

Leadership Excellence and Gender in Organizations

Why should women actively serve on the family business board?

Georges Samara
georges.samara@esade.edu

Dima Jamali

Maria Lapeira
mlape004@fiu.edu

Follow this and additional works at: <https://docs.lib.purdue.edu/cgg>

 Part of the [Communication Commons](#), [Human Resources Management Commons](#), [Organizational Behavior and Theory Commons](#), [Political Science Commons](#), [Psychology Commons](#), and the [Sociology Commons](#)

Recommended Citation

Samara, Georges; Jamali, Dima; and Lapeira, Maria (2018) "Why should women actively serve on the family business board?," *Leadership Excellence and Gender in Organizations*: Vol. 2 : Iss. 7 , Article 2. Available at: <https://docs.lib.purdue.edu/cgg/vol2/iss7/2>

This document has been made available through Purdue e-Pubs, a service of the Purdue University Libraries. Please contact epubs@purdue.edu for additional information.

Why should women actively serve on the family business board?

ABSTRACT: How does the presence of women on boards affect family businesses performance? Studies discussing the effect of women on family businesses boards tend to exclude the family nature of the business from their discussion, which is essential to understand governance mechanisms that can help catalyze family businesses performance. By integrating the literature on women in governance and family businesses goals, we take a step forward towards increasing shareholders awareness of the benefits that women can bring to family businesses boards. Particularly, we show that the presence of women on corporate boards can be instrumental for family businesses controlling owners' to achieve their economic and non-economic goals. Furthermore, we discuss the socioemotional and economic threats of excluding women from the family business board of directors. We conclude with several implications for policy makers, family business controlling owners and researchers.

KEYWORDS: Board of Directors; Economic Goals; Family Business; Non-Economic Goals; Women