



REVIEWER'S REPORT

Manuscript No.: IJAR-50846

Date: 01-04-2025

Title: The Role of Women in Indian Family Business

Recommendation:

- Accept as it is.....**YES**.....
- Accept after minor revision.....
- Accept after major revision
- Do not accept (*Reasons below*)

Rating	Excel.	Good	Fair	Poor
Originality	√			
Techn. Quality		√		
Clarity		√		
Significance			√	

Reviewer's Name: Shafiya Akhter

Reviewer's Decision about Paper: **Recommended for Publication.**

Comments (*Use additional pages, if required*)

Reviewer's Comment / Report

Abstract Review: The abstract provides a comprehensive overview of the study's focus on the evolving role of women in Indian family businesses, underlining their historically peripheral roles and the gradual shift towards leadership positions. It clearly outlines the research's thematic areas: indirect roles, frameworks, leadership and empowerment, entrepreneurial contributions, generational succession, and impact on business performance. The abstract is well-structured and offers a solid preview of the paper's contents.

Strengths:

1. **Clarity of Purpose:** The abstract succinctly conveys the study's purpose, focusing on the evolving roles of women in Indian family businesses, with clear objectives and a defined scope of research.
2. **Thematic Categorization:** The categorization of the study's findings into six thematic areas provides a clear structure, making it easier for the reader to understand the focus of the research.
3. **Recognition of Challenges and Barriers:** The identification of gendered succession practices and societal norms is a notable strength, as it highlights the ongoing challenges faced by women in these businesses.

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4. **Practical Relevance:** The abstract emphasizes the practical implications of the research, particularly in highlighting the need for leveraging women's potential for the success of family businesses in India.

Areas for Consideration:

1. **Specificity of Findings:** While the abstract provides an excellent overview, it could benefit from some specific examples or results to give readers a clearer picture of the study's outcomes.
2. **Elaboration on Leadership Roles:** The mention of increasing female leadership in family businesses is compelling but could be more precise. For instance, what kinds of leadership positions are women assuming, and how is this influencing business outcomes?
3. **Language Precision:** Some sentences in the abstract, particularly in the last paragraph, could be refined for conciseness and clarity. For example, the phrase "argues in favour of leveraging the potential of women for the success of family businesses in India" could be more directly stated to enhance readability.

Introduction Review: The introduction sets the context for the study well, discussing the traditional roles of women in Indian family businesses and the recent shift towards greater female participation in leadership roles. It explains the background of the issue and introduces the study's focus on overcoming barriers like gender bias and societal norms. The introduction provides a clear rationale for the study, making it clear why the evolving role of women in family businesses is a topic worthy of examination.

Strengths:

1. **Clear Rationale for the Study:** The introduction does a great job of providing the background for the study, highlighting both the historical context and the contemporary shift in the role of women in family businesses.
2. **Highlighting the Key Barriers:** The identification of gendered succession practices and societal norms as barriers to female leadership in family businesses is critical and adds depth to the discussion.
3. **Engagement with Current Research:** The study is positioned as part of a broader scholarly conversation, referencing existing literature and underscoring its relevance to ongoing gender discussions in family businesses.

Areas for Consideration:

1. **Expanding on the Role of Women in Leadership:** While the introduction mentions women gradually moving towards leadership positions, it could provide a bit more context on the nature of these roles. Are women mainly involved in operational leadership, strategic decision-making, or both?
2. **Clarifying the Scope of Family Business:** The definition of "family business" is provided, but the study could benefit from elaborating on how family businesses in India differ from those in other countries in terms of gender roles. This would strengthen the argument for why the focus on Indian family businesses is unique.
3. **Social Context:** The introduction mentions the socio-cultural norms and challenges women face, but a bit more detail on how these norms differ across various regions in India could be useful in framing the research's limitations.

Strengths of the Manuscript Overall:

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- Well-Defined Scope and Objectives:** The research has a well-defined focus on the role of women in family businesses, with specific objectives that are clearly outlined. The inclusion of limitations helps provide context to the study's scope.
- Comprehensive Thematic Structure:** The study's categorization into six thematic areas is an effective approach that organizes the discussion clearly, providing the reader with a roadmap of what to expect in the paper.
- Relevance to Contemporary Issues:** The study addresses an important contemporary issue—gender equality in family businesses—and the focus on women's leadership and empowerment is particularly timely given the growing conversations around gender diversity in business.

Areas for Improvement:

- More Specific Examples:** While the review of literature and thematic structure is solid, the manuscript could benefit from more specific case studies or examples of successful female leaders in Indian family businesses. This would help ground the theoretical discussion in real-world examples.
- Elaboration on Business Performance:** The mention of the impact of women's involvement on family business performance is intriguing but needs further development. How exactly does female leadership translate to business success in family-run firms?
- Gender Bias in Succession:** The study could explore the extent to which gender bias in succession planning is being addressed and whether there are any emerging best practices in Indian family businesses to overcome these barriers.

Conclusion: The manuscript addresses an important and timely topic, focusing on the evolving role of women in Indian family businesses. The paper effectively discusses the barriers women face, including gendered succession practices, and highlights the growing leadership roles women are assuming in these businesses. While the study's structure and objectives are clearly defined, more specific examples, a deeper dive into the practical implications of female leadership, and a clearer exploration of business performance outcomes would strengthen the overall manuscript. Nevertheless, this research contributes valuable insights into a crucial aspect of family business dynamics in India and provides a solid foundation for further exploration of this topic.
