of Directors. The data represents up-to-date information on Board members, therefore nowadays there are more women involved in management rather than in main ownership of the companies. The interview also confirms the fact that female family members are getting more involved in family business operations. However, the results obtained from the interview underline the fact that due to lack of socialization skills, women in Türkiye are generally not preferable managers, even though there is a positive dynamic being observed lately. The underlying reason might be underestimation of women’s skills and abilities along with cultural perception.

Fammanagergender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	48	31.0	31.0	31.0
	Male	107	69.0	69.0	100.0
Total		155	100.0	100.0	

Table 13. Family managers’ gender

Conclusion

Answering the research question 2, it can be seen that gender bias is present in Turkish family firms in terms of succession and management of companies. It is observed more strongly in family succession. Family management, on the other hand, involves female family members more frequently, though the percentage is still low. The research objective has been achieved. The next step is to identify potential reasons for the bias.

5.4. Factors contributing to gender bias

Having analyzed the main characteristics of family firms operating in Türkiye and confirmed the presence of gender bias towards female family members, it is crucial to understand the factors contributing to it. Factors identified both through quantitative and qualitative analyses will help to identify the root cause of the issue in Türkiye and then offer ways and approaches to resolve it.

Considering Türkiye as a country with traditional culture and distinct family roles in the Eastern part as well as the more developed Western part, there are two variables previously analyzed that can be used in order to figure out the relationship with gender composition in succession and management.

Company status

The first variable is *Status* (whether the company is global or local). The crosstabulation of Company status with Successor's gender, presented in Table 14, shows that a significant portion of local firms prefer male successors. As for global companies, 50% more global companies preferred to have a female successor. As a result, it can be concluded that the status of the company affects the successor choice.

**Status * Successorgender
Crosstabulation**

Count

		Successorgender		Total
		Female	Male	
Status	Global	6	44	50
	Local	4	101	105
Total		10	145	155

Table 14. Crosstabulation of Company status and family successor's gender

Status * Fammanagergender Crosstabulation

Count

		Fammanagergender		Total
		Female	Male	
Status	Global	17	33	50
	Local	31	74	105
Total		48	107	155

Table 15. Crosstabulation of Company status and family manager’s gender

Female family manager’s choice, on the other hand, does not show a similar relationship. In both global and local companies, the number of female managers is almost two times less than their male counterparts (Table 15). In other words, being a global company does not necessarily imply a different view on involvement of female family managers in leading positions. Therefore, the fact whether a company is global or local, affects only the successor choice.

Geographical region

Another factor that can be derived from the quantitative analysis is the relationship between geographical region and successor’s and family manager’s gender (Table 16). Starting with the first crosstabulation, the highest number of female successors is in the Marmara region, which also has most companies with male successors (6 and 92 companies respectively). The second region by number of female and male successors is Central Anatolia (2 female and 24 male successors). The Aegean region has 22 male and 1 female successors.

Region * Successorgender Crosstabulation

Count

		Successorgender		Total
		Female	Male	
Region	Aegean Region	1	22	23
	Black Sea Region	0	3	3
	Central Anatolia	2	24	26
	Marmara	6	92	98
	Mediterranean Region	1	2	3
	Southeastern Anatolia	0	2	2
	Total	10	145	155

Table 16. Crosstabulation of Region and family successor’s gender

Region * Fammanagergender Crosstabulation

Count

		Fammanagergender		Total
		Female	Male	
Region	Aegean Region	6	17	23
	Black Sea Region	0	3	3
	Central Anatolia	6	20	26
	Marmara	34	64	98
	Mediterranean Region	2	1	3
	Southeastern Anatolia	0	2	2
	Total	48	107	155

Table 17. Crosstabulation of Region and family manager's gender

The relationship between region and family manager's gender showed similar distribution (Table 17). The Marmara Region has 34 female and 64 male managers, Central Anatolia - 6 female and 20 male managers. The Aegean region has 6 female and 17 male family managers. The interview conducted with Mr. Ergin provided that since different regions imply different culture, there are cultural factors influencing the gender. First of all, although in more modernized regions women might be closer to gender equality, some regions still value their culture and perceive women as subordinates rather than decision-makers and leaders. It gets us back to the patriarchy theory that was described earlier in the paper. The second factor is related to marriage. Daughters, when getting married, are leaving the family and the power in their new families belongs to their husbands. For this reason, women are obliged to take their husband's last name after marriage. Leaving the family and appearance of in-law family members is perceived as a serious threat for legacy preservation, therefore founders prefer to keep power within the family without involvement of in-laws. Thirdly, there is low visibility of women in business and family. It refers to the Silence Theory and Deaf Ear syndrome, as women's opinions are often either ignored or taken less seriously. As a result, women prefer to remain silent.

Southeastern Anatolia and Eastern Anatolia

There are two regions worth attention. Companies established and operating in Southeastern Anatolia have neither female successors, nor female family managers. No companies established in Eastern Anatolia are present in the dataset. The interview with the family provided valuable justification for the absence. According to the answers collected, two broad factors were identified.

The first factor is related to the business environment and demographics of the region in general. Eastern Anatolia is the least populated region in Türkiye and the gender distribution is almost equal. Along with the population, it is considered the most underdeveloped region in terms of access to education and literacy rate, meaning that there are many people who cannot read, write or count. Moreover, since the majority of the population of the Eastern and Southeastern part are Kurdish, many people do not speak Turkish but speak only Kurdish. The Kurdish population is considered the most vulnerable as they constantly suffer from the ongoing Turkish-Kurdish conflict and even when moving to another part of the country they prefer not to disclose their ethnicity. The conflict still continues, therefore attacks still occur in the region from time to time. All these factors make the region unattractive for running a business.

The interviewees also stated that even if the region was developed enough to run business, having a family business, especially diverse business in terms of gender, is not the case for the region. The reason for that is the family culture of the region. There is a strong separation of men and women in Kurdish society that does not allow women to work with other men or eat with them at the same table. It is the most patriarchal society and it's not commonly accepted for a woman to work in a company or even drive a car. Women of Eastern society are bound to support their husbands and take care of the family. The interviewee's wife said that women do not feel like they are forced to behave like this and they are satisfied with such a lifestyle because it is part of their culture. As advantages of the culture, she mentioned a high level of respect within the family among spouses or in parent-child relationships. Moreover, according to her, women do not have to both work and take care of the family, so they can dedicate their time and energy to their kids and spouses. Although these two regions have the strongest gender bias in business and social environment, the people there do not consider it as a problem but rather a feature of the culture in which they grew up.

Other factors

Returning to the focus of family firms and gender bias, qualitative research helped to identify other possible factors that impact the gender choice of family successor or appointment of family manager. In addition to cultural differences, women face various gender stereotypes that limit their participation in family business. Firstly, women are too emotional and it can prevent them from making rational decisions, as their feelings prevail in all aspects of their lives. Secondly, in order to be a successful manager or owner, “male-specific” qualities must prevail, such as being able to keep things under constant control and making strategic decisions. Women are assumed to not have these qualities and therefore are not eligible for leading positions. Whereas in real life, there are many successful female business owners that do not have to sacrifice their femininity and still successfully run the business. Lastly, in Turkish society there are different perceptions of male and female success. When men succeed in business, they are highly appreciated and such wording as “talent” or “potential” is being used towards men. While female success is often perceived as luck and coincidence, meaning that it is not and cannot be common.

The stereotypes mentioned above impact the general perception of female successors and family managers. As a result, there are five more factors identified during the interview. The first factor is negative perception of women’s leadership potentials, saying that a woman cannot be a successful leader as it is a job or responsibility more suitable for men. Secondly, being a woman successor or manager means a complex set of roles women have to perform. In addition to the boundary theory of family firms, where family members need to deal with ambiguity of family and business, women in family business also have to act like men in business and still keep their femininity. The third factor is lack of support and exclusion of women from networking. Existing or potential female entrepreneurs do not get sufficient governmental and social support, therefore they are not confident enough in their abilities, even though most of them possess necessary skills and knowledge. Female family members are held back from business activities and do not have a chance to socialize more within the business environment. On the contrary, men’s initiatives to start a business or their desire to continue family business are often highly appreciated. The next factor is related to education and training opportunities for women in a so-called “male-dominating” environment. Since women are not appreciated enough in business, they eventually prefer not to get any related education and join other fields that are less attractive to them. Lastly, there is an issue in general of women's rights. Although protection of women’s rights and gender equality is formally mentioned, there is an issue of use of the rights. As cultural factors still prevail, women are not able or do not know how they can use their rights in the country.

Conclusion

Quantitative and qualitative analyses showed that there are geographic, cultural and other factors that lead to the presence of gender bias in Turkish family firms. However, the most prevailing and influential factors are cultural ones as they shape people's mindset and further perception of women as successors or managers.

5.5. Consequences of gender bias

The factors identified in the previous findings have certain consequences on Turkish women as well as on family businesses. Qualitative data showed that as a result of such discrimination female employees struggle at the workplace. Starting with the recruitment process implemented both by parents and/or independent hiring managers, women have lower chances to be appointed for senior positions. Once appointed, in most cases there is a sticky floor phenomenon, as a result of which women working at the same level with men and dealing with the same scope are paid less. When it comes to job evaluation, work performed by women is evaluated more strictly and is questioned more frequently because managers have doubts in women's abilities. However, women are not the only ones who suffer. Family firms that oversee the bias and do not take any measures for minimizing it, in fact harm themselves. The issue of nepotism, when male heirs are preferred in spite of presence of more suitable women heirs, can negatively affect company's performance and as a result the family's legacy and reputation might suffer. Lack of networking for women limits business advancement. Lastly, the low number of female family managers participating in the Board of Directors and in strategic decision-making, also referred to as glass ceiling, significantly limits the company's potential and eventually makes it less attractive for existing and potential stakeholders.

Conclusion

The presence of gender bias is a multidimensional issue that affects not only women but families and businesses as well. It leads to a weaker position of women in society and makes them more vulnerable. At the same time, family firms that do not pay considerable attention to the issue limit their performance and business success.

5.6. Measures to minimize the gender bias

The previous subsections described in a detailed manner the extent of gender bias, its causes and consequences. The missing part is now to understand what can be done in order to, if not eliminate, at least to minimize the bias in Turkish family firms. The interview provided us with clear actions that are or can be done for this purpose.

The interviewee mentioned that Turkish family firms generally prioritize family values over business values. He also mentioned that resolving the issue is a long-lasting and challenging process that needs to be approached on both macro and micro level. Starting with the macro environment, the first step that needs to be taken is raising awareness of the issue of gender inequality. Without awareness of the problem, solutions will not make sense. Next, there is a need for cultural, economic and social support of women who want to participate in family business operations. Finally, it is important to adapt formal education for the needs of future female entrepreneurs and family members wishing to get involved in family firm management. On the micro level, more things can be done. Family succession and involvement of family members in management starts, as the names state, from the family. Parents should provide unconditional support and be more inclusive when making succession or management decisions. Moreover, when involved, female managers and successors must be accepted as valuable members and their contribution must be appreciated. As for the business perspective, family firms should focus on gender equality and work-life balance opportunities provided for women. It might include equal recruitment of men and women based on their qualifications and abilities and a clear and objective roadmap for further promotion. In today's business world, companies should strive for a more diverse and creative environment. Therefore, easier access to leadership must be provided for women, without perceiving them as being insufficiently good for the role.

Conclusion

The analysis showed that families and family firm owners must be more inclusive when choosing successors or family managers. Although there are measures that are currently taken in the direction towards minimization of gender bias, the issue is more complex than it might seem and it needs to be approached from different perspectives.

5.7. Conclusion

The empirical analysis performed by means of mixed research presented main characteristics of Turkish family firms, extent of and factors contributing to gender bias, its consequences and measures that can potentially be taken in order to minimize the bias in family firms. Turkish family firms are diverse in terms of size and industry. All firms sampled in this paper were founded by men. A small percentage of founders passed the torch to female successors. However, there is a larger percentage of female family managers in current Boards of Directors. The factors contributing to the bias are cultural or are shaped by society in terms of culture. Company status also affects the presence of female family members in business. As a result of strong culture women remain invisible in Türkiye and they often are not offered leading positions even though they possess necessary abilities and qualifications. As a result of gender bias women are limited professionally and personally and it infringes their basic rights. Fortunately, current situation is showing positive changes but in order to minimize the bias, more measures such as family support, raising awareness of gender equality and providing necessary training and education for women should be taken.

CHAPTER 6. DISCUSSIONS

The current research aimed to answer five questions that included basic characteristics of family firms, extent of gender bias with focus on family successors and family managers, factors that contribute to the bias, its consequences and potential measures that can be taken in order to minimize the bias in Türkiye. The analysis of existing research as well as empirical analysis showed that gender bias is present in Türkiye to a relatively great extent. Despite the changes being made in the world and in the country, Turkish women still remain invisible in the family and in the business. However, the analysis of literature showed that women play a crucial role in both family and business systems. They contribute to the emotional wealth of the family and are mostly responsible for nurturing the next generation. In terms of business, women possess all necessary qualifications and skills sufficient for managing positions. However women in Türkiye face the bias due to different factors. Generally, at the country level, they have limited rights due to the current authorities that expect them to stay far from the business. At family level, strong family culture and perception of women as family members who will leave the family after getting married negatively affect women's potential to become a successor in family business. Families consider daughters' marriage as a potential danger for family firms' integrity. The in-depth qualitative research results showed that the reasons behind the bias are mostly cultural, however, one should consider the country as a system of cultural, political and economic factors altogether. The analysis of literature complemented the cultural factors with political background and society is also affected by these factors.

Despite the strong cultural influence, there is a potential for minimization of the gender bias in family firms. As with any issue, the solution starts with awareness of the problem. There are positive changes towards gender equality in Türkiye, however, the level of awareness of the problem is still low. Family firms consist of two subsystems - family and business. As a form of business strongly affected by the emotional factors and family ties, parents should provide unconditional support to their children regardless of gender or competence. Parents should create a caring atmosphere within the family without any kind of discrimination. On the other hand, as a business whose main goal is achievement of the corporate purpose and business sustainability, family firms should not involve any personal attitude when involving family members in leading positions or transferring the ownership. The choice should be justified by necessary qualifications and experience and oftentimes women are considered at least as successful as men. Moreover, if family firms want to be sustainable and ensure long-term success, they should be more inclusive in terms of gender, race or other characteristics. Another reason why fewer women are involved in family

business is insufficient opportunities for education and professional development such as management and leadership courses for women in male-dominant environments. Family firms should put greater effort towards creating favorable conditions for women as well as eliminate the glass ceiling phenomenon. This will improve the relationships within the owning family, will bring the society closer towards gender equality and will also favor the business as the company will be more inclusive and socially responsible.

The current research has a few limitations. First of all, the insufficient amount of time available for conducting the research limited the scope of analysis. Secondly, the absence of a unified database on Turkish family firms affected the sample size, since not all data is publicly available. The last limitation is related to data on successors. The available data included the number of generations and successors' gender. However, there is no information about when the successions were carried out. Knowing the chronology of successions would have helped to understand the dynamics of succession and whether there were certain periods of time when female succession got more common.

To conclude, this research of gender bias in Turkish family firms is filling the gap by combining the fields of existing research and shedding light on this issue by analyzing the most common form of business in Türkiye and provides valuable insights for the audience interested in the issue of gender equality at the workplace and within the family.

BIBLIOGRAPHIC REFERENCES

- Abadan-Unat, N., 1978. The modernization of Turkish women. *Middle East Journal*, 32(3), pp. 291-306.
- Agius, S.J., 2018. Qualitative research: its value and applicability. *The Psychiatrist*, 37, pp. 204-206.
- Akça, M., Küçükoğlu, M. T., 2021. Family businesses and sustainability. In: O.Yılmaz, S. Karsu, 2021. *Family businesses: business models and strategies*. Ankara: Gazi Kitabevi, pp. 175-206.
- Akça, Y., 2021. Human resources management in family businesses. In: O.Yılmaz, S. Karsu, 2021. *Family businesses: business models and strategies*. Ankara: Gazi Kitabevi, pp. 143-159.
- Alimo-Metcalfe, B., 2002. *Leadership and gender: a masculine past, a feminine future? A thematic paper for CERFE PROject*. Washington, DC: European Observatory on Good Practices to Remove the Glass Ceiling. In Gonzalez de Durana, C.A., Camboa, I.I., Vicente-Molina, M.A., 2017. Gender issues related to choosing the successor in the family business.
- Altındağ, E., 2014. Evaluation of nepotism as accelerating effect on employee performance: an empirical study in Turkey.. *European Journal of Business and Social Sciences*, 3(7), pp. 97-104.
- Amore, M.D., Garofalo, O., Minichilli, A., 2014. Gender interactions within the family firm. *Management Science*, 60(5), pp. 1083-1097. In Gonzalez de Durana, C.A., Camboa, I.I., Vicente-Molina, M.A., 2017. Gender issues related to choosing the successor in the family business.
- Anderson, A. R., Jack, S.L., Drakopoulou-Dodd, S., 2005. The role of family members in entrepreneurial networks: Beyond the boundaries of the family firm. *Family Business Research*, 18(2), pp. 135-154. In Henry, M., Erwee, R., 2013. *Family business succession - trust and gender issues in family and non-family succession*.
- Andrews, S., 2020. How culture impacts our value of women. *Forbes*, April 6. Available at <https://www.forbes.com/sites/forbescoachescouncil/2020/04/06/how-culture-impacts-our-value-of-women/?sh=296c9a0e474a>
- Arat, N., 1996. Women's studies in Turkey. *Women's Studies Quarterly*, 24(1-2), pp. 400-411.
- Arat, Y., 2016. Islamist women and feminist concerns in contemporary Turkey: prospects for women's rights and solidarity. *Frontiers: A Journal of Women Studies*, 37(3), pp. 125-150.

- Arslan, S., Altan-Alatay, A., Aycan, Z., 2021. Worries about losing leadership in family businesses. In: O.Yılmaz, S. Karsu, 2021. *Family businesses: business models and strategies*. Ankara: Gazi Kitabevi, pp. 89-120.
- Aycan, Z., 2005. Paternalism: Towards conceptual refinement and operationalizations. *Indigenous and cultural psychology: Understanding people in context*, pp. 445-466. In Kılıç, F., 2021. Management styles in family business.
- Aycan, Z., Fikret-Pasa, S., 2003. Career choices, job selection criteria, and leadership preferences in a transitional nation: The case of Turkey. *Journal of Career Development*, 30 (2), 129-144. In Kılıç, F., 2021. Management styles in family business.
- Aycan, Z., Shelia, S., 2019. "Leadership? no, thanks!" a new construct: worries about leadership. *European Management Review*, 16(1), pp. 21- 35. In Arslan, S., Altan-Alatay, A., Aycan, Z., 2021. Worries about losing leadership in family businesses.
- Aydemir, S., 2013. Turkish women in politics, the economy and society. *Konrad Adenauer Stiftung*. Available at <http://www.jstor.com/stable/resrep10122.6>
- Aydın, C.H., Mcisaac, M.S., 2004. *The impact of instructional technology in Turkey*. Available at <https://www.researchgate.net/publication/226296097>
- Aydıntaşbaş, A., 2016. The good, the bad, the Gülenists: the role of the Gülen movement in Turkey's coup attempt. *European Council on Foreign Relations*. Available at https://ecfr.eu/wp-content/uploads/ECFR_188_-_THE_GOOD_THE_BAD_AND_THE_GULENISTS.pdf
- Aytaç, B., Pike, A., 2018. The Mother-child relationship and children's behaviours: a multilevel analysis in two countries. *Journal of Comparative Family Studies*, 49(1), pp. 45-71.
- Balı, S., 2021. Business models for family businesses. In: O.Yılmaz, S. Karsu, 2021. *Family businesses: business models and strategies*. Ankara: Gazi Kitabevi, pp. 3-16.
- Barlaş, D., 2004. Friends or Foes? Diplomatic Relations between Italy and Turkey, 1923-36 *International Journal of Middle East Studies*, 36(2), pp. 231-252.
- Bayar, K., 2022. Türk aile şirketlerinin özellikleri. Available at <https://kamilbayar.com/turk-aile-sirketlerinin-ozellikleri/>
- BBC News, 2023. *Turkey country profile*. Available at <https://www.bbc.com/news/world-europe-17988453>
- Berkman, Ü., Özen, Ş., 2008. Culture and Management in Turkey: State-Dependency and Paternalism in Transition. *Gestion en contexte interculturel : approches, problématiques, pratiques et plongées*. Québec: Presse de l'Université Laval et Téléuniversité.

- Bielby, W.T., 2000. Minimizing workplace gender and racial bias. *Contemporary sociology*, 29(1), pp. 120-129.
- Birincioğlu, N., Acuner, T., 2015. Aile İşletmeleri Kurucularının ve Aile Değerlerinin Aile İşletmelerinin Sürdürülebilirliği Üzerindeki Etkisi: Trabzon Örneği. *Uluslararası İktisadi ve İdari İncelemeler Dergisi*, (14). Available at <https://dergipark.org.tr/tr/pub/ulikidince/issue/21614/232178>. In Akça, M., Küçükoğlu, M. T., 2021. Family businesses and sustainability.
- Bodenhausen, G.V., Macrae, C.N., Garst, J., 1998. Stereotypes in thought and deed: Social-cognitive origins of intergroup discrimination. *Intergroup Cognition and Intergroup Behavior*, pp. 311-335. In Bielby, W.T., 2000. Minimizing workplace gender and racial bias. *Contemporary sociology*, 29(1), pp. 120-129.
- Bork, D., et al., 1996. *Working with family businesses*. San Francisco: Jossey-Bass. In Zody, Z., et al., 2006. Boundaries and the functioning of family and business systems. *Journal of Family and Economic Issues*, 27(2).
- Bozoğlu Batı, G., Armutlulu, I.H., 2020. Work and family conflict analysis of female entrepreneurs in Turkey and classification with rough set theory. *Humanities and Social Sciences Communications*, 7(15).
- Bussey, K., Bandura, A., 1999. Social cognitive theory of gender development and differentiation. *Psychological Review*, 106(4), pp. 676-713. Doi:10.1037/0033-295X.106.4.676. In Özdemir, Ö., 2017. *An examination of daughter succession in Turkish family owned businesses: gendered norms, cultural influence and leadership challenges*.
- Cabrera-Suarez, K., De Saa-Perez, P., Garcia-Almeida, D., 2001. The succession process from a resource- and knowledge-based view of the family firm. *Family Business Review*, 14, pp. 37-46. In Henry, M., Erwee, R., 2013. *Family business succession - trust and gender issues in family and non-family succession*.
- Campopiano, G., et al., 2017. Women's involvement in family firms: Progress and challenges for future research. *Journal of Family Business Strategy*, 8(4), 200-212. Available at <https://www.sciencedirect.com/science/article/abs/pii/S1877858517300578>
- Carlucci, A. F., 2018. Turkey and Italy: Shared history, familiar characters. *Daily Sabah*. Available at https://www.dailysabah.com/feature/2018/02/05/turkey-and-italy-shared-history-familiar-characters?gallery_image=undefined#big
- Chua, J.H., Chrisman, J.J., Sharma, P., 1999. Defining the family business by behavior. *Entrepreneurship Theory and Practice*, 23, pp. 19-39. In Cooper, J.T., Kidwell, R.E.,

- Eddleston, K.A., 2013. Boss and parent, employee and child: work-family roles and deviant behavior in the family firm. *Family Relations*, 62(3), pp, 457-471.
- Ciminelli, G., Schwellnus, C., Stadler, B., 2021. Sticky floors or glass ceilings? The role of human capital, working time flexibility and discrimination in the gender wage gap. *OECD*, 19.
- Clarke, R., 2023. Avoiding the negative impact of nepotism in family business. *Forbes*, January 16. Available at <https://www.forbes.com/sites/rochellemclarke/2023/01/16/avoiding-the-negative-impact-of-nepotism-in-family-business/?sh=3e84f7ad5823>
- Constantinidis, C., Nelson, T., 2009. Integrating succession and gender issues from the perspective of the daughter of family enterprise: A cross-national investigation. *Management International*, 14(1), p.43. In Özdemir, Ö., 2017. *An examination of daughter succession in Turkish family owned businesses: gendered norms, cultural influence and leadership challenges*.
- Constantinidis, C., Nelson, T., 2017. Sex and gender in family business succession research: a review and forward agenda from a social construction perspective. *Family Business Review*, 23(1).
- Cooper, J.T., Kidwell, R.E., Eddleston, K.A., 2013. Boss and parent, employee and child: work-family roles and deviant behavior in the family firm. *Family Relations*, 62(3), pp, 457-471.
- Correll, S.J., 2017. Reducing gender biases in modern workplaces. *Gender and Society*, 31(6), pp. 725-750.
- Curimbaba, F., 2002. The dynamics of women's roles as family business managers. *Family Business Review*, 15(3), pp. 239-252. In Özdemir, Ö., Harris, P., 2019. Primogeniture in Turkish Family Owned Businesses: An examination of daughter succession, the impact of national culture on gendered norms and leadership challenge. *International Journal of Family Business and Management*, 3(1), pp. 1-18.
- Danes, S.M., Haberman, H.R., McTavish, D., 2005. Gendered discourse about family business. *Family Relations*, 54(1), pp. 116-130. In Gonzalez de Durana, C.A., Camboa, I.I., Vicente-Molina, M.A., 2017. Gender issues related to choosing the successor in the family business.
- Daniel, E., 2016. The usefulness of qualitative and quantitative approaches and methods in researching problem-solving ability in science education curriculum. *Journal of Education and Practice*, 7(15).

- Davis, P., Stern, D., 1996. *Adaptation, survival, and growth of the family business: An integrated systems perspective*. Marietta, Georgia: Business Owner Resources. In Zody, Z., et al., 2006. Boundaries and the functioning of family and business systems. *Journal of Family and Economic Issues*, 27(2).
- Deloitte, 2016. Aile Şirketlerinde Sürdürülebilir Başarının Anahtarları. Available at <https://www2.deloitte.com/content/dam/Deloitte/tr/Documents/risk/aile-sirketlerinde-surdurulebilir-basarinin-anahtarları.pdf>. In Yıkılmaz, I., 2021. Corporate social responsibility in family businesses.
- Demir, N., 2017. Aile Şirketlerinin Sürdürülebilirliği ve Finansal Yönetim İlişkisinde Kadın Yöneticilerin Etkinliği. *İstanbul Üniversitesi Kadın Araştırmaları Dergisi*, (15), 61–77. In Akça, M., Küçükoğlu, M. T., 2021. Family businesses and sustainability.
- Denscombe, M., 1998. *The good research for small-scale social research project*. Philadelphia: Open University Press. In Daniel, E., 2016. The usefulness of qualitative and quantitative approaches and methods in researching problem-solving ability in science education curriculum. *Journal of Education and Practice*, 7(15).
- Dietrichson, S., 2016. Daughter ignored as leaders of the family business. *Kilden*, August 9. Available at <https://kjonnsforskning.no/en/2016/08/daughters-ignored-leaders-family-business>
- Dilek, Ş., Ünay, S., 2016. July 15: Political economy of a foiled coup. *Insight Turkey*, 18 (3). Available at <https://www.insightturkey.com/articles/july-15-political-economy-of-a-foiled-coup>
- Doud, E.A., & Hausner, L., 2000. *Hats Off to You: Balancing Roles and Creating Success in Family Business*. In Arslan, S. Altan-Alatay, A., Aycan, Z. (2021). Worries about losing leadership in family businesses.
- Dugan, A.M., et al., 2011. *A woman's place: the crucial roles of women in family business*. Macmillan. In Gonzalez de Durana, C.A., Camboa, I.I., Vicente-Molina, M.A., 2017. Gender issues related to choosing the successor in the family business.
- Dumas, C.A., 1992. Integrating the daughter into family business management, *Entrepreneurship Theory and Practice*, 16(4), 41-55. In: Campopiano, G., et al. (2017).
- Dumas C., et al., 1995. Factors that influence the next generation's decision to take over the family farm. *Family Business Review*, 8(2), pp. 99-120. In Henry, M., Erwee, R., 2013. *Family business succession - trust and gender issues in family and non-family succession*.
- Dumas, C.A., 1998. Women's pathways to participation and leadership in the family-owned firm. *Family Business Review*, 11(3), 219-228. In Gonzalez de Durana, C.A., Camboa,

- I.I., Vicente-Molina, M.A., 2017. Gender issues related to choosing the successor in the family business.
- Eagly, A.H., Carli, L.L., 2007. *Through the labyrinth: The truth about how women become leaders*. Cambridge, MA: Harvard Business Press. In Correll, S.J., 2017. Reducing gender biases in modern workplaces. *Gender and Society*, 31(6), pp. 725-750.
- Erdem, A.T., Mert, G., 2021. Unseen aspects of family businesses: conflicts. In: O.Yılmaz, S. Karsu, 2021. *Family businesses: business models and strategies*. Ankara: Gazi Kitabevi, pp. 121-139.
- Euronews, 2022. *Turkey is now Türkiye: What other countries have changed their name?* Available at <https://www.euronews.com/my-europe/2022/06/28/turkey-is-now-turkiye-what-other-countries-have-changed-their-name#:~:text=Say%20goodbye%20to%20Turkey%20and,w ith%20the%20famous%20Thanksgiving%20animal>
- European Commission, 2009. *Final report of the expert group. Overview of family-business-relevant-issues: Research, networks, policy measures and existing studies*. EC Directorate-General for Enterprise and Industry. In Gonzalez de Durana, C.A., Camboa, I.I., Vicente-Molina, M.A., 2017. Gender issues related to choosing the successor in the family business.
- EY, 2020. *Aile şirketleri değişime nasıl hazırlanıyor? d Aile şirketlerinde yeni normal*. Available at https://assets.ey.com/content/dam/ey-sites/ey-com/tr_tr/pdf/2020/09/ey-turkiye-aile-sirketlerinde-yeni-normal.pdf
- Fairlie, R.W., Robb, A.M., 2009. Gender differences in business performance: Evidence from the characteristics of business owners survey. *Small Business Economics*, 33(4), pp. 375-395. In Özdemir, Ö., 2017. *An examination of daughter succession in Turkish family owned businesses: gendered norms, cultural influence and leadership challenges*.
- Fişek, G. O., 1995. Gender hierarchy: Is it a useful concept in describing family structure? In Sunar, D. 2005. *Contemporary Turkish families*.
- Fişek, G. O., Scherler, H. R., 1996. Social change and married couples: A therapy approach to extend the limits of gender scripts. *Türk Psikoloji Dergisi*, 11(36), pp. 1-11. In Sunar, D. 2005. *Contemporary Turkish families*.
- Floris, M., Dettori, A., 2021. Daughters' involvement and female succession in family businesses: A multiple-case study. *Rivista Piccola Impresa*, 3, 117-139.

- France24. *Women's struggles under Erdogan's conservative rule*. Available at <https://www.france24.com/en/live-news/20230507-women-s-struggles-under-erdogan-s-conservative-rule>
- Gerçek Hayat, 2021. FETÖ'nün 100 yıllık hikâyesi. *GZT*. Available at <https://www.gzt.com/gercek-hayat/fetonun-100-yillik-hikyesi-3598668>
- Glick, P., Zion, C., Nelson, C., 1988. What mediates sex discrimination in hiring decisions. *Journal of Personality and Social Psychology*, 55, pp. 178-186. In Bielby, W.T., 2000. Minimizing workplace gender and racial bias. *Contemporary sociology*, 29(1), pp. 120-129.
- Glinski, S., 2023. Turks are running out of cash - and patience. *Foreign Policy Magazine*, September 7. Available at <https://foreignpolicy.com/2023/09/07/turkey-economy-inflation-erdogan-lira-interest-rate-tourism/>
- Gonzalez de Durana, C.A., Camboa, I.I., Vicente-Molina, M.A., 2017. Gender issues related to choosing the successor in the family business. *European Journal of Family Business*, 17. Available at <https://doi.org/10.1016/j.ejfb.2017.10.002>
- Güler, E., 2018. The symbolic restoration of women's place in Turkey's resurrection. *Studies in Popular Culture*, 40(2), pp. 97-116.
- Gülmez, M., Sağtaş, S. (2021). Growth of family businesses in international markets. In: O.Yılmaz, S. Karsu, 2021. *Family businesses: business models and strategies*. Ankara: Gazi Kitabevi, pp. 249-270.
- Haberman, H., Danes, S.M., 2007. Father-daughter and father-son family business management transfer comparison: Family FIRO model application, *Family Business Review*, 20(2), pp. 163-184. In Campopiano, G., et al., 2017. Women's involvement in family firms: Progress and challenges for future research.
- Hart Clyne, A., 2022. The new family business powerhouses: wives and moms. *FamilyBusiness.org*, June 17. Available at <https://familybusiness.org/content/the-new-family-business-powerhouses-wives-and-moms>
- Henry, M., Erwee, R., 2013. *Family business succession - trust and gender issues in family and non-family succession*. Available at https://www.researchgate.net/publication/266618183_Family_business_succession-trust_and_gender_issues_in_family_and_non-family_succession

- Hornsby, J.S., Benson, P.G., Smith, B.N., 1987. An Investigation of Gender Bias in the Job Evaluation Process. *Journal of Business and Psychology*, 2(2). Available at <https://www.jstor.org/stable/25092131>
- Ianarelli, C.L., 1992. *The socialization of leaders in family business: An exploratory study of gender*. Unpublished Doctoral Dissertation. PA: University of Pittsburg. In Gonzalez de Durana, C.A., Camboa, I.I., Vicente-Molina, M.A., 2017. Gender issues related to choosing the successor in the family business.
- Ihlas Haber Ajansı, 2017. FETÖ şirketleri hangileri? | FETÖ şirketleri neler? *Son Dakika*, February 23. Available at <https://www.ihha.com.tr/haber-feto-sirketleri-hangileri-feto-sirketleri-neler-626721>
- Imamoğlu, E.O., 1998. Individualism and collectivism in a model and scale of balanced differentiation and integration. *Journal of Psychology*, 132, pp. 95-105. In Aytaç, B., Pike, A., 2018. The Mother-child relationship and children's behaviours: a multilevel analysis in two countries. *Journal of Comparative Family Studies*, 49(1), pp. 45-71.
- İnce, E., 2008. Asırlık Çınarlar. *Businessweek Türkiye*, 54-57. In Akça, M., Küçükoğlu, M. T., 2021. Family businesses and sustainability.
- International Labour Organization, 2017. *Breaking barriers: Unconscious gender bias in the workplace*. Available at https://www.ilo.org/actemp/publications/WCMS_601276/lang--en/index.htm
- Ip, B., Jacobs, G., 2006. Business succession planning: A review of the evidence. *Journal of Small Business and Enterprise Development*, 13(3). In Gonzalez de Durana, C.A., Camboa, I.I., Vicente-Molina, M.A., 2017. Gender issues related to choosing the successor in the family business. *European Journal of Family Business*, 17. Available at <https://doi.org/10.1016/j.ejfb.2017.10.002>
- Islamic Cooperation Youth Forum, n.d. *Turkey country profile*. Available at <https://www.icyforum.org/turkey-country-profile/>
- Isvan, N.A., 1991. Productive and reproductive decisions in Turkey: the role of domestic bargaining. *Journal of Marriage and Family*, 53(4), pp. 1057-1070.
- Ito, T.A., Urland, G.R., 2003. Race and gender on the brain. *Journal of Personality and Social Psychology*, (85), pp. 616-626. In Correll, S.J., 2017. Reducing gender biases in modern workplaces. *Gender and Society*, 31(6), pp. 725-750.
- Javidan, M., Bullough, A., Dibble, R., 2016. Mind the gap: gender differences in global leadership self-efficacies. *The Academy of Management Perspectives*, 30(1), p. 59. In Özdemir, Ö., 2017. *An examination of daughter succession in Turkish family owned*

- businesses: gendered norms, cultural influence and leadership challenges*. Thesis for the degree of Philosophy, University of Chester.
- Jimenez, R.M., 2009. Research on women in family firms current status and future directions. *Family Business Review*, 22(1), pp. 53-64.
- Kabasakal Arat, Z.F., 2015. Feminisms, women's rights, and the UN: would achieving gender equality empower women? *The American Political Science Review*, 109(4), pp. 674-689.
- Kadioglu, A., 1994. Women's subordination in Turkey: Is Islam really the villain? *Middle East Journal*, 48(4), pp. 645-660.
- Karpuzoğlu, E., 2004. *Aile Şirketlerinin Sürekliliğinde Kurumsallaşma*, (40).İstanbul: İstanbul Kültür Üniversitesi Yayınları. In Akça, M., Küçüköğlü, M. T., 2021. Family businesses and sustainability.
- Keddie, N.R., 1990. The past and present of women in the Muslim world. *Journal of World History*, 1(1), pp.77-108.
- Kidwell, R.E., Kellermanns, F.W., Eddleston, K.A., 2012. Harmony, justice, confusion and conflict in the family firm: Implications for ethical climate and the 'Fredo effect.' *Journal of Business Ethics*, 106, pp. 503-517.
- Kılıç, F., 2021. Management styles in family business. In: O.Yılmaz, S. Karsu, 2021. *Family businesses: business models and strategies*. Ankara: Gazi Kitabevi, pp. 17-35.
- Kızıldağ, D., 2013. Silence of female family members in family firms. *International Journal of Business and Social Science*, 4(10).
- Kocamaner, H., 2018. The politics of family values in Erdoğan's new Turkey. *Middle East Report*, 288, pp. 36-39.
- Korzec, R., 2003. Gender bias: continuing challenges and opportunities. *Litigation*, 29(3), pp. 14-18, 64-65.
- KPMG, 2020. *The power of women in family business. A generational shift in purpose and influence*. Available at <https://kpmg.com/xx/en/home/insights/2020/11/the-power-of-women-in-family-business.html>
- Lee-Gosselin, H., Grise, J., 1990. Are women owner-managers challenging our definitions of entrepreneurship? An in-depth survey. *Journal of Business Ethics*, 9(4-5), pp.423-433.
- Gonzalez de Durana, C.A., Camboa, I.I., Vicente-Molina, M.A., 2017. Gender issues related to choosing the successor in the family business.
- Levinson, H., 1971. Conflicts that plague family businesses. *Harvard Business Review*. Available at <https://hbr.org/1971/03/conflicts-that-plague-family-businesses>

- Links, J., 2023. Erdogan's earthquake: how years of bad government made a disaster worse. *The Guardian*, May 4. Available at <https://www.theguardian.com/world/2023/may/04/turkey-erdogan-earthquake-how-years-of-bad-government-made-a-disaster-worse>
- Mert, K., 2021. Family business and management styles: Cases of Eczacıbaşı Holding and Sabancı Holding. In: O.Yılmaz, S. Karsu, 2021. *Family businesses: business models and strategies*. Ankara: Gazi Kitabevi pp. 37-70.
- Miller, D., Steier, L., Le Breton-Miller, L., 2003. Lost in time: Intergenerational succession, change, and failure in family business. *Journal of Business Venturing*, 18(4), 513- 531.
- Minuchin, S., 1974. *Families and family therapy*. Cambridge: Harvard University Press. In Zody, Z., et al., 2006. Boundaries and the functioning of family and business systems. *Journal of Family and Economic Issues*, 27(2).
- Narlı, 1999. A profile of women in Turkey. *Insight Turkey*, 1(4), pp. 51-68.
- Neubauer, F., Lank, A.G., 1998. *The family business: Its governance for sustainability*. Macmillan Press. In: Mert, K. (2021). Family business and management styles: Cases of Eczacıbaşı Holding and Sabancı Holding.
- Nosek, B.A., et al., 2009. National differences in gender-science stereotypes predict national sex differences in science and math achievement. *Proceedings of the National Academy of Science*, 106 (26), pp. 10593–10597. In Correll, S.J., 2017. Reducing gender biases in modern workplaces. *Gender and Society*, 31(6), pp. 725-750.
- Olson, E. A., 1982. Duofocal family structure and an alternative model of husband-wife relationship. In Sunar, D. 2005. *Contemporary Turkish families*.
- Onyango, E., 2023. FETO: What is the group behind the 2016 failed coup attempt in Türkiye? *TRT Afrika*. Available at <https://www.trtafrika.com/turkey/feto-what-is-the-group-behind-the-2016-failed-coup-attempt-in-turkiye-14039402>
- Oswal Jain, S., 2020. Breaking through the patriarchy: women calling the shots in family business. *Business World*, August 2. Available at <https://www.businessworld.in/article/Breaking-Through-The-Patriarchy-Women-Calling-The-Shots-In-Family-Business/02-08-2020-303553/>
- Oudah, M., Jabeen, F., Dixon, C., 2018. Determinants linked to family business sustainability in the UAE: An AHP approach. *Sustainability*, 10(1). <https://doi.org/10.3390/su10010246>. In Akça, M., Küçüköğlü, M. T., 2021. Family businesses and sustainability.

- Özbakır, U.M., 2021. Marketing context and business models in family business. In: O.Yılmaz, S. Karsu, 2021. *Family businesses: business models and strategies*. Ankara: Gazi Kitabevi, pp. 231-248.
- Özdemir, Ö., 2017. *An examination of daughter succession in Turkish family owned businesses: gendered norms, cultural influence and leadership challenges*. Thesis for the degree of Philosophy, University of Chester.
- Özdemir, Ö., Harris, P., 2019. Primogeniture in Turkish Family Owned Businesses: An examination of daughter succession, the impact of national culture on gendered norms and leadership challenge. *International Journal of Family Business and Management*, 3(1), pp. 1-18.
- Öztürk, İ., 1997. *Economic and social problems of priority provinces of Turkey for development: some policy suggestions for solution*. Unpublished Master Thesis, Northern Cyprus: Eastern Mediterranean University. In Öztürk, İ., 2002. Economic and social issues of east and southeast turkey: policy implications. *MPRA*, 1582.
- Öztürk, İ., 2002. Economic and social issues of east and southeast turkey: policy implications. *MPRA*, 1582.
- Peirce, E., Smolinski, C. A., Rosen, B., 1998. Why sexual harassment complaints fall on deaf ears. *Academy of Management Executive*, 12 (3), 41-54. In Kızıldağ, D., 2013. Silence of female family members in family firms. *International Journal of Business and Social Science*, 4(10).
- Perricone, P. J., Earle, J.R., Taplin, I.M., 2001. Patterns of succession and continuity in family-owned businesses: Study of an ethnic community. *Family Business Review*, 14(2), pp. 105-120.
- Proximities, 2021. *Erdogan's re-election and its implications for the future business environment in Türkiye*. Available at <https://proximities.com/blog/erdogans-re-election-and-its-implications-for-the-future-business-environment-in-turkiye/>
- Remery, C., Matser, I., Floren, R.H., 2014. Successors in Dutch family businesses: gender differences. *Journal of Family Business Management*, 4(1), pp. 79-91. In Özdemir, Ö., 2017. *An examination of daughter succession in Turkish family owned businesses: gendered norms, cultural influence and leadership challenges*.
- Sandig, A.G., et al., 2006. Internal Factors of Family Business Performance: An Integrated Theoretical Model. In Akça, M., Küçükoğlu, M. T., 2021. Family businesses and sustainability.

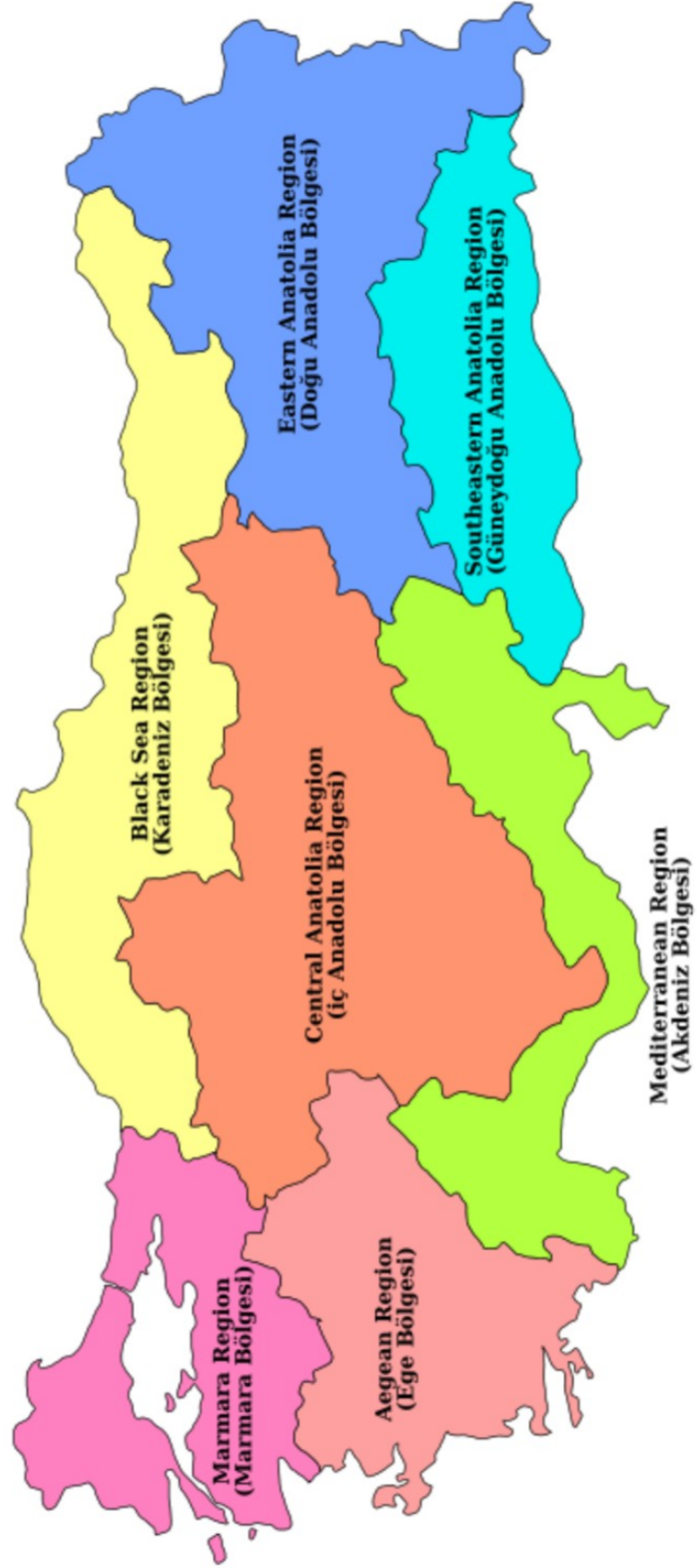
- Segaro, E.L., 2012. Internationalization of family small and medium sized enterprises, Business Administration 107 Marketing, Universitas Wasaensis. In Gülmez, M., Sağtaş, S. (2021). Growth of family businesses in international markets.
- Selim, R., İlkkaracan, I., 2002. *Gender inequalities in the labor market in turkey: Differentials in wages, industrial & occupational distribution of men and women*. In: Aydın, C.H., Mcisaac, M.S., 2004. *The impact of instructional technology in Turkey*. Available at <https://www.researchgate.net/publication/226296097>
- Sever, L., 1985. Change in women's perceptions of parental child rearing practices, attitudes and beliefs in the context of social change in Turkey: A three generation comparison. In Sunar, D. 2005. *Contemporary Turkish families*. Available at https://www.researchgate.net/publication/284646758_Contemporary_Turkish_families
- Shorten, A., Smith, J., 2017. Mixed methods research: expanding the evidence base. *Evidence-Based Nursing*, 20, pp. 74-75. Available at <https://ebn.bmj.com/content/20/3/74>
- Smith, G.D., 2009. East Africa: Extended families with many rights. *Entrepreneurship Theory and Practice*, 33(6), pp. 1239-1244. In Campopiano, G., et al., 2017. Women's involvement in family firms: Progress and challenges for future research.
- Smythe, J., Sardeshmukh, S.R., 2013. Fathers and daughters in family business. *Small Enterprise Research*, 20(2), 98-109. In Campopiano, G., et al., 2017. Women's involvement in family firms: Progress and challenges for future research.
- Somer, M., 2004. *Turkey's Kurdish conflict: changing context, and domestic and regional implications*. Available at <https://www.researchgate.net/publication/233519403>
- Stavrou, E. T., Kleanthous, T., Anastasiou, T., 2005. Leadership Personality and Firm Culture During Hereditary Transitions in Family Firms: Model Development and Empirical Investigation. *Journal of Small Business Management*, 43(2), 187-206. In Akça, M., Küçükoğlu, M. T., 2021. Family businesses and sustainability.
- Subadi, L.C., Soenartho, F., Thamrin, J.M., 2023. Motivational trajectories of women entrepreneurs as successors to the family business. *Jurnal Entrepreneur dan Entrepreneurship*, 12(1), pp. 33-50.
- Sunar, D., 2005. *Contemporary Turkish families*. Available at https://www.researchgate.net/publication/284646758_Contemporary_Turkish_families
- Sundaramurthy, C., 2008. Sustaining trust within family businesses. *Family Business Review*, 21(1). Available at <https://journals.sagepub.com/doi/10.1111/j.1741-6248.2007.00110.x>
- TAIDER Magazine of Family Firms, official website. Available at <https://www.taider.org.tr/>

- Taşdelen, S., 2005. *Piyasa ekonomisinin yarış atları anonim şirketlerin tarihi, hukuku ve ekonomisi üzerine*. Ankara: ÜPV Yayıncılık. In: Mert, K. (2021). Family business and management styles: Cases of Eczacıbaşı Holding and Sabancı Holding.
- Terjesen, S., Singh, V., 2008. Female presence on corporate boards: a multi-country study of environmental context. *Journal of Business Ethics*, 83(1), pp.55-63.
- The Guardian, 2022. *Turkey officially changes name at UN to Türkiye*. Available at <https://www.theguardian.com/world/2022/jun/03/turkey-changes-name-to-turkiye-as-ot-her-name-is-for-the-birds>
- Türkiye İstatistik Kurumu TÜİK, 2021. *Sektör Bilançoları*. Available at <https://data.tuik.gov.tr/Bulten/Index?p=Sektor-Bilancolari-2021-45741&dil=1#:~:text=%C4%B0malat%20sekt%C3%B6r%C3%BC%204%20trilyon%20866,ve%20motosikletlerin%20onar%C4%B1m%C4%B1%20sekt%C3%B6r%C3%BC%20ald%C4%B1>
- Turkish Democracy Project, n.d. *Financial corruption*. Available at <https://turkishdemocracy.com/financial-corruption/>
- Tuysuz, G., Gezer, Y., Qiblawi, T., 2023. Erdogan wins Turkish election, extending rule to third decade. *CNN*, May 29. Available at <https://edition.cnn.com/2023/05/28/europe/turkey-president-runoff-polls-erdogan-intl/index.html>
- Van Auken, H., Werbel, J., 2006. Family dynamic and family business financial performance: Spousal commitment. *Family Business Review*, 19(1), pp. 49-63. In Campopiano, G., et al., 2017. Women's involvement in family firms: Progress and challenges for future research.
- Venter, E., Van Der Merwe, S., Farrington, S., 2012. The impact of selected stakeholders on family business continuity and family harmony. *Southern African Business Review*, 16(2), 69-96. In Erdem, A.T., Mert, G., 2021. Unseen aspects of family businesses: conflicts.
- Vera, C.F., Dean, M.A., 2005. An examination of the challenges daughters face in family business succession. *Family Business Review*, 18(4), pp. 321-345. Gonzalez de Durana, C.A., Camboa, I.I., Vicente-Molina, M.A., 2017. Gender issues related to choosing the successor in the family business.
- Wang, C., 2010. Daughter exclusion in family business succession: a review of the literature. *Journal of Family and Economic Issues*, 31(4), pp. 475-484. In Gonzalez de Durana, C.A., Camboa, I.I., Vicente-Molina, M.A., 2017. Gender issues related to choosing the successor in the family business.

- Watzlawick, P., Weakland, J. H., and Fisch, R., 1974. *Change: Principles of Problem Formulation and Problem Resolution*. New York: Norton. In Arslan, S. Altan-Alatay, A., Aycan, Z., 2021. Worries about losing leadership in family businesses.
- World Population Review, 2023. *Population of cities in Turkey 2023*. Available at <https://worldpopulationreview.com/countries/cities/turkey>
- Xian, H., Jiang, N., McAdam, M., 2021. Negotiating the female successor–leader role within family business succession in China. *International Small Business Journal*, 39(2), 157–183. <https://doi.org/10.1177/0266242620960711>. In Subadi, L.C., Soenartho, F., Thamrin, J.M., 2023. Motivational trajectories of women entrepreneurs as successors to the family business.
- Yıkılmaz, I., 2021. Corporate social responsibility in family businesses. In: O.Yılmaz, S. Karsu, 2021. *Family businesses: business models and strategies*. Ankara: Gazi Kitabevi, pp. 207-228..
- Yılmaz, O., Karsu, S., 2021. *Family businesses: business models and strategies*. Türkiye: Ankara.
- Zody, Z., et al., 2006. Boundaries and the functioning of family and business systems. *Journal of Family and Economic Issues*, 27(2).

APPENDICES

Appendix 1. Geographical regions of Türkiye



Appendix 2. Questions for interview #1 in English

1. Family business management in Türkiye is mostly transferred to male family members. What are the reasons for this?
2. How do you evaluate the representation of female successors and female managers in Turkish family companies?
3. From your perspective, what factors contribute to the underrepresentation of women in leadership roles in family businesses?
4. Are there expectations or pressures that you believe female successors face compared to their male counterparts?
5. Based on your experience, do you believe that there is a gender bias in decision-making processes in Turkish family companies?
6. Are there stereotypes or assumptions about women in management roles that need to be addressed?
7. How do you think gender bias might affect the opportunities and development of female successors and managers in family businesses?
8. How do gender roles and expectations affect work-life balance for female successors and managers in Turkish family businesses?
9. How do you evaluate the impact of Turkish cultural norms and traditions on the representation of women in management positions in family companies?
10. In your experience, are there any cultural barriers that women face in undertaking management roles in Turkish family businesses?
11. How do you think cultural perceptions of leadership qualities differ between male and female leaders in Turkish family businesses?
12. What opportunities do you think should be offered to female successors and managers to promote their career development in family businesses?
13. Does the family business have any initiatives or policies to address gender diversity and prejudice? How effective do you find them?
14. Have you observed any positive changes over time in cultural attitudes towards women in management roles? Are there role models or success stories that have contributed to this change?
15. Have you observed any shifts or changes in the perception of gender roles in family businesses over time?
16. What suggestions do you have to create a more inclusive and egalitarian environment for female successors and managers?

Appendix 3. Questions for interview #1 in Turkish

1. Türkiye'deki aile şirketi yönetimi daha çok erkek aile üyelerine devredilmektedir. Bunun nedenleri nelerdir?
2. Türk aile şirketlerinde kadın haleflerin ve kadın yöneticilerin temsilini nasıl değerlendiriyorsunuz?
3. Sizin bakış açınızdan, kadınların aile şirketlerinde liderlik rollerinde yeterince temsil edilmemesine katkıda bulunan faktörler nelerdir?
4. Kadın haleflerin erkek meslektaşlarına kıyasla karşı karşıya kaldıklarına inandığınız beklentiler veya baskılar var mı?
5. Deneyimlerinize göre, Türk aile şirketlerinde karar alma süreçlerinde cinsiyet önyargısı olduğuna inanıyor musunuz?
6. Yönetim rollerindeki kadınlara ilişkin ele alınması gereken klişeler veya varsayımlar var mı?
7. Cinsiyet önyargısının aile şirketlerindeki kadın haleflerin ve yöneticilerin fırsatlarını ve gelişmelerini nasıl etkileyebileceğini düşünüyorsunuz?
8. Türk aile şirketlerinde kadın halefler ve yöneticiler için cinsiyet rolleri ve beklentileri iş-yaşam dengesini nasıl etkiliyor?
9. Türk kültürel normlarının ve geleneklerinin, aile şirketlerinde yönetim pozisyonlarında kadınların temsili üzerindeki etkisini nasıl değerlendiriyorsunuz?
10. Deneyimlerinize göre, kadınların Türk aile şirketlerinde yönetim rollerini üstlenirken karşılaştıkları herhangi bir kültürel engel var mı?
11. Sizce Türk aile şirketlerinde kadın ve erkek liderler arasında liderlik niteliklerine ilişkin kültürel algılar nasıl farklılık gösteriyor?
12. Kadın haleflere ve yöneticilere aile şirketlerinde kariyer gelişimlerini teşvik etmek için ne tür fırsatlar sunulması gerektiğini düşünüyorsunuz?
13. Aile şirketinin toplumsal cinsiyet çeşitliliğini ve önyargısını ele almak için uyguladığı herhangi bir girişim veya politika var mı? Onları ne kadar etkili buluyorsunuz?
14. Yönetim rollerindeki kadınlara yönelik kültürel tutumlarda zaman içinde herhangi bir olumlu değişiklik gözlemlediniz mi? Bu değişime katkıda bulunan rol modeller veya başarı hikayeleri var mı?
15. Zaman içinde aile şirketlerinde toplumsal cinsiyet rollerinin algılanmasında herhangi bir kayma veya değişiklik gözlemlediniz mi?
16. Kadın halefler ve yöneticiler için daha kapsayıcı ve eşitlikçi bir ortam yaratmak için ne gibi önerileriniz var?

Appendix 4. Questions for interview #2 in English

1. Could you briefly describe life in your region? Is it very different from other regions?
2. What are the reasons for being the least developed region?
3. The available information did not show any family firms operating in Eastern Anatolia. Are there in fact any family firms operating in the region?
4. What are the reasons for absence?
5. How is the population affected by the factors you provided?
6. Don't people want to obtain educational qualifications?
7. You mentioned political factors, how do they influence your daily life?
8. If there were opportunities for running a family business, would it be common in the region?
9. Could you describe a typical Eastern Anatolian family?
10. What are core family values?
11. How would you describe the role of women in a family?
12. How would you describe parent-child relationships?
13. As a woman, are you satisfied with such gender roles? Is there anything you would like to change?

Appendix 5. Questions for interview #2 in Turkish

1. Bölgenizdeki yaşamı kısaca anlatabilir misiniz? Diğer bölgelerden çok farklı mı?
2. En az gelişmiş bölge olmasının nedenleri nelerdir?
3. Eldeki bilgiler Doğu Anadolu'da faaliyet gösteren herhangi bir aile şirketine işaret etmiyordu. Bölgede faaliyet gösteren aile şirketi var mı gerçekten?
4. Yokluğun nedenleri nelerdir?
5. Belirttiğiniz faktörlerden nüfus nasıl etkileniyor?
6. İnsanlar eğitim nitelikleri elde etmek istemiyorlar mı?
7. Siyasi faktörlerden bahsettiniz, bunlar günlük hayatınızı nasıl etkiliyor?
8. Bir aile şirketini yürütme fırsatları olsaydı bölgede yaygınlaşırdı mıydı?
9. Tipik bir Doğu Anadolu ailesini anlatabilir misiniz?
10. Temel aile değerleri nelerdir?
11. Ailede kadının rolünü nasıl tanımlarsınız?
12. Ebeveyn-çocuk ilişkilerini nasıl tanımlarsınız?
13. Bir kadın olarak bu tür toplumsal cinsiyet rollerinden memnun musunuz? Değiştirmek istediğiniz bir şey var mı?

Appendix 6. Distribution of companies by city

		City			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Adana	2	1.3	1.3	1.3
	Ankara	16	10.3	10.3	11.6
	Antalya	1	.6	.6	12.3
	Aydin	2	1.3	1.3	13.5
	Balikesir	2	1.3	1.3	14.8
	Bursa	8	5.2	5.2	20.0
	Canakkale	2	1.3	1.3	21.3
	Denizli	5	3.2	3.2	24.5
	Eskisehir	1	.6	.6	25.2
	Gaziantep	2	1.3	1.3	26.5
	Istanbul	81	52.3	52.3	78.7
	Izmir	12	7.7	7.7	86.5
	Karabuk	1	.6	.6	87.1
	Kayseri	3	1.9	1.9	89.0
	Kocaeli	3	1.9	1.9	91.0
	Konya	5	3.2	3.2	94.2
	Kutahya	1	.6	.6	94.8
	Manisa	2	1.3	1.3	96.1
	Mugla	1	.6	.6	96.8
	Tekirdag	2	1.3	1.3	98.1
	Tokat	1	.6	.6	98.7
	Trabzon	1	.6	.6	99.4
	Yozgat	1	.6	.6	100.0
	Total		155	100.0	100.0

Appendix 7. Key indicators by economic activities of 2021 (in Turkish)

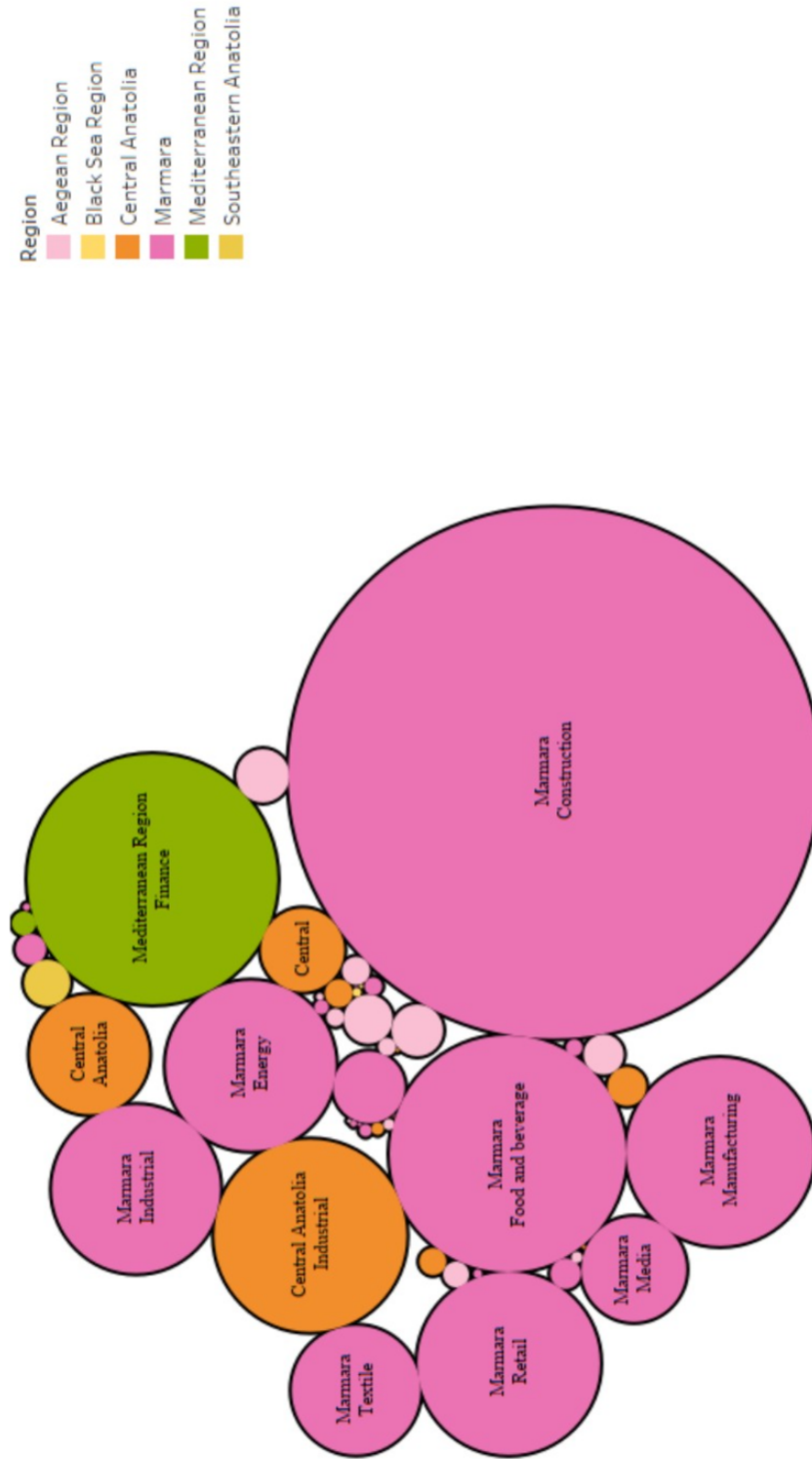
Ekonomik faaliyetlere göre temel göstergeler, 2021

NACE, Rev. 2 Kısım	Girişim Sayısı ⁽²⁾		Girişim Türü			
	Sayı	Pay (%)	Limited şirket	Anonim şirket	Kooperatif	Diğer ⁽¹⁾
Toplam	934 550	100,0	763 208	146 073	12 166	13 103
A-Tarım, ormancılık ve balıkçılık	13 862	1,5	10 323	2 278	1 157	104
B-Madencilik ve taş ocakçılığı	6 256	0,7	4 320	1 880	3	53
C-İmalat	153 223	16,4	125 261	27 148	490	324
D-Elektrik, gaz, buhar ve iklimlendirme üretimi ve dağıtımı	7 937	0,9	2 591	5 270	30	46
E-Su temini; kanalizasyon, atık yönetimi ve iyileştirme faaliyetleri	2 856	0,3	2 103	654	27	72
F-İnşaat	135 320	14,5	108 061	19 120	3 143	4 996
G-Toptan ve perakende ticaret; motorlu kara taşıtlarının ve motosikletlerin onarımı	304 877	32,6	265 331	36 629	1 816	1 101
H-Ulaştırma ve depolama	48 225	5,2	37 681	5 400	4 685	459
I-Konaklama ve yiyecek hizmeti faaliyetleri	50 397	5,4	39 513	7 879	167	2 838
J-Bilgi ve iletişim	30 824	3,3	20 141	10 424	5	254
L-Gayrimenkul faaliyetleri	16 914	1,8	12 196	4 127	446	145
M-Mesleki, bilimsel ve teknik faaliyetler	73 047	7,8	58 692	13 582	28	745
N-İdari ve destek hizmetleri faaliyetleri	38 445	4,1	32 200	5 669	47	529
P-Eğitim	16 334	1,7	13 251	2 405	44	634
Q-İnsan sağlığı ve sosyal hizmet faaliyetleri	22 865	2,4	20 287	2 308	20	250
R-Kültür, sanat, eğlence, dinlenme ve spor	5 492	0,6	4 281	794	39	378
S-Diğer hizmet faaliyetleri	7 676	0,8	6 976	506	19	175

(1) Adi ortaklık, kolektif şirket, iş ortaklığı, komandit şirket vb.

(2) Bilanço esasına göre defter tutan girişimler kapsama alınmıştır.

Appendix 8. Turkish family firms by size, region and industry



Maximum of Region and Main industry of operation. Color shows details about Region. Size shows sum of Revenue 2022 (mln EUR). The marks are labeled by maximum of Region and Main industry of operation.