

THE INFLUENCE OF FAMILY CONTROL AND GENDER DIVERSITY ON FINANCIAL PERFORMANCE: LEVERAGE AND TANGIBILITY AS MEDIATING ROLE

RIZQA ANITA¹ (rizqa.anita@unilak.ac.id)

GIRI SUSENO²

MUHAMMAD RASYID ABDILLAH³

AULIA RONA ANDIRA⁴

^{1,4} Department of Accounting, Faculty of Economics and Business, Universitas Lancang Kuning, Indonesia

^{2,3} Department of Management, Graduate School, Universitas Lancang Kuning, Indonesia

ABSTRACT

The investigation of family control in enterprises and gender diversity has emerged as a compelling area of study in several nations, such as Indonesia. This research study aims to understand how leverage and tangibility mediate between family control, gender diversity, profitability, and sales growth. Using PLS-SEM tools, this quantitative investigation involved 942 companies listed on IDX from the 2019–2021 period for analysis. Sampling was carried out using the purposive sampling method. The results showed that leverage and tangibility could not significantly mediate between family control, female directors on profitability, and sales growth. These results have implications for owners, management, and directors in that supervisory board characteristics, such as heterogeneity and family control, can influence debt and asset policies and help improve company performance.

Keywords: *Family control, gender diversity, leverage, tangibility, profitability, sales growth*

Investigasi mengenai kontrol keluarga dalam perusahaan dan keragaman gender telah muncul sebagai bidang kajian yang menarik di beberapa negara, seperti Indonesia. Studi penelitian ini bertujuan untuk memahami bagaimana *leverage* dan *tangibility* memediasi antara kontrol keluarga, keberagaman gender terhadap profitabilitas dan pertumbuhan penjualan. Dengan menggunakan alat PLS-SEM, investigasi kuantitatif ini melibatkan 942 perusahaan yang terdaftar di BEI dari periode 2019–2021 untuk dianalisis. Pengambilan sampel dilakukan dengan menggunakan metode *purposive sampling*. Hasil penelitian menunjukkan bahwa *leverage* dan *tangibility* tidak dapat memediasi secara signifikan antara kontrol keluarga, direktur wanita pada profitabilitas dan pertumbuhan penjualan. Hasil ini berimplikasi pada pemilik, manajemen, dan direksi bahwa karakteristik dewan pengawas, seperti heterogenitas dan kontrol keluarga, dapat memengaruhi kebijakan utang dan aset serta membantu meningkatkan kinerja perusahaan.

Kata kunci: Kontrol keluarga, direktur wanita, *leverage*, *tangibility*, profitabilitas, pertumbuhan penjualan

INTRODUCTION

The investigation of family control in enterprises and gender diversity has emerged as a compelling area of study in several nations, such as Indonesia (Yudha & Singapurwoko, 2017; Anita, Salmiah, Adino & Abdillah, 2023). Family control drives prolonged competitive advantage (Barney, 1991) and affects business capital structure decisions (Amin & Liu, 2020). Singh, Singhania & Sardana (2019), Kasasbeh (2019), Poletti-Hughes & Martinez Garcia (2022), and Yousaf, Ali & Hassan

(2019) have all shown that gender diversity improves business performance. Family ownership has been linked to financial success (Gill & Kaur, 2015). Family-owned businesses also take less risk (Gonzalez, Guzmán, Pombo & Trujillo, 2013). Family control affects dividend policy and corporate finance (Gottardo & Moisello, 2019). Family control in family firms is connected to long-term performance and economic viability (Miller, Le Breton-Miller & Lester, 2011). Ownership structure affects a firm's capital structure and

financing. Cheng (2014) states that family businesses have greater ownership concentration, making them more vulnerable to losing control (Gonzalez et al., 2013). The ownership structure of a corporation affects investor access to information and share market liquidity (Biswas, 2020).

García-Meca & Santana-Martín (2023) found that family businesses with female directors perform better. Gender diversity on the board may affect investment decisions and dividend policy, which can impact a company's performance. Anderson, Reeb, Upadhyay & Zhao, (2011) found that female directors make more cautious investment and financial decisions. Female directors are associated with larger dividend payouts (Cox & Blake, 1991). Gender diversity on corporate boards has been shown to affect environmental sustainability and social responsibility policies (Dyck, Lins, Roth, Towner & Wagner, 2023). Diversity also improves sustainability (Đặng, Hikeroova Simioni, & Sahut, 2022) and reduces carbon emissions (Rjiba & Thavaharan, 2022). Female-led companies also pay dividends more often (Cheng, Li, Sun & Xie, 2021). Capital structure and financial decisions should include female directors. According to Torchia, Calabro & Huse (2011), the presence of gender diversity on boards has resulted in enhanced supervision and decision-making. Moreover, the impact of female directors on corporate policy has the potential to directly influence the interests of shareholders and alter the capital structure (Keasey, Martinez & Pindado, 2015). The presence of gender diversity within a company's board of directors has an impact on the firm's capital structure due to its influence on the phenomenon of information asymmetry. According to Al-Absy (2022), organizations that have female directors have a higher propensity to mitigate information asymmetry and enhance the caliber of information accessible to investors. Moreover, the inclusion of women directors in corporate governance might have an impact on financing choices and the composition of capital (Cambrea, Tenuta &

Vastola, 2020).

Family-controlled enterprises have distinct issues that need their attention, including the management of successive generations, the preservation of family customs, and the cultivation of corporate culture. Le Breton-Miller & Miller (2006) assert that enterprises led by the third generation or beyond have superior performance in terms of environmental sustainability and social responsibility, as supported by Berrone, Gomez-Mejia, Larazza-Kintana & Cruz (2010). According to Barney (1991), Resource-Based Theory posits that a firm's competitive advantage is contingent upon its assortment of resources and skills. Family control and board gender diversity help family-owned companies succeed. Habbershon & Williams (1999) found that family businesses have various physical, human, and organizational advantages that provide them a competitive edge. Zhang & Cao (2016) found that family control may reduce conflicts of interest and coordination expenses, improving company performance. Corporate boards with gender diversity may perform better. Cox & Blake (1991) underscore the advantages associated with gender diversity on corporate boards, highlighting its positive impact on creativity, innovation, corporate insight, and experience. Furthermore, they argue that gender diversity broadens the firm's viewpoint and increases its overall experience. Research findings indicate that organizations characterized by a higher degree of gender diversity in their board composition are likely to exhibit enhanced financial performance (Singh et al., 2019).

Diversity theory emphasizes the significance of individual attributes, such as gender, in enhancing the performance of groups or organizations. The research study identifies gender diversity as a significant component that impacts corporate research findings. According to Torchia et al. (2011), the inclusion of more female board members may contribute to achieving critical mass inside organizations, enhancing organizational performance. According to Singh et al. (2019), prior studies have shown a

favorable correlation between gender diversity on boards of directors and business financial success. Diversity Theory has relevance in the context of family control since enterprises often exhibit concentrated ownership and management structures that may have adverse effects on board diversity. According to a study conducted by Anderson et al. (2011), it has been proposed that the presence of diversity among the boards of directors of family-owned businesses may result in enhanced perspectives, better supervision, and increased efficacy in decision-making processes. Gill & Kaur (2015) found that family participation and board diversity boost financial performance. Resource Theory (Singh et al., 2019; Kasasbeh, 2019) and Diversity Theory (Torchia et al., 2011) explain how family control and board gender diversity affect firm success. This research explores how family control and gender diversity affect a firm's capital structure, dividend policy, leverage ratio, and tangibility. Board participation, particularly family control and female directors, may impact company decisions and performance. Several theories may explain these variances.

Numerous scholarly investigations have examined the impact of family control and gender diversity on financial success. However, the existing research has not addressed the specific processes through which factors like leverage and assets might influence the relationship between family control and gender diversity concerning financial success. According to the findings of research done by Amin & Liu (2020) as well as Gonzalez et al. (2013), it was observed that family control influences business debt. In recent research done by Camisón, Clemente & Camisón-Haba (2022), it was shown that family control has a significant impact on the decision-making process regarding asset purchases, particularly with fixed assets inside the organization. Furthermore, a study done by Poletti-Hughes & Martinez Garcia (2022) as well as another study by Datta, Doan & Toscano (2021) have shown that gender diversity has an impact on

judgments about loan finance. In addition, a study done by García & Herrero (2021) posits that the choices made by female directors have the potential to impact a company's assets. Therefore, this study is the first attempt to explain the complex relationship between capital structure and asset mechanisms in mediating the impact of family control and gender diversity on financial performance. This research aims to provide many contributions, including both theoretical and practical aspects.

This study aims to provide a theoretical contribution to the existing body of knowledge on family control and gender diversity in Indonesian corporate contexts, an area that has not received much academic attention. This research aims to provide a comprehensive understanding of the impact of family control and gender diversity on firm profitability and sales growth by merging Resource Theory and Diversity Theory. The objective of this research is to examine the mediating influence of leverage and tangibility in elucidating the relationship between family control, gender diversity, profitability, and sales growth. The results of this study provide a basis for future research exploring the relationship between board diversity and ownership structure in various cultural and commercial contexts. These findings may contribute to the development of broader conclusions and generalizations. The research results about the significance of gender diversity in boards of directors, together with its implications for profitability and sales growth, have substantial practical implications for both family-owned and non-family-owned enterprises in Indonesia. The recruitment and development of female talent may greatly benefit firms, as can the establishment of inclusive and sustainable strategies for growth. This research aims to provide valuable insights to regulators, shareholders, and other relevant stakeholders about the influence and practical advantages of family control and the presence of women on company boards in shaping business decision-making processes. This measure will facilitate the

implementation of more efficient regulatory frameworks aimed at governing firm ownership and management practices in Indonesia. The results obtained from this research will provide valuable insights for business professionals, consultants, and academics in devising more efficient methods for the management of family firms. By promoting board diversity and strengthening internal controls, these strategies aim to enhance company performance.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Resource Theory

According to Barney (1991), Resource Theory posits that organizations can attain a durable competitive advantage through the efficient management of their available resources. In the context of family enterprises, the aforementioned resources encompass family governance and board composition that encompass diversity, including the inclusion of female directors. These resources play a pivotal role in enabling firms to sustain a competitive advantage vis-à-vis their rivals. Previous studies have demonstrated that family-owned businesses exhibit a tendency towards conservatism when making financial decisions, specifically in areas like leverage selection and dividend policy (Gonzalez et al., 2013; Yousaf et al., 2019). Singla (2020) has found a positive correlation between family control and increased profitability and business value within the property and real estate sectors. The presence of diverse boards, which includes the inclusion of female directors, has the potential to impact the performance of firms (Cox & Blake, 1991; Torchia et al., 2011). Several studies have demonstrated a beneficial association between the presence of gender diversity within boards of directors and the performance of firms (Singh et al., 2019). According to a study conducted by Al-Absy (2022), there is evidence suggesting that the presence of female directors can influence the practice of earnings management. In addition, a recent study conducted by Poletti-Hughes & Martinez

Garcia (2022) found evidence suggesting that the presence of female directors inside family-owned businesses has the potential to influence the connection between leverage and firm performance. Family-owned enterprises possess a distinctive circumstance wherein the influence of family control can impact the decision-making process regarding structural capital (Amin & Liu, 2020; Gottardo & Moisello, 2019). Saidat, Silva & Seaman (2019) discovered variations in corporate governance systems and performance between enterprises managed by family members and those managed by non-family members. According to Keasey et al. (2015), young family enterprises are especially susceptible to financial decision-making that has implications for firm control. The variables of tangibility and leverage hold significant importance within the context of family companies. The level of leverage in family enterprises is influenced by asset tangibility, knowledge asymmetry, and intangibles, as stated by Camisón et al. (2022). Additionally, Habbershon & Williams (1999) underscore the significance of comprehending the unique resources possessed by family enterprises when evaluating their strategic advantage. According to a study conducted by Wilson, Wright & Scholes (2013), the participation of board members plays a crucial role in ensuring the long-term viability of these organizations.

Diversity Theory

According to Cox & Blake (1991), Diversity Theory posits that the presence of diversity inside organizations, specifically in the composition of boards of directors, has the potential to improve organizational performance and effectiveness. According to the findings of this study, the presence of female directors within a firm can have a substantial influence on its profitability and sales growth. Numerous studies have consistently indicated a beneficial association between the presence of gender diversity on boards of directors and the performance of firms (Singh et al., 2019). Đặng et al. (2022) found that women on corporate boards improve social

performance. A diverse board, including women, might affect a company's leverage and tangibility practices. Female directors in family enterprises may mitigate the leverage-performance relationship, according to Poletti-Hughes & Martinez Garcia (2022). Cambrea et al. (2020) also found that female directors, particularly supervisors, affect enterprises' liquidity policies. Kasasbeh (2019) found that gender diversity on corporate boards affects risk-taking. Female directors make financial choices more cautiously, according to a study. García & Herrero (2021) examined how female directors affect financial choices and board confidence. Gender diversity seems to influence a firm's financial decision-making. To further understand the association, this research should include family governance. Family control affects corporate performance (Afza Amran & Che Ahmad, 2009; Gill & Kaur, 2015). Consequently, it is plausible that this association may interact with gender diversity, thereby affecting both profitability and sales growth. It is worth noting that the presence of strong family control could potentially counteract any positive effects that gender diversity might otherwise have on these outcomes (Miller et al., 2011).

Leverage mediates between family control and profitability

The presence of family ownership in a company has been found to have a substantial influence on financial policies, specifically in the context of leverage decisions (Amin & Liu, 2020). According to Gonzalez et al. (2013), family-controlled enterprises tend to exercise caution in their financial decision-making processes to uphold control and mitigate prospective losses. The concept of leverage serves as a mechanism that establishes a relationship between family control and firm profitability, exerting an influence on viability employing corporate financial obligations. According to Rajverma, Arrawatia, Misra & Chandra (2019), firms characterized by a high degree of leverage typically encounter elevated financial

expenses that have a consequential effect on their profitability. According to Keasey et al. (2015), family-controlled enterprises may exhibit a preference for lower levels of debt to mitigate financial risk and uphold the stability of the company. According to Gottardo & Moisello (2019), family-controlled enterprises that employ lower levels of leverage may possess a more advantageous position in terms of managing financial risk and maintaining high profitability. The strategic utilization of bridges can enhance the control and profitability of family-owned businesses by establishing a connection between the wishes of family owners to retain control and the mitigation of risks associated with relinquishing control, thereby positively impacting the financial performance of the firm. Moreover, the influence of family power extends to the capital structure. The study conducted by Budiyaniti, Husnan & Hanafi (2018) revealed a significant impact of the pyramid ownership structure on funding policy and firm value in Indonesia. Specifically, the use of leveraged funding instruments was found to play a mediating role between family control and profitability. The decisions made by family-controlled firms regarding leverage were found to directly affect firm profitability, thus highlighting the importance of comprehending this relationship. Understanding how family control affects company profitability, both generally and in the context of family control, is vital.

H1: Leverage mediates between family control and profitability.

Tangibility mediates between family control and profitability

Family ownership may affect a company's investment strategy and tangible resource allocation (Camisón et al., 2022). Habbershon & Williams (1999) found that family-owned enterprises value physical assets higher to preserve control and reduce risk. Tangibility mediates family control and company profitability. Property, equipment, and inventory may greatly effect an entity's financial health. Camisón et al. (2022) suggest using physical assets as security for external

borrowing to lower expenses and increase a company's profitability. Barney (1991) suggests family-controlled firms invest in physical assets to reduce risk and maintain stability. According to Camisón et al. (2022), family-controlled firms with more physical assets may be better able to manage financial risks and maintain profitability. Tangibility helps family owners keep control and manage risks, which affects the firm's profitability. Family control also affects company resource allocation. Habbershon & Williams (1999) emphasise the importance of physical assets in the strategic choices of family-controlled firms, particularly tangible corporate investment to bridge the gap between family control and company profitability. Therefore, it is crucial to grasp the connection between family control and business profitability by examining how family control impacts investment preferences in physical assets that have an impact on firm profitability.

H2: Tangibility mediates between family control and profitability.

Leverage mediates between family control and sales growth.

The presence of familial control within a corporation can yield noteworthy consequences for its organizational framework and financial choices, encompassing methods related to leverage (Amin & Liu, 2020). According to Gonzalez et al. (2013), family-controlled enterprises tend to assume lower levels of debt due to apprehensions that relinquishing control could potentially jeopardise their interests. Leverage functions as an intermediary mechanism that facilitates the relationship between family control and the expansion of sales within enterprises. According to Keasey et al. (2015), the use of leverage has the potential to impact the growth of a firm's sales by influencing its investment decisions and expansion plans. According to Amin & Liu (2020), increased leverage can facilitate the acquisition of external capital which is essential for expanding operations and making investments for growth. Nevertheless, it is plausible that family-controlled enterprises exhibit a

reduced propensity to employ leverage as a result of concerns about the potential loss of control (Gonzalez et al., 2013). The relationship between family control and sales growth is mediated through leverage, as it facilitates the connection between funding policies determined by family control and investments made toward expansion (Keasey et al., 2015). According to Amin & Liu (2020), family-controlled firms that adopt leverage as a financial strategy may possess a greater capacity to finance investments aimed at promoting sales growth. In addition, the influence of family control has implications for the allocation of resources toward organizational growth (Miller et al., 2011). Leverage may affect how companies spend resources for investment and development, affecting the relationship between family control and sales growth (Keasey et al., 2015). Thus, to fully comprehend the link between family control and sales growth, one must understand how leverage choices affect family control and firm sales development.

H3: Leverage mediates between family control and sales growth.

Tangibility mediates between family control and sales growth.

Family ownership may affect resource allocation and investment choices, especially in physical asset investments (Miller et al., 2011). Family-owned businesses use physical assets as collateral or risk reduction, according to Camisón et al. (2022). Tangibility mediates family control and company sales development, according to Camisón et al. (2022). Investment and growth choices depend on it. According to the Tangible Asset Ratio (TAT), a company's assets are 40% tangible and 20% intangible. Camisón et al. (2022) found that Tax Avoidance Tactics (TAT) affect investment and expansion choices, which boost sales. Barney (1991) states that plants and equipment help a company flourish. Miller et al. (2011) found that family-controlled firms emphasize asset management above speculation. Tangibility mediates family control and sales growth, according to Camisón et al. (2022). It links

family control's resource allocation preferences to an organization's ability to develop and expand. According to Barney (1991), family-controlled enterprises that allocate a greater proportion of their resources towards tangible assets may possess enhanced capabilities to secure the necessary funding for expenditures aimed at achieving sales growth. In addition, the allocation of resources for growth in enterprises is influenced by family control (Miller et al., 2011). According to Camisón et al. (2022), the inclusion of tangible assets as a component of the investment may serve as a mediator in the association between family control and sales development, as it might influence the allocation of resources for investment and expansion inside enterprises. Hence, comprehending how family control exerts influence on investment decisions of tangible assets, which subsequently affect sales development, is crucial for comprehending the interplay between family control and company sales growth.

H4: Tangibility mediates between family control and sales growth.

Leverage mediates between female directors and profitability.

The inclusion of female directors in corporate decision-making processes, such as capital structure management and leverage, has been found to have a positive impact (Anderson et al., 2011). According to Poletti-Hughes & Martinez Garcia (2022), female directors tend to exhibit a higher degree of conservatism in their financial decision-making and prioritize risk mitigation. Consequently, the use of leverage acts as a protective mechanism for women directors in organizations, contributing to firm profitability. Additionally, Torchia et al. (2011) suggest that female directors possess the ability to influence financial decision-making processes by critically evaluating the utilization of debt, which in turn affects the levels of firm leverage. According to Anderson et al. (2011), organizations that exercise more judicious management of leverage have the potential to decrease finance costs and mitigate bankruptcy risk,

thereby enhancing profitability. Within this particular framework, leverage functions as an intermediary between female directors and the attainment of profitability. It accomplishes this by establishing a connection between the impact of female directors on financial decision-making and the overall financial performance of the organization (Poletti-Hughes & Martinez Garcia, 2022). One potential observation is that companies with a higher proportion of female directors might exhibit reduced levels of debt, which might potentially lead to increased profitability (Kasasbeh, 2019). Moreover, the inclusion of female directors has the potential to enhance corporate governance and the efficiency of resource management, thereby influencing the profitability of firms (Terjesen, Couto & Francisco, 2016). Leverage serves as a mediator between female directors and profitability, illustrating the impact of financial policies advocated by female directors on enhancing financial performance. Therefore, it is crucial to comprehend the impact of women directors on leverage decisions and their subsequent effect on company profitability to get insight into the correlation between women directors and firm profitability.

H5: Leverage mediates between female directors and profitability.

Tangibility mediates between female directors and profitability.

According to Camisón et al. (2022), the degree of physical assets owned by a corporation, referred to as tangibility, could potentially act as a mediator in the association between female directors and profitability. The perspectives of female directors towards the management of a company's physical assets may differ from those of their male counterparts, potentially influencing the financial performance of the firm (Cox & Blake, 1991). Hence, tangibility serves as a mediating variable that establishes a connection between the impact of female directors on firm profitability. According to a recent study conducted by Đặng et al. (2022), it has been shown that female directors have a tendency towards

conservatism in their decision-making processes. Moreover, these directors often prioritize the long-term viability and expansion of the organization. Consequently, individuals may exhibit a preference for allocating their investments towards real physical assets, thereby potentially enhancing business profitability through risk mitigation and operational efficiency improvements (Camisón et al., 2022). Within this particular framework, the concept of tangibility serves as a potential mediator in the relationship between female directors and profitability. It accomplishes this by establishing a connection between the preferences of female directors in managing the tangible assets of the firm and the subsequent financial performance of the said firm (Camisón et al., 2022). An illustration of this phenomenon can be observed in the context of organizations that possess a greater proportion of female directors. Such firms may exhibit elevated levels of tangibility, which, in turn, could potentially lead to increased profitability (Cambrea et al., 2020). Furthermore, the inclusion of female directors within the organizational structure has the potential to enhance the caliber of decision-making processes and optimize asset management practices, exerting a significant influence on the overall profitability of the firm (Singh et al., 2019). Tangibility examines the relationship between female directors and profitability, specifically focusing on how investment decisions influenced by female directors can lead to enhanced financial success. Therefore, it is crucial to comprehend the impact of women directors on decisions of tangibility and its subsequent effect on business profitability to gain insight into the correlation between women directors and firm profitability.

H6: Tangibility mediates between female directors and profitability.

Leverage mediates between female directors and sales growth.

The utilization of leverage, which refers to the extent of debt employed by a firm to finance its activities, could potentially moderate the association between female

directors and the rate of sales growth. According to Shin, Chang, Jeon & Kim (2020), there is evidence to suggest that female directors tend more conservative financial decision-making and a greater emphasis on sustainable growth. Hence, the concept of leverage serves as an intermediary factor that connects the influence of female directors with the increase in firm sales. In the present situation, it is plausible that female directors could exert an influence on a firm's approach to leverage policy by displaying a greater degree of prudence in assuming debt, hence potentially affecting the trajectory of sales growth (Rjiba & Thavaharan, 2022). The reluctance of female directors may be indicative of their inclination to mitigate excessive risk and guarantee adequate resources for the firm's long-term growth and development (Tashfeen, Saleem, Ashfaq, Noreen & Shafiq, 2023). Female directors have the potential to exert influence inside their organizations, resulting in the adoption of a more conservative approach to financing operations. This, in turn, can contribute to enhanced sales growth that is characterized by greater stability and long-term sustainability. Leverage serves as a mediator between female directors and the enhancement of sales growth by establishing a connection between the preferences of female directors in managing corporate debt and the overall increase in corporate sales. Moreover, the inclusion of female directors inside the organization has the potential to enhance the caliber of financial decision-making processes and optimize debt management practices. Consequently, these improvements can provide favorable outcomes for the firm, such as increased sales growth (Torchia et al., 2011). Gaining insight into the impact of female directors on decisions related to leverage and their subsequent influence on sales growth is crucial for comprehending the correlation between female directors and corporate sales growth. The concept of leverage serves as an intermediary between female directors and the potential impact on sales growth, indicating that debt policies

affected by female directors may contribute to improved sales growth.

H7: Leverage mediates between female directors and sales growth

Tangibility mediates between female directors and sales growth

The potential impact of tangibility, which refers to the extent of a company's physical assets that can be used as collateral, on the association between female directors and sales development is a subject of investigation by Poletti-Hughes & Martinez Garcia (2022). According to Torchia et al. (2011), in this particular scenario, female directors may prioritize the augmentation of tangible assets that can be used as collateral. This strategic approach could potentially furnish the requisite resources for facilitating sales expansion. Hence, the concept of tangibility serves as an intermediary factor that connects the influence of female directors to the rise of business sales. In the present scenario, it is plausible that female directors exhibit a greater degree of caution when making investment decisions, prioritizing physical assets that possess elevated collateral value (Wang, 2020). The prioritization of tangible assets by female directors may be indicative of their inclination to mitigate financial risks and secure adequate resources for facilitating sustained sales growth (Rjiba & Thavaharan, 2022). The prioritization of tangible assets by women directors may incentivize companies to increase investments in physical assets that can serve as collateral. This, in turn, has the potential to contribute to more consistent and sustainable sales growth (García-Meca & Santana-Martín, 2023; Shin et al., 2020; Wang, 2020; Terjesen et al., 2016). Tangibility plays a crucial role in facilitating the relationship between female directors and sales growth by establishing a connection between the asset management preferences of female directors and the subsequent impact on sales growth. Moreover, the inclusion of female directors within the organizational structure has the potential to enhance the caliber of investment decision-making and optimize the effectiveness of asset

management. Consequently, this can provide favorable outcomes for the company in terms of sales growth (Torchia et al., 2011). Gaining insight into the impact of female directors on decisions related to tangibility and its subsequent effect on sales growth is crucial for comprehending the correlation between female directors and corporate sales growth. The concept of tangibility serves as a mediator in the relationship between female directors and sales growth, elucidating how investment strategies affected by female directors might lead to improved sales growth.

H8: Tangibility mediates between female directors and sales growth.

RESEARCH METHODS

The present study employs a positivist philosophical framework and adopts a quantitative research methodology that focuses on establishing causal linkages. The present study used panel data, which is a blend of time series and cross-sectional data obtained from secondary sources. The research utilizes data on family control, female directors, and financial ratios (including sales growth, return on assets, Tobin's Q, leverage, and tangibility). These data are taken from yearly reports retrieved from www.idx.co.id, as well as from other journals and online sources. The study uses the analytical technique known as Partial Least Squares (PLS). Hair, Matthews, Matthews & Sarstedt (2017) posit that one of the notable advantages of Partial Least Squares (PLS) is its ability to accommodate non-normally distributed data and its suitability for analysis with limited sample size. According to Ghozali & Latan (2021), it is unnecessary to assess the validity and reliability of secondary data research using a single indication (the outer model). Therefore, the present study just performed an inner model test. The determination of statistical significance is contingent upon a p-value that is lower than 0.05 or a T statistic that exceeds 1.96 (Ghozali & Latan, 2021).

Population and Sample

This research encompasses the whole

population of non-finance firms that were listed and published on the Indonesia Stock Exchange (IDX) over the period of 2019–2021. The total number of companies included in this population is 568. A total of 254 organizations were included as samples in this research using a non-probability purposive selection technique. This approach was used to pick data based on certain criteria that are representative of the target population. The provided criteria include the following:

OPERATIONAL DEFINITION OF RESEARCH VARIABLES

Family control refers to the substantial impact exerted by a single family or a group of related families inside a corporation. This influence encompasses several aspects such as ownership, involvement in decision-making processes, and assuming management positions (Gill & Kaur, 2015). Criteria 1 is applicable when the individual who established or owns the firm, or a shareholder with a minimum

ownership stake of 20%, has family members who are involved as directors in the company. In all other cases, criterion 0 is applicable. Gender diversity is characterized by the presence of women directors on the board who actively engage in decision-making processes and have an influence on business strategy and policy (Torchia et al., 2011). Multiple scholarly investigations have shown a correlation between the presence of female directors and enhanced financial performance, financing strategies, and commitment to corporate social responsibility (Cambrea et al., 2020; Đặng et al., 2022; Poletti-Hughes & Martinez Garcia, 2022). To assess the presence of female directors, a binary variable is used, denoted as Criterion 1, which takes a value of 1 if the business has at least one female director and 0 if it does not.

The term "leverage" refers to the degree to which a company's assets and operations are financed by debt, hence indicating the significance of debt in an organization's capital structure (Amin & Liu, 2020; Gottardo & Moisello, 2019; Keasey et al., 2015). The leverage ratio may be determined by dividing the total debt by the total equity. Tangibility refers to a firm's tangible physical resources that can be objectively measured. These tangible assets include properties such as land, buildings, and equipment (Barney, 1991; Camisón et al., 2022). Dividing the fixed asset value by the asset value gives the tangibility ratio.

Table 1.
Research Sample Criteria

No	Sample Criteria	Number of Samples
1.	Companies listed on the IDX for the period 2019-2021	568
2.	Companies that do not have complete data needed for this study	(254)
3.	Number of company samples	314
	Total data	942

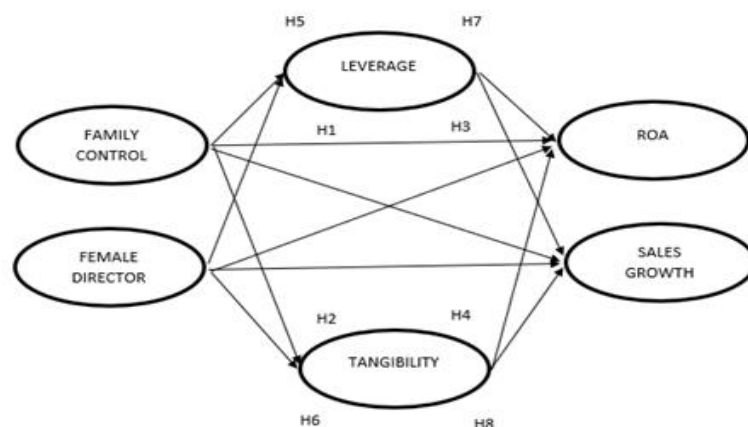


Figure 1.
Research Framework

The concept of Return on Assets (ROA) pertains to a financial metric used to evaluate the efficiency with which a firm earns profits from its assets (Yousaf et al., 2019). The formula used to compute ROA involves dividing the net income by the total assets. Sales growth is often described as the proportional rise in a firm's sales over a certain time frame, indicating the degree to which the company has effectively augmented its revenue and expanded its commercial operations (Gill & Kaur, 2015; Wilson et al., 2013). The sales growth formula is derived by subtracting last year's sales from this year's sales and then dividing the result by last year's sales.

ANALYSIS AND DISCUSSION

According to the data collected by the author, there are a total of 446 enterprises

that are under family control, but there are also 496 companies that do not fall under family control. Simultaneously, the number of firms with female directors amounted to 626, and the number of companies without female directors amounted to 315.

Leverage mediates the influence of family control on profitability and sales growth

The research conducted has shown a discernible link between family control and ROA, which is mediated by leverage. This finding suggests the existence of an indirect relationship between the two variables. The coefficient of this association has been determined to be 0.001. The calculated p-value for the observed correlation was 0.797, which surpassed the commonly accepted significance level of 0.05. Moreover, the

Table 2.
Descriptive Statistics

Variable	Minimum	Maximum	Average	Standard Deviation
Leverage	0.001	6.940,3	1.392,9	2.995,3
Tangibility	0.001	2.216,0	235,7	7.217,2
Sales growth	-104,1	528,1	2,4	374,3
ROA	-31	66,6	1,5	6,4
Family control	1	0	0,4	0,5
Female diretors	1	0	0,6	0,5

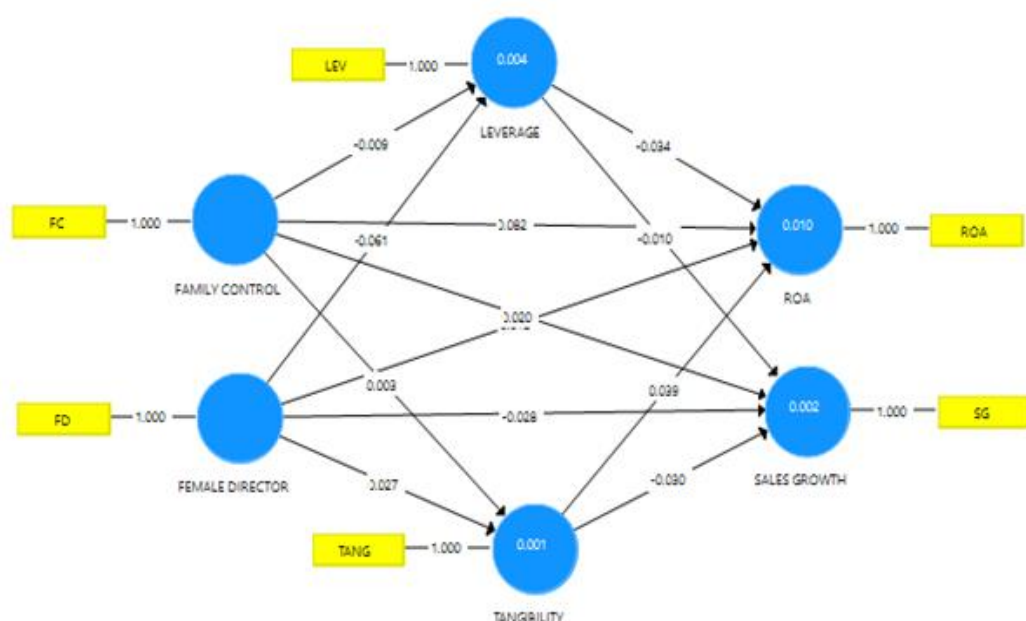


Figure 2.
Partial Least Squares Path Diagram

computed t-value for this specific correlation is 0.257, suggesting a smaller effect size in comparison to the critical value of 1.96. The findings of this study indicate that the variable leverage does not serve as a mediator in the association between family control and ROA, albeit exhibiting lower statistical significance. Furthermore, the statistical findings also indicate that the indirect influence of family control on sales growth via leverage is estimated to be 0.001. The p-value associated with this estimate exceeds the significance level of 0.05, indicating that the observed result is not statistically significant. Additionally, the related t-value falls below the critical value of 1.96, further supporting the lack of statistical significance. The findings of this study indicate that although there is a correlation between family control and sales growth, it lacks statistical significance.

The present study posits that the role of leverage as a mediator is limited in its effectiveness, mostly due to the presence of additional factors, such as corporate governance, which exert a significant influence on the profitability and growth of family-owned enterprises. This discovery aligns with the research undertaken by Romano, Tanewski & Smyrniotis (2001), which proposed that family-owned enterprises do not employ debt as a tactic to enhance profitability. The observed disparity can be attributed to the distinct financial frameworks and the inclination towards alternate funding avenues, such as the use of internal capital. The aforementioned assertion aligns with the conclusions drawn by Gonzalez et al.

(2013), whose research demonstrated that family-owned enterprises have a propensity to mitigate the likelihood of inordinate indebtedness as a strategy to safeguard the enduring feasibility and continuity of their organizations. In addition, Björnberg & Nicholson (2012) articulate a similar perspective. The presence of emotional bonds within familial relationships often exerts an influence on the process of making financial decisions, leading individuals to prioritize the welfare of their family over the pursuit of corporate objectives, such as implementing tactics aimed at enhancing profitability through heightened levels of indebtedness.

Tangibility mediates the effect of family control on profitability and sales growth

The findings of the research indicate that there exists a statistically significant inverse correlation between the level of tangibility and the extent of family control over ROA, as demonstrated by a coefficient value of 0.001. The coefficient's p-value exceeds 0.05, indicating that the impact is not statistically significant. Similarly, a coefficient's t-value is below the crucial threshold of 1.96, indicating that it does not vary considerably from zero. This research shows that tangibility mediates family control and ROA. However, this connection may have statistical limits. Family control and sales growth, impacted by tangibility, were not statistically significant. The indirect impact is statistically negligible at 0.001. A p-value of 0.758 indicates a high probability of discovering such a result by chance. The computed t-value of 0.308 is also below the

Table 3.
Specific Indirect Effect

	Original Sample (O)	T-Statistics (O /STDEV)	P-Values
Family control -> Leverage -> ROA	0.001	0.257	0.797
Family control -> Tangibility -> ROA	0.001	0.047	0.962
Family control -> Leverage -> Sales growth	0.001	0.104	0.917
Family control -> Tangibility -> Sales growth	0.001	0.076	0.940
Female director -> Leverage -> ROA	0.002	1.516	0.130
Female director -> Tangibility -> ROA	0.001	0.838	0.402
Female director -> Leverage -> Sales growth	0.001	0.308	0.758
Female director -> Tangibility -> Sales growth	-0.001	0.795	0.427

key threshold of 1.96, supporting the conclusion that there is no statistically significant difference. The research found no effect of tangibility on family control and Sales Growth. It was statistically insignificant.

Fixed assets in a family-owned business do not increase profitability or sales. Fixed assets are low-liquid, making them difficult to convert into cash during financial emergencies. Dreux (1990) supports this idea. Family-owned firms tend to prioritize current assets above long-term assets due to the potential negative impact on the availability of liquid money required for strategic initiatives. Furthermore, it is important to acknowledge that tangible fixed assets have expenses related to upkeep and depreciation, which may not necessarily enhance the overall profitability of the organization. Furthermore, it is important to acknowledge that family-owned enterprises demonstrate a diverse array of investments, encompassing both tangible assets and intangible assets such as trademarks and copyrights. This aligns with the assertion presented by Mulley, Nelson & Wright (2018) that service-oriented entities do not inherently require physical assets but instead rely on their clientele. Hermundsdottir & Aspelund (2021) believe that organizations are more significantly impacted by external elements, such as economic regulations and conditions, than by their internal assets.

Leverage mediates the influence of female directors on profitability and sales growth

The findings of the study indicate that the impact of female directors on ROA is contingent upon the degree of leverage, resulting in an indirect effect of 0.002. The resulting P value of 0.130 suggests that the observed effect did not reach statistical significance according to the commonly accepted threshold of 0.05. In addition, the computed t-value of 1.516 falls below the critical threshold of 1.96, offering further support for the lack of statistical significance. The findings of this study indicate that the variable of leverage had a

weaker beneficial influence on the association between women directors and ROA, albeit it did not reach a level of statistical significance. The investigation yielded a leverage value of 0.001 for the impact of female directors on sales growth. The obtained p-value was above the significance level of 0.05, indicating that the observed results were not statistically significant. Additionally, the calculated t-value was less than the critical value of 1.96, further supporting the lack of statistical significance. The findings of this study indicate that while leverage does not yield any positive effects, it also does not play a statistically significant mediating function in the relationship between female directors and sales growth.

The association between gender diversity and several aspects, including diverse decision-making, innovation, and creativity, seems to exhibit a greater degree of significance compared to its connection with capital structure. Moreover, De Masi, Słomka-Gołębiowska & Paci. (2021) have articulated a comparable perspective, highlighting the obstacles encountered by female directors in terms of attaining visibility and influence during board meetings. Furthermore, the assessment of the impact of variation is frequently not limited to the examination of financial debt only. There exist numerous supplementary external factors. Spitsin, Ryzhkova, Vukovic & Anokhin (2020) also posited a comparable assertion. Research has established that the magnitude of earnings is significantly impacted by factors such as the industry in which a company operates, prevailing market circumstances, and the size of the organization. Furthermore, it is important to acknowledge that the present investigation incorporated solely one simulated assessment and neglected to differentiate between independent and dependent directors. The absence of clear differentiation across variables in the study has the potential to induce bias in the findings.

Tangibility mediates the influence of female directors on profitability and sales growth

The presence of tangibility as a mediating factor has a beneficial impact on the correlation between female directors and ROA. Nevertheless, the research findings indicated that there was not a statistically significant correlation between tangibility and the association between women directors and ROA. This conclusion is substantiated by a p-value over 0.05 and a T-value below 1.96. This implies that while tangibility may function as a mediator, its influence in this specific interaction is limited. The research also discovered that there was a statistically negligible indirect impact of female directors on sales growth through tangibility, as evidenced by the coefficient of -0.001. The p-value corresponding to this observed effect is 0.427, which is above the commonly accepted significance level of 0.05. Additionally, the statistical t-value for this effect is 0.795, indicating that it is smaller than the critical value of 1.96. The results of this study indicate that the variable of tangibility functions as a negative mediator but does not demonstrate any statistical significance in the association between women directors and sales growth.

The presence of gender diversity may influence financial success, potentially due to intangible elements that are not accounted for by fixed asset metrics. This approach aligns with the opinion presented by Wurgler (2000), who posited that fixed assets, such as land and buildings, may not consistently yield significant profits, particularly in businesses undergoing periods of decline. According to Keating & Zimmerman (1999), directors exhibit a certain degree of hesitancy when it comes to allocating funds toward fixed assets, mostly due to the significant expenses associated with maintenance and depreciation. Harris & Jenkins (2006) found that women were less risk-averse than men. Assets do not affect profitability or sales growth.

Theoretical Implications and Practical Implications

This study adds to gender equality research on family company financial decision-making. This research offers new

insights into how gender and directors' backgrounds affect organizational practices. Agency theory, resource theory, and competitive advantage influence family company ownership and supervisory boards. This research analyzes how heterogeneity, family control, and ownership structure affect financial decision-making and corporate performance. This research also sheds light on how these characteristics may affect debt and asset management methods, improving our understanding of their effects on corporate value and financial performance. This research emphasizes family business supervisory board gender diversity. To improve performance, firms may consider regulations to increase female board presence. Family businesses must weigh family control against operational effectiveness when making financial decisions. Women on boards and in business leadership may help achieve a balance. Management and shareholders must understand how ownership structure and family control affect dividend and asset strategies. This knowledge may help allocate resources and control risk.

CONCLUSION

In general, the findings of this study indicate that the alignment between family control, female directors, leverage, tangibility, sales growth, and Resource-Based Theory (Barney, 1991; Habbershon & Williams, 1999) or Diversity Theory (Cox & Blake, 1991) is not yet complete. This shows that additional research is required to enhance our understanding of the effective utilization of unique resources and diversity of thought to boost business performance. This study also highlights many inconsistencies in the existing body of literature concerning the relationship between family control and the influence of female directors on factors such as leverage, tangibility, and sales growth. For in-depth knowledge of the influence of family and non-family enterprises, as well as the participation of female managers, on accounting practices and investment choices in a variety of contexts, additional research is necessary (Poletti-Hughes &

Martinez Garcia, 2022). In the end, this study makes a substantial contribution by investigating the interplay between family control, female directors, leverage, tangibility, and sales growth in a variety of contexts. However, additional research is required to have a comprehensive understanding of how the effective utilization of unique resources and diversity of thinking can lead to competitive advantage and optimal performance.

LIMITATIONS AND SUGGESTIONS.

The scope of this study may be restricted to certain developing nations, with a special focus on Indonesia. As a result, its applicability to other nations or certain industries is limited. The present study used secondary data, which may be subject to constraints in terms of its quality and comprehensiveness. Moreover, the variables used may only capture some pertinent features of the subject being investigated. It is important to acknowledge that there may be other unmeasured factors that might potentially affect the association between gender, ownership structure, and the financial choices made by family enterprises. The research may encounter challenges related to causation since discerning whether the reported associations between variables are causative may be a complex task. Does the inclusion of female directors have an impact on debt and asset policies, or do corporations with pre-existing policies tend to be more inclined to select female directors? Regrettably, research may fail to comprehensively consider the dynamic implications of variables being studied, such as the potential influence of changes in ownership structure or supervisory board composition on financial decision-making and business performance over time.

Enhancing the scope of the study, future researchers may consider broadening the research sample to include family enterprises originating from diverse nations or industrial sectors. This will facilitate their understanding of how cultural disparities, regulatory frameworks,

and many other external factors contribute to the dynamics between gender, ownership structure, and financial choices inside family-owned enterprises. Subsequent investigations may endeavor to evaluate the potential effects of supplementary factors on the financial decision-making and performance of family enterprises. These factors may include the educational attainment, professional experience, and ethnic heritage of directors. To address the constraints associated with secondary data sources, researchers have the option of using primary sources such as surveys, interviews, or case studies to get a more profound understanding of the factors that influence financial decision-making inside family firms. Potential avenues for future research may include investigating the dynamic implications of the variables being examined. For instance, examining how alterations in ownership structure or changes in the makeup of supervisory boards over a while might potentially influence financial decision-making and the overall performance of firms. Sophisticated analytical approaches, such as dynamic panel analysis or instrumental methods, may be used to mitigate endogeneity concerns and examine causal links, thereby enabling the testing of cause-and-effect associations among the variables under investigation. Moreover, it is worth noting that governmental legislation or policies of gender equality, corporate governance standards, or financial policies have the potential to impact the interplay of gender, ownership structure, and the financial decision-making processes inside family firms.

REFERENCES

- Afza Amran, N., & Che Ahmad, A. (2009). Family business, board dynamics and firm value: Evidence from Malaysia. *Journal of Financial Reporting and Accounting*, 7(1), 53-74.
- Al-Absy, M.S.M. (2022). Impactful women directors and earnings management. *Cogent Business & Management*, 9(1), 1-20.
- Amin, Q.A., & Liu, J. (2020). Shareholders' control rights, family ownership and the firm's leverage decisions.

- International Review of Financial Analysis*, 72, 101591.
- Anderson, R.C., Reeb, D.M., Upadhyay, A., & Zhao, W. (2011). The economics of director heterogeneity. *Financial Management*, 40(1), 5-38.
- Anita, R., Salmiah, N., Adino, I., & Abdillah, M.R. (2023). Wanita di dewan perusahaan: Reviu dan agenda penelitian. *Jurnal Akuntansi Kompetitif*, 6(1), 127-133.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of management*, 17(1), 99-120.
- Berrone, P., Gomez-Mejia, L.R., Larazza-Kintana, M., & Cruz, C. (2010). Socioemotional wealth and corporate responses to institutional pressures: Do family-controlled firms pollute less? *Administrative Science Quarterly*, 55(1), 82-113.
- Biswas, P. K. (2020). Corporate governance and stock liquidity: evidence from a speculative market. *Accounting Research Journal*, 33(2).
- Björnberg, Å., & Nicholson, N. (2012). Emotional ownership: The next generation's relationship with the family firm. *Family business review*, 25(4), 374-390.
- Budiyanti, H., Husnan, S., & Hanafi, M. (2018). The Effect of Pyramidal Ownership Structure to the Financing Policies and Firm Value in Indonesia: Cronyman as moderating variable. *Jurnal Dinamika Akuntansi*, 10(1), 1-12.
- Cambrea, D.R., Tenuta, P., & Vastola, V. (2020). Female directors and corporate cash holdings: Monitoring vs executive roles. *Management Decision*, 58(2), 295-312.
- Camisón, C., Clemente, J.A., & Camisón-Haba, S. (2022). Asset tangibility, information asymmetries and intangibles as determinants of family firms leverage. *Review of Managerial Science*, 16(7), 2047-2082.
- Cheng, A., Li, X., Sun, Z., & Xie, J. (2021, June). How does dividend payout affect corporate social responsibility? A channel analysis. *China International Conference in Finance (CICF) 2021 Conference*.
- Cheng, Q. (2014). Family firm research-A review. *China Journal of Accounting Research*, 7(3), 149-163.
- Cox, T.H., & Blake, S. (1991). Managing cultural diversity: Implications for organizational competitiveness. *Academy of Management Perspectives*, 5(3), 45-56.
- Đặng, R., Hikkerova, L., Simioni, M., & Sahut, J.M. (2022). How do women on corporate boards shape corporate social performance? Evidence drawn from semiparametric regression. *Annals of Operations Research*, 1-28.
- Datta, S., Doan, T., & Toscano, F. (2021). Top executive gender, board gender diversity, and financing decisions: Evidence from debt structure choice. *Journal of Banking & Finance*, 125, 106070.
- De Masi, S., Słomka-Gołębiowska, A., & Paci, A. (2021). Women on boards and monitoring tasks: an empirical application of Kanter's theory. *Management Decision*, 59(13), 56-72.
- Dreux IV, D.R. (1990). Financing family business: Alternatives to selling out or going public. *Family Business Review*, 3(3), 225-243.
- Dyck, A., Lins, K.V., Roth, L., Towner, M., & Wagner, H.F. (2023). Renewable governance: Good for the environment?. *Journal of Accounting Research*, 61(1), 279-327.
- García, C.J., & Herrero, B. (2021). Female directors, capital structure, and financial distress. *Journal of Business Research*, 136, 592-601.
- García-Meca, E., & Santana-Martín, D.J. (2023). Board gender diversity and performance in family firms: exploring the faultline of family ties. *Review of Managerial Science*, 17(5), 1559-1594.
- Ghozali, I., & Latan, H. (2020). Partial least squares, konsep, teknik, dan aplikasi menggunakan Program SmartPLS 3.2.9 untuk peneliti. Semarang: Universitas Diponegoro
- Gill, S., & Kaur, P. (2015). Family involvement in business and financial performance: a panel data analysis. *Vikalpa*, 40(4), 395-420.
- Gonzalez, M., Guzmán, A., Pombo, C., & Trujillo, M.A. (2013). Family firms and debt: Risk aversion versus risk of losing control. *Journal of Business Research*, 66(11), 2308-2320.
- Gottardo, P., Moisello, A.M. (2019). Family control and capital structure choices. In: Capital structure, earnings management, and risk of financial distress. SpringerBriefs in Business. Springer, Cham.
- Habbershon, T.G., & Williams, M.L. (1999). A resource-based framework for

- assessing the strategic advantages of family firms. *Family business review*, 12(1), 1-25.
- Hair Jr, J.F., Matthews, L.M., Matthews, R.L., & Sarstedt, M. (2017). PLS-SEM or CB-SEM: updated guidelines on which method to use. *International Journal of Multivariate Data Analysis*, 1(2), 107-123.
- Harris, C.R., & Jenkins, M. (2006). Gender differences in risk assessment: Why do women take fewer risks than men?. *Judgment and Decision making*, 1(1), 48-63.
- Hermundsdottir, F., & Aspelund, A. (2021). Sustainability innovations and firm competitiveness: A review. *Journal of Cleaner Production*, 280, 124715.
- Kasasbeh, F.I.O. (2019). Role of gender diversity in corporate risk taking in Jordan. *International Review of Management & Business Research*, 8 (1), 121-136.
- Keasey, K., Martinez, B., & Pindado, J. (2015). Young family firms: Financing decisions and the willingness to dilute control. *Journal of Corporate Finance*, 34, 47-63.
- Keating, A.S., & Zimmerman, J.L. (1999). Depreciation-policy changes: Tax, earnings management, and investment opportunity incentives. *Journal of accounting and economics*, 28(3), 359-389.
- Michiels, A., & Molly, V. (2017). Financing decisions in family businesses: A review and suggestions for developing the field. *Family Business Review*, 30(4), 369-399.
- Miller, D., & Le Brenton-Miller, I. (2006). Family governance and firm performance: Agency, stewardship, and capabilities. *Family Business Review*, 19(1), 73-87.
- Miller, D., Le Breton-Miller, I., & Lester, R.H. (2011). Family and lone founder ownership and strategic behaviour: Social context, identity, and institutional logics. *Journal of management studies*, 48(1), 1-25.
- Mulley, C., Nelson, J.D., & Wright, S. (2018). Community transport meets mobility as a service: On the road to a new a flexible future. *Research in transportation economics*, 69, 583-591.
- Poletti-Hughes, J., & Martinez Garcia, B. (2022). Leverage in family firms: The moderating role of female directors and board quality. *International Journal of Finance & Economics*, 27 (1), 207-223.
- Rajverma, A.K., Arrawatia, R., Misra, A.K., & Chandra, A. (2019). Ownership structure influencing the joint determination of dividend, leverage, and cost of capital. *Cogent Economics & Finance*, 7(1), 1600462.
- Rjiba, H., & Thavaharan, T. (2022). Female representation on boards and carbon emissions: International evidence. *Finance Research Letters*, 49, 103079.
- Romano, C.A., Tanewski, G. A., & Smyrnios, K. X. (2001). Capital structure decision making: A model for family business. *Journal of business venturing*, 16(3), 285-310.
- Saidat, Z., Silva, M., & Seaman, C. (2019). The relationship between corporate governance and financial performance: Evidence from Jordanian family and nonfamily firms. *Journal of Family Business Management*, 9(1), 54-78.
- Shin, Y.Z., Chang, J.Y., Jeon, K., & Kim, H. (2020). Female directors on the board and investment efficiency: evidence from Korea. *Asian Business & Management*, 19, 438-479.
- Singh, A.K., Singhania, S., & Sardana, V. (2019). Do women on boards affect firm's financial performance? Evidence from Indian IPO firms. *Australasian Accounting, Business and Finance Journal*, 13(2), 53-68.
- Singla, H.K. (2020). Does family ownership affect the profitability of construction and real estate firms? Evidence from India. *Journal of Financial Management of Property and Construction*, 25(1), 107-124.
- Spitsin, V., Ryzhkova, M., Vukovic, D., & Anokhin, S. (2020). Companies profitability under economic instability: evidence from the manufacturing industry in Russia. *Journal of Economic Structures*, 9, 1-20.
- Tashfeen, R., Saleem, I., Ashfaq, M., Noreen, U., & Shafiq, M. (2023). How do women on board reduce a firm's risks to ensure sustainable performance during a crisis?. *Sustainability*, 15(14), 11145.
- Terjesen, S., Couto, E.B., & Francisco, P.M. (2016). Does the presence of independent and female directors impact firm performance? A multi-country study of board diversity. *Journal of Management & Governance*, 20, 447-483.

- Torchia, M., Calabrò, A., & Huse, M. (2011). Women directors on corporate boards: From tokenism to critical mass. *Journal of business ethics*, 102, 299-317.
- Wang, Y.H. (2020). Does board gender diversity bring better financial and governance performances? An empirical investigation of cases in Taiwan. *Sustainability*, 12(8).
- Wilson, N., Wright, M., & Scholes, L. (2013). Family business survival and the role of boards. *Entrepreneurship theory and practice*, 37(6), 1369-1389.
- Wurgler, J. (2000). Financial markets and the allocation of capital. *Journal of financial economics*, 58(1-2), 187-214.
- Yousaf, I., Ali, S., & Hassan, A. (2019). Effect of family control on corporate dividend policy of firms in Pakistan. *Financial Innovation*, 5(1), 1-13.
- Yudha, D. P., & Singapurwoko, A. (2017). The effect of family and internal control on family firm performance: evidence from Indonesia Stock Exchange (IDX). *Journal of Business and Retail Management Research*, 11 (4), 68-75.
- Zhang, W., & Cao, L. (2016). Family involvement, internal control and agency costs-Evidences from China's listed family firms. *Perspectives in Science*, 7, 45-51.